



GANNARRA
SHIRE COUNCIL

Asset Management Strategy



May 2016

VERSION CONTROL

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1. VISION

“Gannawarra will become a place which is positively defined by its difference”.

(Gannawarra Shire Council – Council Plan 2013-2017)



2. STRATEGY STATEMENT

The Asset Management Strategy is to provide a clear procedure for Asset Management at the Gannawarra Shire Council. It supports Council’s Policy No. 085 - Asset Management and outlines Council’s:-

- current position in relation to Asset Management practice;
- future needs in relation to Asset Management practice;
- current capacity to manage all assets, including infrastructure assets;
- actions that demonstrate how Council intends to achieve future asset demands and expectations, and
- performance monitoring processes.

3. ASSET MANAGEMENT STRATEGY

3.1 Objective

With the advent of rate capping in Victoria, Councils now have an imperative to review and make objective decisions about asset management and levels of service across the whole organisation.

The objective of the Asset Management Strategy (AMS) is to develop a structured set of actions aimed at enabling Council to improve its asset management practices in line with the Gannawarra Shire Council Plan, Strategic Resource Plan and Asset Management Policy, while implementing strategies to assist with working within rate capping constraints, which includes to:

- Ensure that the Council's infrastructure services are provided in an economically sustainable way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability;
- Improve the condition of assets over a ten year period by implementing optimised maintenance and renewal programs based on the remaining useful life, condition and allocated funding;
- Manage assets that have reached intervention levels or the end of their use life and in poor condition with appropriate risk management strategies;
- Improve our existing data by ensuring that all assets are assessed and have appropriate useful lives and conditions assigned to each component;
- Ensure that any future projects that aim to create or upgrade assets are done with a full understanding of the whole of life costing for the asset;
- Develop Asset Management Plans with the benefit of having adopted service level plans attached that include funding and future maintenance and capital works requirements;
- Regularly review Service Level Plans and Asset Management Plans to ensure continued appropriate use of the asset;
- Safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets;
- Adopt the long term financial plan as the basis for all service and budget funding decisions;
- Meet legislative requirements for all council's operations;
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated appropriately; and
- Provide high level monitoring of financial and asset management responsibilities through the Strategic Asset Management Committee.

3.2 Scope

This AMS is prepared to assist Council in improving the way it delivers services to the Gannawarra community. Council's asset base includes, but is not limited to - buildings, roads, bridges, footpaths, stormwater drainage, land, parks, playgrounds and

recreation reserves, as well as Council's art collection, information technology systems, water holdings and its fleet of heavy plant and light vehicles.

Gannawarra Shire Council has assets that have a replacement value of more than \$160 million.

The AMS:

- shows how Council's asset base will meet the service delivery needs of its community in the immediate and long term future,
- enables Council's asset management policy to be achieved,
- ensures the integration of Council's asset management with its long term strategic resource plan; and
- demonstrates compliance with Council's Capital Works budget and long term financial plan.

This AMS will assist Council in meeting the Victorian government legislation requirements and provide the vehicle for delivering levels of services needed, and expected, by the community in a financially sustainable manner.

The responsible management of Council's assets is an integral assumption of Council's vision for the future outlined in the Gannawarra Shire Council Plan 2013-2017. The strategy outlines Council's target of realising continuous asset management improvement and details a program of tasks to be completed, and resources required, to assist Council to achieve a minimum level of asset management and competence in line with similar sized Councils.

3.3 Stakeholders

Council is responsible for the delivery of Capital Works projects and the operation and management of infrastructure and other assets to ensure the uninterrupted provision of services to its stakeholders. The key stakeholders of Council are:

- Residents
- Ratepayers
- Businesses
- Councillors
- Customers
- Users of Council services
- Government departments and agencies
- The travelling public.

Other stakeholders with a vested interest in the performance of Council are:

- Utilities, including water authorities, telecommunications and electricity suppliers;
- Developers
- Council Employees

- Volunteers
- Contractors, suppliers and tradespeople,
- Other Councils, and
- Insurers

3.4 Council Plan priorities

To guide and support the delivery of comprehensive asset management within the municipality, the following priorities have been identified from the Council Plan 2013-2017 as a means of achieving specific outcomes for the community, namely:

Priority 1:	Strong and diverse economy
Commitment:	To create an environment supportive of economic growth, stability and prosperity
Priority 2:	Sustainable Environments
Commitment:	Through our operations and advocacy, achieve outcomes which protect and enhance our environment
Priority 3:	Healthy Liveable Communities
Commitment:	To protect, promote and enhance the health and wellbeing of our community
Priority 4:	Effective Leadership and Management
Commitment:	To ensure responsible management of Council's resources through effective and transparent governance, visionary leadership and full accountability

3.5 Key Benefits of Asset Management

The key benefits for Council in improving current asset management practices are:

- Managing Council's assets to optimise expected life;
- Implementing processes that will allow improved asset management and financial planning within the constraints of rate capping;
- Demonstrating sound governance of Council's assets;
- Stakeholder participation;
- Responding to the changing drivers within the Local Government industry;
- Allowing for environmental pressures without compromising service delivery
- Monitoring asset performance and responding accordingly
- Ensuring cost effective solutions for the management of the assets;
- Collecting and retaining consistent and reliable data across asset groups;

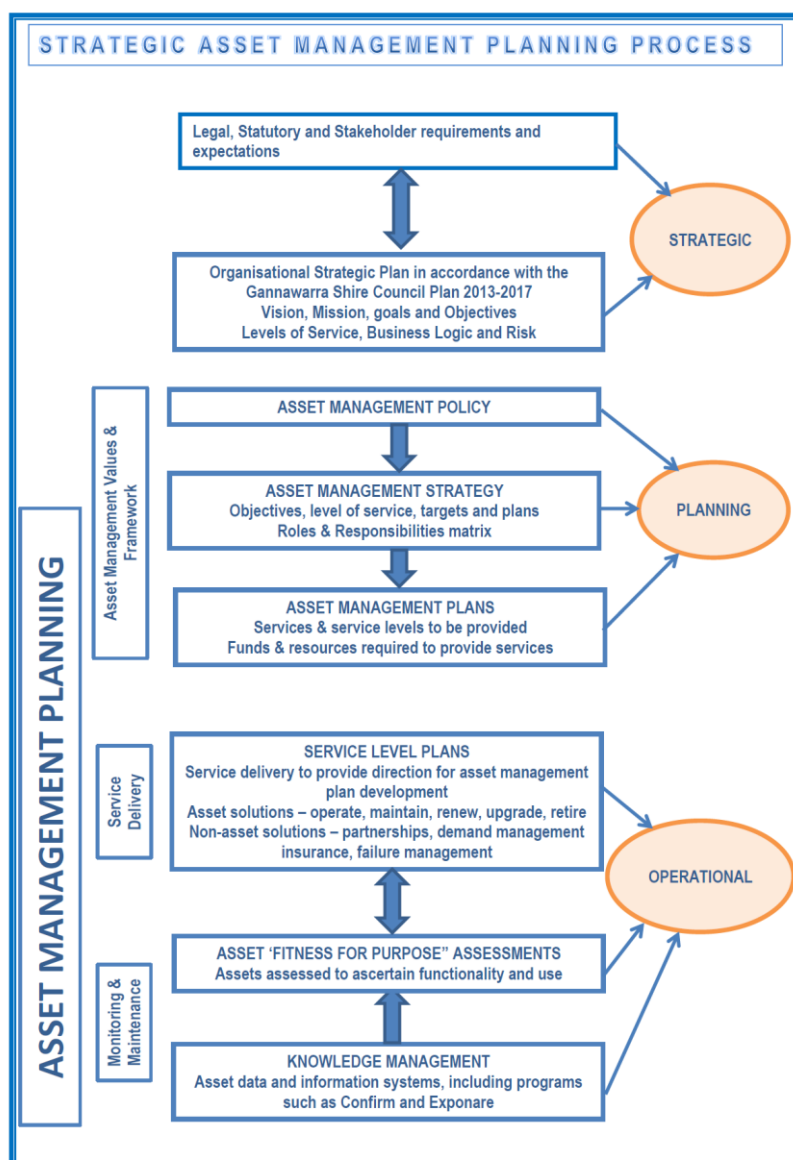
- Implementing the asset management system used by Council to its fullest potential;
- Providing analysis of performance of assets to ensure that Asset Management Plans accurately reflect the purpose and intent of the asset as described.

3.6 Asset Management Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable service levels to be provided in an economically sustainable way.

In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy and strategy, service level plans, asset management plans and operational plans, linked to a long-term financial plan.



4. NATIONAL ASSET MANAGEMENT AND FINANCIAL PLANNING FRAMEWORK (NAMAF)

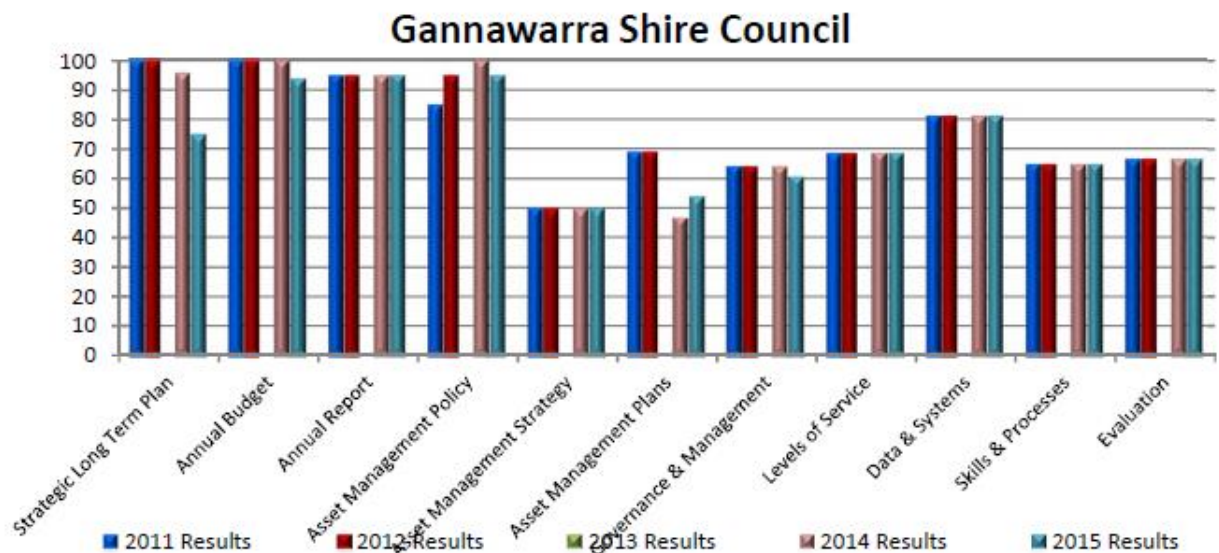
To assist with its Asset Management planning processes, Council is a member of the Municipal Association of Victoria’s STEP Program that aims to measure Council’s asset management maturity in the context of the National Asset Management Assessment Framework (NAMAF). NAMAF provides Councils with the opportunity to make a self-assessment against 11 elements, drawn from the Local government and Planning Ministers’ National Local Government Sustainability Frameworks.

4.1 Asset Management Targets

Council’s reporting objective to the NAMAF process is to achieve *Core Maturity* for each of the 11 NAMAF elements by December 2017. This is defined as achieving at least an *Advanced* assessment score for each question for any given element, as part of the NAMAF core assessment.

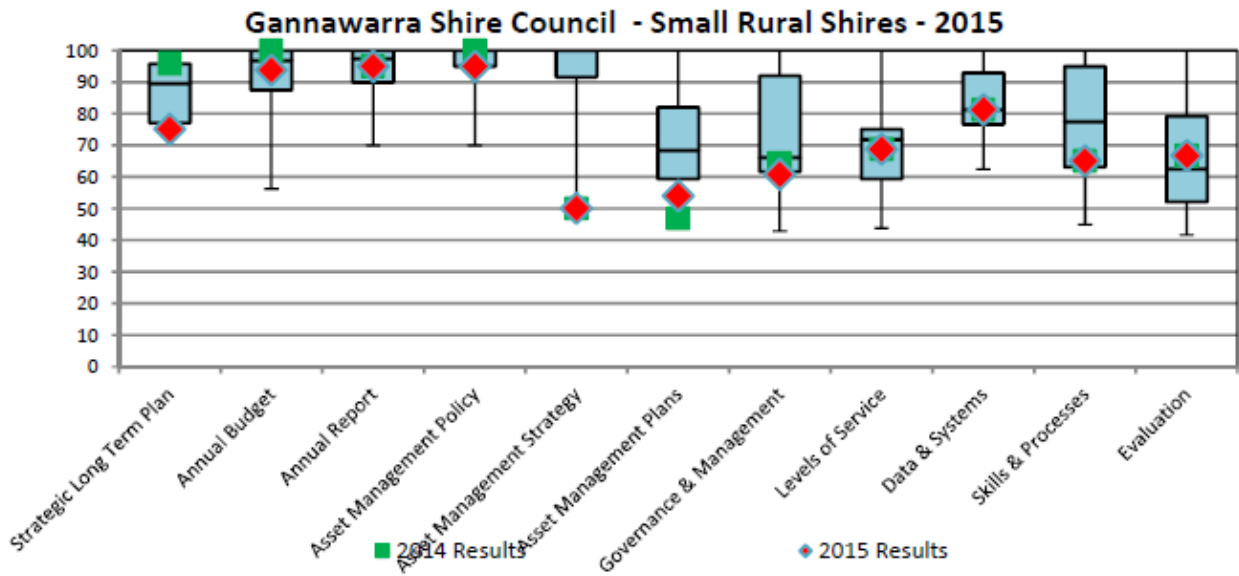
However, the results from the 2015 Scorecard analysis are as set out in the following three graphs and indicate a drop in achievement in 2015. The backward slide is due to the focus of Council moving towards identifying and assessing levels of service which has slowed the completion of formal asset management plans for a range of broader asset classes than those previously focused on.

Gannawarra Score History

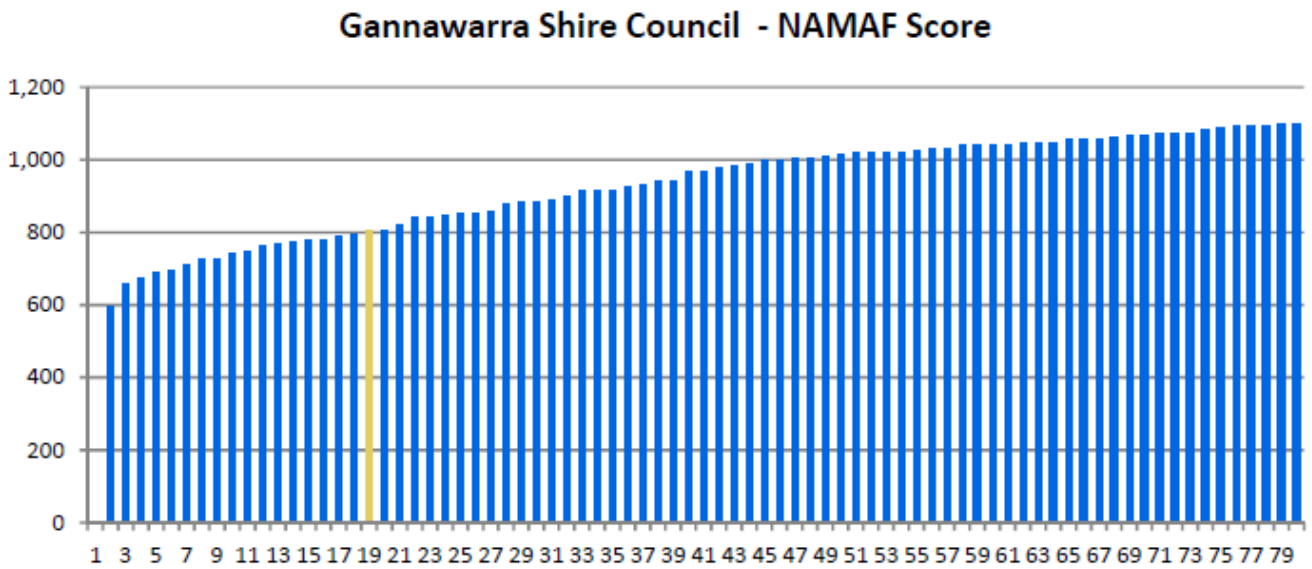


(The missing column in the graph is because Gannawarra Shire Council did not submit a return in 2013.)

Gannawarra Score Benchmarked



Comparative Score – Gannawarra Score in yellow



5. RENEWAL GAP ANALYSIS

A renewal gap in simple terms is the difference between the **current** actual level of expenditure on maintaining existing assets as opposed to the **required** level of funding to maintain all existing assets, that are outside of the agreed condition or level of service.

Council utilises the Moloney Renewal Gap program to estimate the quantum of the renewal gap across the majority of Council assets. The renewal Gap program is designed to allow authorities with responsibility for the management of infrastructure assets to analyse their future asset renewal demand, and from this information, come to an understanding of their future renewal shortfall.

For example, Council's renewal gap for roads has been dramatically reduced over the previous 10 years by aligning long term funding strategies with the recommended funding profile. To ensure that the renewal gap remains financially manageable, Council will include recommendations from the Moloney modelling in each iteration of its 10 year capital plan and long term financial plan.

To minimise Council's exposure to the renewal gap commitment in the future, Council will continue to monitor and take into account the recommended funding profiles when generating its 10 year capital plan.

6. SERVICE LEVEL PLANS

Historically, the 'Level of Service' provided by Council's assets was primarily governed by the condition of the assets. At the present time, Council has no formally adopted service level plans. However, Council is in the process of further developing service level plans that will support the development of new and revised Asset Management Plans for each asset group and link these service level plans with community priorities. To do this we plan to undertake regular communication with our residents to ensure the services we provide are important to them and meet their needs, and also that they are satisfied with those services.

Council is committed to community consultation that will assist with determining priorities and understanding the community's desired service levels. This information will be incorporated into the Strategy and will be reflected in funding decisions identified in the LTFP to deliver the community's preferred outcomes.

We also need to measure our performance to know whether we are achieving or making progress towards achieving these outcomes and to make choices about the services we deliver and what should be increased or decreased. There may even be new services required and we need to look at the full program of services to ensure they are affordable and sustainable.

In light of pending rate capping constraints, an opportunity now exists to review all services across Council to determine criticality, funding options and staff skill levels.

6.1 Service Level Plan development process

Service level plan templates have been developed to provide those responsible for developing the plans with the tools to clearly define what the primary function of the service or asset is to be now and in the future. The plan will include comprehensive detail such as:-

- Service description and purpose;
- How the service will be delivered;
- What resources will be required;
- Who will be responsible for delivery of the service;
- How the service relates to existing plans and strategies;
- Defined service hierarchy;
- Defined key performance indicators that include measures and targets
- Current and future community needs criteria based on – availability, accessibility, affordability, quality, safety, amenity and legislative obligations
- Current and future funding options requirements

Upon completion and adoption of the Service Level Plans by Council, the plans will be used as a resource to assist in the future review of the appropriate Asset Management Plan.

6.2 Service Reviews

To strive towards a ‘continuous improvement’ approach throughout the organisation, Council has made a decision to review all services currently being offered to assess their appropriateness and affordability. This process is planned to begin in June 2016 with the development of relevant templates to be completed by each service delivery manager and will continue till completed.

7. ASSET “FITNESS FOR PURPOSE” ASSESSMENTS

When a Council facility is no longer used for the purpose for which it was being used, a ‘fitness for purpose’ assessment should be conducted with the service manager from which a new service is delivered to ascertain:-

- Location and accessibility
- Appearance and fit out
- Configuration and size

The assessment will be conducted by the Manager Strategic Assets together with the relevant service delivery staff. Input will be sought from the facility staff to help ascertain condition, usability and compliance. It will also assist in the formulation of decisions regarding maintenance, renewal, upgrade, expansion, disposal or rationalisation for each building.

Assessments should be carried out periodically when service levels or usage of the facility change, particularly as a consequence of the service reviews.

8. COMMUNITY CONSULTATION AND ENGAGEMENT

Consultation is a process. Engagement is an outcome.

Community consultation is the process of informed communication between Council and the community on an issue prior to the Council making a decision or determining a direction on that issue.

Community engagement is achieved when the community feels part of the overall governance and consultation process. The community feels that it is informed, is being heard, is connected and has a role to play.

Engagement can include:-

- Gathering and provision of information
- Discussion to seek and share ideas
- Participation

A comprehensive consultation and engagement strategy will be developed that will assist in nurturing a partnership approach between Council and the community on levels of service delivery, with input from the Strategic Assets Management Committee and Council's media and communications officers. The strategy must be:-

- 'Values-based'
- 'Decision-Orientated' and
- 'Goal-driven'

The consultation and engagement strategy will be developed in tandem with the proposed Council service reviews and continued preparation of service level plans and asset management plans.

9. THE WAY FORWARD

Gannawarra Shire Council developed the first Asset Management Strategy in 2015 and has conducted a comprehensive review of its asset management processes. To continuously improve Council's asset management procedures, a range of measures will be implemented, such as:-

- Maintaining the Manager Strategic Asset position to oversee asset management responsibilities across the whole organisation;
- Continue to endorse the function and integrity of the Strategic Asset Management Committee, ensuring that members are representative of all departments within Council to provide a 'whole of organisation' approach to asset management;
- Periodically review the Terms of Reference of the Strategic Asset Management Committee to ensure relevance to the capital works budgeting process;
- Develop a communication strategy to drive the community engagement process;

- Update the Roles and Responsibilities matrix to reflect changing roles and staff titles within Council (Appendix 2). This will ensure that those responsible for particular tasks or assets will be held accountable for management of the task or asset. A list of responsible Council staff is attached (Appendix 1);
- Existing Asset Management Plans will be updated or developed as agreed by the Strategic Asset Management Committee (Appendix 3);
- New Asset Management Plans will be developed for those asset classes yet to have a designated plan;
- A 'service review' will be conducted across all service areas of Council to identify efficiencies and savings where possible; and
- Service Level Plans will continue to be developed and reviewed for each service to ensure that services offered by Council will be realistic, adequately funded and supported by staff (Appendix 4).

The list of Service Level Plans is not exhaustive and will change over time as the need arises through changes in Council direction and focus and service reviews.

9.1 Strategy Review

Any strategy must be a dynamic document, reflecting and responding to changes over time. The challenge for Gannawarra Shire Council in the short term is to manage its assets and levels of service to remain within the financial constraints of Council.

An overview of the Strategy should be conducted annually to reflect Council's Capital Works program planning and the Long Term Financial Plan with a comprehensive review conducted every four years.

APPENDIX 1: RESPONSIBLE OFFICER

Abbrev.	Dept. or Position
ACO	Arts & Culture Officer
AFC	Aquatic Facilities Coordinator
AIO	Asset Inspection Officer
AM	Asset Manager
C	Council
CEO	Chief Executive Officer
DCS	Director Corporate Services
DCW	Director Community Wellbeing
DIS	Director Infrastructure Services
DSD	Director Sustainable Development
ELT	Executive Leadership Team
ETE	Environment/Traffic Engineer
FM	Facility Manager
GAO	GIS Assets Officer
ITC	IT Coordinator
ML	Manager Libraries
MCC	Manager Community Care
MCH	Manager Community Health
MCYS	Manager Children and Youth Services
MG	Manager Governance
MOS	Manager Operational Services
MPD	Manager Project and Design
MSA	Manager Strategic Assets
N/A	Not Applicable
PM	Project Manager
SAMC	Strategic Asset Management Committee
SFM	Senior Finance Manager
TLPG	Team Leader Parks and Gardens
TLW	Team Leader Works

APPENDIX 2 – ROLES & RESPONSIBILITIES MATRIX

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
1	Strategic Asset Management - Roles & Responsibilities Matrix																		
	Activity	Roads	Bridges	Buildings	Footpaths	Drainage	Recreation & Reserves	Swimming Pools	Aerodromes	Artworks	Information Technology	Office Furniture & Equipment	Libraries (Books)	Light Fleet	Heavy Plant & Equipment	Waste Management	Levee Banks	Other Structures	
2	Directorate	DIS	DIS	DIS	DIS	DIS	DSD	DSD	DIS	DCW	DCS	DCS	DCW	DIS	DIS	DIS	DIS	DIS	
3	Asset management	MPD	MPD	MPD	MPD	MPD	DSD	DSD	MPD	DCW	ITC	MSA	LM	MOS	MOS	ETE	MPD	MPD	
4	Develop Asset Management plan	MPD	MPD	MPD	MPD	MPD	COO/AIO	AFC	MPD	DCW	ITC	MSA/AIO	LM	MOS	MOS	ETE	MPD	MPD	
5	Data collection	MPD	MPD	MPD	MPD	MPD	GAO/AIO	AFC	MPD	ACC	ITC	MSA	LM	MOS	DCS	ETE	DIS/MPD	MPD/AM	
6	Data input and management	GAO	GAO	GAO	GAO	GAO	GAO	AFC	GAO	ACC/GAO	ITC	MSA	LM	MOS	GAO	ETE	GAO	GAO	
7	Management of asset data bases	MPD	MPD	MPD	MPD	MPD	DSD	DSD/AFC	MOS	ACC	ITC	MSA	LM	MOS	MOS	C/DIS	DIS/MPD	DIS/MPD	
8	Identification of critical assets	MPD	MPD	MPD	MPD	MPD	DSD	DSD/AFC	MPD/MOS	DCW	NIA	NIA	LM	NIA	NIA	ETEDIS	MPD	AM	
9	Community contact, liaison and consultation	AIO	AIO	AIO	AIO	AIO	AFC/AIO	AFC	MPD/MOS	ACC	ITC	AIO	LM	MOS	MOS	TLW	AIO	AIO	
10	Asset condition inspections	MPD	MPD	MPD	MPD	MPD	MPD	MPD	MPD/MOS	ACC	ITC	MSA/AMG	LM	ELT	MOS	ETEMG	DIS/MPD	AIO/MPD	
11	Asset criticality	MPD	MPD	MPD	MPD	MPD	MPD	MPD	MPD/MOS	ACC	ITC	MSA/AMG	LM	ELT	MOS	ETEMG	DIS/MPD	AIO/MPD	
12	Maintenance	MPD	MPD	MPD	MPD	MPD	MPD	MPD	MPD/MOS	ACC	ITC	MSA/AMG	LM	ELT	MOS	ETEMG	DIS/MPD	AIO/MPD	
13	Managing the day to day operational needs of existing assets	MOS	MOS	AM	NIA	MOS	MOS	MOS/AFC	MOS	ACC	ITC	SF/MAM	LM	MOS/AM	MOS	ETE/TLW	MOS	AM	
14	Scheduling of maintenance programs	MOS/TLW	MOS/TLW	DIS	MOS/TLPG	MOS	TLW/TLPG	AFC/TLPG	MOS	ACC	ITC	AIO	LM/MOS	MOS/AM	MOS	TLW	GAO	GAO	
15	Review of maintenance activities	TLW	MPD	MPD	MOS/TLPG	MOS	DIS/DSD	MOS	MOS	ACC	ITC	GAO	LM/MOS	MOS/AM	MOS	ETE/TLW	MOS/MPD	AM	
16	Renewal & New Assets	MPD	MPD	MPD	MPD	MPD	MPD	MPD	MPD	DCW	ITC	MSA/SF/MAM	LM	NIA	MPD	ETE/TLW	MPD	AM	
17	Assessment of the strategic need for community facilities	MPD	MPD	MPD	MPD	MPD	MPD	MPD	MPD	DCW	ITC	MSA/SF/MAM	LM	NIA	MPD	ETE/TLW	MPD	AM	
18	Delta collection, input and management - Confirm & Mapinfo data bases	MPD/GAO	MPD/GAO	MPD/GAO	TLPG/GAO	MOS/GAO	GAO	GAO	GAO	GAO	ITC	AIO/GAO	LM	MOS	GAO	GAO	GAO	GAO	
19	Trend analysis - Reviewing & developing demographic profiles	MPD	MPD	MPD	MPD	MPD	GAO	AFC	GAO	DCW	ITC	NIA	LM	MOS	DSD	ETE	NIA	AM	
20	Asset transfer process	NIA	PM	PM	NIA	NIA	GAO/PM	AFC	NIA	DCW/CEO	ITC	MSA	NIA	MOS	MOS	NIA	NIA	PM/AM	
21	Manage construction & renewal process	PM	PM	PM	TLPG	PM	MPD	MPD	MPD	NIA	ITC	MSA/PM	NIA	MOS	MOS	DIS/MPD/ETE	PM	PM/AM	
22	Facility & Service Provision	MOS	MPD	AM	MOS/TLPG	DIS	DIS	DSD	MOS	ACC	ITC	SF/MAM	LM	MOS	MOS	DIS/MOS	MPD	SF/MAM	
23	Asset Management	MPD	MPD	MPD	MPD	MPD	DSD	DSD	MPD	DCW	NIA	NIA	LM	MOS	NIA	ETE	MPD	DIS/AM/SF/PM	
24	Community contact, liaison and consultation	MPD	MPD	MPD	MPD	MPD	DSD	DSD	MPD	DCW	NIA	NIA	LM	MOS	MOS	SF/M	NIA	SF/MAM	
25	User group management	MPD	MPD	MPD	MPD	MPD	COO/DSD	AFC/DSD	MPD/MOS	NIA	NIA	NIA	LM	MOS	MOS	SF/M	NIA	SF/MAM	
26	Identify user needs	MPD	MPD	MPD	MPD	MPD	COO/DSD	AFC/DSD	MPD	NIA	ITC	AM	LM	MOS/ELT	MOS	SF/M/C	AIO	SF/MAM	
27	Facility information	MOS	MPD	MPD	MPD	MPD	MPD	MPD	MPD	NIA	ITC	AM	LM	MOS/ELT	MOS	SF/M/C	AIO	SF/MAM	
28	Financial accounting	MOS	MPD	MPD	MPD	MPD	SF/M/DOS	MP/DOS	MP/MOS	DCW	ITC	DCS/MSA	LM	MOS	DCS/MOS	ETE/DOS/DCS	DIS/MPD	SF/MAM	
29	Supply information on the quantity, location and associated costs of assets	MOS	MOS/TLW	MPD/AM	MPD/TLPG	MPD	DIS/DSD	DIS/DSD	MP/MOS	DCW	ITC	MSA	LM	MOS	MOS	ETE	MPD	SF/MAM	
30	Asset valuations	MPD	MPD	MPD	MPD	MPD	DCS	DCS	MPD	DCW	ITC	SF/MAM	LM	MOS	MOS	ETE/MPD/DCS	DIS/MPD	DIS/MPD	
31	Budget forecasting & monitoring	MOS	MPD	AM/MPD	MPD/MOS	MPD	DIS/DSD	DIS/DSD	MPD	DCW	ITC	SF/MAM	LM	MOS	MOS	ETE	MPD	SF/MAM	
32	Identify levels of service	MPD	MPD	MPD	MPD	MPD	DSD	AFC/DSD	MPD/MOS	DCW	ITC	MSA/SF/MAM	LM	MOS	MOS	C	MPD	SF/MAM	
33	Trend analysis - Reviewing and developing demographic profiles	MPD	MPD	MPD	MPD	NIA	GAO	AFC	MOS	DCW	ITC	SF/MAM	LM	MOS	DSD	ETE	NIA	SF/MAM	
34	Asset Disposal	DIS/MPD	DIS/MPD	AM/MPD	MPD/TLPG	DIS/MPD	DIS/DSD	DIS/DSD	CAMP	DCW/ACC	ITC	AM	LM	MOS	MOS	C/ETE	DIS/MPD	SF/MAM	
35	Identification of asset for disposal	C	DIS/MPD	DIS/MPD	DIS/MPD	DIS/MPD	DIS	DIS	MPD	DCW	ITC	MSA	LM	MOS	MOS	C/ETE	NIA	DCS	
36	Actual decommissioning of asset																		
37																			
38																			

APPENDIX 3: Gannawarra Shire Council ASSET CLASSES

- ✓ Asset Management Plan or Asset Register required
- ✘ Asset Management Plan, Asset Register or Service Level Plan not required
- Asset Management Plan or Asset Register currently being developed

Asset	AM Plan	Service Level Plans Required	Asset Register	AMP Component	Responsible Officer
Roads	Road AMP	Transport SLP	✓	Road network Kerb & Channel Traffic control Car parks Level crossing approaches Signage	MPD
Bridges	Bridges AMP	Transport SLP	✓	Footbridges Bridges Major culverts	MPD
Buildings	Gannawarra Buildings AMP	Children Services SLP Community Care SLP Libraries SLP Halls SLP Swimming Pools SLP Caravan Parks SLP Miscellaneous Infrastructure SLP	✓	Council owned and operated lockable buildings	MPD
Footpaths	Footpaths AMP	Footpaths & Walking Tracks SLP	✓	Footpaths Boardwalks Walking Tracks & Trails Driveways Kerb ramps Shared paths	MPD
Drainage	Drainage AMP	✘	➤	Pits Pipes Open drains Stormwater Pumps Silt traps Erosion retention basins Litter traps	MPD
Recreation Reserves & Playgrounds	Recreation AMP	Recreation Reserves SLP, Playgrounds SLP, Parks & Gardens SLP	➤	Skate parks Adult exercise equipment Childrens' play equipment Undersurfacing /Softfall Sporting grounds and surfaces Irrigation systems Parks and gardens fixtures, fittings, furniture, trees, BBQs, performance & other	DSD

Asset	AM Plan	Service Level Plans Required	Asset Register	AMP Component	Responsible Officer
				structures	
Swimming pools	✓	Swimming Pools SLP	➤	Tanks Concourse Fixtures Shade structures Pool shell Water slides Filtration equipment Pool inflatables	DSD
Aerodrome	✓	Aerodrome SLP	➤	Runways & taxiways Fixtures, fittings and infrastructure Runway & facility lighting Fuel bowsers & tanks	MPD
Artworks	Asset register	Arts & Culture SLP	➤	Art Collection (Paintings, photographs, sculptures, quilts, displays, minor artworks and other objects)	DCW
Info Technology	✓	Not required	➤	Computers Printers/Copiers Computer networks Software Phone system Consumables	ITC
Office Equipment	➤	Not required	✓	Shelves/displays/White Goods Desks/chairs/bookshelves storage cabinets/tables filing cabinets	SAC/GM
Libraries	Internal database	Libraries SLP	➤	Old technology archives Microfiche Books/Talking Books DVDs/Cassettes	ML
Light Fleet	✓	Not required	➤	Passenger vehicles/sedans/utes	MOS
Heavy Plant & Equipment	✓	Not required	➤	Heavy plant & machinery workshop equipment	MOS
Waste Management	✓	Waste Management SLP	➤	Landfill site fixtures, fittings and infrastructure Transfer stations	ETE
Levee Banks	Levee Bank AMP	Not required	✓	Earthen levee structure Insitu infrastructure	MPD
Miscellaneous Infrastructure	✓	Marine SLP Saleyards SLP	➤	Floating jetties, fixed jetties, boat ramps, wharfs, fencing, walkways, signs Fire hydrants/static water tanks/fire breaks Weighbridge Street lights Truck wash Saleyards, Selling centre	MPD

APPENDIX 4: SERVICE LEVEL PLANS

Service Delivered	Associated Plan (Asset, Council)	Service Level Plan Required?	AMP Components	Responsible Person
Community Care	Buildings AMP	✓	HACC Services Vulnerable Persons Register Quambatook Seniors Flats	MCC/DCW
Children Services	Buildings AMP	✓	Maternal & Child Health Long day care Preschool programs Youth Services Speech therapist Immunisation program Children with a Disability program	MCYS/MCH
Building and Planning	Relevant Statutory legislation	✗	Not required. Is governed by Statutory obligations.	N/A
Economic Development	Customer Service Charter	✗	Not required. Is governed by the Customer Service Charter and external inquiry	N/A
Sustainable Development	Customer Service Charter	✗	Not required. Is governed by Customer Service Charter and internal processes	N/A
Environmental Health	Relevant legislation	✗	Not required. Is governed by Legislative requirements	N/A
Local Laws	Domestic Animal Management Plan Local Law No.1-Community Amenity	✗	Not required. Is governed by Customer Service Charter and legislative requirements	N/A
Infrastructure Services	Customer Service Charter Relevant legislation	✗	Not required. Is governed by Customer Service Charter and legislative requirements	N/A
Footpaths	Footpaths AMP	✓	Footpaths Boardwalks Walking Tracks & Trails Driveways Kerb ramps Shared paths	MPD
Transport	Roads AMP Bridges AMP	✓	Roads Bridges Footbridges	MPD
Waste Management	Waste AMP	✓	Waste collections Transfer stations Landfill sites	ETE
Parks & Gardens	Open Spaces and Playgrounds AMP Recreation	✓	Parks and garden beds, structures, plantings, street trees Park fixtures & street furniture Fencing, shades, seats, bins, fixtures,	DSD/TLPG

Service Delivered	Associated Plan (Asset, Council)	Service Level Plan Required?	AMP Components	Responsible Person
	reserves AMP		signs, shelters, statues & monuments	
Recreation Reserves	Recreation Reserves AMP Open Spaces and Playgrounds AMP	✓	Skate parks Adult exercise equipment Childrens' play equipment Undersurfacing Sporting grounds and surfaces Irrigation systems Parks and gardens structures, fixtures & street furniture Fencing, shades, seats, bins, fixtures, signs, shelters, statues & monuments	DSD
Playgrounds	Recreation Reserves AMP Open Spaces and Playgrounds AMP	✓	Childrens' play equipment Undersurfacing (Soft fall/rubber or synthetic surfaces) Fencing, shades, seats, bins, fixtures, signs, shelters	DSD
Swimming Pools	Swimming Pools AMP	✓	Tanks Concourse Fixtures Shade structures Pool shell Water slides Filtration equipment Pool inflatables	DSD/AFC
Aerodromes	Aerodromes AMP	✓	Runways & taxiways Fixtures, fittings and infrastructure Runway & facility lighting Fuel bowsers & tanks	MPD
Marine infrastructure	Miscellaneous Infrastructure AMP	✓	Floating jetties, fixed jetties, boat ramps, wharfs, fencing, walkways, signs	MPD
Libraries	Buildings AMP	✓	Old technology archives Microfiche Talking Books DVDs/Cassettes Books	ML
Arts & Culture	Artworks Asset Register	✘	Paintings, Sketches, Drawings, Photos, Frames, Sculptures, Quilts, Other art objects, events, promotions	DCW/ACO
Saleyards	Buildings AMP Miscellaneous Infrastructure AMP	✓	Saleyards buildings Fencing Livestock facilities	DIS
Caravan Parks	Buildings AMP	✓	Buildings Amenity blocks Roadway and footpath surfaces Fencing Camp kitchens Signage	MPD

