

Asset Management Strategy

June 2022

ACKNOWLEDGEMENT OF COUNTRY

Wagga Wagga City Council gulbali-yanhi ngurambang-gu Wiradjuri-gu walumaldhaany-galang. nganha bala mayiny Wiradjuri. yindyamali-yanhi mudyiganggalang-bu balumbambal-bu balugirbam-bu yindyamali-yanhi bagaraygan nguarambang-gawali-i yandu muran.

wigi wagga wagga-dha ngiyanhi gulbali-bu yindyamali-bu guwiinyguliyalagu buyaa-bu giilaang-galam-bu. ngiyanhi gulbali-bu yindyamali-bu guwiinyguliyalagu dhaagun-giyalam-bu bila-galang-giyalam-bu. gulbali-yanhi Wiradjui-mayiny ngurambangguwal-bu bala yarruwala-bu waluwin-bu walabangan-bu dhirrangal-bu.

Wagga Wagga City Council acknowledges the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and future and extends our respect to all First Nations Peoples in Wagga Wagga.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers. We also recognise the resilience, strength and pride of the Wiradjuri and First Nations communities.

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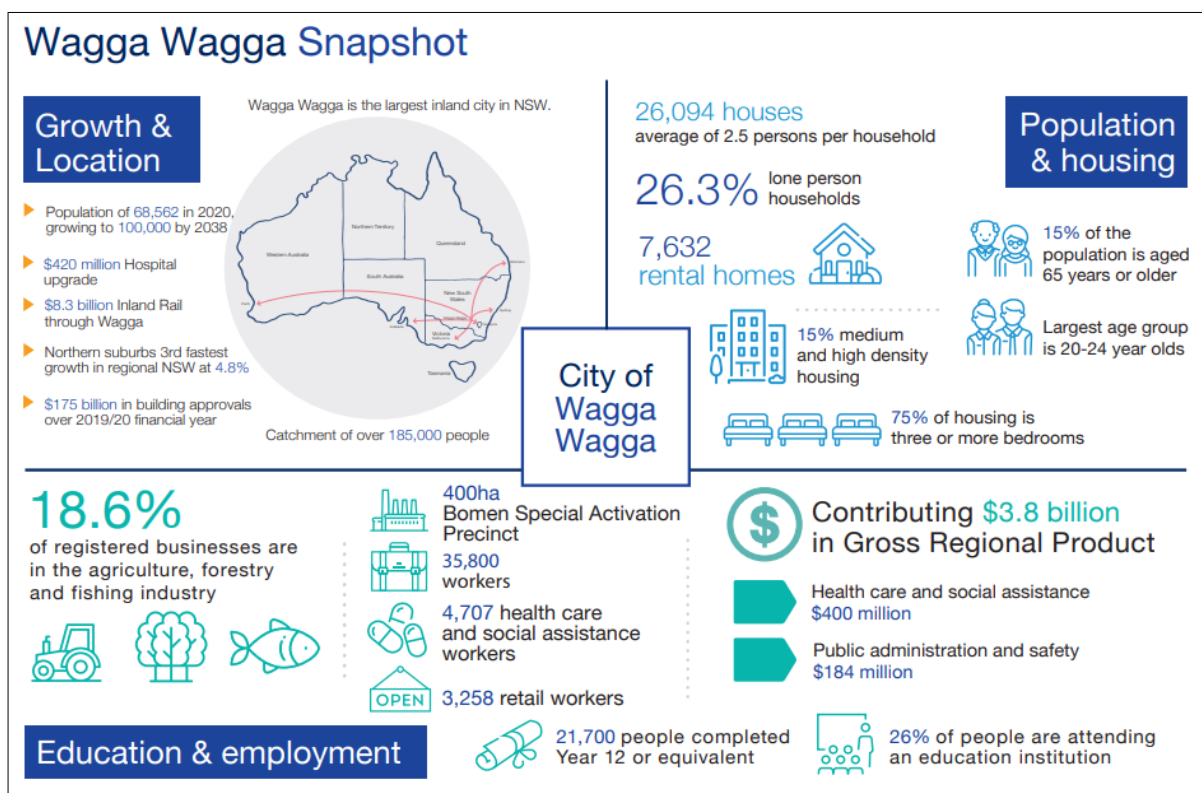
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1 BACKGROUND

The [Community Strategic Plan 2040 – Wagga View](#) (CSP) and the [Wagga Wagga Local Strategic Planning Statement \(LSPS\) – Wagga 2040](#) (LSPS) define Council's priorities and future demands.

These plans are key inputs into the Council's Long Term strategic framework for planning and development in the City of Wagga Wagga local government area over the next 20 years. It addresses issues of strategic significance to the Council, guiding development or introduction of new planning policies, strategies or actions related to land use and development. The below image, from the LSPS provides a snapshot of the Wagga Wagga local government area.

The LSPS sets out principles on which Council will make decisions into the future. They will be based on connectivity to the central core and accessibility to services and community facilities to ensure the growth of the city is financially and environmentally sustainable.



The CSP and the LSPS are supported by a range of strategic plans, master plans and action plans which inform and prioritise Council's current and future actions.

2 CONTEXT

Purpose of the Strategy

The Asset Management Strategy (the Strategy) is a 'living' document aimed at improving Wagga Wagga City Council's asset management processes and procedures.

The Strategy outlines how Council manages infrastructure networks on behalf of the community. The Strategy acknowledges that Council has limited resources, and not all infrastructure assets managed by Council can be maintained at a level which meets community expectations at all times. Through good asset management practices Council can prioritise its resources to obtain the best value for money within the limited identified budgets.

The Strategy will focus on the following infrastructure asset networks:

- Building assets
- Recreational assets – fencing, irrigation, lighting, playgrounds, park accessories, shelters, sporting equipment
- Sewer assets
- Stormwater assets – levee banks, stormwater pumps and pipes, open drains and detention basins
- Transport assets – bridges, carparks, culverts, footpaths and shared paths, sealed roads and unsealed roads.

Vision for the Future

The vision for the future from the Community Strategic Plan 2040 is:

"in 2040 Wagga Wagga will be a thriving, innovative, connected and inclusive community on the Murrumbidgee. Rich in opportunity, choice, learning and environment, Wagga Wagga is a place where paths cross and people meet."

Guiding Principles

To ensure we achieve the community's vision we must embed 4 principles in today's planning of the asset networks for the future of our community. They describe our commitment to the community and the associated management of assets is shown below.

Thriving	Innovative	Connected	Inclusive
<ul style="list-style-type: none">• Growth in asset networks is managed and future maintenance and renewal costs are considered• Development in the Local Government Area is supported by appropriate infrastructure• The community's assets enable places and spaces to be liveable and healthy• We are sustainable in the way we manage the community's assets	<ul style="list-style-type: none">• We consider best practice in the management of the community's assets• We foster new ideas and thinking in the way we manage assets• We strive for efficiency and effectiveness in the way assets are managed• Asset management decisions are based on data• We create effective partnerships to manage the community's assets	<ul style="list-style-type: none">• We will create relationships and engage with the community about asset management ensuring people are involved in the process• We think holistically about asset network development allowing places and spaces to integrate and promote connection• We consider heritage in the management of the community's assets	<ul style="list-style-type: none">• Assets are designed and built to be inclusive and accessible• Assets are provided fairly across the city, rural villages and surrounding areas• We will review existing assets to improve inclusiveness and accessibility

The assets managed by Council are fundamental to the liveability of city. They connect people and places, they create spaces where people can meet for recreation, cultural and community activities and they provide safe environments for residents and visitors alike. Assets make the city a great to work, play, live and learn.

Goal of Asset Management

Council's goal to manage its assets is to cost-effectively meet the defined level of service for present and future consumers. The benefits of these assets must exceed the associated costs for present and future generations.

Asset Management Framework

Council is required to prepare an asset management framework as part of our Integrated Planning and Reporting requirements.

Council's Asset Management Framework consists of the:

- Asset Management Policy,
- Asset Management Strategy, and
- Asset Management Plans.

The Asset Management Plans for buildings, recreational assets sewer, stormwater and transport assets, underpin this Strategy and form part of Council's Resourcing Strategy. The Asset Management Plans influence the Long Term Financial and Workforce Plans and integrate with the Delivery Program and Operational Plan. As a minimum, AM Plans undergo annual monitoring and review to reflect any changes in asset condition or service level of the asset portfolio.

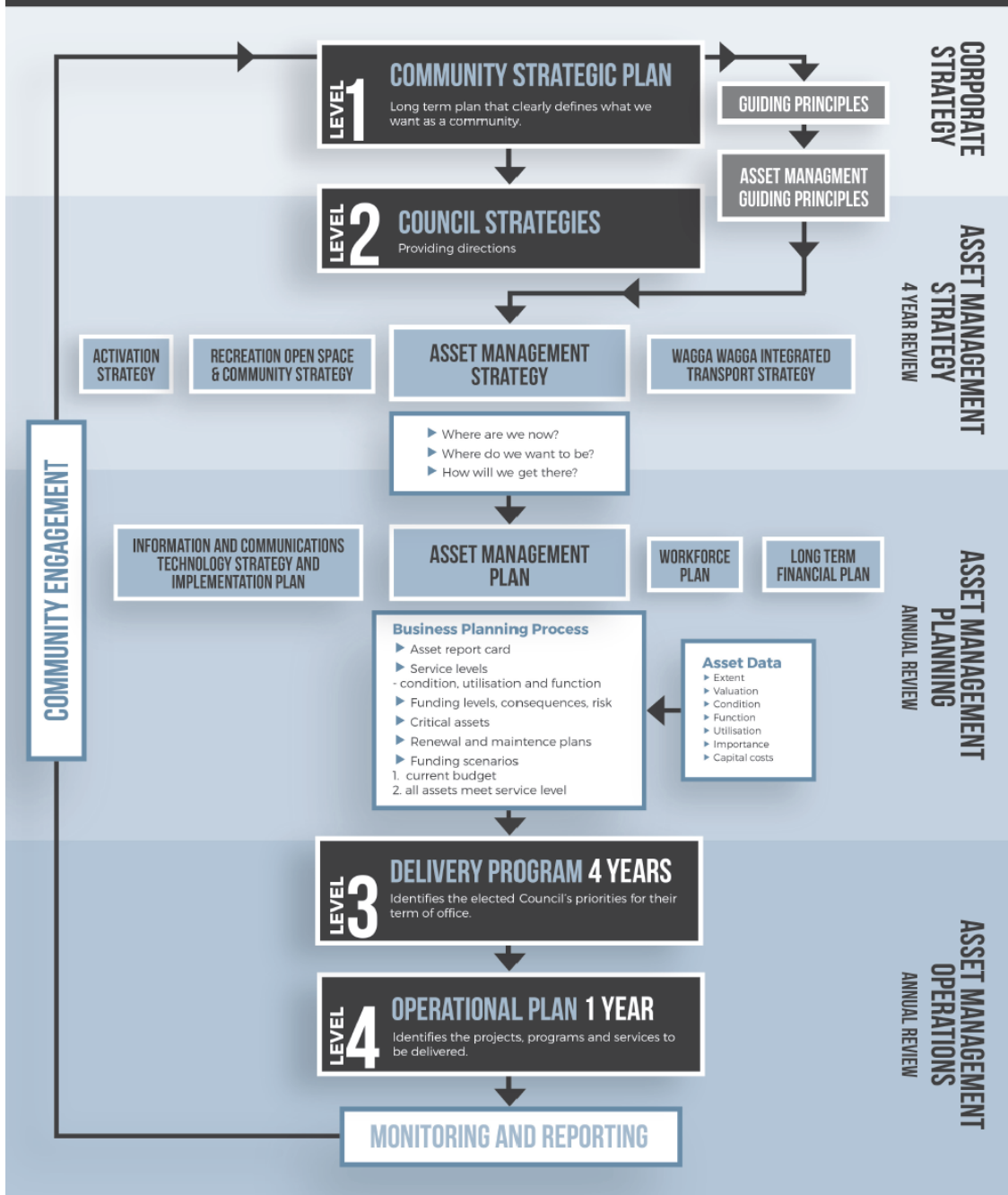
Asset data is fundamental to all the asset management planning documents. This data includes information about the extent and location of each asset network. It allocates a value and useful life to each asset within the asset register. It also includes information identifying the relative importance of each individual asset.

Through monitoring and reporting Council will continuously improve our asset management practices.

Council's Asset Management Framework, summarises our approach to managing the community's assets and is shown below.

Asset Management Framework

OUR APPROACH TO MANAGING COMMUNITY ASSETS



Review

The Asset Management Strategy will be reviewed every four years in line with the Integrated Planning and Reporting documents. These documents are revised when a new Council is elected.

3 STRATEGIC DIRECTIONS AND OBJECTIVES

Strategic Directions and Objectives

Planning for the Community's Assets	
Objectives	<ol style="list-style-type: none">1. We have a plan for how the community's assets will be managed2. Data is the basis for our asset plans and guides how assets are managed3. We implement our plans and measure our effectiveness4. Our plans for assets link to other Council plans
Managing the Community's Assets	
Objectives	<ol style="list-style-type: none">1. Assets are managed to meet the defined service levels2. We pursue innovation and new technologies in maintaining and renewing assets3. We rationalise and consolidate assets where appropriate
Growing the Community's Asset Networks	
Objectives	<ol style="list-style-type: none">1. We manage the growth in the asset networks2. Our assets adapt to meet the community's needs3. Our new and upgraded assets align with forecasted growth and support development

Planning for the Community's Assets

Council faces the challenge of maintaining a financially sustainable position as roads, footpaths, buildings, sewer, flood and stormwater assets age and require additional maintenance and ultimately renewal. Council must balance maintenance and renewal of existing assets with new assets and achieve a sustainable financial position. Council must plan for long term asset management including financial and human resources required.

The condition, utilisation and functionality of each individual asset must be recorded and used to prioritise maintenance, renewal and upgrades. This data is to be stored in a system which can produce models to show the effects of budgets decisions on the long term condition of the network.

Asset renewals required to meet agreed service levels identified in adopted Asset Management Plans will inform the Long Term Financial Plan, and every endeavour will be made to adequately fund these renewal requirements within the constraints of Council's financial capacity. The funded renewals will then be included in Council's Delivery Program and Operational Plans.

Managing the Community's Assets

The importance of the community's assets and their significance in relation to Council's budgets means their management is a critical part of Council's planning and service delivery. Council exists to provide services to the community and assets support many of these services. Council aims to provide these services to meet the defined level of service of the community in the most cost effective manner for present and future generations, and manage the risk associated with the failure of the assets.

We pursue innovation and new technologies in the operations, maintenance and replacement of the community's assets. We will trial new ways of doing things assess and document the results and change practices to better alternatives.

The assets exist to meet the needs of the community. The parks, sports fields, community buildings, footpaths and shared paths, stormwater drainage, sewer and transport assets all exist to meet the current and future needs of the community. The right assets enable places and spaces to be liveable, healthy and connected. Therefore, it is essential we assess the usefulness of existing assets and ensure they meet the needs of the community and rationalise the network when they do not.

Growing the Community's Asset Networks

Wagga Wagga is a growing city and a large proportion of the future growth will be greenfield development. This new development must be linked to the rest of the city by an efficient local road network both to the north and south of the Murrumbidgee River. It needs to have appropriate infrastructure within the new precincts and cooperation between the private sector, local, state and federal government is fundamental to the success of this development.

The encouragement of urban development within proximity of the CBD, must also be supported by appropriate infrastructure. This will see the need more footpaths on local roads to promote walkability, active living and neighbourhood shopping and shared paths or cycleways linking to key destinations. It may also see the need for more infrastructure to support public transport, like bus shelters and end of trip facilities.

The expected increase in population will see the need for our current assets to be adaptable. Community meeting places, parks and open spaces will be required to accommodate more people and support a wider range of uses, our existing transport, sewer and stormwater networks will all be required to have the capacity to accommodate higher utilisation.

Growth in the networks will also be a result of the desire to make Wagga Wagga a great place to live. Current Council strategies include more parks, BBQ and picnic areas, more footpaths and shared paths, more youth recreational facilities in the rural villages, a shared zone in the CBD, multi-storey car parking, upgrades to multiple sporting fields and the possibility of a central public transport interchange in the CBD.

Council will ensure asset are managed in a sustainable manner, by taking a whole of life approach. Council will consider the whole of life and long term costs of acquiring, maintaining, upgrading and disposing of all assets and we will renew assets over their lifecycle to minimise our long term costs. These whole of life costs will be reported and considered in all decisions relating to new assets and the renewal or upgrade of existing assets.

4 STRATEGIES

Managing the Community's Assets - Strategies towards 2032

Objective – We have a plan for how the community's assets will be managed	
Strategies	<ol style="list-style-type: none">1. Prioritise asset maintenance, renewal, upgrade and disposal plans based on criticality and condition data2. Annually review and update projected annual costs for the operation, maintenance, renewal, and upgrade of asset networks3. Develop service levels which reflect the needs of the community4. Develop asset management plans for the community's assets which have a 20 year outlook5. Include a sustainable and financially responsible funding scenario endorsed by the community for all asset networks in the asset management plans6. Develop risk management plans for the community's critical assets in concert with the Local Emergency Management Plan7. Annual measurement of Council's asset management practices against the Asset Management Plans
Objective – Data is the basis for our asset plans and guides how assets are managed	
Strategies	<ol style="list-style-type: none">1. Store all asset data in Council's centralised asset register2. Measure condition, utilisation and function of each asset and capture in Council's asset register3. Identify and review critical assets and develop strategies to manage them4. Revalue assets every 5 years5. Predict whole of life costs for each asset within the asset register6. Develop predictive models for significant asset categories, optimising long-term network condition changes for various funding levels scenarios7. Review and update the financial asset data annually
Objective – We implement our plans and measure our effectiveness	
Strategies	<ol style="list-style-type: none">1. Short term asset maintenance, renewal, upgrade and disposal work schedules are based on prioritised plans2. Annually report on works completed against priorities in the asset maintenance, renewal, and upgrade plans3. Monitor and report on the implementation of the asset management improvement plan4. Measure the maintenance and renewal funding gap each year by 2032

Planning for the Community's Assets - Strategies towards 2032

Objective – Assets are managed to meet the defined service levels	
Strategies	<ol style="list-style-type: none"> 1. Assets are maintained to ensure or extend their predicted useful life 2. Limited renewal budgets are allocated to assets based on condition, function and utilisation 3. Open space, recreation and community are upgraded to become multi use facilities 4. Transport, sewer and stormwater assets are upgraded to cater for growth of the city
Objective – We pursue innovation and new technologies in maintaining and renewing assets	
Strategies	<ol style="list-style-type: none"> 1. Trial new and emerging technologies for the maintenance and renewal of assets across the network and explore corporate opportunities to reduce carbon emissions 2. Investigate, trial and document results of alternative road seals to continuously improve the useful life of the asset 3. Investigate, trial and document results of alternative footpath and kerb and gutter options in areas where street trees are planted to continuously improve the functionality of the assets and preserve the trees 4. Investigate, trial and document results of water saving technologies in irrigation systems to continuously improve the functionality of the systems 5. Investigate, trial and document non-asset solutions to asset management problems 6. Find opportunities to share the cost burden of asset maintenance and renewal
Objective – We rationalise assets where appropriate	
Strategies	<ol style="list-style-type: none"> 1. Review off-street carpark in the CBD and rationalise where appropriate to encourage walking and cycling in the area 2. Review the usage of small pocket parks and rationalise the asset base where there is currently more than one park in the neighbourhood 3. Review the building network and rationalise the asset base to create multi-user spaces which enable a wide range of activities to be held in the space 4. Review all assets in condition 5 to assess fit for purpose and identify for disposal if necessary

Growing the Community's Assets - Strategies towards 2032

Objective – We manage the growth in the asset networks	
Strategies	<ol style="list-style-type: none"> 1. New and upgraded assets are only considered if they are identified in Council's adopted strategic documents with evidence that benefits outweigh future whole-of-life costs 2. Whole of life costs are considered in the approval process of all new and upgraded assets and factored into the Long Term Financial Plan to ensure ongoing Council sustainability 3. As the infrastructure networks increase budgets for operations, maintenance and renewal need to increase 4. New open space, recreation and community are collated
Objective – Our assets adapt to meet community needs	
Strategies	<ol style="list-style-type: none"> 1. Models are developed to show when infrastructure networks will reach capacity in response to the growth of the city (transport, sewer and stormwater) 2. Infrastructure network assets are strategically upgraded to support the growth of the city rather than increasing the network as developments construction commences 3. Plan and build multi-functional community spaces to support city growth
Objective – Our new and upgraded assets align with forecasted growth and support development	
Strategies	<ol style="list-style-type: none"> 1. Infrastructure Plans and Contribution Plans are developed for new urban release areas alongside the review of Planning Proposals to rezone land 2. Infrastructure Contribution Plans consider sewer, stormwater, open space, recreational, community buildings and traffic 3. Strategic land use planning informs the predicted growth of the infrastructure networks 4. Council actively seeks solutions for carbon emission reduction relative to traditional construction techniques.

5 PERFORMANCE MEASURES

The effectiveness of asset management at Wagga Wagga City Council is measured in the following ways:

- The gap between actual and targeted levels of service at any point in time
- The degree of synchronisation between the Asset Management Plan and the Long Term Financial Plan
- The degree of integration between the Asset Management Plan and the Delivery Program and Operational Plan
- The level of execution of the identified actions in the Asset Management Plans
- The degree the assessment level of risk to Council in each asset category.

These measures were captured in the suite of Asset Management Plans adopted by Council in June 2017 and updated in 2022.

6 IMPROVEMENT PLAN

Council commits to the ongoing review and improvement of its asset management practices. The following asset management framework requirements have been captured below for a holistic Asset Management Improvement Program.

Themes	Purpose	Current Status March 2022
Establish Program Governance and Management	Establish a program governance/ management structure and project implementation team so that roles and responsibilities for the improvement program are clearly understood by stakeholders.	Council has created two newly separate Directorates to support the implementation of this Improvement Program.
Carryover Tasks – Scope Oct – Dec 2019	Continuation of incomplete tasks from the 2019 review scope of works, to set the foundation for remaining improvements.	The Projects and Strategy Directorate is accountable for the Strategic Management Systems of Assets.
Asset Management System	Review / update / development of an asset management Strategy, Plans, Processes, Procedures and associated decision logic to support the asset management objectives and strategic intent in the WWCC Asset Management Policy.	Clear documentation of accountabilities strategic, long term and daily asset activities.
Asset Management Technology	Implementation of short-term and long-term information system solutions to support improved asset management.	Review and improve the integration between FinanceOne, Assetic MyData, ESRI ArcInfo and supporting reports from disparate sources across Council including Request Management System, daily contractor and security reports and so on.
Asset Management Capability	Upskilling the organisations so that WWCC staff have the capability to plan implement and monitor whole of life asset management.	Regional and Rural Councils are challenged to recruit ongoing adequately skilled Engineers and Project Managers to implement this Improvement Program. Innovative means to attract suitably skilled resources and/or other models to deliver this ongoing program must be considered.