



# Coonamble Shire Council

## Asset Management Strategy

2017/18– 2027/28

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## **SECTION 1**

### **Introduction**

Coonamble Council's Asset Management Strategy 2017/18-2027/28 is prepared by Council in accordance with the requirements of the State Government's Integrated Planning and Reporting Framework requirements. Coonamble Council is the custodian of approximately \$291 million of community assets, which enable us to provide services to our community. These assets include roads, drains, footpaths, community facilities, recreational facilities, parks and gardens, water and sewerage networks. Council has invested substantial resources to the maintenance of these assets over many years in order to service the needs and enhance the quality of life of the residents and visitors to the Coonamble Shire.

Under the new Integrated Planning and Reporting Framework councils are required to draw together their various plans, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future.

Council's Asset Management Strategy is part of our Resourcing Strategy, aimed at ensuring that the community's long term strategic goals, as expressed in the Coonamble Shire Community Strategic Plan 2032, are met. Effective asset management allows Council to allocate resources where necessary, and plan for long term programs in a consistent way.

The Asset Management Strategy will be reviewed regularly to ensure Council continues to address the community's needs while maintaining financial sustainability.

## Integrated Planning and Reporting Framework

In 2009 the Minister for Local Government introduced the Local Government Amendment (Planning and Reporting) Bill to Parliament, which requires all NSW councils to produce a long term Community Strategic Plan, with a four year Delivery Program and an Annual Operational Plan linked to the longer term planning outcomes.



Supporting the long term Community Strategic Plan is the Delivery Program, a four year strategic document listing the actions Council plans to implement to achieve the community's needs. Council has then developed an annual Operational Plan and annual Budget, highlighting what strategies and projects can be undertaken each year. As required by the NSW State Government's Integrated Planning and Reporting Framework, Council continues to assess its current and forecasted capacity and resources to deliver actions set out in the Delivery Plan (in particular money, people and assets).

The result of the analysis of current and future capacity is captured in the Resourcing Strategy, which consists of three components:

- Long Term Financial Plan
- Asset Management Plan
- Workforce Management Plan

While the Long Term Financial Plan and Asset Management Plan cover a period of ten years, between 2017/18 and 2027/28, the Workforce Plan addresses the needs of Council's four year Delivery Program, between 2017/18 and 2021/22.

The Asset Management Strategy enables Council to demonstrate how its asset portfolio supports the service delivery needs of the community, both currently and into the future. The goal of this asset management strategy is to set out what Council can achieve through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets.

The strategy considers asset related services for present and future community needs, in the most cost effective manner while paying attention to controlling risk.

## Compliance with Legislation

The following table outlines compliance with Legislative requirements

Legislative requirement	Compliance
10 year time frame	The Strategy covers the period 2017/18-2027/28
Council must account for and plan for all existing assets under its control, and any new asset solutions proposed in its Community Strategic Plan and Delivery Plan	Section 2 summarises Council's current assets while section 3 addresses future asset solutions.
Council must prepare an Asset Management Policy and Asset Management plans to support the Community Strategic Plan and Delivery Program	Section 3 outlines the link between this plan and the Community Strategic Plan and Delivery Plans.
The Asset Management Strategy must include an Asset Management Policy	Section 1 addresses Council's Asset Management Policy
Council must identify all assets that are critical to Council's operations and outline risk management strategies for these	Section 2 outlines critical assets and risk management strategies
Include specific actions required to improve Council's asset management capability and projected resources required and timeframes	Sections 3 & 4 outline Council's Asset Management Improvement Plan and specific action
Specific actions required to resource requirements and timeframes must be included in the Strategy.	Sections 3 & 4 outlines specific actions required for resourcing

## **Asset Management Policy**

The Asset Management Policy is a Council endorsed policy which sets the broad framework for undertaking asset management in a structured and coordinated way. It outlines why and how asset management will be undertaken. It provides a clear direction for asset management and defines key principles that underpin asset management for the council.

Coonamble Council's Asset Management Policy is attached at appendix A.

## **Asset Management Plans**

Asset Management Plans (AMPs) are living documents and therefore must be kept current in order to be an effective management tool. AMPs should reflect changes in objective / policies directions, customer expectations or systems changes.

Council has, or is in the process of, developing Asset Management Plans for each class of asset under its control.

In general, these Asset Management Plans will:

- Describe the asset (physical, financial)
- Describe the objective / purpose of the asset (or each key component of it)
- Define the service levels
- Describe future demand requirements for service delivery
- Describe risks associated with assets
- Define the intended time frame (lifecycle) of the asset or key components
- Include financial information
- Recognise the decline in service potential
- State assumptions and confidence levels
- Outline an improvement program

- Identify key performance measures
- Have the firm commitment of the organisation
- Be reviewed regularly

The current suite of AMPs conform to the elements outlined above to various degrees. Plans that are lacking rigour will be enhanced as part of the Asset Improvement Plan. This will involve review to ensure that both core and advanced asset management analysis are incrementally adopted.

The level of detail within each plan will depend on the complexity and size of the asset portfolios under consideration. It is important that all Asset Management Plans match the complexity required and are practical, readily understood and useable documents.

## **SECTION 2**

### **Council's Current Situation**

#### **Asset Classes**

Coonamble Council has 10 Asset classes, listed as follows:

1. Public Roads
2. Bridges
3. Footpaths
4. Stormwater Assets (including Kerb and Gutter)
5. Buildings, Facilities and Other Structures
6. Recreational Assets
7. Sewerage Infrastructure
8. Water Infrastructure
9. Waste Management
10. Plant and Equipment

## Current Assets

### Public Roads

Council has over 1,600km of road within its boundaries. Of this, 114km are State Highway and maintained by Council under contract to the RMS. Another 255km, of which 204km are sealed, are Regional Roads and are funded by the RMS Block Grant and REPAIR Program. The remaining 1,266km of Shire Roads are owned and maintained by Council using its own funding, as well as grant funds such as Roads to Recovery. Approximately 1,100km of these Shire Roads are unsealed, with 167km sealed.

### Descriptions

An existing system of road classification is currently in use. For the purposes of maintaining roads within the Shire all rural roads are categorised into 1 of 8 types and urban streets into 1 of 3 types as described below.

Type	Description
<b>Rural Roads</b>	
1	SH18 is the only type 1 road within the shire. It is maintained for the RMS under the Road Maintenance Contract for Councils (RMCC) and will not be managed under this Management Plan.
2	All Regional roads within the shire
3	All Local Arterial Roads
4	Roads of high local traffic not being defined as Local Arterial roads. Includes all school bus routes not included in type 3 roads
5	Roads servicing less than 30 properties
6	Roads Servicing Less than 10 properties
7	Roads Servicing Less than 5 properties that are graded when approval given by council on written request
8	Unformed roads not maintained by council (lengths unknown)
<b>Urban Streets</b>	
U1	The 8m carriageway of streets that are on a the route of a type 1 or 2 Road
U2	All sealed streets not classified as type U1
U3	All lanes and unsealed streets within town and village boundaries

### Road Register Summary

Below is a brief summary of Council's road register. Within the Shire there are 144 roads of which:-

- The only type 1 road is State Highway (SH18 114.62km)
- 111 roads are maintained by council (incl SH18 1636.12km)
- 16 have some type of bitumen seal (373.15km exc SH18)
- 106 have some type of formed unsealed surface (1148.35km)

- 33 are not formed (type 8)

A summary of roads by category is given below:

Type	Sealed		Unsealed		Total	
	No of Roads/ Part Roads	Length Km	No of Roads/ Part Roads	Length Km	No of Roads/ Part Roads	Length Km
<b>Rural Roads</b>						
<b>1</b>	1	114.62	0	0	1	114.61
<b>2</b>	5	204.21	1	51.47	5	255.68
<b>3</b>	4	150.68	3	84.63	4	235.31
<b>4</b>	5	16.93	36	523.7	36	540.63
<b>5</b>	0	0	29	225.12	29	225.12
<b>6</b>	1	1.34	40	220.97	41	222.31
<b>7</b>	0	0	13	42.46	13	42.46
<b>8</b>	0	0	0	0	33	0
<b>Total</b>	<b>16</b>	<b>482.8</b>	<b>123</b>	<b>1153.3</b>	<b>162</b>	<b>1636.1</b>
<b>Town Streets</b>						
<b>U1</b>	3	2.9	N/A	0	3	2.9
<b>U2</b>	69	33.5	N/A	0	69	33.5
<b>U3</b>	0	0	42	13	42	13

### **Funding**

Council uses several different funding sources to maintain the roads within the Shire.

Type	Funding Source	
	Routine Maintenance	Major Maintenance (reconstruction/resealing)
<b>1</b>	RMS RMCC lump sum amount. Council funds are not required for this road	RMS individually priced work orders for each project. Council funds are not required for this road
<b>2</b>	RMS Block Grant. Council funds are generally not required for these roads.	RMS funded Repair Program (50%) matched with 50% from the Block Grant. Council funds are generally not required for these roads.
<b>3-7</b>	Council's general revenue including grants applicable for use in this area (ie RLR).	Council's general revenue including grants applicable for use in this area (ie RLR and R2R).
<b>8</b>	No work carried out on these roads hence no funds are required.	No work carried out on these roads hence no funds are required.
<b>U1</b>	RMS RMCC or Block Grant. Council funds are required when work needs to be completed	SIMC or RMCC funded Repair Program (50%) matched with 50% from the Block Grant. Council

	outside the 8m carriageway that is the route of a Regional Road.	funds are required when work needs to be completed outside the 8m carriageway that is the route of a Regional Road.
<b>U2-U3</b>	Council's general revenue including grants applicable for use in this area (ie RLR).	Council's general revenue including grants applicable for use in this area (ie RLR and R2R).

## Bridges

### Bridge & Culvert Types

The Shire has 39 major bridges and culverts.

A Bridge Register is maintained for all bridges, causeways and culverts. The register maintains all data on the existing structures to allow for their correct and efficient management. A brief summary of bridges from the register is shown below with data provided.

Road Type	Sealed Road No of Bridges		Unsealed Road No of Bridges	
	Timber Bridge	Concrete (Bridges & Culverts)	Timber Bridge	Concrete (Bridges & Culverts)
<b>1</b>	0	7	N/A	N/A
<b>2</b>	0	7	0	0
<b>3</b>	0	4	0	1
<b>4</b>	0	1	0	11
<b>5</b>	0	0	0	3
<b>6</b>	0	0	0	5
<b>7</b>	0	0	0	0
<b>Total Council maintained</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>20</b>
<b>Total State Government maintained</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>20</b>

## **Funding**

Council has several different avenues of funding to maintain the bridges within the Shire.

<b>Type</b>	<b>Funding Source</b>	
	<b>Routine Maintenance</b>	<b>Major Maintenance (includes reconstruction)</b>
<b>1</b>	RMS RMCC lump sum amount for items associated with the pavement. Council funds are not required for these bridges	The RMS or its subcontractors carry out any major works. No council funds are required on these bridges
<b>2</b>	RMS Block Grant. Council funds are generally not required for these bridges.	RMS funded Regional Roads Timber Bridge Replacement Program to fund bridge replacement. This grant will be matched by Council Block Grant funds on a dollar for dollar basis.
<b>3-7</b>	Council's general revenue including grants applicable for use in this area ie RLR.	Council's general revenue including grants applicable for use in this area ie RLR and R2R.

## **Buildings, facilities & other structures**

Council currently own 51 buildings with a total replacement value in excess of \$33 million. Many of these buildings are old and in need of repairs. Council currently budget only for rates, insurance, grounds maintenance and emergency repairs. Major repairs and scheduled major replacements are not funded, nor are they provided for through a reserve accumulation. It is currently estimated that there is an annual shortfall of funds for building maintenance of approximately \$50,000, not allowing for any future building replacement costs.

The result of this is that a number of buildings that need major repairs are unable to be rectified without having a substantial impact on the annual budget. Council has addressed part of this issue by increasing "specific" targeted maintenance of key facilities.

Current funding for building maintenance is approximately \$50,000 p.a short of that required, even if no allowance is made for future building replacement.

## **Mt Magometon Quarry**

The Mt Magometon quarry has been in operation for approximately 50 years. During the last 10 years Council has enhanced the existing operation, with the installation of a new crushing plant and the renewal of mobile plant.

A DA approval, issued by Council in 1999, permits the extraction of up to 85,000Tpa, this being approximately 50,000 tonnes more than had previously been removed. With this approval, and changes to road construction techniques across the Shire, extraction has been increased to an average of approximately 70,000Tpa.

Whilst the quarry has been of great benefit to the Council over its life, as the only significant source of high quality aggregate and road base, it is important that Council continue to gain an economic benefit from their investment and achieve the most beneficial use of this scarce resource.

Over the last few years, the construction techniques used on Council's local and regional roads has been modified. This has resulted in a more constant requirement for road base than has previously been the case. The increased works program by the RMS has increased the need for quarried road base.

In recent years, the production of quarry material has been between 50,000 and 80,000T. This is approximately the level of production expected for the long term, sustainable reconstruction of Council's road network. The major products produced have been road base and sealing aggregates.

Annual revenue has been relatively consistent in recent years at approximately \$1.5 - \$2million, with around one half of this being private sales and the remainder being used by Council. Annual operation costs have been relatively consistent, being around \$1.5 million per annum (excluding depreciation, loan repayments and stockpile adjustments). It can be seen that private sales currently cover a substantial portion of the cost of the existing operation. Given the substantial rock reserves still available on the site, it is recommended that these private sales are continued.

## **Pools**

### ***Coonamble Pool***

Along with the Sportsground, the Coonamble pool is a significant asset for active recreation within the Shire. As such, its ongoing operation and maintenance is considered to be a high priority for Council.

It is felt that the recent improvements at the pool, including the installation of additional shade structures, addition of splash pad and accessible change room and replacement of the starting blocks, have lifted the standard of the facility. Further improvements are needed to address an ageing facility.

### ***Gulargambone Pool***

The Gulargambone Pool is one of the most significant active recreation facilities in the village. As such, its ongoing operation and maintenance is considered a high priority.

The pool is currently well served with shade structures and other facilities. The filtration system was recently replaced.

The planned long term maintenance of the pool will be critical to the ongoing operation. It will be necessary to develop a scheduled replacement program and associated funding arrangements to ensure the existing standard can be maintained.

### ***Quambone Pool***

The Quambone Pool is the most significant active recreation facilities in the village, its ongoing operation and maintenance is considered a high priority.

The filtration system was recently replaced, however the long term maintenance of the facility is likely to become an issue for Council. It will be necessary to develop a scheduled replacement program and associated funding arrangements to ensure the existing standard can be maintained.

## **Parks**

### ***Coonamble Showground***

The Showground is a key part of Coonamble's recreational infrastructure. It provides facilities for rodeo and camp draft, as well as the annual Show. The facility should be of a relatively high standard; however has suffered from lack of maintenance over many years.

Council has identified specific maintenance projects at the showground which will bring the service level of the facility to a satisfactory standard.

### ***Smith Park***

Smith Park provides a stopping point for tourists and therefore should be maintained at a relatively high standard. The development of a tourist information bay, riverwalk, Skate Park, canteen and renovation of the toilet block have improved this park over the last few years.

### ***Coonamble Sportsground***

Coonamble Sportsground is the major sporting facility within the Coonamble Shire. As such it is maintained to a high standard and this will continue. The synthetic cricket pitch was resurfaced in January 2010. New aluminium bench seating for the main grandstand has been installed. Recent improvements include an extension and upgrade of the irrigation system, renovation of the change rooms and amenities bringing the facility to a satisfactory standard.

### ***McDonald Park***

McDonald Park is a key facility within Coonamble, providing active recreation for children through its playground. It also provides for picnics as well as a convenient stopping point for travellers.

As one of the main parks is Coonamble, McDonald Park's facilities have been improved in recent years with the removal of equipment that had deteriorated, and the installation of a new playground. Existing garden beds have been replanted, the toilet block has been replaced and footpaths renovated.

### ***Lions Park***

Lions Park is classified as mainly being used for casual passive recreation, largely due to a lack of facilities and the low standard of maintenance. It is envisaged that this park could be improved by providing active recreation facilities for older children. This may include the installation of a playground aimed at late primary/early high school children or other similar recreational equipment.

There have been some recent improvements with the installation of an irrigation system and renovation of paths.

### ***Broome Park***

Broome Park is located away from the main travel routes. It is used for active and passive recreation. Broome Park has undergone significant improvements with the installation of further play equipment and the construction of accessible public amenities.

### ***Rotary Park***

Rotary Park provides for passive recreation and an appropriate standard of maintenance is undertaken. The facility is also located away from the main travel routes. It is envisaged that this park will remain as open space with relatively low standard of maintenance.

### ***Arboretum***

The Old Cemetery Park is rarely used for recreation purposes, however does have some value in conserving part of Coonamble's heritage. As such, it is felt that the continued maintenance of this park is of benefit, however there are no plans to further develop the park in the term of this Plan.

There has been some suggestion that the heritage value of the park may provide access to grant funds to enable improvements. This possibility should be examined further.

### ***Smith St Park***

Smith St park is rarely used and poorly located, but is one of the few public spaces on the western side of Coonamble. Investigation should be undertaken into disposing of the park, being cognisant of the accesses that may be serving the rear of properties fronting Smith Street.

## **Gulargambone Parks**

### ***Gulargambone Sportsground***

Gulargambone Sportsground is the major sporting facility within the village of Gulargambone. It is reasonably well maintained and is well used by local sporting clubs and residents. The synthetic cricket pitch was resurfaced in January 2010.

### ***Gulargambone Park, Gulargambone***

This park is used for active recreation for children, with a playground and picnic facility. It provides a stopping point for travellers and is well used by locals. A new fence was erected in mid-2009. The facility has been improved with the installation of a skate park, fencing and shade.

### ***Lion spark, Gulargambone***

This park provides open space and picnic facilities. It encourages travellers to stop with well-maintained facilities within walking distance of the main street. Maintenance is undertaken by the local lions club.

## **Quambone Parks**

### ***Quambone Sportsground***

The Quambone Sportsground is located on the outskirts of town and managed by a Section 355 Committee of Council. It caters for annual picnic races and equestrian events.

### ***Quambone Park***

Located on the western side of the main street, the park provides a stopping point for travellers. The park has been significantly improved with the installation of a playground, shade and tourist interpretive signage.

## **Water**

With the introduction of mains water within Coonamble Shire in the 1950's parts of the system are reaching the end of their economic life. The result of this is that a mains replacement program to update ageing infrastructure has been implemented. Details of the proposed program are located in the Water and Sewerage Asset Management Plan and actions appear in the Council's Delivery Program.

The total replacement value of Coonamble Shire water assets is approximately \$21,979,000 with an annual depreciation of approximately \$487,000. The annual depreciation will be cash funded in order to ensure adequate reserves are available to ensure long term sustainability of the systems. The construction of any additional assets will increase the value of the system and hence, the annual accrual required for the replacement of the works.

It has also been identified that Coonamble Reservoirs No 4 (Yarran St) is nearing the end of its life. Given the major cost associated with such a replacement it will be necessary to review options over coming years to ensure that the total cost is minimised.

Each of the three water systems in the Shire is reaching an age where assets are starting to fail and need replacement. In previous plans Council adopted a system of accruing for asset replacement and the introduction of a mains replacement program. These works have now commenced but a lack of suitable staff and/or lack of available tradespeople has proved to be a major impediment. Consequently, Council has moved to contract the works out.

Each of the three systems is discussed in detail in the Water and Sewer Management Plan.

### **Sewerage**

With the introduction of a sewerage system within Coonamble in the 1960's parts of the system are reaching the end of their economic life. The result of this is that in the near future there will be a need for a sewer mains replacement/lining program to upgrade aging infrastructure. Details of the proposed program will be provided to Council for approval later in the year.

Funds were allocated for the replacement of sewer mains over recent years although difficulties have been experienced with a lack of skilled staff and the availability of local tradespeople have meant that these funds continue to accrue. As a result, investigations are at present being conducted into the use of contractors and technology that would essentially renew the mains.

Gulargambone will not require major capital investment in the near future, with the system having been constructed in 1976 and unlikely to require significant replacements within the next 15-20 years.

The total replacement value of Coonamble Shire sewer assets is approximately \$28,182,000, with an annual depreciation of approximately \$464,000. The annual depreciation will be cash funded in order to ensure adequate reserves are available to ensure long term sustainability of the systems.

Some ageing sewer components at Coonamble and Gulargambone require upgrading and process improvements to increase efficiencies. These upgrades are outlined in detail in the Water and Sewer Management Plan.

### **Plant and Equipment**

The Council owns a fleet of vehicles and machines. These are one of the most important assets of the Council. Due to rapid depreciation of each machine, it is extremely important that Council manage each of these items carefully and strategically.

Plant purchases are funded from plant reserve. With a tightening economic environment and lower prices being obtained from sale of plant Council will need to retain its current state of reserves and critically review the maintained level on an ongoing basis.

### *Major Plant*

The existing major fleet, and their scheduled changeover and resulting cash flow are provided in Appendix B.

### *Minor Plant*

Council own approximately \$100,000 worth of minor plant, such as brick saws, hand mowers, wiper snippers, rotary hoes, slashers and the like. These items are generally not charged out due to the fact that they are low cost items, and their replacement cost has been recouped within the existing hire charges for the major plant.

## Summary of Current Asset Conditions

The following table sets out average condition of council's assets and are rated in accordance with the following rating system.

Condition 1 – Excellent Condition

Condition 2 – Good Condition

Condition 3 – Average Condition

Condition 4 – Poor Condition

Condition 5 – Very Poor Condition

Table 3: Summarised Asset Conditions

<b>Asset Type</b>	<b>Asset Class</b>	<b>Includes Assets such as:</b>	<b>Average Condition* (1 excellent to 5 Very Poor)</b>
<b>Infrastructure Assets</b>	<b>Public Roads</b>	Sealed roads, unsealed roads, sealed roads structure bike paths, roadside furniture, signage.	3
	<b>Bridges</b>	Concrete and Steel Truss waterway structures of 6 metre span or greater.	1
	<b>Footpaths</b>		3
	<b>Kerb and Gutter</b>		3
	<b>Stormwater Assets</b>	Pipe Culverts, Box Culverts, Channels, Levee Banks, Penstocks, pits, gross pollutant traps, retarding basins & wetlands.	3

<b>Buildings, Facilities and Other Structures</b>	Art gallery, libraries, public halls, community facilities, public toilets, Council offices, Council Works Depots, pavilions, stadiums, quarry, aerodrome, saleyards, bus shelters, bike paths & cemeteries	3
<b>Park Assets</b>	Parks, sporting ovals, swimming pools, play equipment, irrigation systems, skate parks, park furniture, trees, & garden beds	2
<b>Sewerage Infrastructure</b>	Pump stations, pipeline, manholes, treatment works & sewerage connection	3
<b>Water Infrastructure</b>	Bores, reservoirs, pump stations, hydrants, stop valves, pipelines & water connections	3
<b>Plant and Equipment</b>	Motor vehicles, trucks, construction equipment, gardening equipment & computer systems/equipment	2

### Assets critical to Council's operations & Risk Management Strategies

Asset Class	Asset	Risk	Risk Management Strategies
Public Roads	Bridges	Structural failure	Routine inspection
	Road pavement	Structural failure in wet conditions	Implement wet condition road closure policy on unsealed roads
Drainage	Underground system	Blockage caused by backup of sediment into underground system	Routine de-silt open channels program
	Levee	Breach failure	Routine inspection
Buildings & facilities	Key structures	Catastrophic structural failure	Routine inspection Disaster Management Plan
Open space	Swimming pools, paly equipment & park furniture	Personal injury due to inadequate maintenance	Routine inspections & preventative maintenance program

Asset Class	Asset	Risk	Risk Management Strategies
Water supply	System components	Unexpected component failure	Routine inspections & preventative maintenance program
Sewerage	System components	Unexpected component failure	Routine inspections & preventative maintenance program

## **SECTION 3**

### **Future Directions**

Community Strategy Plan consultation resulted in a number of strategies directly impacting on asset management. The community made clear its desire for vibrant social spaces and well managed and maintained infrastructure. In terms of future developments the Council Delivery Program 2017/18 – 2027/28 itemises activities and projects to be undertaken.

In terms of organisational priorities for asset management Council will focus on:

- Completing Asset Management Plans for all major asset groups under Council's control, including completion of risk management plans.
- Improving asset management systems

### **Asset Management Improvement Plan**

In order to improve Council's asset management capacity, Asset Management Improvement actions have been identified. The required actions appear in the following Action Plan. The actions also appear in Council's Delivery Program to ensure resourcing, implementation and performance monitoring.

## Section 4. Asset Management Improvement Action Plan

### Asset Management Plan - Actions

No.	Link to Delivery Program 2017- 2020 and Community Strategic Plan 2032	Responsible Business Unit/ Council officer	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
1	I4.1.1. Prepare AMP for Asset classes	ES	X	X	X							
2	I4.1.2. Refine existing Asset Management Plans	ES	X	X	X							
3	I4.1.3. Review Asset Management Plans for the major asset groups including risk management plans	ES	X	X	X	X	X	X	X	X	X	X
4	I4.1.4. Identify infrastructure expenditure by both: * Expenditure component - asset group; for example, road pavement * Expenditure Type - operating, maintenance, capital renewal, upgrade	ES, CUS	X	X	X	X	X	X	X	X	X	X

Business units: **CS** –Community Services, **CUS**- Corporate & Urban Services, **ES**- Engineering Services, **TPBE** – Town Planning, Building & Environmental Services, **HRPC**- Human Resources, Planning & Change, **GMU** – General Manager’s Unit.

## Asset Management Plan - Actions

No.	Link to Delivery Program 2017- 2020 and Community Strategic Plan 2032	Responsible Business Unit/ Council officer	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
5	I4.1.5. Consider ongoing ownership costs of new capital works proposals in budget deliberations. Identify the renewal and capital upgrade components of all capital works projects including the ongoing operational and maintenance requirements.	ES, CUS	X	X	X	X	X	X	X	X	X	X
6	I4.1.6. Collect data for all major infrastructure classes.	ES, CUS	X	X	X	X	X	X	X	X	X	X
7	I4.1.7. Integrate Council's corporate asset register meeting both technical and financial reporting requirements.	CUS	X	X								
8	I4.1.8. Continue to improve the information on the relationship between the service level and cost so that future community consultation will be well informed of the options and costs.	CUS	X	X	X	X	X	X	X	X	X	X

Business units: **CS** –Community Services, **CUS**- Corporate & Urban Services, **ES**- Engineering Services, **TPBE** – Town Planning, Building & Environmental Services, **HRPC**- Human Resources, Planning & Change, **GMU** – General Manager's Unit.

## Asset Management Plan - Actions

No.	Link to Delivery Program 2017-2020 and Community Strategic Plan 2032	Responsible Business Unit/ Council officer	2017-	2018-	2019-	2020-	2021-	2022-	2023-	2024-	2025-	2026-
			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
9	I4.1.9. Prepare long term cash flow predictions for asset maintenance, rehabilitation and replacement.	CUS	X	X								
10	I4.1.10 Revalue assets at intervals in accordance with Australian Accounting Standards	CUS	X	X	X	X	X	X	X	X	X	X
11	I4.1.11 Review Council's Asset Management Policy	CUS	X	X	X	X	X	X	X	X	X	X
12	I4.1.12. Improve staff capacity in the usage of asset management systems	HRPC	X	X								
13	I1.1.10 Improve asset management inspection regime and maintenance defect register	ES	X									
14	I1.1.11 Continue 3 yearly pavement investigation based on technically sound practices	ES	X	X	X	X	X	X	X	X	X	X

Business units: **CS** –Community Services, **CUS**- Corporate & Urban Services, **ES**- Engineering Services, **TPBE** – Town Planning, Building & Environmental Services, **HRPC**- Human Resources, Planning & Change, **GMU** – General Manager's Unit.



# ASSET MANAGEMENT POLICY

Approval Date:	23 March 2017
Review Date:	23 March 2018
Responsible Officer:	Director Corporate & Urban Services

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## 1. Purpose

The aim of this Policy is to guide the strategic management of Council's infrastructure assets.

This policy addresses new legislative requirements under the Local Government Amendment (Planning and Reporting) Act 2009 and will be revised in accordance with any future changes.

## 2. Objectives

To provide clear direction to the management of Council controlled asset responsibilities and to ensure Council is able to deal with changes to meet community needs in accordance with legislation under the Local Government Amendment (Planning and Reporting) Act 2009.

Together with Council's Community Strategic Plan and Resourcing Strategy, this policy provides specific asset management objectives to ensure Council's asset stewardship is met by;

- a) Establish and routinely update an Asset Management Strategy (minimum 10 year period) as the primary framework to provide and maintain asset services to current and future generations.
- b) Manage assets through the development of Asset Management Plans in accordance with relevant legislation and recognised best practice for each major infrastructure group.
- c) Ensuring future funding needs are identified, affordable, agreed upon, and allocated, so that assets can meet their defined levels of service in consultation with stakeholders, such as our community.
- d) Assets are recorded in accordance with the requirements of the appropriate asset accounting standards and financial reporting requirements.

- e) Create asset management awareness throughout the council, supported at an organisational level.

### 3. Statement

Council recognises that infrastructure assets are important to the local community and are fundamental to Council's overall service delivery. Planning and responsibility for assets require strong and informed Council and executive oversight which is crucial to achieving strategic asset management and financial management outcomes.

Asset Management is a systematic process to guide the planning, acquisition, operation, maintenance, renewal and disposal of assets. The objective is to maximise asset service delivery potential and manage related risks and costs over the asset's useful life.

This policy guides Council staff in the development and ongoing management of infrastructure assets under Council's control.

### 4. Definitions

**Asset** –an item, thing or entity that has potential or actual value to an organisation. It can be tangible or intangible, financial or non-financial.

**Asset Management** - Systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets to provide the required level of service in the most efficient manner.

**Asset Management Plan** - Strategic plan consisting of an asset description, capital and maintenance plan, development plan and financial plan to manage the asset for the expected duration of the service to be provided by the asset.

**Asset Management Strategy** - Includes the development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure desired level of service. The Asset Management Strategy typically has a 10-25 year horizon and aligns Asset Management with the Council Resourcing Strategy.

### 5. Implementation

The responsibility for the implementation and review of this Policy shall lie with the Executive Group (Director of Engineering, Director of Development, Urban & Commercial and Director Corporate & Community services).

Staff responsibilities for related asset management activities shall be included in the Delivery and Operational plans and reflected in individual position descriptions.

## 6. Legislation requirements

Local Government Amendment (Planning and Reporting) Act 2009 No 67 requires that a council must have a long-term strategy (called its resourcing strategy) for the provision of the resources required to implement the strategies established by the 10 year Community Strategic Plan that the council is responsible for. The resourcing strategy is to include long-term financial planning, workforce management planning and asset management planning.

Asset Management planning requirements of this legislation include the development of an Asset Management Policy endorsed by Council to underpin an Asset Management Strategy. The Asset Management Strategy is required to support the Community Strategic Plan and Delivery Program and provide for a minimum timeframe of 10 years.

Council also has a number of statutory responsibilities in relation to asset management under the Local Government Act 1993, which outlines the Council's functions, responsibilities, and powers, including providing and maintaining community infrastructure. Under this legislation Section 8 of the Local Government Act 1993, which states in part that Council shall:

- have regard to the long term and cumulative effects of its decisions;
- bear in mind that it is the custodian and trustee of public assets and to
- effectively account for and manage the assets for which it is responsible.

Civil Liability Act 2002 also requires Council to minimise the risk to Council from public liability and address the reasonable expectations of the community.

### Procedure Review History

Date	Changes Made	Approved By
December 2011	Policy development	General Manager
March 2017	Policy Review – no amendments	General Manager

Appendix B  
PLANT REPLACEMENT PROGRAM

PLANT NUMBER	ITEM	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
P0198	Boom spray											40000
P0192	Compactor											
P0105	Loader									170000		
P0052	Grader							400000				
P0054	Grader							400000				
P0152	Truck								450000			
P0853	Caravan	45000										
P0855	Caravan	45000										
P0857	Caravan	45000										
P0859	Caravan	45000										
P0851	Caravan	45000										
P0861	Caravan	45000										
P0116	Compressor	55000										60000
P0102	Backhoe	150000										
P0132	Camera		25000									
P0129	Sewer		40000									
P0184	Borer		50000									
P0131	Sewer Jetter		50000									
P60305	Truck		65000									
P60306	Truck		65000									
P0092	Tractor		70000									
P0109	Loader		90000								100000	
P30182	Loader		150000								160000	
P0158	Truck											
P0200	Boom spray			20000								



