Asset Management Strategy 2017

… managing assets for our community …

South Gippsland
Shire Council

Asset Management Strategy
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Document Preparation

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Approvals

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ASSET MANAGEMENT STRATEGY 2007	19 December 2007	COUNCIL
ASSET MANAGEMENT STRATEGY 2013	27 March 2013	COUNCIL
ASSET MANAGEMENT STRATEGY 2017	26 April 2017	COUNCIL

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Introduction

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.

Purpose

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.
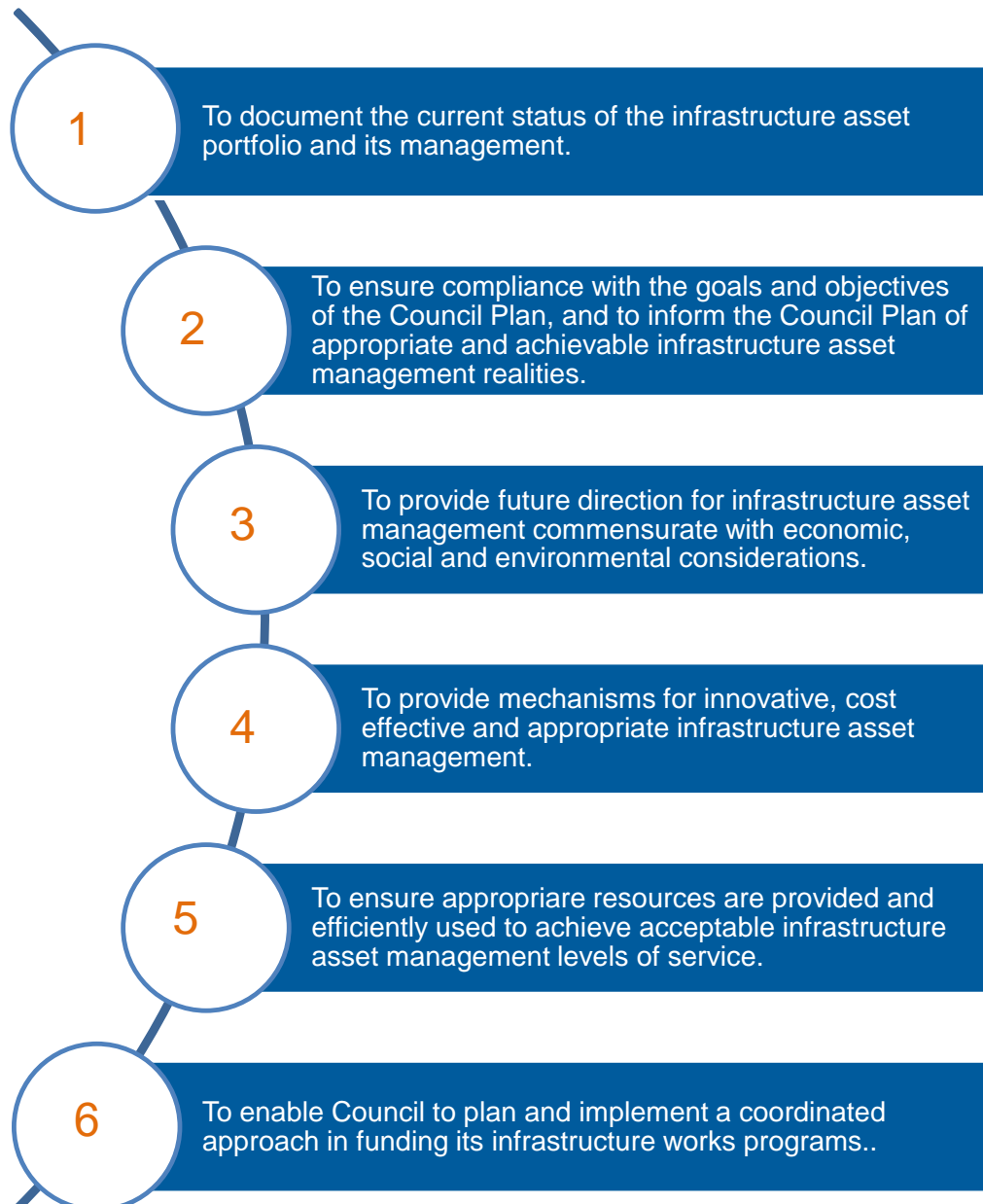
This strategy assesses adequacy of the current status of asset management practices and establishes a long term framework that is necessary to address the gap between current status and the desired status in asset management. The Strategy includes an Asset Management Improvement Plan which will assist in closing this gap. 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.

Objectives

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 infrastructure asset management realities.

3 To provide future direction for infrastructure asset management commensurate with economic, social and environmental considerations.

4 To provide mechanisms for innovative, cost effective and appropriate infrastructure asset management.

5 To ensure appropriare resources are provided and efficiently used to achieve acceptable infrastructure asset management levels of service.

6 To enable Council to plan and implement a coordinated approach in funding its infrastructure works programs..

Role of Local Government

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 infrastructure 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. Section 136 of the Act requires councils to implement principles of sound financial management, which include:

- Managing financial risks faced by councils prudently having regard to economic circumstances – including the management and maintenance of assets; and
- Ensuring that decisions that are made and actions taken have regard to their financial effects on future generations.

There are other Acts that specify asset management functions of council including the Road Management Act 2004, the Road Safety Act 1986 and the Water Act 1989.

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 Environment, Land, Water and Planning (DELWP), the Victorian Auditor General's Office (VAGO) 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 service planning, financial management and sustainability, and asset performance and maintenance (Life Cycle Planning). As part of this effort the MAV developed the STEP asset management program in response to the National Asset Management Assessment Framework (NAMAF) developed jointly by the Australian Centre of Excellence for Local Government (which ceased functioning in 2015) and the Institute of Public Works Engineering Australia. NAMAF is a self-assessment tool which enables councils to identify progress in implementing best practice asset management. Since 2010, the MAV's STEP program has incorporated NAMAF. SGSC have actively participating in the STEP program since 2002 and NAMAF since 2010.

Strategic and Corporate Asset Management Directions

The Council's commitment to asset management is reflected in its 2013 - 2017 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.

⬛ Council Community Planning Framework

Council's community planning framework is indicated in the figure below. The Asset Management framework is linked to this framework, bearing in mind that this framework is subject to review as part of the development of the new Council Plan (2017 to 2021).
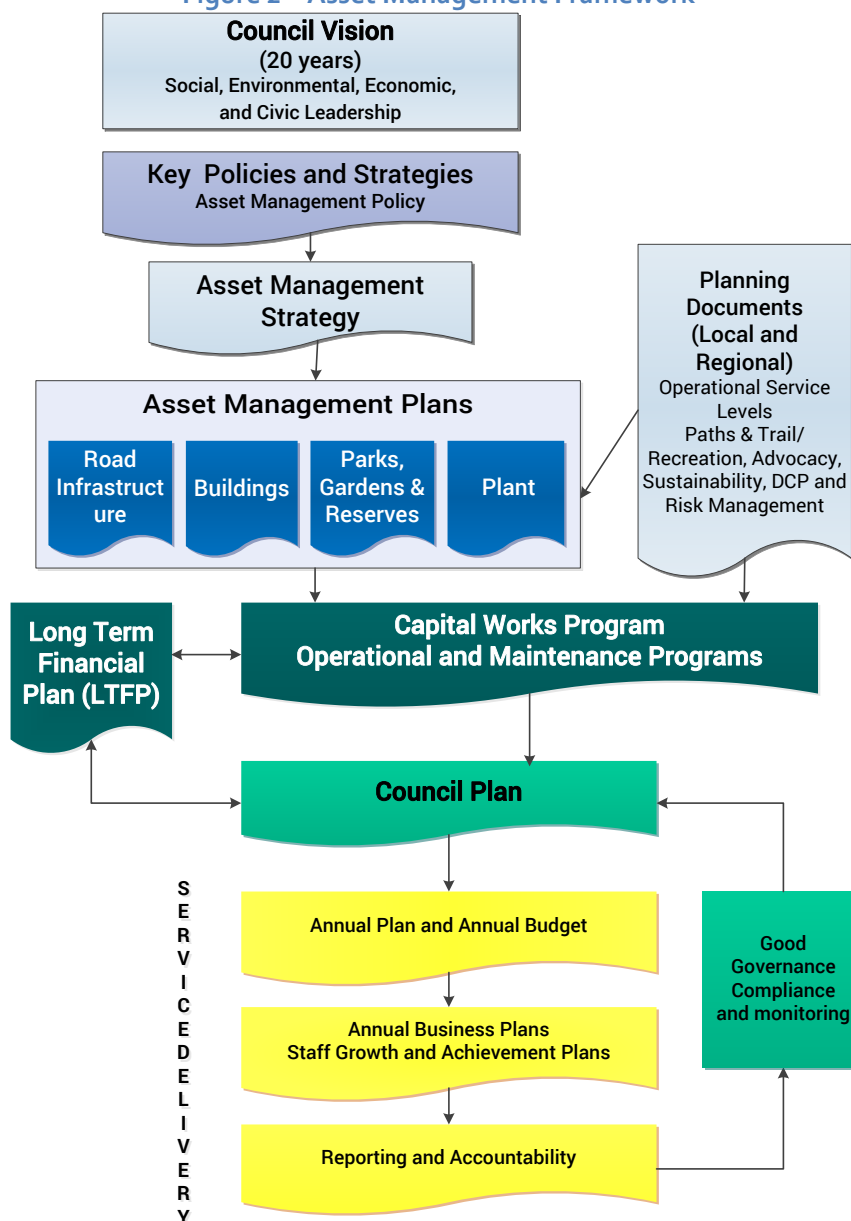
Figure 1 – Council and Community Planning Framework
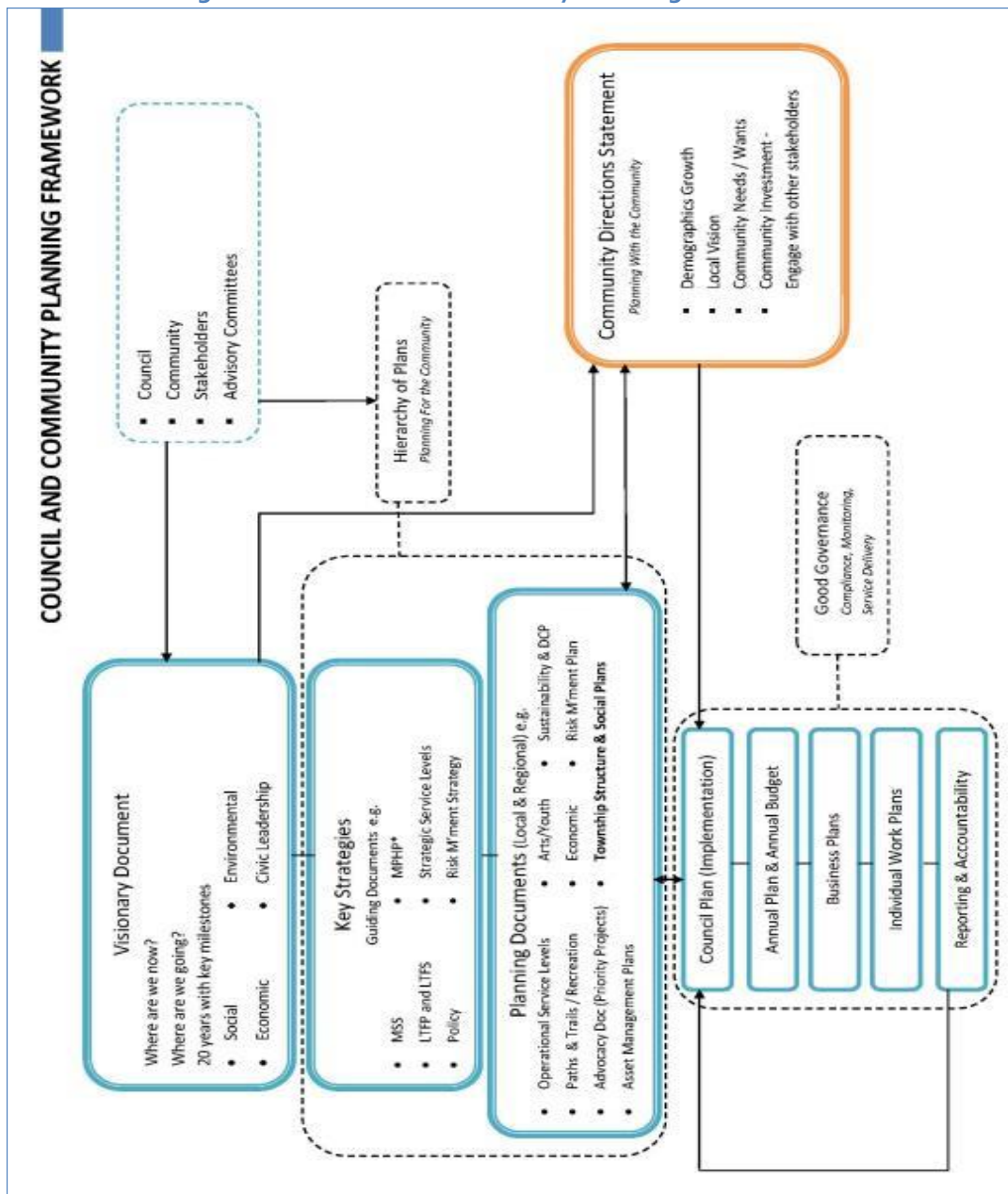
Asset Management Framework

Council's Asset Management Framework (Figure 2 below) has been incorporated into the Council and Community Planning Framework (Figure 1 above). 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 2 – Asset Management Framework

Council Vision
(20 years)
Social, Environmental, Economic, and Civic Leadership

Key Policies and Strategies
Asset Management Policy

Asset Management Strategy

Planning Documents (Local and Regional)
Operational Service Levels
Paths & Trail/ Recreation, Advocacy, Sustainability, DCP and Risk Management

Asset Management Plans

| Road Infrastructure | Buildings | Parks, Gardens & Reserves | Plant |

Long Term Financial Plan (LTFP)

Capital Works Program
Operational and Maintenance Programs

Council Plan

Annual Plan and Annual Budget

Annual Business Plans
Staff Growth and Achievement Plans

Reporting and Accountability

Good Governance Compliance and monitoring

SERVICE DELIVERY

Asset Management Policy

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. Levels 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) Developing 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, the sustainability of Council and Council's Long Term Financial Plan.
    (b) Asset management plans for each asset class will articulate how the assets will be managed in the long term and informs the Long Term Financial Plan.
    (c) Asset planning will evaluate alternative means to meeting service levels including lower cost assets and non-asset solutions.
    (d) Environmental sustainability of assets will be considered at all levels of asset management.
    (e) The decision to fund most capital projects will be based on Criticality Tables 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. New Assets

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 asset renewal, up-grade or extension (new) works a 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.

Infrastructure Asset Management Plans

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.
- Consult with Councillors and Key Stakeholders to establish community expectations in relation to asset service standards.
- Undertake a risk based approach to identify operational, maintenance, renewal and capital development needs, and apply a best value approach to select the most cost effective asset management programs.
- Continually review and improve asset management practices; and,
- Continuously review and improve the asset management plans.

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 2016	REPLACEMENT VALUE * 2016 ($)
1	Sealed Roads (Urban)	184.9 km	57,344,566
2	Sealed Roads (Rural)	614 km	168,669,985
3	Unsealed Roads (Urban)	89.9km	5,893,633
4	Unsealed Roads (Rural)	1204.3 km	91,590,304
5	Kerb and Channel	254.6 km	21,433,825
6	Footpaths	218,470.2 m²	19,325,372
7	Ancillary Areas(includes car parks, scenic lookouts and gated roads)	157,727 m²	6,464,236
8	Bridges	159 no.	52,834,622
9	Major Culverts	158 no.	13,262,884
10	Storm Water Pipes	138.6 km	25,735,681
11	Storm Water Pits	5,973 No	12,782,666
12	Gabion Road Retaining Walls	82	5,552,050
13	Parks & Gardens Facilities	Various	4,354,294
14	Buildings	410	139,707,581
15	Major Plant	132	13,640,686
	TOTAL		$616,072,289

* Replacement Value is the asset valuation figure determined in accordance with Council's Asset Valuation and Revaluation Policy. 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 and Council's asset management system, Conquest III.

Current Asset Management Practices

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

- Asset Data - recorded in Council's asset management system.
- Asset Management Functionality - there are five models, as detailed below, that link Council's asset management functions across the organisation.
- Information systems - support functions for the above models.

Figure 3 – Council's Current Asset Management Model Architecture

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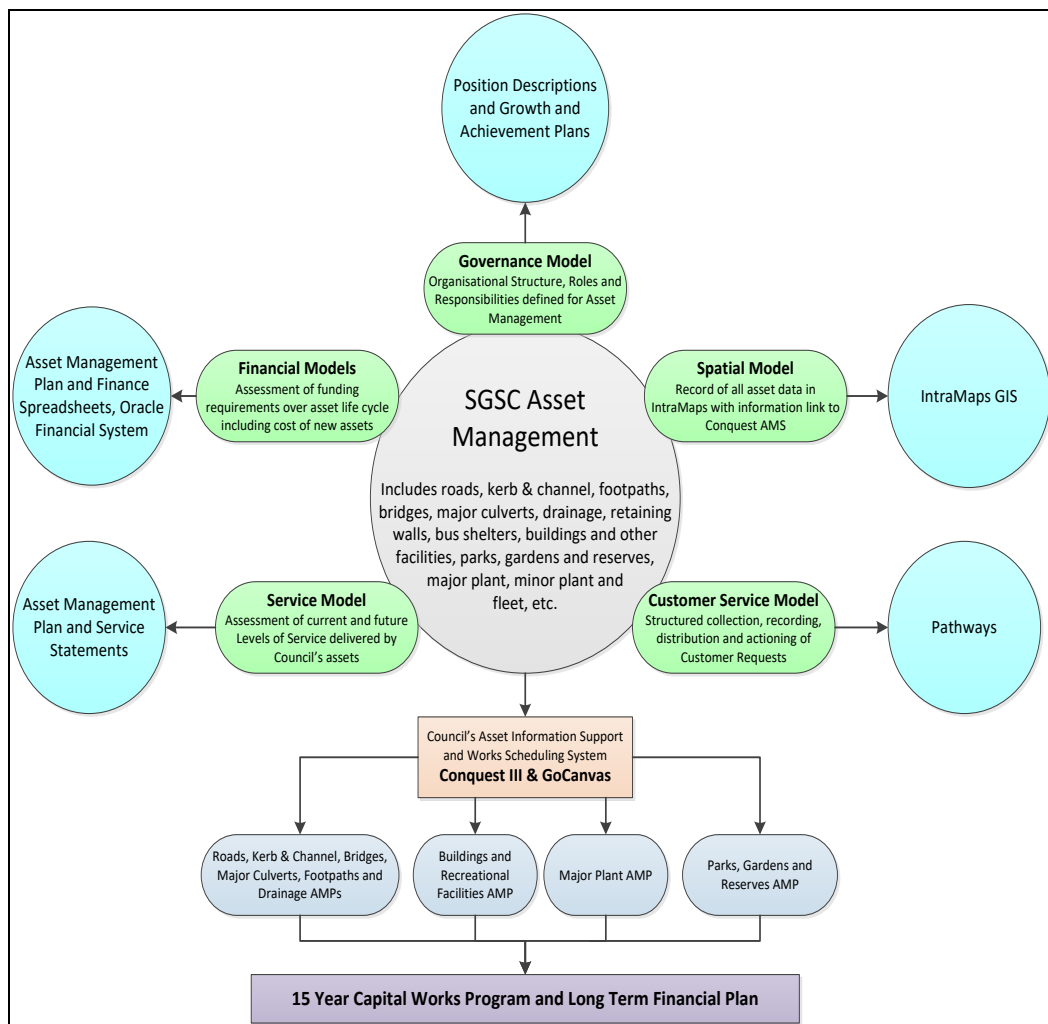
Asset Data and Corporate Asset Management system

Conquest is the current corporate Asset Management System. All existing asset data is populated in this system. This data is linked to Council's GIS system, IntraMaps, and can be viewed across the organisation. This asset data is continually updated as and when new and updated data becomes available. All defects identified in road infrastructure and building assets are recorded in the works management module in Conquest and can only be viewed in Conquest. All works carried out on these assets are recorded against individual assets in Conquest.

The following information has been identified as a requirement for the organisation to support effective asset management together with the status of this information.

Table 2 – Asset Data Information

ASSET DATA	STATUS
Asset Hierarchy	Exists for relevant asset groups and captured in Council's asset management system, Conquest III.
Asset identification	Exists and captured in Council's asset management system, Conquest III.
Maintenance history	Exists for most assets groups / types and has commenced being captured in Council's asset management system, Conquest III.
Condition history	Current condition data and is captured in Council's asset management system, Conquest III, When new condition data is uploaded the previous condition data is archived in the asset management system.
Life cycle costing	Used in Asset Management Plans & development of Capital and Operational programs & budgets.

Asset management processes and models

There are five process models that cover Council's asset management regime as shown in Figure 3 "Council's Current Asset Management Model Architecture" above.

Governance Model

This model outlines the roles and responsibilities relating to Council's asset management regime. The roles and responsibilities required for asset management for each position have been defined in the position descriptions of Assets staff in the Engineering & Assets Department of the Sustainable Communities & Infrastructure Directorate. However, asset management is a "whole-of-organisation" responsibility and should be reflected in appropriate position descriptions throughout the Council's organisational structure.

For details of the current roles and responsibilities for asset management, refer to:
- Attachment 1a - Asset Management Responsibility Matrix 2017
- Attachment 1b - Asset Management Responsibility Descriptions.
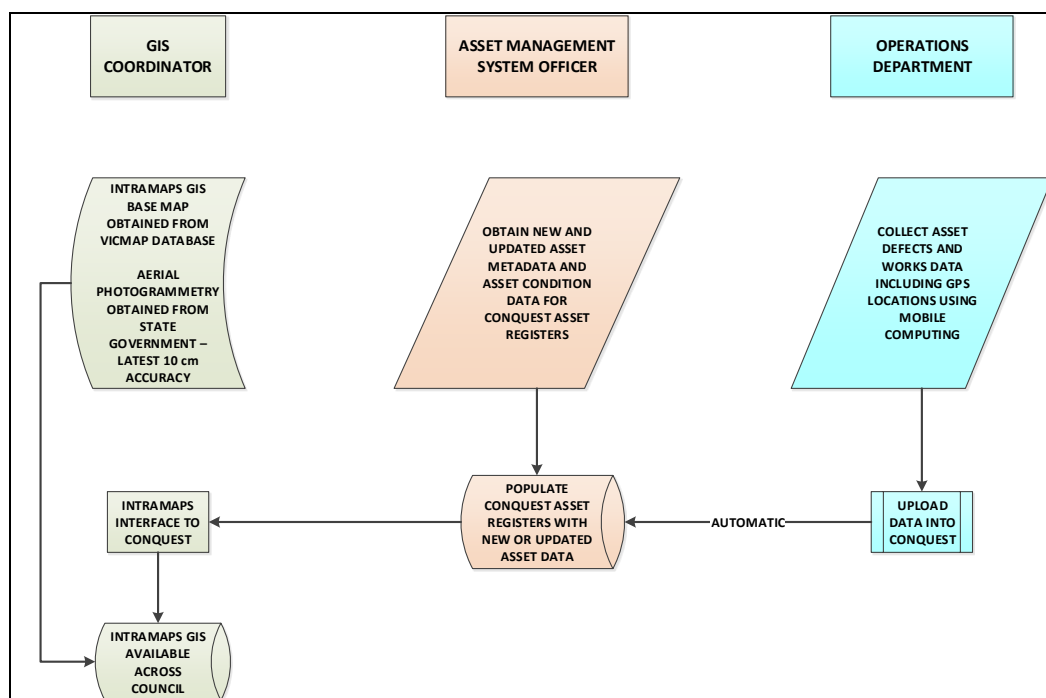
Spatial model

Figure 4 – Asset Management Spatial Model

Figure 4 shows the current model for managing spatial data with respect to assets. This model provides council officers with access via Conquest to view all council assets including asset condition, defects and other related data.
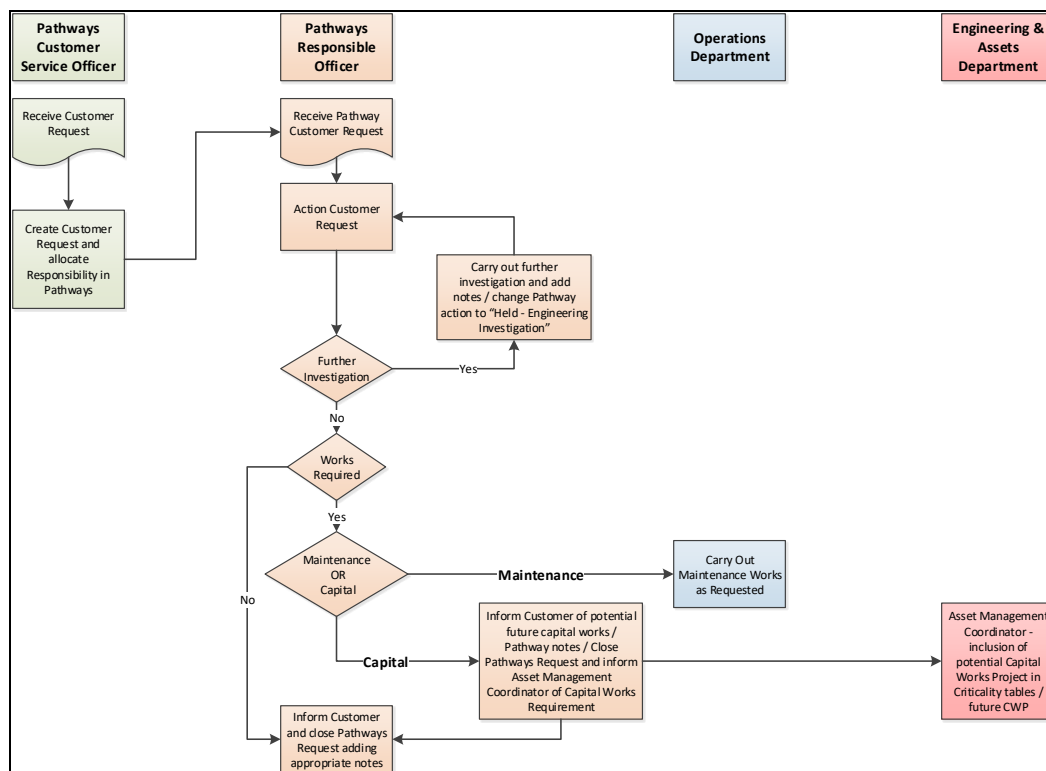
Customer Service Model

Figure 5 – Current Customer Service Model

Figure 5 shows the current Customer Service model. Customer requests received are entered into the Pathways customer service system. Any asset minor works or defects involved with the request are manually entered into Conquest where work orders can be issued to the Operations Department. Council is working towards on an automatic link between Pathways and Conquest.

Service Model

Currently, different processes are used for different services. Routine and reactive maintenance of roads and associated infrastructure is governed by the Road Infrastructure Asset Management Plan.

Separate Service / Business Plans or Service Statements have been prepared for all services (**Appendix 1 - Asset Management Service Model – January 2017** (reference D23517). A gap analysis of Council services has commenced to document assets managed by each Council service area, as appropriate, and assets required to deliver each Council service. This will enable a first principles costing analysis to be undertaken for each service in the future.

Apepndix 1 - Service Model.pdf
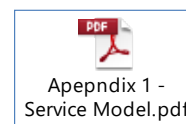
Financial Model

Current Financial Model
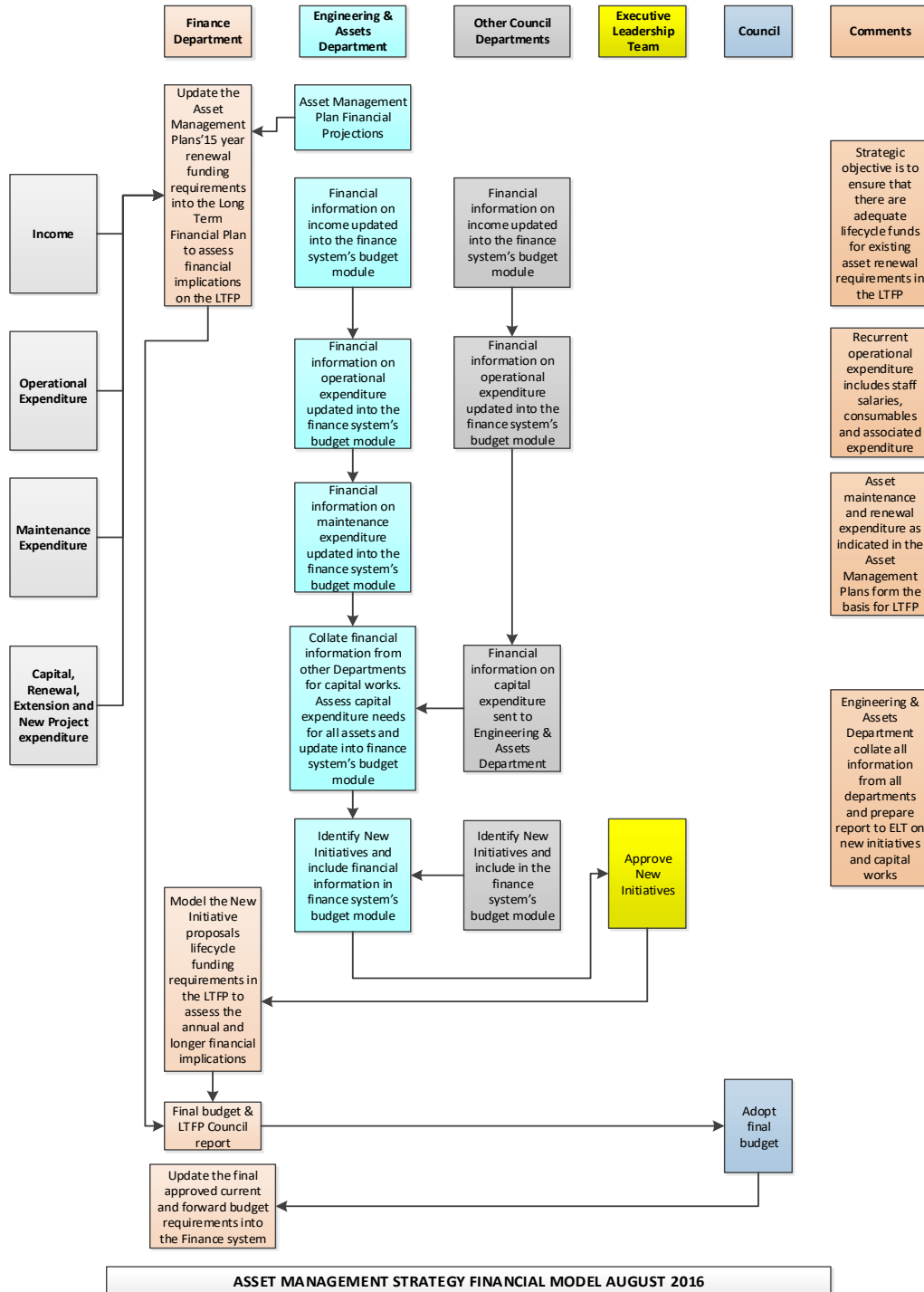
Figure 6 – Current Financial Model

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The financial model incorporates all the Council departments. Relevant financial information is provided to the Finance Department through the Engineering and Asset Department for asset related expenditure.

Figure 6 shows Council's current asset management financial model. The Oracle Financial system is used to store and manage financial data.

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**).

▪ Current Asset Management Issues

Roads and Associated Assets

Most of the roads in the Shire were constructed many years ago when there were no formally established standards. Current design and construction standards are now used by Council and, through road rehabilitation and reconstruction programs Council's roads are being brought up to comply with these standards. Sealed road infrastructure, including kerb & channel and footpaths, and bridges and major culverts, requiring renewal works are identified through regular 3 yearly asset condition surveys and subject to a prioritisation process detailed in the Road Infrastructure Asset Management Plan.

Climate change and extreme weather events have and are continuing to impact on the management of Council's road infrastructure network and are being taken into account in the Road Infrastructure Asset Management Plan.

Road flooding, due to recent extreme weather events, has been an increasing concern and is now subject to a separate prioritised program, the Road Flood Mitigation program, detailed in the Road Infrastructure Asset Management Plan.

Over the past few years a large number of gabion retaining walls have been installed to protect roads which were subject to land slips arising from extreme weather events. These gabion retaining walls have now been included in the Road Infrastructure Asset Management Plan together with the development of a condition and lifecycle management assessment.

Buildings and Facilities

Council Building Portfolio consists of many ageing assets with the average age of Council buildings sitting at approximately 45 years old. Managing ageing Council building assets does pose issues to Council.
These issues include:
- Buildings not meeting current building construction or building safety standards.
- Buildings without equitable access or accessible facilities within the facility
- Buildings that struggle to meet the service/functional requirements, of today's community due to them being purpose built facilities for the way the Community & Council services were conducted over 4 decades ago.
- A reduction in community/tenants ability and/or willingness to assist in maintaining the Council building asset they occupy as they once did
- Managing sites that contain asbestos

As buildings are renewed or upgraded the above-mentioned are being addressed within those projects.

Major Plant

The initial Plant Asset Management Plan has highlighted a number of improvement actions that will provide robust asset management for major plant, equipment and fleet. These actions include:

- Revising the plan to cover all Major Plant, Equipment and Fleet;
- Identification of Service Deficiencies;
- Identification of Critical Assets and Service Level Objectives;
- Development of a robust Renewal and Replacement Priority Ranking Criteria; and,
- Development of a robust New Assets Priority Ranking Criteria.

◼️ Gap Analysis

A gap analysis has been carried out on Council's current Asset Management practices and processes based on the National Asset Management Assessment Framework's Core and Advanced competency report cards and associated improvement opportunities. The analysis outlined below and summarised in Tables 3 and 4, shows the competency scores over the past 3 years and presents improvement opportunities for each asset management framework element.

A further gap analysis of Council's current Services has commenced to identify major assets managed by or required for the delivery of these services. This is considered the forerunner to establishing service plans for each Council Service in line with the current MAV STEP Program.

National Framework Core Competency Report Card
Based on 11 Key Framework Elements

	Framework Element:	2014 Core	2015 Core	2016 Core	Improvement Opportunities
1	Strategic Long Term Planning	100 Excellence	100 Excellence	100 Excellence	Vision 2020 needs review and update
2	Annual Budget	100 Excellence	100 Excellence	100 Excellence	Complete
3	Annual Report	100 Excellence	100 Excellence	100 Excellence	Complete
4	Asset Management Policy	100 Excellence	100 Excellence	100 Excellence	Updated Policy completed
5	Asset Management Strategy	100 Excellence	100 Excellence	100 Excellence	Updated Strategy completed
6	Asset Management Plans	100 Excellence	100 Excellence	100 Excellence	Under review – 2017
7	Governance & Management	96 Excellence	96 Excellence	96 Excellence	Asset Management Steering Committee to address service planning and its relationship to asset management
8	Levels of Service	81 Excellence	81 Excellence	88 Excellence	Improvement in service planning (Gap Analysis); Business Plans reviewed, Monitoring process reviewed in AMPs
9	Data & Systems	97 Excellence	97 Excellence	97 Excellence	Mobile computing roll out to continue
10	Skills & Processes	95 Excellence	85 Excellence	88 Excellence	Score improvement due to progress of mobile computing, training and roll out; Asset Handover processes reviewed; Data collection process for gravel roads commenced.
11	Evaluation	83 Excellence	83 Excellence	92 Excellence	Quarterly reporting to Council; AM Strategy reviewed including AM Improvement Plan

Table 3 – Gap analysis - last 3 years - Core Asset Management practices

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National Framework Advanced Competency Report Card
Based on 11 Key Framework Elements

Framework Element:	2014 Advanced	2015 Advanced	2016 Advanced	Comments
1 Strategic Planning	90 Excellence	90 Excellence	93 Excellence	Vision 2020, developed in 2006/07, needs reviewing and updating, however Council decided in 2012/13 that, following community oppostion, this revision was not yet required. Council adopted an overarching strategic framework that funnels all longer term adopted strategies and any external strategic plans that impact Council through the Council Plan and Annual Budget.
2 Annual Budget	97 Excellence	97 Excellence	97 Excellence	Review of the supporting budget working documents.Unlikely that the impact of capital works and contributed (Gifted) assets on maintenance / operational /renewal costs will be tracked.
3 Annual Report	83 Excellence	93 Excellence	95 Excellence	The Annual Report captures Council's achievement of the Council Plan and Annual Initiatives that are progressing the requirements towards achieveing the strategic objectives set out in the Council Plan. It also includes a summary of each Department that is working towards specific Council Plan objectives and their highlights and budget for the year
4 Asset Management Policy	98 Excellence	95 Excellence	95 Excellence	Formal reporting to incorporate separated Operational, Renewal, Upgrade, Extension (New) and Maintenance categories - statement included in revised AM Policy
5 Asset Management Strategy	100 Excellence	100 Excellence	100 Excellence	Complete
6 Asset Management Plans	98 Excellence	98 Excellence	98 Excellence	Optimised decision making as such yet to be included in AM processes.
7 Governance & Management	87 Excellence	87 Excellence	87 Excellence	All the risks factors and other relevant criteria are considered except Benefits as the resources needed to carryout benefits does not have significant impact on the final outcome. Annual reporting on State of the Assets to be developed.
8 Levels of Service	64 Proficient	67 Proficient	69 Proficient	Improvement in service planning (Gap Analysis); Business Plans reviewed, Monitoring reviewed in AMPs. The capturing of the cost of maintenance and operational activities using the AMS mobile computing is continuing to be expanded to all infrastructure and buidling portfolio service areas
9 Data & Systems	85 Excellence	82 Excellence	83 Excellence	We are in the process of collecting costs associated with each asset directly into the AMS in order to provide information that will enable optimisation of asset life cycle costing. This will be achieved in time as resources permit. Process for collection of condition data for gravel roads is underway.
10 Skills & Processes	85 Excellence	80 Proficient	82 Excellence	Continuing data collection will enable refinement of degradation curves. Similar analysis of the building condition data could be carried out. Condition data for the Gravel Road network is now being collected which will enable future analysis.
11 Evaluation	75 Proficient	81 Excellence	84 Excellence	Quaterly reporting to Council; AM Strategy reviewed including AM Improvement Plan. Proposed audit of Building and Road Infrastructure AMPs in 2017.

Table 4 – Gap analysis – last 3 years - Advance Asset Management Practices

Tables 3 & 4 Performance Score Legend

Final scores for each measure indicate the following performance:

Score	Performance	Definition
0-15	Innocence	There is limited appreciation of the context for asset and services management processes and practices.
16-30	Awareness	The processes and practices are understood and in the development and implementation phase.
31-50	Systematic	Defined processes and practices are available and used to support asset and services management
51-80	Proficient	The planning, processes, procedures, systems and asset and services management are well defined and approach best appropriate practice
81-100	Excellence	Best appropriate practice for this Council, including defined processes and practices which are consistently engaged.

Strategy Review

This strategy will be reviewed in four years. The Asset Management Improvement Plan will be monitored and reviewed on a regular basis by the Asset Management Steering Committee.

Asset Management Improvement Plan

Many asset management improvements have been identified in individual AMPs and through the Gap analysis section of this strategy. These improvement items are prioritised considering economic factors and current Council resources. The Improvement Program is addressed and updated by the Asset Management Steering Committee on a regular basis. The Improvement Program has been updated and is shown below in Table 5.

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Table 5 – Improvement Plan

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Note: This Improvement Plan also includes the realistic improvement opportunities arising from the 2016 NAMAF assessment.

Asset Management Improvements				
Proposed Improvement details	Priority	Target Date	Responsibility	Comment / Status
Core Asset Management Practices				
Skills and Processes				
1. Request People & Culture Department to carryout ongoing training on Asset Management. This training needs to be extended to Councillors as well.	1	Dec 2017	Director Engineering Services / Manager Engineering & Assets	Potential for this item to be included in all Council Position Descriptions; already included in Assets staff PDs. Need to raise awareness with Community Services, Depot etc. A briefing paper was prepared by the Manager Engineering & Assets and the Asset Management Coordinator and presented to the Councillors on 18th November 2015. This paper could now be forwarded to staff for awareness / education. Also a 2 page overview of asset management at Council titled "Asset Management at South Gippsland Shire" has been prepared (refer TRIM D5686816) – this could also be for staff / Councillor awareness / education purposes.

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Asset Management Improvements				
Proposed Improvement details	Priority	Target Date	Responsibility	Comment / Status
Evaluation				
2. Develop a process for monitoring the service levels (Technical and Community) and implement.	2	Dec 2017	Asset Management Coordinator	In progress for civil assets. A draft document has been prepared for consideration – ref TRIM D3591316. This has been developed for building assets and documented in <u>D1897215</u>.
Advanced Asset Management Practices				
Annual Budget				
3. Include statements in the annual budget on the sustainability of infrastructure funding.	2	Oct 2017	Director Sustainable Communities & Infrastructure / Manager Engineering & Assets / Asset Management Coordinator	An "Asset Renewal Funding Risk Assessment" to identify the risks to Council with regard to asset renewal funding, specifically implications and sources of funding, its relationship and impacts on Levels of Service and financial sustainability has been prepared – refer TRIM D1747315
4. Include clear indications of ongoing maintenance, operational and renewal impacts arising from new capital works and gifted assets and include lifecycle costs in future budgets and LTFP	2	Dec 2017	Director Sustainable Communities & Infrastructure ~~Engineering Services~~ / Manager Engineering & Assets / Asset Management Coordinator	A review of supporting budget working documents has been completed and included in the review of the Road Infrastructure Asset Management Plan (TRIM D3993616) – refer Section 5.7.3 Tables 14 & 15, and associated 2016/17 – 20 Year Financial Projections & Gaps spreadsheet – TRIM D7248416.

Asset Management Improvements

Proposed Improvement details	Priority	Target Date	Responsibility	Comment / Status
				Need to review the other AMP's to ensure this item is included.
Annual Report				
5. Inclusion of a statement on "State of the Assets" and sustainability of services, and Council reporting in terms of operational, maintenance, renewal, upgrade and new expenditure classifications	3	Dec 2017	Director Sustainable Communities & Infrastructure / Manager Engineering & Assets / Asset Management Coordinator	Develop reporting mechanisms for status of assets, sustainability of asset services and expenditure classifications.
Governance and Management				
6. Develop a reporting mechanism to advise the Council on the asset condition, performance intervention levels and financial sustainability annually.	3	Aug 2016	Manager Engineering & Assets	A briefing paper was prepared by the Manager Engineering & Assets and the Asset Management Coordinator and presented to the Councillors on 18th November 2015. An annual process for reporting to Council on asset condition, performance interventions and financial sustainability to be developed.
Asset Specific Improvement				
Roads				
7. Undertake a complete Road Safety Audit of the existing sealed and unsealed road	3	Annually (Black Spot program) and	Asset Management Coordinator / Projects Engineer	The Federally funded accident Black Spot Program has addressed many serious road safety issues identified in the Shire. This funding is

Asset Management Improvements				
Proposed Improvement details	Priority	Target Date	Responsibility	Comment / Status
network to identify deficiencies with respect to safety, road widths and geometry.		when resources permit		continuing until 2018/19 under the National Road Safety Strategy and Action Plan. Council will receive substantial funding in 2016/17 and 2017/18 for Black Spot projects. Road Safety Audits are conducted as part of the Black Spot project development and approval. Two Safer Intersection programs have been developed. One program addresses sealed and unsealed road intersections with proposed and prioritised "bell sealing"; the other addresses remodelling of intersection geometrics considered potentially unsafe. Note that these programs are currently unfunded. When resources permit a complete road safety audit of the entire road network will be considered. The Gippsland Regional Road Group has been established and will play an increasingly important role in providing future infrastructure planning and funding proposals to State and Federal Governments who are seek to become more efficient in decision making and implementation of road funding. The MAV, through the STEP Program, are providing a support role to Regional Road Groups in the development of a Gippsland Regional Road Freight network and a regional

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Asset Management Improvements

Proposed Improvement details	Priority	Target Date	Responsibility	Comment / Status
				freight strategy. This will include a regional freight asset register, road freight levels of service and asset condition, projected works programs and costs, regional road freight asset management plans, and regional works priorities supported by benefit cost analysis,
8. Undertake a review of the footpath network to identify strategic "missing links".	3	Annually – as part of the budget process	Asset Management Coordinator	Ongoing, as part of the Footpath Extension Program.
Building				
9. Develop Service Strategies for Council Services.	3	Ongoing	Manager Sustainable Communities	Service Strategies for Early Years Facilities, Swimming Pools Facilities, Senior Citizens Facilities, Tennis Facilities and Soccer Facilities all completed. Master Plans/Service Strategies for Libraries and Caravan Parks nearing completion.
Drainage				
10. Drainage asset management.	2	Dec 2017	Asset Management Coordinator	Drainage asset management to be reviewed following release of West Gippsland Floodplain Management Strategy and Victorian Government's Rural Drainage Strategy.
Parks, Gardens & Reserves				
11. Establishment of a "Significant Tree Register"	1	Dec 2017	Manager Operations / Parks & Gardens	Has commenced using volunteers.

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Asset Management Improvements

Proposed Improvement details	Priority	Target Date	Responsibility	Comment / Status
			Coordinator	
12. Review the use of parks with a view of reclassifying the hierarchy.	2	Sept 2017	Manager Operations / Manager Engineering & Assets / Asset Management Coordinator / Coordinator Parks & Gardens	Not commenced as this will be included in the next review of the Parks, Gardens and Reserves Asset Management Plan anticipate to be completed by September 2017.
13. Implement mobile computing and capture all works against each asset including costs.	1	Dec 2016	Asset Management System Officer / Business Systems Officer (Operations Department)	Parks and Gardens are recording all their works recorded via mobile computing. This process has been in place for a few months and is being refined during this initial stage of data collection.
14. Develop a criticality process for prioritising identified renewal projects.	2	Sept 2017	Asset Management Coordinator / Parks & Gardens Coordinator	To be included in review of Parks, Gardens and Reserves Asset Management Plan.
Plant				
15. Revise initial Plant Asset Management Plan to include all plant, Equipment and Fleet	3	June 2019	Coordinator Plant & Fleet / Asset Management System Officer / Asset Management Coordinator	Current plan does not include all major equipment or fleet
16. Identification of Service Deficiencies, Critical assets and	3	June 2019	Coordinator Plant & Fleet / Asset	To be included in next review of PAMP due June 2019

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Asset Management Improvements				
Proposed Improvement details	Priority	Target Date	Responsibility	Comment / Status
Service Level Objectives.			Management System Officer / Asset Management Coordinator	
17. Development of robust Renewal and New Asset Priority ranking criteria.	3	June 2019	Coordinator Plant & Fleet / Asset Management System Officer / Asset Management Coordinator	June 2019

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Corporate and Strategic Improvements				
Proposed Improvement details	Priority	Target Date	Responsibility	Comment / Status
1. Review of Vision 2020.	1			
2. Service Planning	2			

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Attachment 1a - Asset Management Responsibility Matrix 2017

Table 6 – Asset Management 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 PLAN DEVELOPMENT
Roads												
Unsealed Rural Roads	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Engineering Coordinator & Coordinator Unsealed Road Planning	Coordinator Unsealed Road Planning	Manager Engineering & Assets, and Manager Operations	Coordinator Unsealed Road Planning	Asset Management Coordinator, and Coordinator Unsealed Road Planning	Asset Management Coordinator	Asset Management Coordinator & Coordinator Unsealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Sealed Rural Roads	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Sealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	Asset Management Coordinator

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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 PLAN DEVELOPMENT
Unsealed Rural Roads	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Engineering Coordinator & Coordinator Unsealed Road Planning	Coordinator Unsealed Road Planning	Manager Engineering & Assets, and Manager Operations	Coordinator Unsealed Road Planning	Asset Management Coordinator, and Coordinator Unsealed Road Planning	Asset Management Coordinator	Asset Management Coordinator & Coordinator Unsealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Sealed Rural Roads	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Sealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Kerb & Channel	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Sealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Footpaths	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Sealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	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 PLAN DEVELOPMENT
Sealed Car Parks	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Sealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Unsealed Car Parks	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Unsealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Bridges	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Sealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Major Culverts	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Sealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	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 PLAN DEVELOPMENT
Drainage												
Pipe works	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Sealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Pits	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Sealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Asset Management Coordinator, and Coordinator Sealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Open Stormwater Drains	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Coordinator Unsealed Road Planning	Asset Management Coordinator	Asset Management Coordinator	Coordinator Unsealed Road Planning	Asset Management System Officer	Asset Management Coordinator
Marine												
Boat ramps	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Manager Operations	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Asset Management System Officer	Asset Management Coordinator

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Jetties / Sea walls	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Manager Operations	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Asset Management System Officer	Asset Management Coordinator
Boardwalks	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Manager Operations	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Asset Management System Officer	Asset Management Coordinator
Fishing platforms	Sustainable Communities and Infrastructure	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Engineering Coordinator	Manager Engineering & Assets, and Manager Operations	Manager Operations	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Manager Engineering & Assets, and Asset Management Coordinator	Asset Management System Officer	Asset Management Coordinator
Buildings - Council Controlled / Managed												
Public Halls	Sustainable Communities and Infrastructure	Manager Sustainable Communities	Building Coordinator & Community Strengthening Coordinator	Manager Sustainable Communities	Manager Sustainable Communities	Director Sustainable Communities and Infrastructure	Building Coord	Building Coordinator & Community Strengthening Coordinator	Director Sustainable Communities and Infrastructure	Building Coordinator	Asset Management System Officer	Building Coordinator
Caravan Parks	Corporate & Community Services	Manager Economic Development	Caravan Park Coordinator	Manager Sustainable Communities	Manager Sustainable Communities	Director Development Services	Caravan Park Coordinator	Caravan Park Coordinator	Director Development Services	Building Coordinator	Asset Management System Officer	Building Coordinator
Public Amenities/Rotundas	Sustainable Communities and Infrastructure	Manager Operations	Building Coordinator & Parks & Gardens Coordinator	Manager Sustainable Communities	Manager Sustainable Communities	Director Sustainable Communities and Infrastructure	Building Coordinator	Building Coordinator & Parks & Gardens Coordinator	Director Sustainable Communities and Infrastructure	Building Coordinator	Asset Management System Officer	Building 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 PLAN DEVELOPMENT
Offices & Depots	Manager Sustainable Communities	Manager Sustainable Communities	Building Coordinator & Director Sustainable Communities & Infrastructure	Manager Sustainable Communities	Manager Sustainable Communities	Manager Sustainable Communities	Building Coordinator	Building Coordinator & Director Sustainable Communities & Infrastructure	Manager Sustainable Communities	Building Coordinator	Asset Management System Officer	Building Coordinator
Pre Schools	Corporate & Community Services	Manager Community Services	Building Coordinator & Manager Community Services	Manager Sustainable Communities	Manager Sustainable Communities	Director Corporate and Community Services	Building Coordinator	Building Coordinator & Manager Community Services	Director Corporate and Community Services	Building Coordinator	Asset Management System Officer	Building Coordinator
Library	Corporate & Community Services	Manager Community Services	Building Coordinator & Manager Community Services	Manager Sustainable Communities	Manager Sustainable Communities	Director Corporate and Community Services	Building Coordinator	Building Coordinator & Manager Community Services	Director Corporate and Community Services	Building Coordinator	Asset Management System Officer	Building Coordinator
Community Centres	Sustainable Communities and Infrastructure	Manager Sustainable Communities	Building Coordinator & Community Strengthening Coordinator	Manager Sustainable Communities	Manager Sustainable Communities	Director Sustainable Communities and Infrastructure	Building Coordinator	Building Coordinator & Community Strengthening Coordinator	Director Sustainable Communities and Infrastructure	Building Coordinator	Asset Management System Officer	Building Coordinator
Swimming Pools	Sustainable Communities and Infrastructure	Manager Sustainable Communities	Building Coordinator & Community Strengthening Coordinator	Manager Sustainable Communities	Manager Sustainable Communities	Director Sustainable Communities and Infrastructure	Building Coordinator	Building Coordinator & Community Strengthening Coordinator	Director Sustainable Communities and Infrastructure	Building Coordinator	Asset Management System Officer	Building Coordinator
Senior Citizens	Corporate & Community Services	Manager Community Services	Building Coordinator & Manager Community Services	Manager Sustainable Communities	Manager Sustainable Communities	Director Corporate and Community Services	Building Coordinator	Building Coordinator & Manager Community Services	Director Corporate and Community Services	Building Coordinator	Asset Management System Officer	Building Coordinator

Asset Management Strategy 2017

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Buildings of Various Use	Sustainable Communities and Infrastructure	Manager Community Services	Building Coordinator & Community Strengthening Coordinator	Manager Sustainable Communities	Manager Sustainable Communities	Director Sustainable Communities and Infrastructure	Building Coordinator	Building Coordinator & Community Strengthening Coordinator	Director Sustainable Communities and Infrastructure	Building Coordinator	Asset Management System Officer	Building Coordinator
Coal Creek	Development Services	Manager Economic Development	Coal Creek Coordinator	Manager Sustainable Communities	Manager Sustainable Communities	Director Development Services	Coal Creek Coordinator	Coal Creek Coordinator	Director Development Services	Building Coordinator	Asset Management System Officer	Building Coordinator
Sports Centres	Sustainable Communities and Infrastructure	Manager Sustainable Communities	Building Coordinator & Community Strengthening Coordinator	Manager Sustainable Communities	Manager Sustainable Communities	Director Sustainable Communities and Infrastructure	Building Coordinator	Building Coordinator & Community Strengthening Coordinator	Director Sustainable Communities and Infrastructure	Building Coordinator	Asset Management System Officer	Building Coordinator
Parks, Gardens and Reserves												
Access Facilities	Sustainable Communities and Infrastructure	Manager Operations	Parks & Gardens Coordinator	Manager Operations	Manager Operations	Manager Operations	Parks & Gardens Coordinator	Asset Management Coordinator	Parks & Gardens Coordinator	Parks & Gardens Coordinator	Business Systems Officer	Manager Operations
Gardens	Sustainable Communities and Infrastructure	Manager Operations	Parks & Gardens Coordinator	Manager Operations	Manager Operations	Manager Operations	Parks & Gardens Coordinator	Asset Management Coordinator	Parks & Gardens Coordinator	Parks & Gardens Coordinator	Business Systems Officer	Manager Operations
Fencing	Sustainable Communities and Infrastructure	Manager Operations	Parks & Gardens Coordinator	Manager Operations	Manager Operations	Manager Operations	Parks & Gardens Coordinator	Asset Management Coordinator	Parks & Gardens Coordinator	Parks & Gardens Coordinator	Business Systems Officer	Manager Operations
Miscellaneous (notice boards, plaques, flag poles, art features etc)	Sustainable Communities and Infrastructure	Manager Operations	Parks & Gardens Coordinator	Manager Operations	Manager Operations	Manager Operations	Parks & Gardens Coordinator	Asset Management Coordinator	Parks & Gardens Coordinator	Parks & Gardens Coordinator	Business Systems Officer	Manager Operations

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 PLAN DEVELOPMENT
Park Furniture	Sustainable Communities and Infrastructure	Manager Operations	Parks & Gardens Coordinator	Manager Operations	Manager Operations	Manager Operations	Parks & Gardens Coordinator	Asset Management Coordinator	Parks & Gardens Coordinator	Parks & Gardens Coordinator	Business Systems Officer	Manager Operations
Playgrounds	Sustainable Communities and Infrastructure	Manager Operations	Parks & Gardens Coordinator	Manager Operations	Manager Operations	Manager Operations	Parks & Gardens Coordinator	Asset Management Coordinator	Parks & Gardens Coordinator	Parks & Gardens Coordinator	Business Systems Officer	Manager Operations
Signage	Sustainable Communities and Infrastructure	Manager Operations	Parks & Gardens Coordinator	Manager Operations	Manager Operations	Manager Operations	Parks & Gardens Coordinator	Asset Management Coordinator	Parks & Gardens Coordinator	Parks & Gardens Coordinator	Business Systems Officer	Manager Operations
Sports Facilities	Sustainable Communities and Infrastructure	Manager Operations	Parks & Gardens Coordinator	Manager Operations	Manager Operations	Manager Operations	Parks & Gardens Coordinator	Asset Management Coordinator	Parks & Gardens Coordinator	Parks & Gardens Coordinator	Business Systems Officer	Manager Operations
Water Facilities	Sustainable Communities and Infrastructure	Manager Operations	Parks & Gardens Coordinator	Manager Operations	Manager Operations	Manager Operations	Parks & Gardens Coordinator	Asset Management Coordinator	Parks & Gardens Coordinator	Parks & Gardens Coordinator	Business Systems Officer	Manager Operations

Attachment 1b - Asset Management Responsibility Descriptions

Table 7 – Asset Management Responsibility Descriptions

Responsibility Area	Description
Service / Strategic Planning	- Demand analysis - Community Engagement - Service Plans (short and long term) - Determination of Service Standards (Community Levels of Service Standards) - Input into Asset Planning (Concept and Design) with Asset Manager
Project Scope Report	- Preliminary field investigation - Conceptual Design - Liaise with Engineering Manager/ Service Manager on conceptual design
Project Design	- Liaise with Service Manager on conceptual design Detailed design - Technical design standards Manage design consultants - Develop project budget estimates
Construction	- Asset procurement - Asset construction management - Asset construction standards - Asset commissioning and hand over - Contractor management
Operation and Risk	- Management of Tenant/User - Monitoring and Reporting Service Performance to Council - Management of the Building/Facility/Use - Risk assessment and mitigation - Utilities - Cleaning (buildings only) - Develop and Monitor Operating Budget for the Service

Responsibility Area	Description
Managing Maintenance	• Reactive maintenance • Scheduled and routine maintenance and inspections • Maintenance service standards • Cleansing (all asset groups except buildings) • Maintenance performance reporting • Develop maintenance budgets
Renewal Planning	• Asset Condition Assessments • Predictive renewal planning and long-term renewal programs • Asset Management Plans • Input to service planning • Asset performance reporting to Council
Asset Disposal	• Asset Rationalisation and identification of assets for disposal • Physical decommissioning of asset • Demolition/Sale of asset • Liaison with service manager on surplus assets (Land transfers to be managed by Manager Sustainable Communities) • Notification to Asset Management System Officer to retire / dispose of the asset(s) from the Asset Management System
Condition inspections	• Preparation of Data Structure • Development of Condition Assessment Manual • Tender, contract documents, and contract management or In-house data collection • Updating the system
Asset Data Management	• Data capture and maintenance of spatial and spatial asset attribute data • Maintenance of physical asset registers • System configuration • Reporting • Review and updating • Asset revaluations
Asset Management Plan Development	• Liaison with Service Managers for Service levels • Costing the services • Life cycle analysis • Demand analysis • Work programs • Financial forecast • AM Improvement Program