



(DRAFT) Policy:

Asset Management

2025

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		Resolution No.	XX.03/25
Document Owner	Director Infrastructure & Development		
Document Development Officer	Asset Manager		
Review Timeframe	4 years		
Last Review Date:	March 2025	Next Scheduled Review Date	2029

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
1	July 2015	Adopted Council resolution 14.07/15
2	March 2022	Document amended and presented to 22 March 2022 Ordinary Meeting. Adopted Council resolution 20.03/22
3	March 2025	

Further Document Information and Relationships

Related Legislation*	<i>Local Government Act 1993, Office of Local Government, NSW Government and Local Government (General) Regulation 2021, Office of Local Government, NSW Government)</i>
Related Policies	Uralla Shire Council Community Strategic Plan Uralla Shire Council Resourcing Strategy <ul style="list-style-type: none"> - Long Term Financial Plan - Workforce Management Plan Community Engagement Policy Community Engagement Strategy
Related Procedures/ Protocols, Statements, documents	NSW Office of Local Government - Integrated Planning & Reporting Handbook for Local Councils in NSW International Infrastructure Management Manual (2015), IPWEA Australian Accounting Standards Asset Valuation Guidelines ISO 55000: Asset Management – Overview, principles and terminology ISO 55001: Asset Management – Management Systems - Requirements ISO 55002: Asset Management – Management Systems – Guidelines for the Application of ISO 55001

Note: Any reference to Legislation will be updated in the Policy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.

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1. INTRODUCTION

- 1.1 Infrastructure assets are integral to meeting the community's social, economic, environmental and recreational needs. Uralla Shire Council is responsible for a large and diverse asset base and a significant portion of Council's resources are spent operating, maintaining, improving, and growing these assets for the benefit of the Uralla Shire community.
- 1.2 Effective and sustainable asset management at Uralla Shire Council is based on optimising the whole of life costs of infrastructure assets, while meeting the present and future service delivery needs of the community, and minimising exposure to risk.
- 1.3 This policy guides the implementation of consistent asset management planning at Uralla Shire Council. The framework and principles outlined in this policy ensure Council has the systems, processes and resources for the sustainable lifecycle management of the infrastructure assets owned, controlled or maintained by Council.

2. PURPOSE AND SCOPE

- 2.1 The purpose of this policy is to:
 - 2.1.1 Outline objectives, principles, practices, responsibilities and legal framework for the sustainable and effective lifecycle management of all infrastructure assets owned, controlled and/or maintained by Council;
 - 2.1.2 Support Council in implementing appropriate asset management, community engagement, and financial resourcing strategies to meet the present and future infrastructure needs of the community; and
 - 2.1.3 Demonstrate transparent and responsible asset management planning that aligns with appropriate best practice, service standards and the sustainability goals of the Council.
- 2.2 This policy applies to infrastructure asset classes that are owned, managed or under the care and control of Council.
- 2.3 This policy does not apply to intangible assets, people, intellectual property, and financial instruments.
- 2.4 This policy is applicable across the organisation, including departments that do not have specific responsibilities for managing the infrastructure assets but make use of these assets in the delivery of services.

3. DEFINITIONS

- 3.1 **Assets** are resources controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of infrastructure, property, plant and equipment which are non-current assets with a life greater than twelve (12) months and enable the provision of services.
- 3.2 **Asset management** is continued service provision planning. It is the combination of management, financial, economic, engineering, and other practices applied to infrastructure assets with the objective of providing the required level of service in the most cost effective manner.

- 3.3 **Asset upgrade** is the acquisition by default, in part, of an asset being renewed above its original potential. i.e road widening. building expansion.
- 3.4 **Appropriate best practice** refers to the application of best practice processes in asset management, taking into account lifecycle costs and systems to meet the required level of service.
- 3.5 **Intergenerational equity** refers to the concept of fairness between generations. Each generation has the right to inherit the same resources enjoyed by previous generations and the equitable access to enjoyment and use of those resources. In an asset management context, intergenerational equity seeks current users of an asset who benefit from its use to pay their pro rata share of costs involved in the future replacement of the asset.
- 3.6 **Level of service LoS** is the defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability, and cost. Service levels are established through community consultation and acceptance, by law and by assessment of need.
- 3.7 **Lifecycle cost** refers to the total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal.
- 3.8 **Non-current asset** refers to a long-term investment which cannot be converted to cash easily within twelve (12) months.
- 3.9 The **Community Strategic Plan (CSP)** is the Council's overarching 10-year strategy which identifies long term goals and priorities for the community and the local government area.
- 3.10 The **Resourcing Strategy** articulates how Council will implement and resource the vision described in the Community Strategic Plan and consists of three components, being Council's long term financial planning, workforce management planning, and asset management planning.
- 3.11 The **Long-Term Financial Plan (LTFP)** is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the Community Strategic Plan and commitments of the Delivery Program and annual Operational Plan will be resourced and funded.
- 3.12 The **Delivery Program** sets out the medium-term strategies and activities to deliver the long term goals and priorities of the Community Strategic Plan.
- 3.13 The **Operational Plan** is the annual plan which identifies short term actions to deliver the activities identified in the Delivery Program.
- 3.14 The terms **sustainable** and **sustainability** in this policy refer to social, environmental and financial sustainability.

4. POLICY STATEMENT

4.1 Objectives

4.1.1 The key objectives of asset management are:

- 4.1.1.1 To safeguard Council's tangible infrastructure assets through the implementation of a comprehensive asset management strategy in conjunction with the ongoing development of appropriate financial strategies;

- 4.1.1.2 That Council services and infrastructure are fit for purpose with the appropriate level of service provided to residents, businesses, and visitors in a socially, financially and environmentally sustainable manner;
- 4.1.1.3 To take an integrated approach across the organisation to asset management planning;
- 4.1.1.4 To identify resource and operational capabilities and assign responsibility for asset management;
- 4.1.1.5 To provide high level oversight of financial and asset management responsibilities through reporting to Council on the development and implementation of the Asset Management Strategy, Asset Management Plans, and Long-Term Financial Plan; and
- 4.1.1.6 To meet Council's legislative requirements in all operations.

4.2 Principles

- 4.2.1 The following principles are central to and guide Council's effective and sustainable asset management:
 - 4.2.1.1 A consistent asset management system must be maintained to implement systematic asset management and appropriate best practice throughout the organisation.
 - 4.2.1.2 Sufficient resources will be allocated for the development and implementation of the Asset Management Strategy, asset management plans, asset management systems and associated service level documents.
 - 4.2.1.3 Lifecycle costs will be reported and considered in decisions relating to new services and assets and the upgrading of existing services and assets.
 - 4.2.1.4 Asset management practices and decisions will consider an asset's impact on current and future environmental, economic, social and cultural outcomes.
 - 4.2.1.5 Service and budget funding decisions will be based on Council's Long Term Financial Plan.
 - 4.2.1.6 Council will continually develop and maintain a comprehensive long-term Asset Management Strategy that supports and is responsive to the needs of the community, outlining how Council will undertake effective asset management.
 - 4.2.1.7 Asset renewals, disposals, upgrades or provision of new assets will be carried out in accordance with Council's strategy that includes demonstrated need, lifecycle cost, alternative modes of delivery, sustainability, equitable distribution of resources, and accessibility.

- 4.2.1.8 Council will ensure service demand is the primary driver for asset management practices by:
- a) Establishing and monitoring levels of service for each asset class;
 - b) Undertaking consultation with the community and key stakeholders as required in determining service and intervention levels; and
 - c) Identifying and monitoring risks to assets and associated levels of service.
- 4.2.1.9 Affordable level of service will be determined in consultation with the community and will consider the willingness and capacity to pay for the service while regarding inter-generational equity.
- 4.2.1.10 Asset management practices will conform to legislative requirements and reflect best practice in the industry.
- 4.2.1.11 Asset management processes and performance will be regularly reviewed to identify opportunities for continuous improvement.
- 4.2.1.12 Asset management performance and progress will be incorporated into Council's integrated planning and reporting framework and will be reported regularly to the community.

4.3 Asset Management Practices

- 4.3.1 Asset management forms an integral element of Council's planning, budgeting and reporting frameworks. Council will commit to the following asset management practices with the continued development of the Asset Management Strategy and asset management plans for Council's key infrastructure assets:
- 4.3.1.1 Planned maintenance, renewal, replacement, and disposals scheduling for new and existing assets;
 - 4.3.1.2 Effective spending by identifying sustainable lifecycle options;
 - 4.3.1.3 Reducing future lifecycle costs by considering Renewal and New implications and applying an optimised level of operational and capital expenditure;
 - 4.3.1.4 Reducing future asset loss by adopting optimal intervention phases;
 - 4.3.1.5 Planning for a minimum period of ten (10) years and focusing on long term sustainability for the benefit of current and future generations;
 - 4.3.1.6 Undertaking regular reviews and modifying operational and capital programs as required, based on:
 - 4.3.1.6.1 Future demand;
 - 4.3.1.6.2 Changing asset conditions;
 - 4.3.1.6.3 Community consultation, feedback and objectives as part of the Operational Plan review process; and

- 4.3.1.6.4 Circumstantial events (e.g. additional funding opportunities, weather events, etc);
- 4.3.1.7 The integration of asset management into existing planning and operational processes;
- 4.3.1.8 Asset renewal plans will be prioritised and implemented progressively based on the level of service required and the effectiveness of the current assets to provide that level of service;
- 4.3.1.9 Systematic and cyclic renewal reviews will be applied to all asset classes to ensure the assets are managed, valued, and depreciated in accordance with appropriate best practice, applicable Australian Standards, and legislative requirements; and
- 4.3.1.10 Council's asset management systems will be reviewed bi-annually to ensure data, modelling, and planning is accurate and relevant to needs of Council and the community.

4.4 Responsibilities

4.4.1 Asset management requires a whole of organisation approach. Appropriate skills development and training programs will be delivered as required to increase awareness and build internal capacity to undertake the required asset management activities. Capacity building includes training for Councillors and Council staff.

4.4.2 Council recognises the importance of establishing well-defined roles and responsibilities for its staff and Council with respect to asset management. The asset management responsibilities for key stakeholders are summarised below.

4.4.3 Councillors

The governing body of Council acts as steward for infrastructure assets and is responsible for the strategic direction of Council's asset management practices, including:

- 4.4.3.1 Adopting Council's asset management policy, strategy, and asset management plans;
- 4.4.3.2 Approving the Long-Term Financial Plan to provide sufficient resources for Council's asset management activities;
- 4.4.3.3 Base Council's asset management decision making on community consultation undertaken in accordance with Council's Community Engagement Strategy; and
- 4.4.3.4 Ensure service and financial sustainability through informed decision making.

4.4.4 General Manager

The General Manager is responsible for:

- 4.4.4.1 The implementation of this policy;
- 4.4.4.2 Fostering asset management stewardship across the organisation;
- 4.4.4.3 Allocating the appropriate resources and delegations of authority to undertake the asset management activities determined by Council; and

4.4.4.4 Provide guidance to Council on the organisations plans to fund its overall operations to meet objectives, now and in the future.

4.4.5 Director

Council's Director Infrastructure and Development is responsible for:

4.4.5.1 Managing asset management activities consistent with asset management objectives, including holistic asset practices, objectives and sustainability;

4.4.5.2 Directing the preparation of maintenance and capital asset works programs in accordance with Council's adopted budget and approved Asset Management Strategy, Policy and Resourcing Strategy and monitoring their outcomes.

4.4.5.3 Reporting accurate and reliable information to Council for its decision making; and

4.4.5.4 Directing staff development so that staff are appropriately trained and skilled to perform the required asset management functions.

4.4.6 Asset Manager / Asset Management Team

The Asset Manager/Asset Management Team is responsible for:

4.4.6.1 Distributing the policy and promoting asset management across the organisation;

4.4.6.2 Monitoring and evaluating asset management practice and the implementation of the Asset Management policy and strategy;

4.4.6.3 Developing asset management plans for Council's asset groups in accordance with Council strategies;

4.4.6.4 Providing a coordinated and collaborative approach to asset management and asset management improvement across Council;

4.4.6.5 Adopting a cross-functional view providing asset management leadership and support to achieve the benefits sought by Council;

4.4.6.6 Managing risk associated with asset management;

4.4.6.7 Developing Asset Management Information system(s);

4.4.6.8 Reporting to the Executive Team on asset management performance and improvement actions; and

4.4.6.9 Monitoring, reviewing, and updating this policy and related documents.

4.4.7 Managers and Supervisors

Management and supervisory staff are responsible for:

4.4.7.1 Developing and implementing asset management systems including operational policies and procedures for individual asset classes;

4.4.7.2 Developing and implementing improvement plans for individual asset classes;

- 4.4.7.3 Implementing maintenance, rehabilitation, and capital works programs in accordance with asset management plans and the annual budget/LTFP;
- 4.4.7.4 Consulting with stakeholders and delivering levels of service to agreed risk and cost standards;
- 4.4.7.5 Managing infrastructure assets in consideration of long term sustainability; and
- 4.4.7.6 Utilising integrated asset management systems appropriately for asset management tasks.

4.4.8 Staff

Employees are responsible for the management of assets within their area of responsibility as determined under asset management plans, procedures and direction.

5. LEGISLATIVE AND STRATEGIC CONTEXT

- 5.1 Council has obligations under the *Local Government Act 1993* in relation to effective financial and asset management. This policy is a key component of Asset Management Planning of Council's Resourcing Strategy as required under the Integrated Planning and Reporting framework.
- 5.2 Requirements of Integrated Planning and Reporting outline that Council must account for and plan for all the existing assets under its ownership, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program.

6. REVIEW

- 6.1 This policy must be reviewed and re-adopted by Council within twelve (12) months of Council election, as required by the Office of local Government and part of Council's commitment to continual improvement, or as Council determines from time to time in line with policy changes or legislative requirements.