

ASSET MANAGEMENT POLICY

Asset Management Unit

Purpose

The City of Stonnington (Council) manages in excess of \$2.3 billion worth of property, infrastructure, plant and equipment (PIPE) assets. The Asset Management Policy (Policy) outlines a framework for the sustainable management of Council's infrastructure assets. The Policy is guided by the vision, direction and service provisions in the Council Plan 2017 to 2021 and the four strategic pillars of Community, Environment, Liveability and Economy.

Policy

Asset Management (AM) is a key element of Council's sustainable long term financial plan.

A strategic approach to asset management is required to effectively, efficiently and sustainably manage Council's infrastructure to ensure:

- Infrastructure assets meet the current and future community needs within the context of Council's Strategic Resource Plan by ensuring that:
 - Resources are allocated to meet Council's asset renewal requirements as a priority;
 - The infrastructure assets are managed effectively by rationalising under-utilised assets and ensuring that any asset infrastructure expansion is properly justified; and
 - Whole of lifecycle costs are considered when making capital expenditure decisions;
- Services currently provided will be available for future generations; and
- Infrastructure is kept in a condition that supports the services provided.

Scope

This Policy is applicable to Council owned and managed infrastructure assets that:

- Are defined as per the Australian Accounting Standards and Local Government Reporting classification, including roads, bridges, drainage, recreational leisure & community facilities, parks open space & streetscapes, road extras (other infrastructure);
- Are used by the community;
- Support the delivery of services provided for the benefit of the Stonnington community;
- Are held by Council for future use.

This Policy applies to all Councillors and Council officers involved in the creation, operation maintenance, upgrade, expansion, renewal and rationalisation of Council infrastructure assets. It applies to all contracts applicable in these areas. It also applies to all officers responsible for the delivery of services that make use of Council infrastructure assets.

Definitions

In accordance with the IPWEA's International Infrastructure Maintenance Manual an infrastructure asset is defined as;

'A physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months'

The infrastructure assets covered by this Policy are as defined by the Australian Accounting Standards and include: roads; bridges and culverts; footpaths and cycle ways; drainage; recreational, leisure and community facilities; parks, open space and streetscapes; road extras classified as other infrastructure.

Asset Management Framework

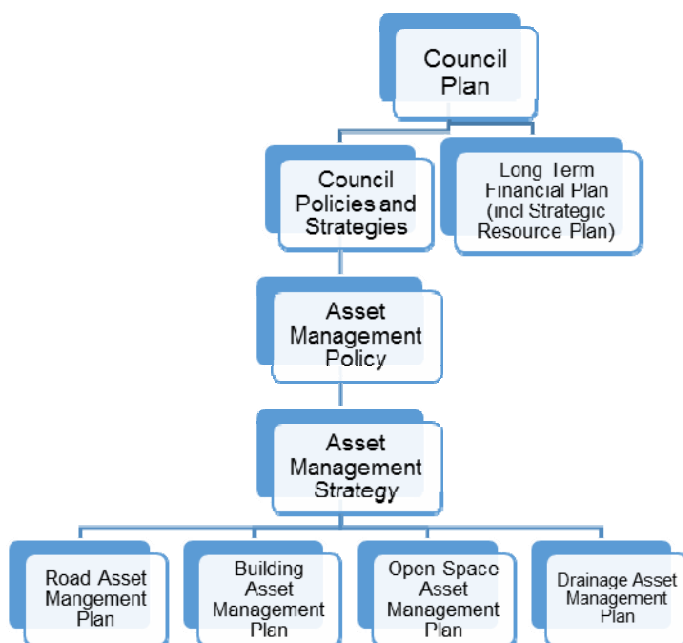
Council's Asset Management Framework has been prepared in accordance with the standards set out under the National Asset Management Assessment Framework. The National Framework includes three tiers:

- Asset Management Policy, the policy that sets out Council's commitment to asset management;
- Asset Management Strategy, the strategy that sets out the continuous improvement objectives required to meet and maintain the requirements established under the National Framework. The priorities and programming are based on Council's Asset Management Improvement Plan, which is an outcome of the National Framework; and
- Asset Management Plans, the plans that are informed by community consultation and are consistent with local government reporting frameworks and set out the ongoing capital requirements to maintain each asset class in the long term.

The Asset Management Framework provides a structured approach to achieve the Council's strategic objectives as they relate to asset management and Council's commitment to asset management.

Asset management underpins Council's other strategic frameworks by ensuring that appropriate infrastructure is developed and maintained enabling the delivery of programs, services and activities to the community.

The structure of the approach to asset management within Stonnington has been developed in reference to various strategies, plans and documents as represented in the following diagram.



Systems and Procedures

Asset management at Council is supported by the following systems and procedures:

- The Asset Management Strategy provides priorities and programming for the delivery of objectives under this policy;
- Asset Management Plans that articulate how assets are managed long term;
- Operational Plans that assist in ongoing operation and maintenance of Council's infrastructure;
- Financial reports that categorise capital expenditure as new/upgrade/enhancement and renewal and categorise operating expenditure as operations and maintenance;

- A centralised Asset Management Information System that stores the core asset data that inputs to the Council Asset Register;
- A Geographical Information System that visually represents attributes of Council's Infrastructure;
- A customer request management system that records and tracks service requests in relation to Council assets and measures performance;
- The Asset Management Roles and Responsibility Matrix (Appendix A); and
- A range of standard operating procedures that support the interpretation of this policy.

Asset Management Responsibilities

The following key roles and groups have defined asset management functions, these roles and responsibilities are also presented in the Roles and Responsibilities Matrix in Appendix A:

Chief Executive Officer (CEO)

Sets the strategic direction for management of Council's assets including preparation of the Council Plan, Long Term Financial Plan and Strategic Resource Plan.

Executive Management Team (EMT)

Considers and advises on the strategic direction for management and maintenance of Council's assets including preparation of the Council Plan, Long Term Financial Plan and Strategic Resource Plan.

General Manager of Assets and Services

Provides leadership and direction for the implementation of Council's Asset Management Framework, including reporting to Council, the CEO and EMT with respect to ongoing infrastructure performance and resource requirements.

Asset Management Steering Committee (AMSC)

Formulates and monitors the Asset Management Improvement Program across Council. Key roles of the AMSC include:

- Setting corporate Asset Management Policy and Vision;
- Ensuring a cross organisational approach to the delivery of asset management objectives;
- Providing advice and assistance to ensure the necessary resources (business, technical, financial & other) are available;
- Making decisions regarding the delivery of the overall improvement program;
- Monitoring Council's Asset Management Plans; and
- Ensuring appropriate resources are provided to support AM activities.

Asset Management Coordinator

Chairs the Asset Management Steering Committee and provides direction to support:

- Development of the of the Asset Management Plans for individual asset groups, using principles of lifecycle analysis; and
- Development of improvement plans for individual asset groups by assisting with the development of maintenance programs, capital works programs and operational plans in accordance with the Asset Management Plans and annual budgets.

Manager Finance

Provides leadership and direction to:

- Assist the Asset Managers to align asset management and financial management practices within Council;
- Support the development of a Long Term Financial Plan that reflects the state and consumption of the assets;

- Provide guidance and direction to asset managers where asset management and financial management requirements overlap, such as revaluations; and
- Ensure financial reporting systems are in place which appropriately track expenditure on assets under the following categories; operational, maintenance, renewal, upgrade, expansion and new.
- Maintain and report on Council's Asset Register.

Manager of Transport and Parking

Provides leadership and direction to:

- The Asset Management Unit to align the asset management and infrastructure management practices within Council; and
- Report to the General Manager of Assets and Services and the AMSC on the progress of Asset Management and ongoing infrastructure performance.

Managers and Staff

Ensure that the Asset Management Framework and Asset Management Plans are utilised in the maintenance of assets and capital works programs in accordance with Council's Strategic Resource Plan and Annual Budget. The Asset Management Roles and Responsibilities have been listed a matrix in Appendix A.

Asset Management Reporting Framework

The Asset Management Steering Committee will meet regularly (a minimum of four times a year). At these meetings, the Asset Management Coordinator will:

- Seek approval from the AMSC of all strategic asset management documents: Asset Management Policy; Asset Management Strategy;
- Seek approval from the AMSC of asset management reports for EMT;
- Report on progress of the implementation of asset management improvement programs;
- Report on external asset management audits, such as the Municipal Association of Victoria, STEP Program.

References

City of Stonnington: Council Plan
 International Infrastructure Management Manual, International Edition, Thames, NZ 2011
 National Asset Management Framework (NAMAF) 2012

Human Rights review and statement

This policy complies with the Victorian Charter of Human Rights and Responsibilities Act 2006.

Review

This policy will be monitored continuously to ensure its relevance in terms of community needs and expectations, Council goals, targets and statutory requirements.

This Policy will be reviewed in conjunction with the preparation of the four year Strategic Resource Plan.

The AMSC will review, update and present this policy to Council within six months of the Council elections in 2020.

Version.	Author/Reviewer	Date
1.2	Tze-Sian Hor	15 June 2016
1.3	Tze-Sian Hor	11 August 2016
1.3	Jaime Loh	24 April 2017

**CORPORATE ASSET MANAGEMENT RESPONSIBILITIES
FUNCTIONAL MATRIX**

ACTIVITY	Road Infrastructure	Bridges	Road Extras	Drainage	Open Space Parks	Buildings	Land	Investment Property	Furn & Fittings	Artwork Antiquities	Fleet	Business Systems
Strategic asset management	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	Property Coordinator	Property Coordinator	Not Applic	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Condition assessments	AM Coordinator	Design & Project Management Coordinator	Not Applic	AM Coordinator	AM Coordinator	AM Coordinator	Not Applic	Not Applic	Not Applic	Not Applic	Not Applic	Not Applic
Predictive modelling (renewal)	AM Coordinator	AM Coordinator	Not Applic	AM Coordinator	AM Coordinator	AM Coordinator	Not Applic	Not Applic	Not Applic	Not Applic	Manager Physical Operations	Manager BS & T
Asset reporting	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	Not Applic	AM Coordinator	Manager Physical Operations	Manager BS & T
Asset management Systems	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	Not Applic	AM Coordinator		Manager BS & T
Asset information and data	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	Not Applic	AM Coordinator	Manager Physical Operations	Manager BS & T
Asset Register	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	Not Applic	AM Coordinator		Manager BS & T
Asset valuations	AM Coordinator	AM Coordinator	Not Applic	AM Coordinator	AM Coordinator	Valuations Coordinator	Valuations Coordinator	Valuations Coordinator	Not Applic	Not Applic	Not Applic	Not Applic
Asset Management Plans	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	AM Coordinator	Not Applic	AM Coordinator	AM Coordinator	AM Coordinator
Monitor performance of physical asset	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Various Council Mgrs	Property Coordinator	Property Coordinator	Not Applic	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Renewal works programs	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Manager Urban & Infrastructure Projects	Not Applic	Property Coordinator	Manager Urban & Infrastructure Projects	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Establish maintenance and renewal standards	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Manager Urban & Infrastructure Projects	Not Applic	Property Coordinator	Manager Urban & Infrastructure Projects	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Asset rationalisation justification	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Manager Urban & Infrastructure Projects	Assoc with Build/Land Imp	Property Coordinator	Manager Urban & Infrastructure Projects	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Set and monitor Technical service levels	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Manager Urban & Infrastructure Projects	Assoc with Build/Land Imp	Property Coordinator	Manager Urban & Infrastructure Projects	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Asset budget control	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Manager Project Management & Delivery	Assoc with Build/Land Imp	Property Coordinator	Manager Urban & Infrastructure Projects	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Assess and manage risks with asset	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Manager Urban & Infrastructure Projects	Assoc with Build/Land Imp	Property Coordinator	Manager Urban & Infrastructure Projects	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Delivery of the service	Design & Project Management Coordinator	Design & Project Management Coordinator	Mgr. T & P, Mgr Inf	Design & Project Management Coordinator	Parks Coordinator	Various Council Mgrs	Assoc with Build/Land Imp	Not Applic	Executive Engineer	Coord Arts, Culture & Events	Fleet Management Coordinator	Business Systems & Projects Coordinator
Set and monitor Community service levels	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Various Council Mgrs	Assoc with Build/Land Imp	Not Applic	Not Applic	Manager Economic & Cultural Development	Not Applic	Not Applic
Community liasion	Design & Project Management Coordinator	Design & Project Management Coordinator	Mgr. T & P, Mgr Inf	Design & Project Management Coordinator	Parks Coordinator	Various Council Mgrs	Assoc with Build/Land Imp	Not Applic	Not Applic	Coord Arts, Culture & Events	Not Applic	Not Applic
Grant opportunities	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Various Council Mgrs	Assoc with Build/Land Imp	Not Applic	Not Applic	Manager Economic & Cultural Development	Fleet Management Coordinator	Manager BS & T
Assess and manage risks with service delivery	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Manager Urban & Infrastructure Projects	Assoc with Build/Land Imp	Not Applic	Not Applic	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T

**CORPORATE ASSET MANAGEMENT RESPONSIBILITIES
FUNCTIONAL MATRIX**

ACTIVITY	Road Infrastructure	Bridges	Road Extras	Drainage	Open Space Parks	Buildings	Land	Investment Property	Furn & Fittings	Artwork Antiquities	Fleet	Business Systems
Develop and review service plans	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Various Council Mgrs	Assoc with Build/Land Imp	Not Applic	Not Applic	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Service budget control	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Various Council Mgrs	Assoc with Build/Land Imp	Not Applic	Manager Urban & Infrastructure Projects	Coord Arts, Culture & Events	Manager Physical Operations	Manager BS & T
Assess future service delivery	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Various Council Mgrs	Assoc with Build/Land Imp	Not Applic	Not Applic	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Undertake service reviews	Manager Urban & Infrastructure Projects	Manager Urban & Infrastructure Projects	Mgr. T & P, Mgr Inf	Manager Urban & Infrastructure Projects	Manager Parks & Environment	Various Council Mgrs	Assoc with Build/Land Imp	Not Applic	Not Applic	Manager Economic & Cultural Development	Manager Physical Operations	Manager BS & T
Undertake Day to Day Maintenance	Infrastructure Maintenance Coordinator	Infrastructure Maintenance Coordinator	Mgr. T & P, Mgr Inf	Infrastructure Maintenance Coordinator	Parks Coordinator	Executive Engineer	Assoc with Build/Land Imp	Executive Engineer	Executive Engineer	Coord Arts, Culture & Events	Fleet Management Coordinator	Business Systems & Projects Coordinator
Manage captial works projects	Design & Project Management Coordinator	Design & Project Management Coordinator	Mgr. T & P, Mgr Inf	Design & Project Management Coordinator	Manager Parks & Environment	Manager Project Management & Delivery	Assoc with Build/Land Imp	Manager Project Management & Delivery	Manager Project Management & Delivery	Coord Arts, Culture & Events	Manager Physical Operations	Business Systems & Projects Coordinator

Asset Management and Financial Planning Skills Matrix

Asset Group	Strategic Asset Management						Corporate Systems Selection and Implementation						GIS			Data and Information Management				Condition Assessment										
	Policy / Strategy Development	Service Plans	Levels of Service	Demand Forecasting	Risk Assessment	Renewal Modelling	Asset Management Plans	Capital Works Evaluation	Capital Works Programming	Business Process Modelling	Functional Specification	System Assessment / Evaluation	Systems Implementation Plan	Analysis and Design	Systems Development	Systems Integration	Data Cleansing	Data Migration	Software and Tools	Cartography / Mapping	Spatial Analysis / Reporting	Data Collection / Data Acquisition	Data Entry / Data Update	Analytical Tools and Technologies	Data Management and Quality Control	Spatial Data and Imagery	Condition Assessment Manuals / Methodology	Electronic Field Data Capture Tool Setup	Defect / Hazard Inspections	Condition Survey / Performance Assessment
Roads, Footpaths, K & C, ROWS & Bridges	Skill Available (Yes/No)	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	Skill Req'd. (Yes/No)	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Skill Source	GM. Assets & Services	External Resource	External Resource	Manager Infrastructure	Manager Infrastructure	Asset Manage Unit	External Resource	GM. Assets & Services	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	External Resource	External Resource	External Resource	Asset Manage Unit	External Resource	External Resource	GIS Coordinat or	GIS Coordinat or	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	GIS Coordinat or	Asset Manage Unit	External Resource	Coordinat or Infra Maint	Asset Manage Unit
Drainage	Skill Available (Yes/No)	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	Skill Req'd. (Yes/No)	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Skill Source	GM. Assets & Services	External Resource	External Resource	Manager Infrastructure	Manager Infrastructure	Asset Manage Unit	External Resource	GM. Assets & Services	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	External Resource	External Resource	External Resource	Asset Manage Unit	External Resource	External Resource	GIS Coordinat or	GIS Coordinat or	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	GIS Coordinat or	Asset Manage Unit	External Resource	Coordinat or Infra Maint	Asset Manage Unit
Buildings and Structures	Skill Available (Yes/No)	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	Skill Req'd. (Yes/No)	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Skill Source	GM. Assets & Services	External Resource	External Resource	Asset Manage Unit	Manager Infrastructure	Asset Manage Unit	External Resource	GM. Assets & Services	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	External Resource	External Resource	External Resource	Asset Manage Unit	External Resource	External Resource	GIS Coordinat or	GIS Coordinat or	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	GIS Coordinat or	Asset Manage Unit	External Resource	Coordinat or Infra Maint	Asset Manage Unit
Parks and Open Space	Skill Available (Yes/No)	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	Skill Req'd. (Yes/No)	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Skill Source	GM. Assets & Services	External Resource	External Resource	Mgr Env & Pub Space	Mgr Env & Pub Space	Asset Manage Unit	External Resource	GM. Assets & Services	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	External Resource	External Resource	External Resource	Asset Manage Unit	External Resource	External Resource	GIS Coordinat or	GIS Coordinat or	Parks Coordinat or	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	GIS Coordinat or	Asset Manage Unit	External Resource	Parks Coordinat or
Plant and Equipment	Skill Available (Yes/No)	NO	NO	NO	NO	YES	YES	YES	YES	YES	YES	YES	NO	NO	NO	YES	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	YES	YES
	Skill Req'd. (Yes/No)	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Skill Source	GM. Assets & Services	External Resource	External Resource	Manager Physical Operations	Manager Physical Operations	Manager Physical Operations	External Resource	GM. Assets & Services	Manager Physical Operations	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	External Resource	External Resource	External Resource	Asset Manage Unit	External Resource	External Resource	Not Applic	Not Applic	Not Applic	Manager Physical Operations	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Not Applic	Manager Physical Operations	Not Applic
Info Tech and Office Furn & Equip	Skill Available (Yes/No)	NO	NO	NO	NO	YES	YES	YES	YES	YES	YES	YES	NO	NO	NO	YES	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	YES	YES	YES
	Skill Req'd. (Yes/No)	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Skill Source	GM. Corporate Services	External Resource	External Resource	Manager BS & T	Manager BS & T	Manager BS & T	External Resource	GM. Corporate Services	Manager BS & T	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	External Resource	External Resource	External Resource	Asset Manage Unit	External Resource	External Resource	Not Applic	Not Applic	Not Applic	Manager BS & T	Asset Manage Unit	Asset Manage Unit	Asset Manage Unit	Not Applic	Manager BS & T	Not Applic

Asset Management and Financial Planning Skills Matrix

Asset Group	Roads, Footpaths, K & C, ROWS & Bridges			Drainage			Buildings and Structures			Parks and Open Space			Plant and Equipment			Info Tech and Office Furn & Equip		
	Skill Source	Skill Available (Yes/No)	Skill Req'd. (Yes/No)	Skill Source	Skill Available (Yes/No)	Skill Req'd. (Yes/No)	Skill Source	Skill Available (Yes/No)	Skill Req'd. (Yes/No)	Skill Source	Skill Available (Yes/No)	Skill Req'd. (Yes/No)	Skill Source	Skill Available (Yes/No)	Skill Req'd. (Yes/No)	Skill Source	Skill Available (Yes/No)	Skill Req'd. (Yes/No)
Organisational Assessment	Degradation / Deterioration Modelling	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Not Applic	YES	YES
	Useful Life Assessment	YES	YES	Asset Manage Unit	YES	YES	Valuations Coordinator	YES	YES	Parks Coordinator	YES	YES	Parks Coordinator	YES	YES	Not Applic	YES	YES
	Remaining Useful Life Assessment	NO	YES	External Resource	NO	YES	External Resource	YES	YES	External Resource	NO	YES	External Resource	NO	YES	Not Applic	YES	YES
	Treatment Cost Assessment	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Parks Coordinator	YES	YES	Parks Coordinator	YES	YES	Not Applic	YES	YES
	Whole of Life Cost Assessment	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Not Applic	YES	YES
	Condition Forecasting	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Fleet Management Coordinator	YES	YES
	Performance Indexes	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Fleet Management Coordinator	YES	YES
	Monitoring and Reporting	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Fleet Management Coordinator	YES	YES
	Current Replacement Cost Assessment	YES	YES	Asset Accountant	YES	YES	Asset Accountant	YES	YES	External Resource	YES	YES	External Resource	YES	YES	Not Applic	YES	YES
	Annual Financial Planning / Budget Development	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES
	Long Term Financial Planning	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES
	Strategic Resource Planning	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES
	Financial Modelling	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES	Manager Finance	YES	YES
	Asset Accounting / Reporting	YES	YES	Asset Accountant	YES	YES	Asset Accountant	YES	YES	Asset Accountant	YES	YES	Asset Accountant	YES	YES	Asset Accountant	YES	YES
	Materials Technology	YES	YES	Design & Project Management	YES	YES	Design & Project Management	YES	YES	Manager Parks & Environment	YES	YES	Manager Physical Operations	YES	YES	Manager BS & T	YES	YES
	Project Planning / Approval	YES	YES	Design & Project Management	YES	YES	Design & Project Management	YES	YES	Manager Parks & Environment	YES	YES	Fleet Management Coordinator	YES	YES	Business Systems & Projects Coordinator	YES	YES
	Pre Construction	YES	YES	Design & Project Management	YES	YES	Design & Project Management	YES	YES	Manager Parks & Environment	YES	YES	Manager Parks & Environment	YES	YES	Not Applic	YES	YES
	Survey	YES	YES	Design & Project Management	YES	YES	Design & Project Management	YES	YES	Manager Parks & Environment	YES	YES	Manager Parks & Environment	YES	YES	Not Applic	YES	YES
	Design	YES	YES	Design & Project Management	YES	YES	Design & Project Management	YES	YES	Manager Parks & Environment	YES	YES	Manager Parks & Environment	YES	YES	Not Applic	YES	YES
	Contract Management	YES	YES	Design & Project Management	YES	YES	Design & Project Management	YES	YES	Manager Parks & Environment	YES	YES	Manager Parks & Environment	YES	YES	Fleet Management Coordinator	YES	YES
	Project Delivery	YES	YES	Design & Project Management	YES	YES	Design & Project Management	YES	YES	Manager Parks & Environment	YES	YES	Manager Parks & Environment	YES	YES	Fleet Management Coordinator	YES	YES
	Engineering Change Control	YES	YES	Design & Project Management	YES	YES	Design & Project Management	YES	YES	Manager Parks & Environment	YES	YES	Manager Parks & Environment	YES	YES	Fleet Management Coordinator	YES	YES
	Maintenance / Work Order Management	YES	YES	Coordinator or Infra Maint	YES	YES	Coordinator or Infra Maint	YES	YES	Parks Coordinator	YES	YES	Parks Coordinator	YES	YES	Fleet Management Coordinator	YES	YES
	Maintenance Planning	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Parks Coordinator	YES	YES	Parks Coordinator	YES	YES	Fleet Management Coordinator	YES	YES
	Rehabilitation Planning	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Parks Coordinator	YES	YES	Parks Coordinator	YES	YES	Not Applic	YES	YES
	Incident Management	YES	YES	Asset Manage Unit	YES	YES	Asset Manage Unit	YES	YES	Parks Coordinator	YES	YES	Parks Coordinator	YES	YES	Fleet Management Coordinator	YES	YES
	Commissioning / Project Handover	YES	YES	Design & Project Management	YES	YES	Design & Project Management	YES	YES	Manager Parks & Environment	YES	YES	Mgr. Major Projects	YES	YES	Manager BS & T	YES	YES