



**AGENDA APPENDIX**  
**Ordinary Meeting of Council**  
**Wednesday 27 March 2013**

**AGENDA ITEM FOR SEPARATE DISTRIBUTION TO COUNCILLORS AND  
EXECUTIVE LEADERSHIP TEAM DUE TO DOCUMENT SIZE.**

**THE ITEM IS ACCESSIBLE VIA THE COUNCIL WEBSITE OR BY  
CONTACTING GOVERNANCE ON 03 5662 9222.**

**E.13 ASSET MANAGEMENT - ADOPTION POLICY & STRATEGY**

**APPENDIX 1**



# South Gippsland Shire Council

## Asset Management Strategy

**March 2013**

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## 1 Introduction

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This Strategy outlines Council's management of its vast asset portfolio, both now and into the future. It will provide an understanding of the Shire's asset portfolio, the mechanisms to meet the service delivery needs of the local community, and enable achievement of Council's Asset Management Policy.

## 2 Purpose

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South Gippsland Shire Council is responsible for managing an extensive range of infrastructure assets commensurate with identified levels of service in an efficient and cost effective manner.

This strategy assesses adequacy of the current status of asset management practices and establishes a long term framework that is necessary to address the gap between current status and the desired status in asset management. This framework will enable Council to systematically manage the use and existence of its infrastructure assets with sustainable maintenance and renewal programs developed through comprehensive consideration of service delivery performance criteria, asset utilisation and degradation, risk management, financial planning, resource management, funding sources and strategic forward planning.

This Strategy is supported by a comprehensive set of Asset Management Plans which address the service delivery requirements for sustainable asset performance using a lifecycle management approach.

## 3 Objectives

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The objectives of this Strategy are:

1. To document the current status of the infrastructure asset portfolio and its management.
2. To ensure compliance with the goals and objectives of the Council Plan, and to inform the Council Plan of appropriate and achievable asset management realities.
3. To provide future direction for asset management commensurate with economic, social and environmental considerations.
4. To provide mechanisms for innovative, cost effective and appropriate asset management.
5. To ensure appropriate resources are provided and efficiently used to achieve acceptable asset management levels of service.
6. To enable Council to plan and implement a co-ordinated approach in funding its infrastructure works programs.

## 4 Role of Local Government

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Local authorities exist principally to supply core services that meet the needs of their communities. The creation, operation, maintenance, rehabilitation and replacement of community and infrastructure assets depend on these service level requirements. What asset services are provided, and how they are provided, depends on the level of service delivery required by the community and determined by the responsible authority.

The Local Government Act 1989 (the Act) provides the legal framework to assist local authorities in the provision of efficient and effective infrastructure management.

The provision and management of infrastructure provides the foundation for the provision of a safe and functional environment for its community. The built and natural environment that we maintain underpins the services we provide to assist in providing a healthy and safe community.

Department of Planning and Community Development (DPCD), the Auditor General's Office and the Municipal Association of Victoria (MAV) have continued a path of 'continuous improvement by clarifying the direction they wish the industry to pursue to improve Asset Management. This includes, financial management, asset performance and maintenance activities (Life Cycle Planning). As part of this effort MAV has developed STEP asset management program and National Asset Management Assessment Framework (NAMAF). SGSC has been actively participating in these programs and will continue to do so in future.

### 4.1 Strategic and Corporate Asset Management Directions

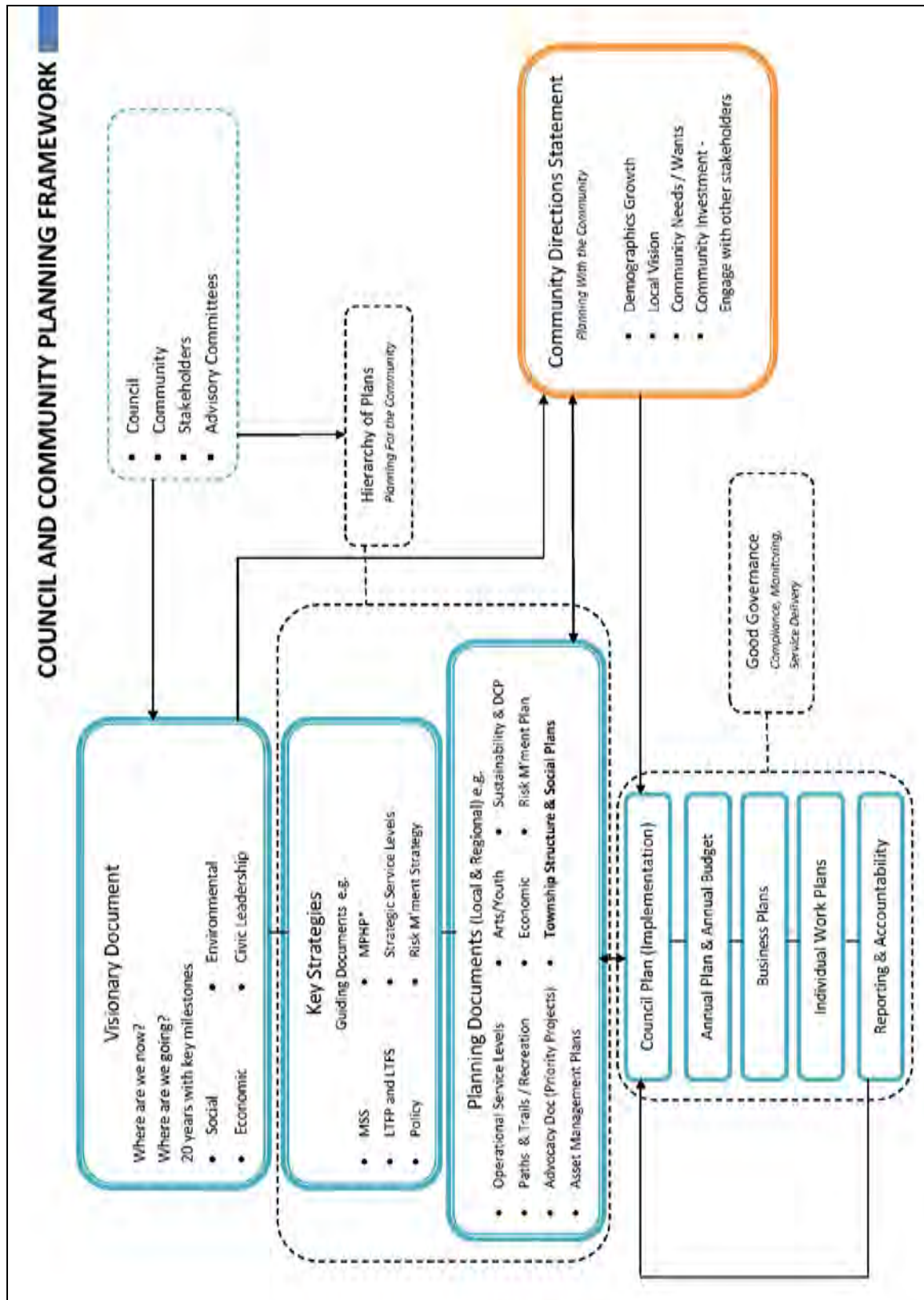
The Council's commitment to asset management is reflected in its 2010 – 2014 Council Plan mission statement:

*"To effectively plan and provide for the social, built, economic and natural environments that ensure the future wellbeing of South Gippsland communities"*

The Council has structured its delivery of services through a philosophy of overarching organisational values of Community Engagement, Openness and Integrity underpinned by medium and long term strategies and consequent action plans.

## 5 Council Community Planning Framework

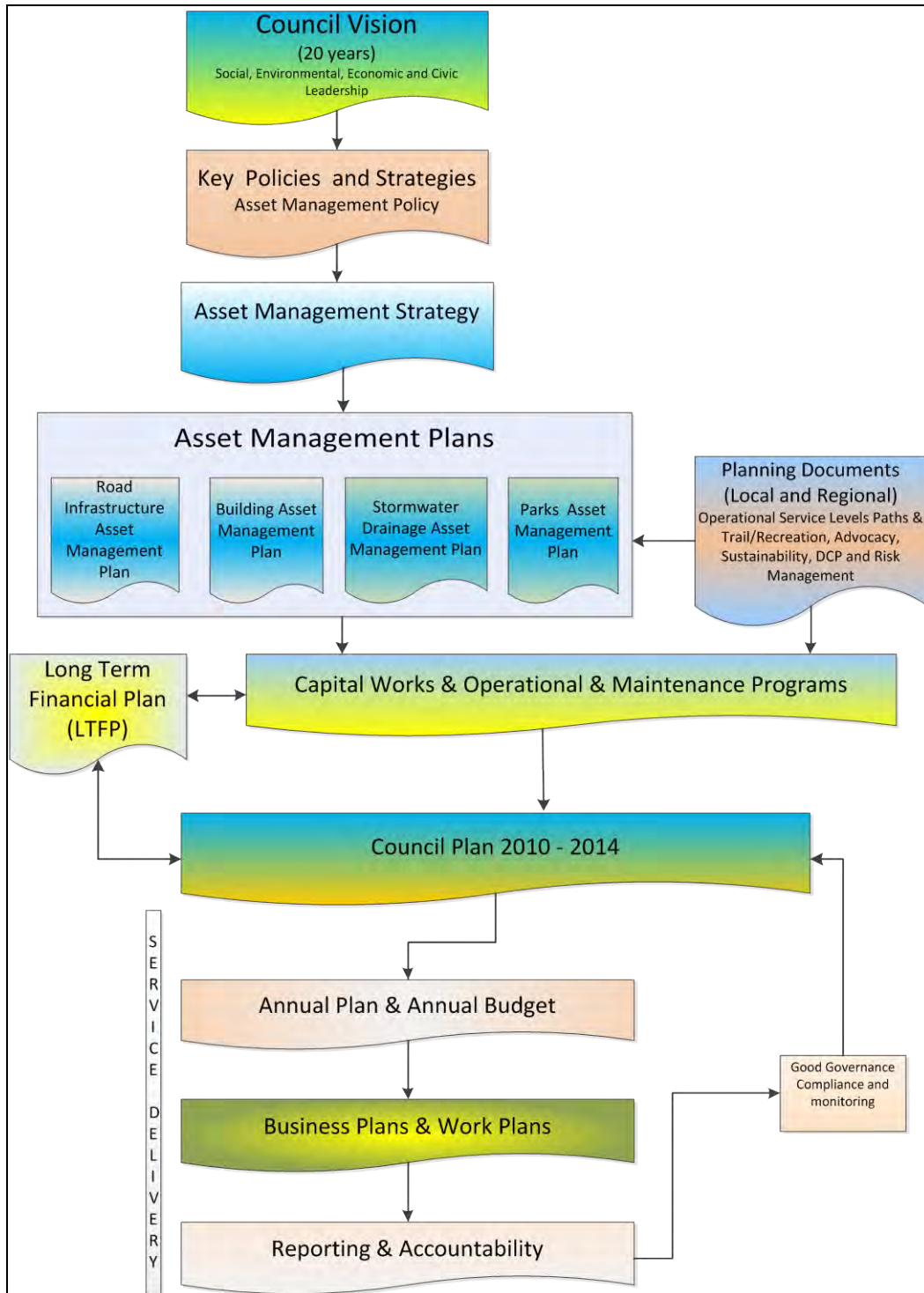
Council's community planning framework is indicated in the figure below. Asset Management framework is linked to this framework.





## 6 Asset Management Framework

Council's Asset Management Framework has been incorporated into the Council and Community Planning Framework (Figure 1 below). This framework shows the relationship between the Council Vision, Key Strategies, Planning Documents, the Council Plan, and other business and governance documentation and processes.



**Figure 1 - Asset Management Framework**

## 7 Asset Management Policy

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Council has recently updated its Asset Management Policy, which includes the following key principles it will consider when making any decisions impacting on infrastructure assets:

1. Level of service
  - (a) Service levels will form the basis of asset management and be reviewed on an ongoing basis against budget realities, taking into account changing priorities and constraints.
  - (b) In accordance with the Council Plan, provide quality infrastructure assets that support service levels that are appropriate, accessible, responsive and sustainable to the community.
  - (c) Consult with the community and key stakeholders on determining Levels of Service and asset service standards
2. Demand forecasting
  - (a) Develop sustainable and effective management strategies for the long term including demand analysis covering changes in legislation & demographics and associated environmental impacts.
3. Life cycle planning
  - (a) Life cycle asset management is fundamental to the achievement of the Council Plan and Council's Long Term Financial Plan.
  - (b) Asset management plans for each asset class shall articulate how the assets will be managed in the long term and be linked to the Long Term Financial Plan.
  - (c) Asset planning shall consider alternative means to meeting service delivery including non-asset solutions.
  - (d) Environmental sustainability of assets will be considered at all levels of asset management.
  - (e) The decision to fund capital projects will be based on established criteria for the evaluation and prioritisation of Capital proposals. This will include those projects suggested by the community.
  - (f) Setting the priority for asset management in descending order as follows:
    1. Asset renewal
    2. Asset upgrade
    3. Asset extension
4. Risk management
  - (a) Resources and priorities for asset management practices will include a risk assessment (e.g. Risk assessment for roads in the Road Infrastructure Asset Management Plan).
5. Financial management

- (a) The amount of renewal funding required to maintain the specified service levels will be updated into the Long Term Financial Plan subject to available resource requirements as determined by Council.
- (b) The provision of funding for upgrades, extensions and new projects will only be considered after renewal requirements are identified and considered.
- (c) Prior to consideration of any major new works, renewal or up-grade to an asset, a critical review, based on demonstrated service needs will be undertaken and the “whole of life” costs of that asset shall inform the Long Term Financial Plan, subject to Council direction.

## 8 Infrastructure Asset Management Plans

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Council's Asset Management Plans demonstrate achievement of the strategic objectives through the application of responsible Asset Management planning which will:

- Ensure that assets are managed to deliver Council's strategic outcomes;
- Ensure that assets provide specified asset levels of service in the most cost-effective manner;
- Anticipate, plan and prioritise spending on the assets;
- Use a Lifecycle approach to manage the assets in the most cost effective manner over time.
- Ensure efficient operation and continued sustainability of assets.
- Provide a basis for asset performance monitoring (condition assessment, performance targets and improvement actions).
- Identify and minimise environmental risk and liability resulting from asset usage.
- Conduct community consultation to establish community expectations in relation to asset service standards through the community's representatives (Councillors) and Community Directions Forum.
- Undertake a risk based approach to identify operational, maintenance, renewal and capital development needs, and apply best value economic analysis to select the most cost effective asset treatment program.
- Continually review and improve asset management practices; and,
- Continuously review and improve the plans.

## 9 Infrastructure Assets Managed by the Council

The scope and value of Council's infrastructure assets covered by this Strategy are summarised in the Table 1 below.

**Table 1 – Infrastructure Assets - Categories, Quantities and Values.**

Item	Asset Category	Quantity 2012	Replacement Value * 2012 (\$)
1	Sealed Roads (Urban)	183.6 km	34,758,072
2	Sealed Roads (Rural)	605.9 km	141,880,916
3	Unsealed Roads (Urban)	92.3 km	5,674,267
4	Unsealed Roads (Rural)	1203.1 km	110,724,400
5	Kerb and Channel	218.5 km	12,347,043
6	Footpaths	197,657 m <sup>2</sup>	14,303,668
7	Car Parks	157,727 m <sup>2</sup>	5,656,557
8	Bridges	163 no.	29,362,638
9	Major Culverts	139 no.	11,420,035
10	Storm Water Pipes	134 km	19,268,645
11	Storm Water Pits	5699 No	10,884,810
12	Parks & Gardens Facilities	Various	4,354,294
13	Buildings	399	117,187,485
TOTAL			517,822,830

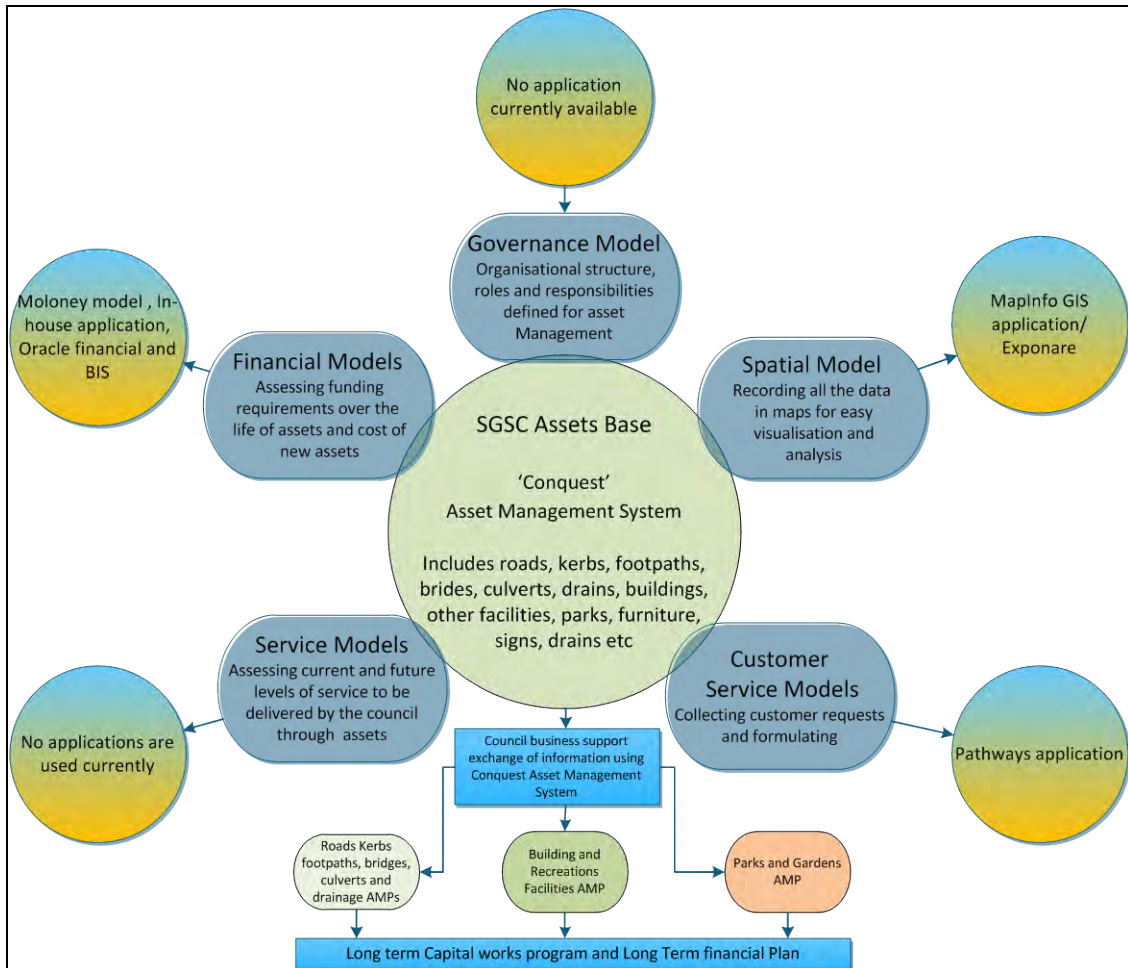
\* Replacement Value is the asset valuation figure provided by Council for the DPCD reporting. These valuations are based on Greenfield asset replacement costs i.e. they do not include existing asset disposal costs or residual value.

In order to achieve the knowledge base required to establish a current profile of the existing Infrastructure Asset portfolio it is essential that the current asset attributes and condition, and the maintenance regime that is historically delivered within the constraints of Council's financial resources, be documented – this is achieved in Council's suite of Asset Management Plans.

## 10 Current Asset Management Practices

The key Asset Management practices currently used by Council fall into three broad categories:

- Assets Data recorded in Corporate Asset Management System.
- Five models that links Asset Management System representing key asset management functions across the organisation.
- Information systems which support the above functions.
- 



**Figure 2 – Current Council’s Asset Management System Model Architecture**

### 10.1 Asset Data and Corporate Asset Management system

Conquest is the current corporate Asset Management System. All the existing assets data is populated in this system. This data is linked to GIS system, MapInfo, and can be viewed through Conquest Viewer and Exponare across the organisation. These asset data is continually updated as and when new data becomes available. All the defects identified in roads and associated assets are recorded in the works management module in Conquest and can be viewed in Exponare. All the works carried out on these road assets are currently recorded against individual assets in

works management module in Conquest. It is programmed to extend this to other assets in future.

The following information has been identified as a requirement for the organisation to support effective asset management.

**Table 2 – Asset Data Information**

<b>Asset data</b>	<b>Status</b>
Asset Hierarchy	Exists for relevant asset groups
Asset identification	Exists and captured in Conquest AMS
Maintenance history	Exists for most assets groups / types
Condition history	Exists but previous condition data needs to be captured in asset management system.
Life cycle costing	Used in Asset Management Plans & development of Capital and Operational programs & budgets

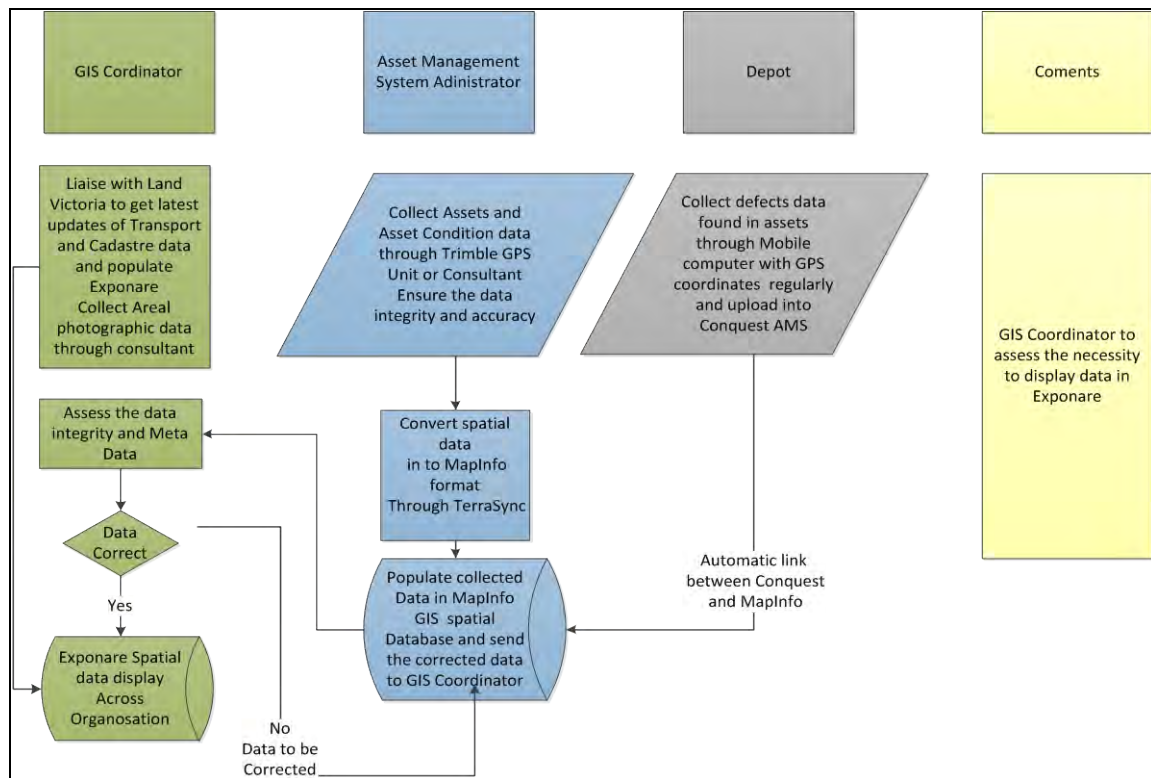
## **10.2 Asset management processes and models**

There are five models that covers whole of the asset management processes as visualised in the Figure 2.

### **10.2.1 Governance Model**

This model indicates the Organisational Structure and the roles and responsibilities relating to asset management. The roles and responsibilities required for asset management for each position has been defined in the asset service directorate, but still needs to be expanded to other areas of the council. Refer attachment 1a for details of the current Organisational Structure and the roles and responsibilities for asset management.

## 10.2.2 Spatial model

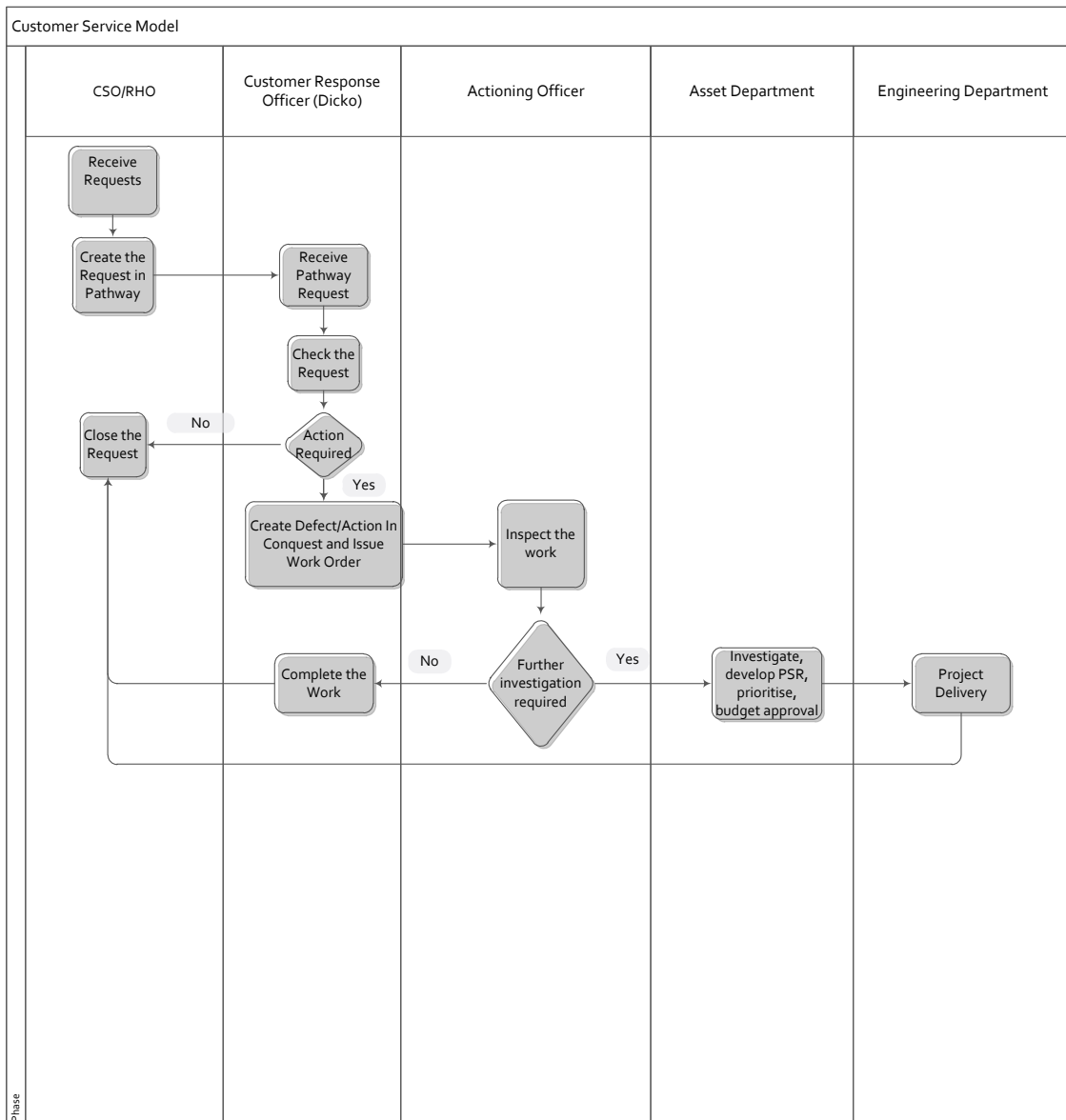


**Figure 3 – Current spatial model in SGSC**

Figure 3 shows the current model for managing spatial data with respect to assets. This model will give access to all council officers with Exponare to view all the council assets including assets condition and other related data in one screen.



### 10.2.3 Customer Service Model

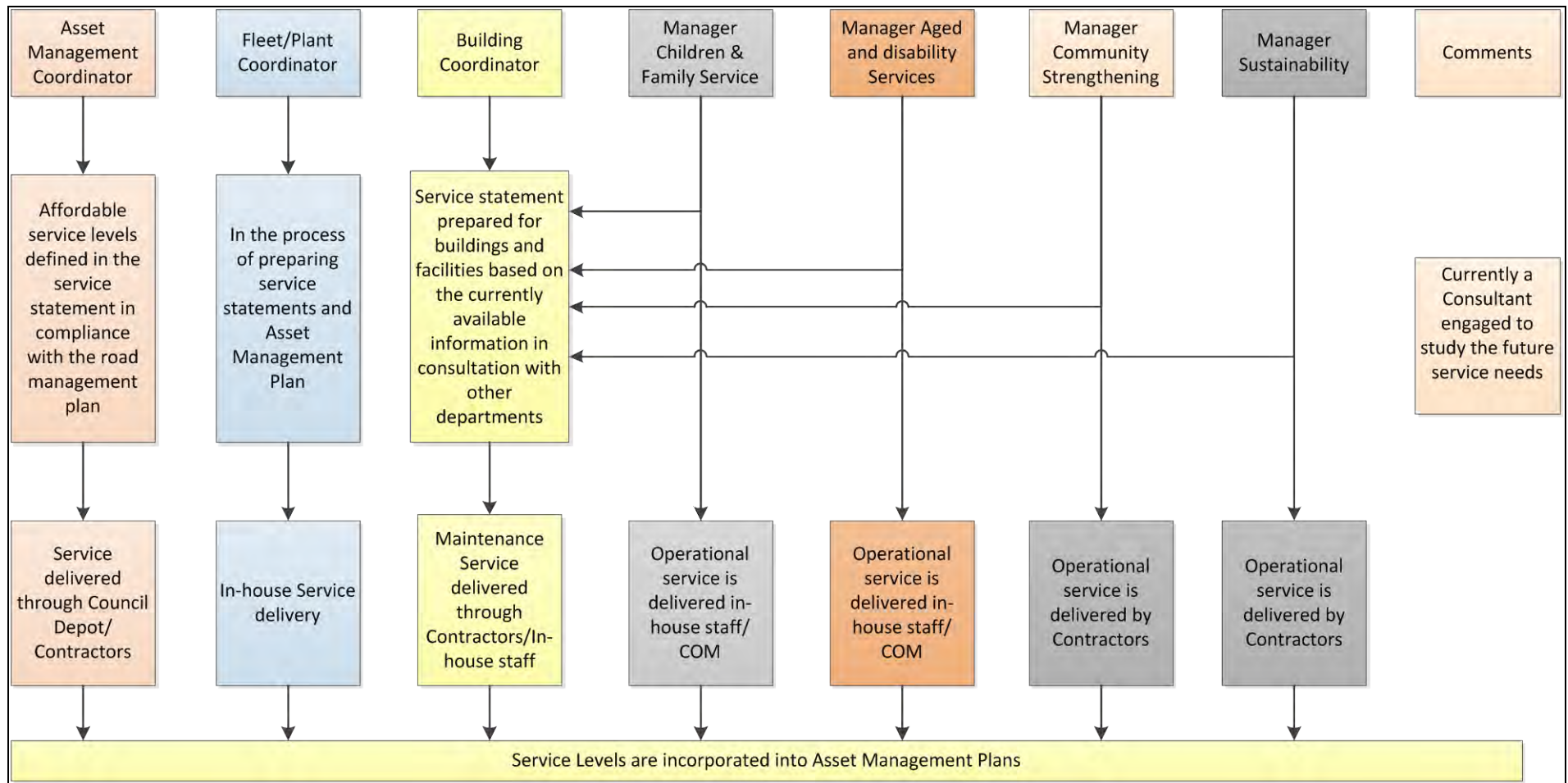


**Figure 4 – Customer Service Model**

Figure 4 indicate the current Customer Service model. The requests received are entered in pathway customer request system and then manually create actions/defects against assets in Conquest to issue work orders. Council is working to develop a live link between pathways and Conquest.

### 10.2.4 Service Model

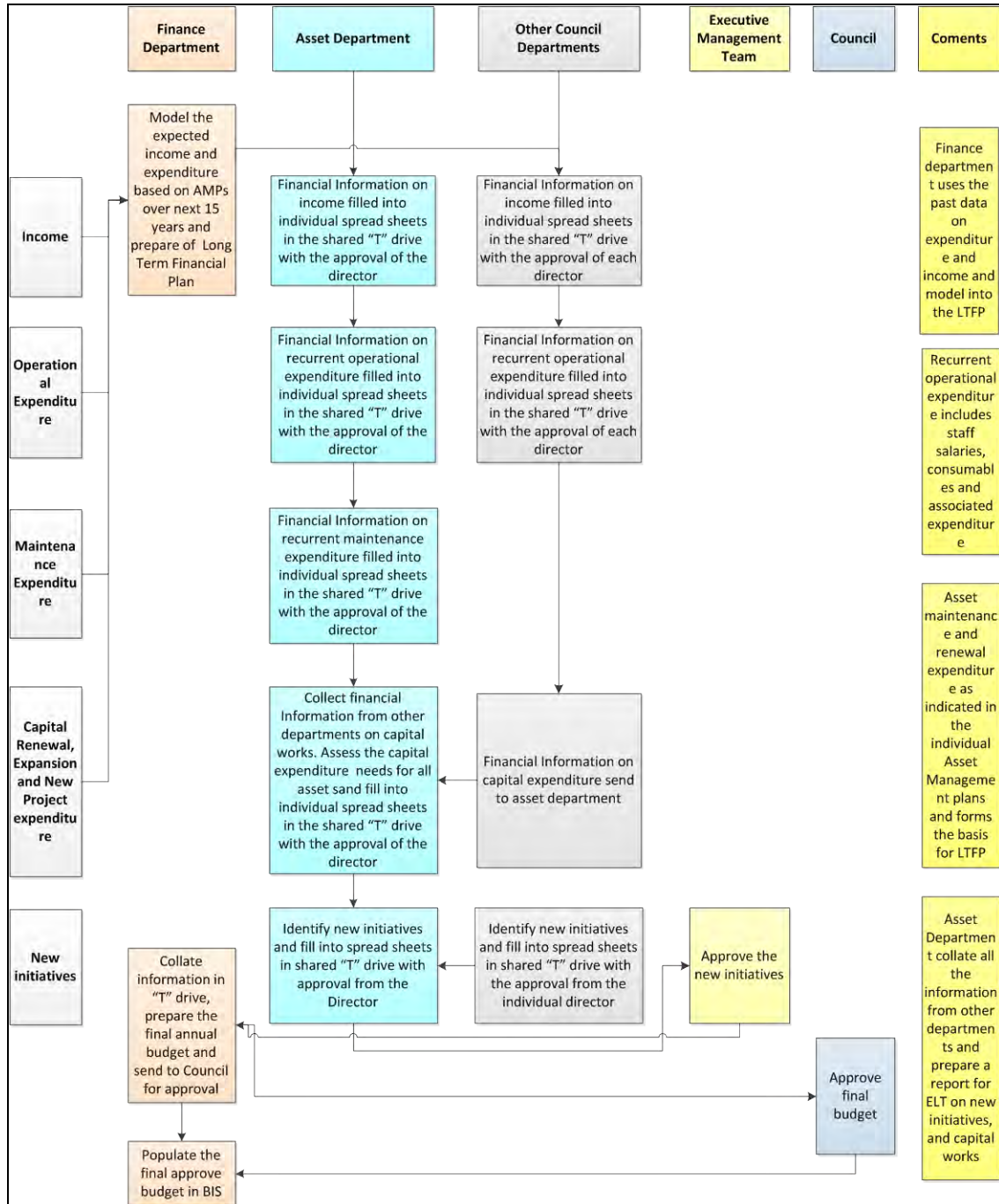
Currently different processes are used for different services. For roads and associated infrastructure Road Management Plan is the governing document. Separate Service Plans have been prepared and adopted for some services as indicated in Figure 5.



**Figure 5 – Current Service model**

## 10.3 Financial Model

### 10.3.1 Current Financial Model



**Figure 6 – Current Financial Model**

The financial model incorporates all the departments within the Council. The information flows to the finance department through the Asset Department for asset related expenditure.

Figure 6 indicates the current financial model in the Shire. Oracle Financial data base and Civica's Authority Business Intelligent System (BIS) is used to store and display financial data.

#### **10.4 Roles and Responsibilities**

The roles and responsibilities for each asset type within each asset class are detailed in the Asset Management Responsibility Matrix, Attachment 1a to this Strategy.

## **11 Current Asset Management Issues**

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### **11.1 Roads and associated assets**

Most of the roads in the Shire have been constructed many years ago when there were no established standards. Now we have standards adopted by the council and most of these roads do not comply with these standards. These gaps have been identified and costed in the Road Asset Management Plan. Council needs to make a decision whether to continue with these roads as they are or bring them to comply with current standards.

Most of the roads in mountainous terrains are subjected to eathslips which occurs every rainy season. Due consideration needs to be given to find ways to mitigate these flood damages.

### **11.2 Buildings and Facilities**

All the works carried out and the assets conditions on buildings are not recorded against individual assets in the Asset Management System as occurs for roads. Council needs to find resources to populate these records in the corporate asset management system.

### **11.3 Stormwater Drainage Assets**

The asset data available on Stormwater assets is limited to Asset location, size, and types. No data is available on the asset condition, pipe capacities or serviceability. Without this information it is not possible to identify flooding locations proactively. At the moment, Council attends to flood problems on a reactive basis and it is not possible to forecast future funding requirements for renewal and improvement works for the stormwater network accurately.

It is proposed to collect CCTV data on at least 5% of the network annually to assess the asset condition in-order to analyse the drainage network using suitable software and populate the other characteristics in AMS and GIS.

## 12 Gap Analysis

A gap analysis has been carried out to identify shortcomings of the current AM practices and to develop an improvement program for next three years. This strategy will be reviewed in three years. Two competency levels are considered in this analysis, namely core AM practices and advance AM practices, which is the ultimate goal to bring the Council to competent level. The analysis is summarised in figures 7 and 8.

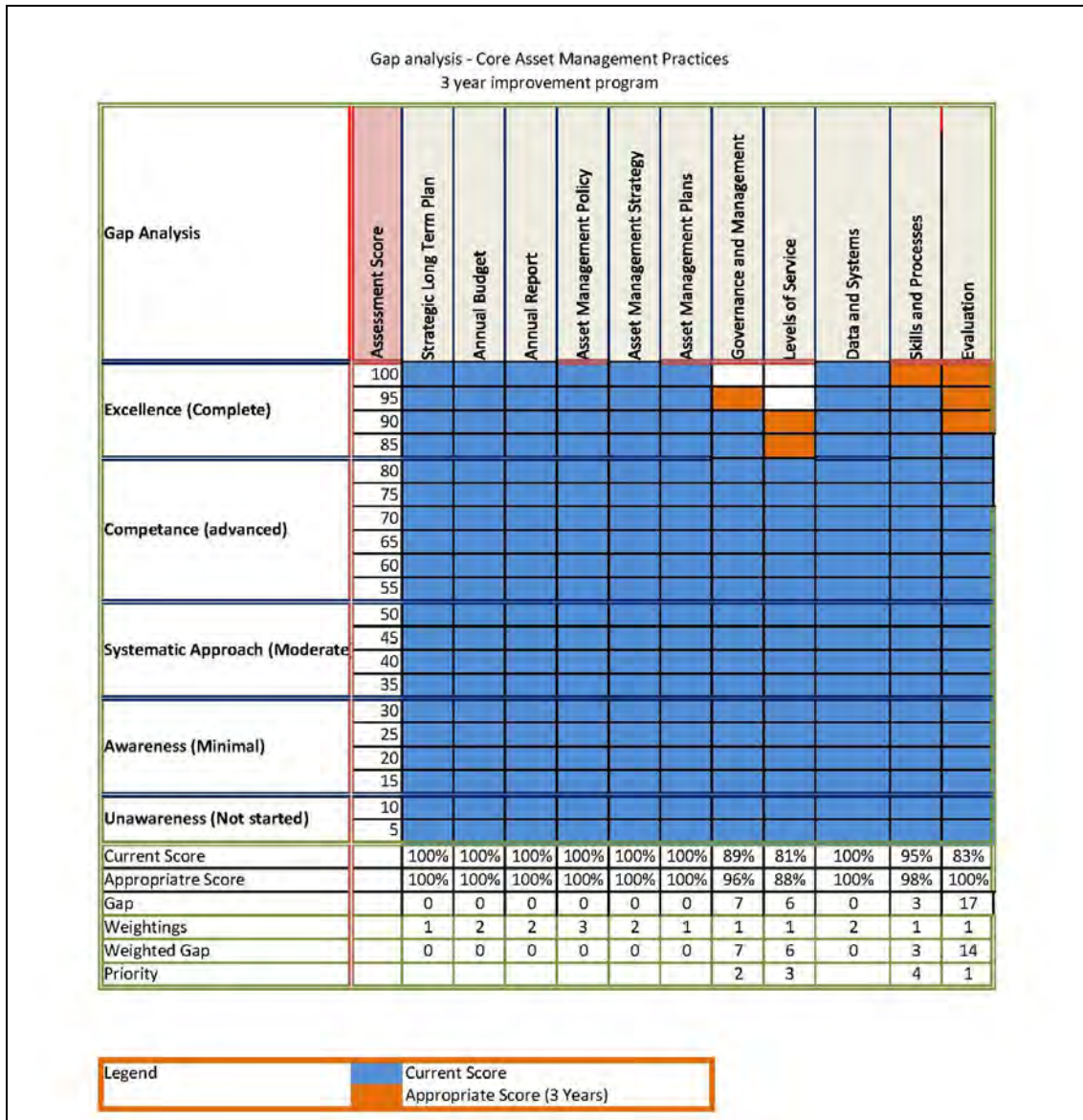


Figure 7 – Gap analysis-3 year improvement priorities on Core AM practices



Gap analysis - Advanced Asset Management Practices  
3 Year Improvement Program

Gap Analysis	Assessment Score	Strategic Long Term Plan	Annual Budget	Annual Report	Asset Management Policy	Asset Management Strategy	Asset Management Plans	Governance and Management	Levels of Service	Data and Systems	Skills and Processes	Evaluation
Excellence (Complete)	100											
	95											
	90											
	85											
	80											
Competance (advanced)	75											
	70											
	65											
	60											
	55											
Systematic Approach (Moderate)	50											
	45											
	40											
	35											
	30											
Awareness (Minimal)	25											
	20											
	15											
	10											
	5											
Current Score		93%	69%	65%	95%	50%	94%	46%	45%	75%	59%	65%
Appropriate Score		93%	88%	65%	100%	50%	94%	71%	45%	75%	59%	65%
Gap		0	19	0	5	0	0	25	0	0	0	0
Weightings		1	2	2	3	2	1	1	1	2	1	1
Weighted Gap		0	29	0	15	0	0	25	0	0	0	0
Priority			1		3			2				

Legend	Current Score
	Appropriate Score (3 Years)

Figure 8 – Gap analysis-3 year improvement priorities on Advance AM Practices

## 13 Asset Management Improvement Plan

Many AM improvements have been identified in individual AMPs and through the Gap analysis mentioned in section 11. These improvement items are prioritised considering economic factors and council current resources and presented in Table 3. This table will be reviewed in three years and re-prioritised to match the available resources.

**Table 3 – Asset Management Improvement Program**

<b>Core Asset Management Practices Improvement Program</b>			
<b>PROPOSED IMPROVEMENT DETAILS</b>	<b>PRIORITY</b>	<b>TARGET DATE</b>	<b>RESPONSIBILITY</b>
<b>Governance and Management</b>			
Review the existing process map for Capital Expenditure development to include specific goals in LTFP and annual plan	2	Jun 2015	AM Coordinator
Update the terms of reference in AMSG to reflect the link between service delivery and AM implementation	1	Feb 2013	Asset Manager
<b>Level of Service</b>			
Develop a process for defining Service Levels and adopt this in future revisions of AMPs	2	Dec 2014	Asset Manager
<b>Skills and Processes</b>			
Request HR department of carryout ongoing training on Asset Management. This training needs to be extended to Councillors as well	1	Mar 2013	Director Engineering/Manager, Assets
<b>Evaluation</b>			
Develop a documented process to monitor the AM improvement program	2	Dec 2013	Manager Assets
Develop a process for monitoring the service levels (Technical and Community) and implement	2	Dec 2014	AM Coordinator
<b>Advanced Asset Management Practices Improvement Program</b>			
<b>PROPOSED IMPROVEMENT DETAILS</b>	<b>PRIORITY</b>	<b>TARGET DATE</b>	<b>RESPONSIBILITY</b>
<b>Annual Budget</b>			
Include statements in the annual budget on the impact of the funding on Infrastructure	2	Feb 2014	Director Engineering/Manager Assets
<b>Asset Management Policy</b>			
Include audit procedure and a sunset clause in the AM policy	1	Feb 2013	Manager Assets
<b>Governance and Management</b>			



<b>Advanced Asset Management Practices Improvement Program</b>			
<b>PROPOSED IMPROVEMENT DETAILS</b>	<b>PRIORITY</b>	<b>TARGET DATE</b>	<b>RESPONSIBILITY</b>
Develop a reporting mechanism to report to the Council on the asset condition, performance intervention levels and financial sustainability annually	3	Dec 2015	Manager Assets
Liaise with Governance Department to include Asset Management into Audit Process	1	Dec 2013	Director Engineering/Manager Assets

<b>Asset Specific Improvement</b>			
<b>PROPOSED IMPROVEMENT DETAILS</b>	<b>PRIORITY</b>	<b>TARGET DATE</b>	<b>RESPONSIBILITY</b>
<b>Roads</b>			
Lifecycle costs of Gifted Assets to be recognised in future operating budgets	1	Feb 2013	Manager Assets
Establish traffic capacity and suitability of use of the roads with current volumes exceeding 3000vpd.	3	Dec 2015	AM Coordinator
Undertake a complete Road Safety Audit of the existing sealed and unsealed road network to identify deficiencies with respect to safety and including road widths and geometry.	3	Dec 2015	AM Coordinator
Undertake a review of the footpath network to identify strategic "missing links".	3	Dec 2015	AM Coordinator
<b>Building</b>			
Develop a model for future deterioration rates of each Building Components	3	Dec 2015	Manager Assets
Develop works order processes for use in Conquest	1	Mar 2013	AM System Administrator
Develop Service Strategies for Council Services	3	Dec 2015	Property Manager
Prepare a proposed assets disposal plan	2	Dec 2013	Property Manager
<b>Underground Drainage</b>			
Collect drainage asset data in Leongatha	2	Dec 2014	AM Coordinator
Develop a policy and formally adopt by the Council for building over easements	2	Dec 2014	AM Coordinator
Collect DTM data for all townships using existing latest Aerial photography	3	Dec 2015	AM Coordinator
In-house drainage modelling to identify under capacity pipes and flood mapping and populating in GIS	3	Dec 2015	AM Coordinator
Collect pipe condition data annually on 5% of the network using CCTV engaging a	1	Dec 2013	AM Coordinator

<b>Asset Specific Improvement</b>			
<b>PROPOSED IMPROVEMENT DETAILS</b>	<b>PRIORITY</b>	<b>TARGET DATE</b>	<b>RESPONSIBILITY</b>
consultant			
Include specific question on drainage in Annual Customer Satisfaction Survey	1	Dec 2013	AM Coordinator
Develop a criticality process for prioritising identified renewal projects	1	Dec 2013	AM Coordinator
Develop an asset hierarchy for drainage assets based on hot spots and locations	1	Dec 2013	AM Coordinator
Develop and adopt a proactive inspection regime on drainage pits, culverts, retarding basins etc	1	Dec 2013	AM Coordinator
Develop specific LOS for inspection frequencies and response times to address pathway requests and other defects identified through the inspections	3	Dec 2014	AM Coordinator
Record all works carried out on drainage assets in Conquest-Works management system against each asset	1	Mar 2013	AM System Administrator
Place planning controls to minimise impervious areas in new subdivisions	1	Dec 2013	AM Coordinator
<b>Parks , Gardens &amp; Reserves</b>			
Initiate proactive inspections of Playgrounds and Parks	1	Dec 2013	Manager operations
Review the use of parks with a view of reclassifying the hierarchy	2	Dec 2014	Manager operations/Manager Assets
Implement mobile computing and capture all the works against each assets including costs	1	June 2013	AM System Administrator
Develop maintenance activities and service levels in line with Parks hierarchy	2	Dec 2014	Manager operations/Manager Assets
Develop a criticality process for prioritizing identified renewal projects	2	Dec 2014	AM Coordinator

# Attachment 1a - Asset Management Responsibility Matrix 2012

**Table 4 – Responsibility Matrix**

KEY – AM Asset Management

Asset Category	Directorate	Service / Strategic Planning	Project Scope Report	Project Design	Construction	Operation and Risk	Managing Maintenance	Renewal Planning	Asset Disposal	Condition inspections	Asset Data Management	Asset Management Development
<b>ROADS</b>												
Unsealed Rural Roads	Engineering Services	Manager Assets	Asset Management Coordinator	Coordinator Routine Maintenance	Coordinator Routine Maintenance	Manager Assets	Coordinator Routine Maintenance	Coordinator Routine Maintenance	Coordinator Routine Maintenance	Coordinator Routine Maintenance	Asset Management Systems Administrator	Asset Management Coordinator
Sealed Rural Roads	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Asset Management Coordinator
Unsealed Urban Roads	Engineering Services	Manager Assets	Asset Management Coordinator	Coordinator Routine Maintenance	Coordinator Routine Maintenance	Manager Assets	Coordinator Routine Maintenance	Coordinator Routine Maintenance	Coordinator Routine Maintenance	Coordinator Routine Maintenance	Asset Management Systems Administrator	Asset Management Coordinator
Sealed Urban Roads	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Asset Management Coordinator
Kerb & Channel	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Asset Management Coordinator
Footpaths	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Asset Management Coordinator

Asset Category	Directorate	Service / Strategic Planning	Project Scope Report	Project Design	Construction	Operation and Risk	Managing Maintenance	Renewal Planning	Asset Disposal	Condition inspections	Asset Data Management	Asset Management Development
Car Parks	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Asset Management Coordinator
Bridges	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Asset Management Coordinator
Major Culverts	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Asset Management Coordinator
<b>DRAINAGE</b>												
Pipe works	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Manager Assets
Pits	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Manager Assets
Open Stormwater Drains	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Routine Maintenance	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator	Asset Management Systems Administrator	Manager Assets
<b>MARINE</b>												
Boat ramps	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Manager Operations	Manager Assets	Manager Assets	Manager Assets	Asset Management Systems Administrator	Asset Management Coordinator
Jetties / Sea walls	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Manager Operations	Manager Assets	Manager Assets	Manager Assets	Asset Management Systems Administrator	Asset Management Coordinator

Asset Category	Directorate	Service / Strategic Planning	Project Scope Report	Project Design	Construction	Operation and Risk	Managing Maintenance	Renewal Planning	Asset Disposal	Condition inspections	Asset Data Management	Asset Management Development
Boardwalks	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Manager Operations	Manager Assets	Manager Assets	Manager Assets	Asset Management Systems Administrator	Asset Management Coordinator
Fishing platforms	Engineering Services	Manager Assets	Asset Management Coordinator	Manager Engineering	Manager Engineering	Manager Assets	Manager Operations	Manager Assets	Manager Assets	Manager Assets	Asset Management Systems Administrator	Asset Management Coordinator
<b>BUILDINGS COUNCIL CONTROLLED / MANAGED</b>												
Public Halls	Development Services	Manager Community Strengthening	Building Coordinator	Manager Engineering	Manager Engineering	Director Community Services	Buildings Coordinator	Building Coordinator	Director Community Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Caravan Parks	Community Services	Property Manager	Building Coordinator	Manager Engineering	Manager Engineering	Director Engineering Services	Buildings Coordinator	Building Coordinator	Director Engineering Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Public Amenities/Rotundas	Engineering Services	Property Manager	Building Coordinator	Manager Engineering	Manager Engineering	Director Engineering Services	Buildings Coordinator	Building Coordinator	Director Engineering Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Offices & Depots	CEO	CEO	Building Coordinator	Manager Engineering	Manager Engineering	CEO	Buildings Coordinator	Building Coordinator	CEO	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Pre Schools	Community Services	Manager Family & Children Services	Building Coordinator	Manager Engineering	Manager Engineering	Director Community Services	Building Coordinator	Building Coordinator	Director Community Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Library	Community Services	Director Community Services	Building Coordinator	Manager Engineering	Manager Engineering	Director Community Services	Building Coordinator	Building Coordinator	Director Community Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator

Asset Category	Directorate	Service / Strategic Planning	Project Scope Report	Project Design	Construction	Operation and Risk	Managing Maintenance	Renewal Planning	Asset Disposal	Condition inspections	Asset Data Management	Asset Management Development
Community Centres	Community Services	Manager Community Strengthening	Building Coordinator	Manager Engineering	Manager Engineering	Director Community Services	Building Coordinator	Building Coordinator	Director Community Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Swimming Pools	Community Services	Manager Community Strengthening	Building Coordinator	Manager Engineering	Manager Engineering	Director Community Services	Building Coordinator	Building Coordinator	Director Community Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Senior Citizens	Community Services	Manager Aged and Disability Services	Building Coordinator	Manager Engineering	Manager Engineering	Director Community Services	Building Coordinator	Building Coordinator	Director Community Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Buildings of Various Use	Community Services	Manager Community Strengthening	Buildings Coordinator	Manager Engineering	Manager Engineering	Director Community Services	Building Coordinator	Buildings Coordinator	Director Community Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Coal Creek	Development Services	Director Development Services	Buildings Coordinator	Manager Engineering	Manager Engineering	Director Community Services	Coal Creek Coordinator	Buildings Coordinator	Director Development Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
Sports Centres	Community Services	Manager Community Strengthening	Buildings Coordinator	Manager Engineering	Manager Engineering	Director Community Services	Building Coordinator	Buildings Coordinator	Director Community Services	Buildings Coordinator	Asset Management Systems Administrator	Buildings Coordinator
<b>PARKS, GARDENS AND RESERVES</b>												
Access Facilities	Engineering Services	Manager Assets	Coordinator Parks & Gardens	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Parks & Gardens	Asset Management Coordinator	Coordinator Parks & Gardens	Coordinator Parks & Gardens	Asset Management Systems Administrator	Manager Assets
Gardens	Engineering Services	Manager Assets	Coordinator Parks & Gardens	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Parks & Gardens	Asset Management Coordinator	Coordinator Parks & Gardens	Coordinator Parks & Gardens	Asset Management Systems Administrator	Manager Assets

Asset Category	Directorate	Service / Strategic Planning	Project Scope Report	Project Design	Construction	Operation and Risk	Managing Maintenance	Renewal Planning	Asset Disposal	Condition inspections	Asset Data Management	Asset Management Development
Fencing	Engineering Services	Manager Assets	Coordinator Parks & Gardens	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Parks & Gardens	Asset Management Coordinator	Coordinator Parks & Gardens	Coordinator Parks & Gardens	Asset Management Systems Administrator	Manager Assets
Miscellaneous (notice boards, plaques, flag poles, art features etc)	Engineering Services	Manager Assets	Coordinator Parks & Gardens	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Parks & Gardens	Asset Management Coordinator	Coordinator Parks & Gardens	Coordinator Parks & Gardens	Asset Management Systems Administrator	Manager Assets
Park Furniture	Engineering Services	Manager Assets	Coordinator Parks & Gardens	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Parks & Gardens	Asset Management Coordinator	Coordinator Parks & Gardens	Coordinator Parks & Gardens	Asset Management Systems Administrator	Manager Assets
Playgrounds	Engineering Services	Manager Assets	Coordinator Parks & Gardens	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Parks & Gardens	Asset Management Coordinator	Coordinator Parks & Gardens	Coordinator Parks & Gardens	Asset Management Systems Administrator	Manager Assets
Signage	Engineering Services	Manager Assets	Coordinator Parks & Gardens	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Parks & Gardens	Asset Management Coordinator	Coordinator Parks & Gardens	Coordinator Parks & Gardens	Asset Management Systems Administrator	Manager Assets
Sports Facilities	Engineering Services	Manager Assets	Recreation Coordinator	Manager Engineering	Manager Engineering	Manager Assets	User Group	Asset Management Coordinator	Coordinator Parks & Gardens	Coordinator Parks & Gardens	Asset Management Systems Administrator	Manager Assets
Water Facilities	Engineering Services	Manager Assets	Coordinator Parks & Gardens	Manager Engineering	Manager Engineering	Manager Assets	Coordinator Parks & Gardens	Asset Management Coordinator	Coordinator Parks & Gardens	Coordinator Parks & Gardens	Asset Management Systems Administrator	Manager Assets

## Attachment 1b - Asset Management Responsibility Descriptions

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**Table 5 – Asset Management Responsibility Descriptions**

Responsibility Area	Description
Service / Strategic Planning	<ul style="list-style-type: none"> <li>• Demand analysis</li> <li>• Community Engagement</li> <li>• Service Plans (short and long term)</li> <li>• Determination of Service Standards (Community Levels of Service Standards)</li> <li>• Input into Asset Planning (Concept and Design) with Asset Manager</li> </ul>
Project Scope Report	<ul style="list-style-type: none"> <li>• Preliminary field investigation</li> <li>• Conceptual Design</li> <li>• Liaise with Engineering Manager/ Service Manager on conceptual design</li> </ul>
Project Design	<ul style="list-style-type: none"> <li>• Liaise with Service Manager on conceptual design Detailed design</li> <li>• Technical design standards Manage design consultants</li> <li>• Develop project budget estimates</li> </ul>
Construction	<ul style="list-style-type: none"> <li>• Asset procurement</li> <li>• Asset construction management</li> <li>• Asset construction standards</li> <li>• Asset commissioning and hand over</li> <li>• Contractor management</li> </ul>
Operation and Risk	<ul style="list-style-type: none"> <li>• Management of Tenant/User</li> <li>• Monitoring and Reporting Service Performance to Council</li> <li>• Management of the Building/Facility/Use</li> <li>• Risk assessment and mitigation</li> <li>• Utilities</li> <li>• Cleansing (buildings only)</li> <li>• Develop and Monitor Operating Budget for the Service</li> </ul>
Managing Maintenance	<ul style="list-style-type: none"> <li>• Reactive maintenance</li> <li>• Scheduled and routine maintenance and inspections</li> <li>• Maintenance service standards</li> <li>• Cleansing (all asset groups except buildings)</li> <li>• Maintenance performance reporting</li> <li>• Develop maintenance budgets</li> </ul>
Renewal Planning	<ul style="list-style-type: none"> <li>• Asset Condition Assessments</li> <li>• Predictive renewal planning and long-term renewal programs</li> <li>• Asset Management Plans</li> <li>• Input to service planning</li> <li>• Asset performance reporting to Council</li> </ul>



Responsibility Area	Description
Asset Disposal	<ul style="list-style-type: none"> <li>• Asset Rationalisation and identification of assets for disposal</li> <li>• Physical decommissioning of asset</li> <li>• Demolition/Sale of asset</li> <li>• Liaison with service manager on surplus assets (Land transfers to be managed by Manager Property and Rates)</li> <li>• Liaise with AM system Officer to retire the assets from the system</li> </ul>
Condition inspections	<ul style="list-style-type: none"> <li>• Preparation of Data Structure</li> <li>• Development of Condition Assessment Manual</li> <li>• Tender, contract documents, and contract management or In-house data collection</li> <li>• Updating the system</li> </ul>
Asset Data Management	<ul style="list-style-type: none"> <li>• Data capture and maintenance of spatial and spatial asset attribute data</li> <li>• Maintenance of physical asset registers</li> <li>• System configuration</li> <li>• Reporting</li> <li>• Review and updating</li> <li>• Asset revaluations</li> </ul>
Asset Management Plan Development	<ul style="list-style-type: none"> <li>• Liaison with Service Managers for Service levels</li> <li>• Costing the services</li> <li>• Life cycle analysis</li> <li>• Demand analysis</li> <li>• Work programs</li> <li>• Financial forecast</li> <li>• AM Improvement Program</li> </ul>