

# Asset Management Strategy 2025-2035 (Draft)



# Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we live, work and play.

We pay our respects to Darkinjung country, and Elders past and present.

We recognise the continued connection to these lands and waterways and extend this acknowledgement to the homelands and stories of those who also call this place home.

We recognise our future leaders and the shared responsibility to care for and protect our place and people





A scenic coastal landscape featuring a prominent cliff with a small building on top, surrounded by lush greenery. Below the cliff, several houses are visible along the shoreline. The foreground shows a body of water with a dolphin leaping out of the surf on the right side. The bottom of the image is blurred, showing green grass. A large white circle with a purple bottom half is centered over the image, containing the word 'Introduction' in blue text.

# Introduction



# Introduction

## About the Resourcing Strategy

Council operates under the *Local Government Act 1993* and undertakes planning as per the Integrated Planning and Reporting Framework (IP&R). The components of the framework and how this document relates is provided.



### Community Strategic Plan

The Community Strategic Plan (CSP) represents the highest level of strategic planning undertaken by Council and identifies the main priorities and aspirations of the Central Coast community. It is a 10-year plan and covers everything from infrastructure to jobs, community, transport, the environment, culture, healthcare and more. The five key themes of the CSP are:



Our  
People



Our  
Environment



Our  
Place



Our  
Economy



Our  
Leadership

### Delivery Program and Operational Plan

The Delivery Program and Operational Plan cascade down from the CSP and brings the CSP to life. The Delivery Program details the focus and priorities of Council for the four year term, while the Operational Plan details the specific actions, projects and annual budget to be delivered in the forthcoming financial year. The work to be delivered aligns to CSP and aims to achieve the community's aspirations.

## Resourcing Strategy

In order to meet service levels and deliver the projects and actions outlined in the Delivery Program and Operational Plan, Council needs to allocate its resources - finances, people and assets. The Resourcing Strategy includes the following three elements:

- Long Term Financial Plan – a 10-year plan that details financial projections and scenario modelling based on assumptions and other economic factors.
- Workforce Management Strategy – a four-year strategy that details the workforce challenges and opportunities and the actions that will be undertaken to ensure continued service delivery.
- Asset Management Strategy – a 10-year strategy that details Council's asset portfolio and guides the planning, acquisition, operation, maintenance, renewal and disposal of assets.

## Monitoring and Reporting

Council monitors its progress of performance through varying reports at varied points, including:

- Monthly Finance Reports
- Quarterly Budget and Operational Plan Progress Reviews
- Annual Report, including annual Audited Financial Statements
- End of Council Term Report, evaluating progress in achieving the CSP

A young boy with brown hair, wearing a blue and white striped polo shirt, is smiling broadly. He is standing in front of a backdrop of colorful streamers in shades of yellow, orange, red, green, and blue. A large, semi-transparent white circle is overlaid on the image, containing the text "Asset Management Framework".

# Asset Management Framework



# Asset Management Framework

Council is responsible for managing infrastructure and community assets that provide services to the community.

Council's assets affect how we travel around the area (roads, footpaths, shared paths, bridges), how we learn and play (parks, sports fields, libraries, childcare centres), where we meet (community centres, town centres), the environment around us (stormwater, bushland, natural assets), and services essential to a healthy life (water supply and sewage services).

## What is the Asset Management Strategy

This Asset Management Strategy details Council's approach to managing and improving its assets over the next 10 years in order to keep meeting the needs of our region and community.

This includes guiding the planning, construction maintenance and operations of assets, whilst consideration to the condition of assets is given for present and future use and that the long-term financial needs are identified and planned for, both technically and financially.

It involves balancing costs, risks, and benefits over time while providing an understanding of how to align the asset portfolio to best match service delivery needs.

## Draft Asset Management Policy

A draft Asset Management Policy is required to be prepared and has been included within this Asset Management Strategy. A summary of the policies purpose and objective is provided, with a full copy of the draft Asset Management Policy included in Appendix 2.

### Policy Statement

Council will ensure a consistent approach to the planning, creation, operation, maintenance, renewal and disposal of assets to meet the needs of the community as outlined by the Community Strategic Plan or adopted strategies and plans and within the financial parameters identified by Council's Long Term Financial Plan.

### Policy Objectives

The purpose of the Asset Management Policy is to set out the guiding principles for the strategic asset management of Council's assets to ensure they provide satisfactory service to the community in a financially sustainable manner.

Council is committed to:

1. A lifecycle approach to asset management;
2. Managing asset risks appropriately;
3. Considering community needs for the future;
4. Complying with regulatory requirements;
5. Continuously improve asset management.





# Our Asset Portfolio

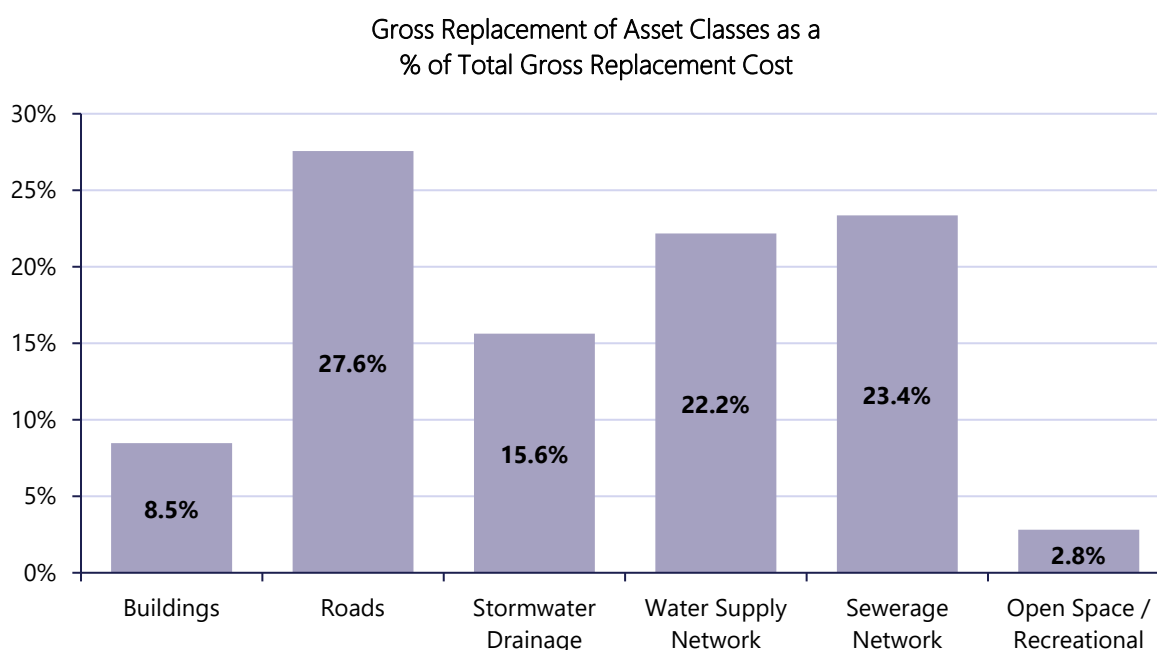


# Our Asset Portfolio

Council's infrastructure assets are valued at approximately \$7.52B with a gross replacement cost (GRC) of \$12.1B (as at 30 June 2024). This value is accumulated across the following 8 asset classes:

| Asset Class               | Net Carrying Amount<br>\$'000 | Gross Replacement Cost<br>\$'000 |
|---------------------------|-------------------------------|----------------------------------|
| Buildings                 | \$588,221                     | \$1,015,566                      |
| Other Structures          | \$9,653                       | \$13,666                         |
| Roads                     | \$2,372,035                   | \$3,348,288                      |
| Stormwater Drainage       | \$1,291,518                   | \$1,898,119                      |
| Water Supply Network      | \$1,418,827                   | \$2,693,868                      |
| Sewerage Supply Network   | \$1,613,633                   | \$2,837,750                      |
| Open Space / Recreational | \$193,411                     | \$290,403                        |
| Other Infrastructure      | \$34,893                      | \$50,923                         |
| <b>Total</b>              | <b>\$7,522,191</b>            | <b>\$12,148,583</b>              |

Council also holds a value of \$1.04B in land consisting of operational land, community land and land under roads. These assets support the delivery of services to the community.



## Asset Valuations

Council's non-current assets are subject to a comprehensive asset fair valuation process on a five-year cycle that covers all asset classes. The fair value of the Council's infrastructure assets is determined in accordance with the following Australian Accounting Standards and Codes:

- AASB13: Fair value measurement
- AASB116: Property, plant and equipment
- AASB5: Assets held for sale
- AASB136: Impairment of assets
- Local Government Code of Accounting Practice and Financial Reporting

In the intervening years between the five-yearly cycle, asset values are reviewed at a desktop level. Asset values are indexed to reduce the impact of significant movements in asset values upon revaluation. This represents a more realistic approach to asset valuation changes across years.

Each year, all assets are reviewed to recognise any material changes or impairments that have or will impact the fair value of the assets.

The information provided in this Asset Management Strategy is based on asset valuations as at 30 June 2024.

## Asset Condition

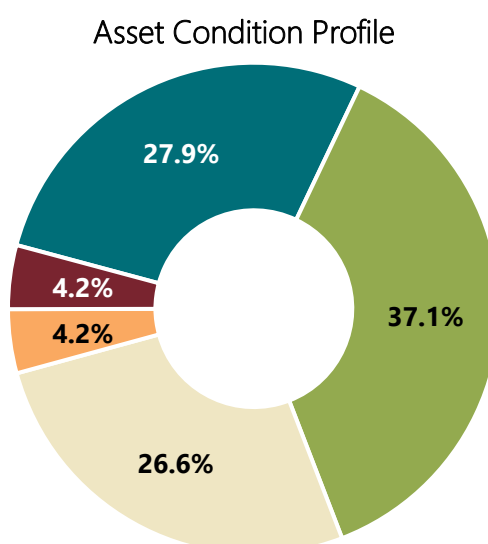
Council regularly inspects its assets. The performance of an asset over time is dependent on several variables that are not always directly related to material deterioration. These variables in design, construction, climate, loading and use, all influence the asset's condition.

The most practical method of evaluating the current functionality of an asset and determining its remaining useful life is by assessing its condition. A condition assessment has three key outputs:

- It provides an understanding of how these assets are contributing to current performance in meeting the designated standards of service.
- It determines the fair value of the asset, considering the rate of consumption of service potential (depreciation) and the remaining life for valuation purposes.
- It inputs into the strategic asset management process, particularly in prioritising renewal programs.

| Condition Rating        | Description of Condition                                                                                                        |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>1 - Excellent</b>    | New asset or an asset recently rehabilitated back to new condition. Little to no wear and fully functional.                     |
| <b>2 - Good</b>         | Only minor deterioration or defects are evident. Serviceability may be slightly impaired and minor maintenance may be required. |
| <b>3 - Satisfactory</b> | Acceptable condition. Moderate deterioration or defects are evident. Function is affected. Minor repairs may be required.       |
| <b>4 - Poor</b>         | Serious deterioration or defects are evident. Function may be significantly affected. Repairs or replacements are required.     |
| <b>5 - Very Poor</b>    | Asset has failed or is likely to fail in the near future. Requires immediate attention.                                         |

The graph below shows the overall condition of all Council assets as a percentage of the overall gross replacement cost as at 30 June 2024.

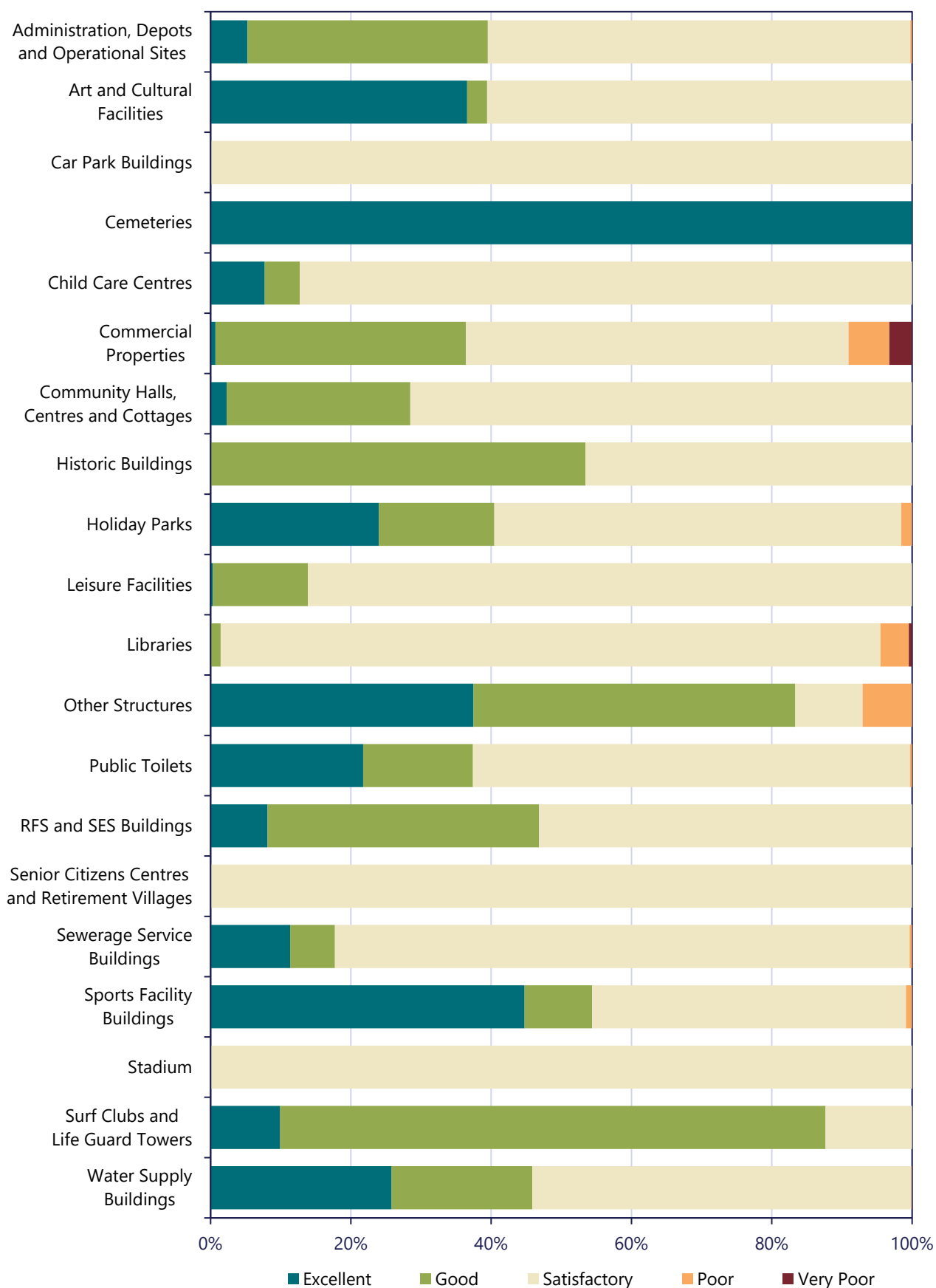


# Buildings and Other Structures

The current replacement of buildings and other structures is shown in the following table.

| Asset Category                                   | Net Carrying Amount<br>\$'000 | Current Replacement Cost<br>\$'000 |
|--------------------------------------------------|-------------------------------|------------------------------------|
| Administration, Depots and Operational Buildings | \$66,477                      | \$137,782                          |
| Art and Cultural Facilities                      | \$35,582                      | \$48,301                           |
| Car Park Buildings                               | \$23,981                      | \$52,464                           |
| Cemeteries                                       | \$462                         | \$504                              |
| Child Care Centres                               | \$21,217                      | \$37,067                           |
| Commercial Properties                            | \$20,725                      | \$39,742                           |
| Community Halls, Centres and Cottages            | \$74,722                      | \$127,026                          |
| Historic Buildings                               | \$1,057                       | \$1,638                            |
| Holiday Parks                                    | \$19,747                      | \$37,472                           |
| Leisure Facilities                               | \$64,020                      | \$120,091                          |
| Libraries                                        | \$9,963                       | \$23,302                           |
| Other Structures                                 | \$8,944                       | \$12,890                           |
| Public Toilets                                   | \$17,278                      | \$28,673                           |
| RFS and SES Buildings                            | \$16,710                      | \$25,435                           |
| Senior Citizens Centres and Retirement Villages  | \$13,928                      | \$32,877                           |
| Sewerage Service Buildings                       | \$22,170                      | \$37,093                           |
| Sports Facility Buildings                        | \$68,106                      | \$95,129                           |
| Stadium                                          | \$47,137                      | \$79,916                           |
| Surf Clubs and Life Guard Towers                 | \$44,159                      | \$59,289                           |
| Water Supply Buildings                           | \$21,489                      | \$32,541                           |
| <b>Total Building Assets</b>                     | <b>\$597,874</b>              | <b>\$1,029,232</b>                 |

## Current Buildings Assets Condition Profile

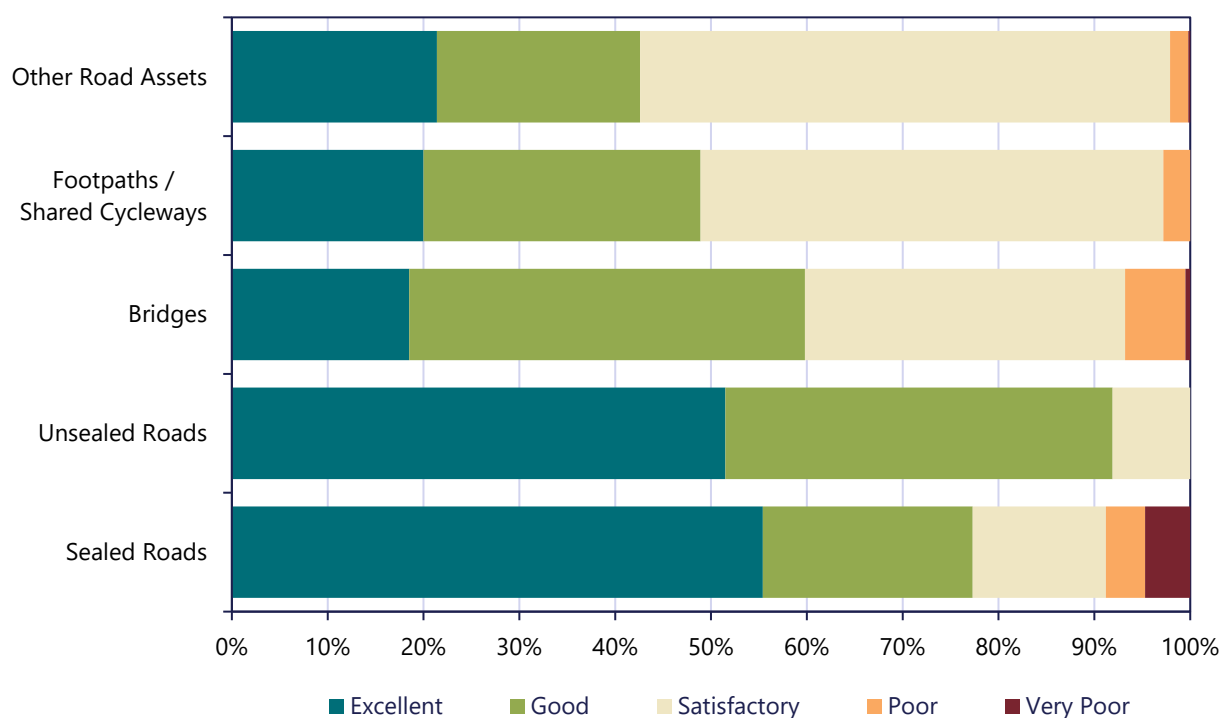


# Roads

The current replacement road assets is shown in the following table.

| Asset Category               | Net Carrying Amount<br>\$'000 | Current Replacement Cost<br>\$'000 |
|------------------------------|-------------------------------|------------------------------------|
| Sealed Roads                 | \$1,198,023                   | \$1,675,833                        |
| Unsealed Roads               | \$23,105                      | \$33,838                           |
| Bridges                      | \$55,280                      | \$88,500                           |
| Footpaths / Shared Cycleways | \$182,574                     | \$302,707                          |
| Other Road Assets            | \$497,290                     | \$831,647                          |
| Bulk Earthworks              | \$415,763                     | \$415,763                          |
| <b>Total All Road Assets</b> | <b>\$2,372,035</b>            | <b>\$3,348,288</b>                 |

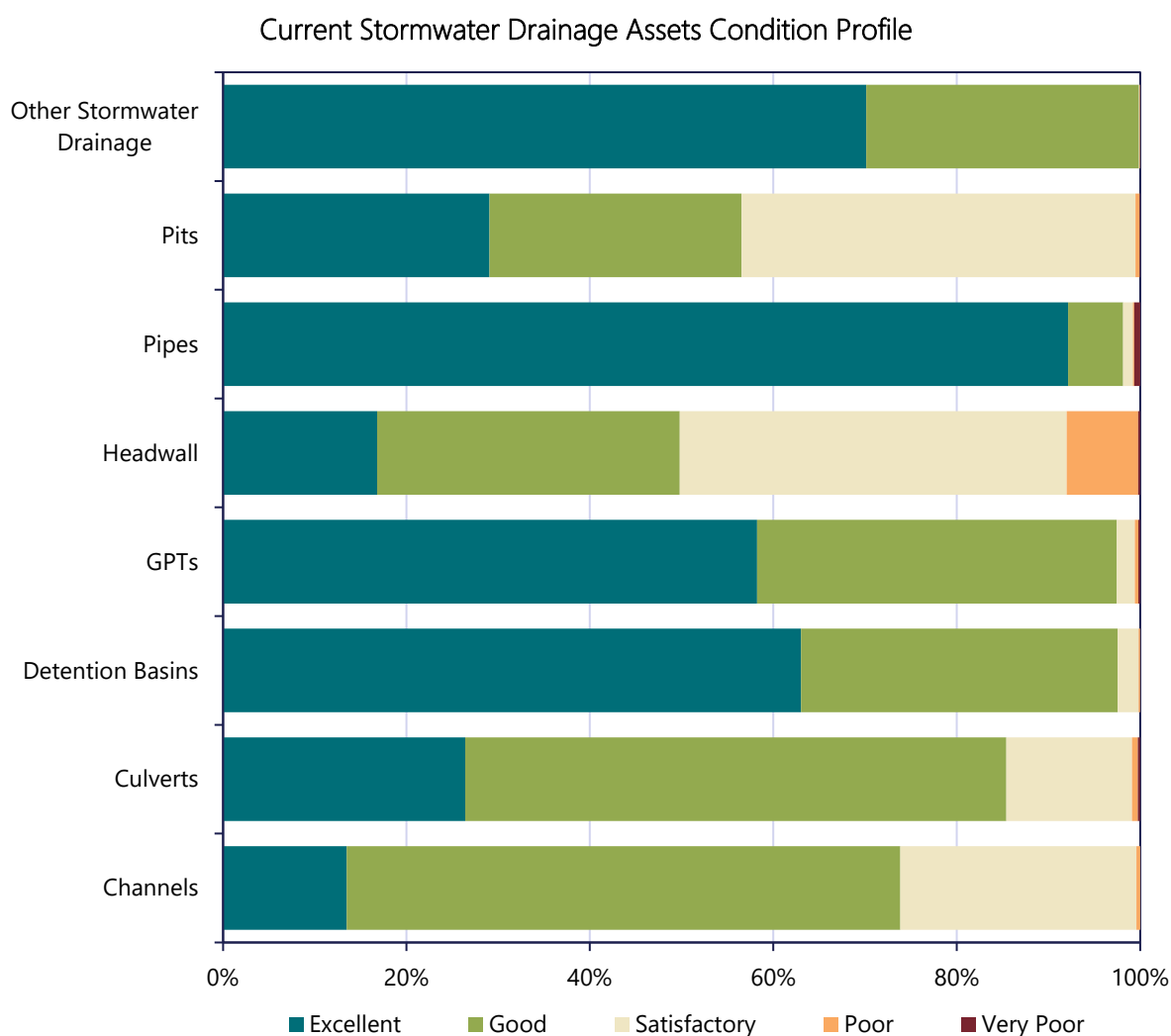
Current Road Assets Condition Profile



# Stormwater Drainage

The current replacement of stormwater drainage assets is shown in the following table.

| Asset Category                          | Net Carrying Amount<br>\$'000 | Current Replacement Cost<br>\$'000 |
|-----------------------------------------|-------------------------------|------------------------------------|
| Channels                                | \$160,152                     | \$247,829                          |
| Culverts                                | \$182,572                     | \$259,654                          |
| Detention Basins                        | \$160,926                     | \$163,160                          |
| Gross Pollutant Traps (GPT's)           | \$13,977                      | \$17,539                           |
| Headwall                                | \$11,896                      | \$19,979                           |
| Pipes                                   | \$580,416                     | \$914,750                          |
| Pits                                    | \$172,133                     | \$264,928                          |
| Other Stormwater Drainage               | \$9,446                       | \$10,280                           |
| <b>Total Stormwater Drainage Assets</b> | <b>\$1,291,518</b>            | <b>\$1,898,119</b>                 |

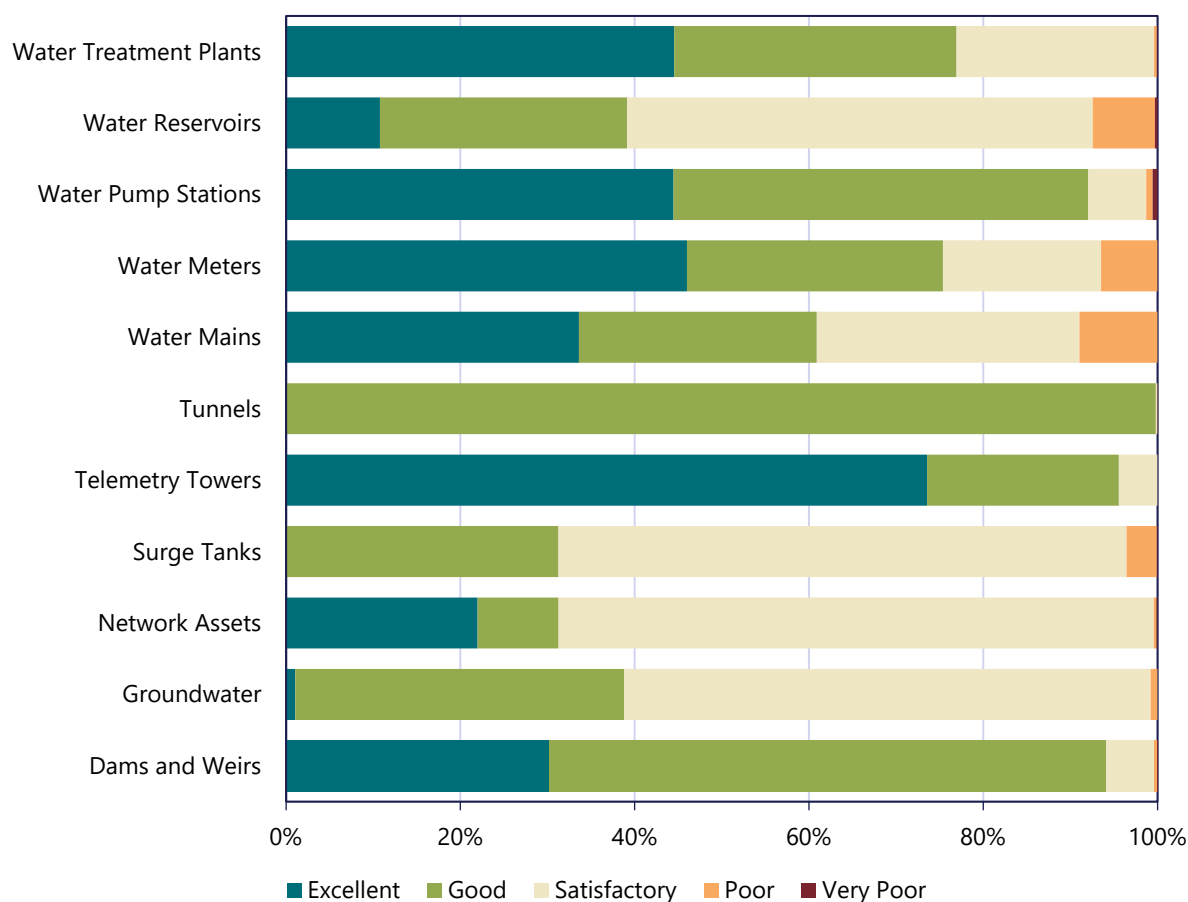


# Water Supply Networks

The current replacement of water supply network assets is shown in the following table.

| Asset Category                    | Net Carrying Amount<br>\$'000 | Current Replacement Cost<br>\$'000 |
|-----------------------------------|-------------------------------|------------------------------------|
| Dams and Weirs                    | \$251,339                     | \$416,573                          |
| Groundwater                       | \$9,629                       | \$28,517                           |
| Network Assets                    | \$6,769                       | \$10,905                           |
| Surge Tanks                       | 560                           | \$1,426                            |
| Telemetry Towers                  | 2,256                         | \$3,988                            |
| Tunnels                           | 195,361                       | \$249,999                          |
| Water Mains                       | \$688,345                     | \$1,437,971                        |
| Water Meters                      | \$3,351                       | \$13,017                           |
| Water Pump Stations               | \$51,906                      | 98,454                             |
| Water Reservoirs                  | \$107,481                     | \$254,686                          |
| Water Treatment Plants            | \$101,830                     | \$178,332                          |
| <b>Total Water Supply Network</b> | <b>\$1,418,827</b>            | <b>\$2,693,868</b>                 |

Current Water Supply Network Assets  
Condition Profile

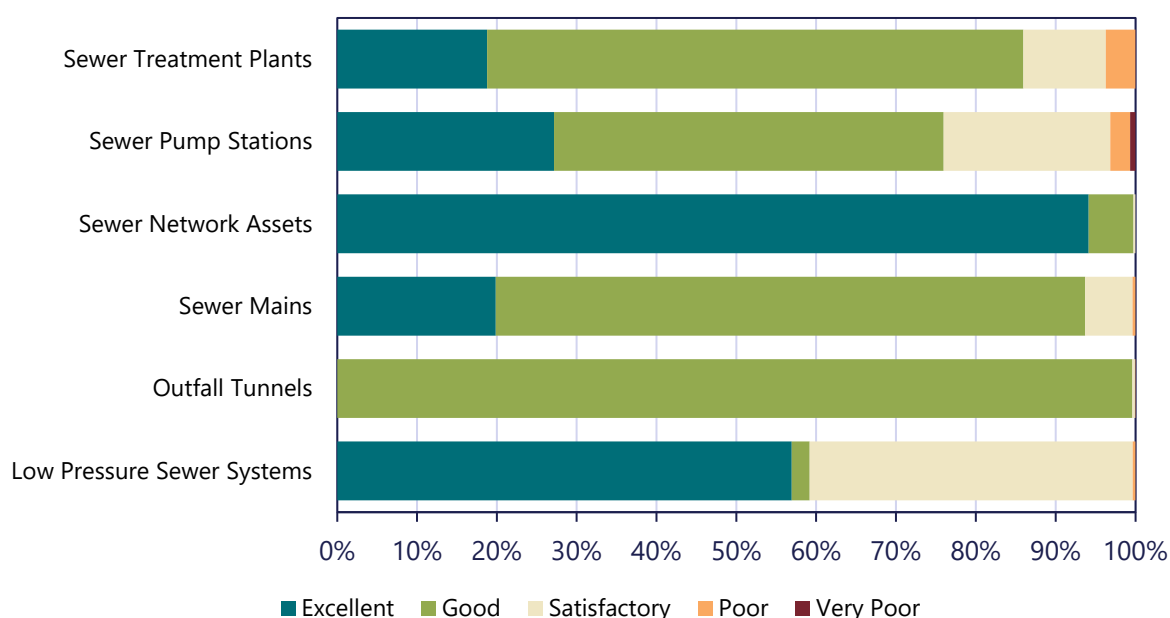


# Sewerage Networks

The current replacement of sewerage network assets is shown in the following table.

| Asset Category                | Net Carrying Amount<br>\$'000 | Current Replacement Cost<br>\$'000 |
|-------------------------------|-------------------------------|------------------------------------|
| Low Pressure Sewer Systems    | \$25,505                      | \$51,540                           |
| Outfall Tunnels               | \$171,422                     | \$238,184                          |
| Sewer Mains                   | \$969,486                     | \$1,604,068                        |
| Sewer Network Assets          | \$1,464                       | \$2,370                            |
| Sewer Pump Stations           | \$216,000                     | \$437,601                          |
| Sewer Treatment Plants        | \$229,756                     | \$503,987                          |
| <b>Total Sewerage Network</b> | <b>\$1,613,633</b>            | <b>\$2,837,750</b>                 |

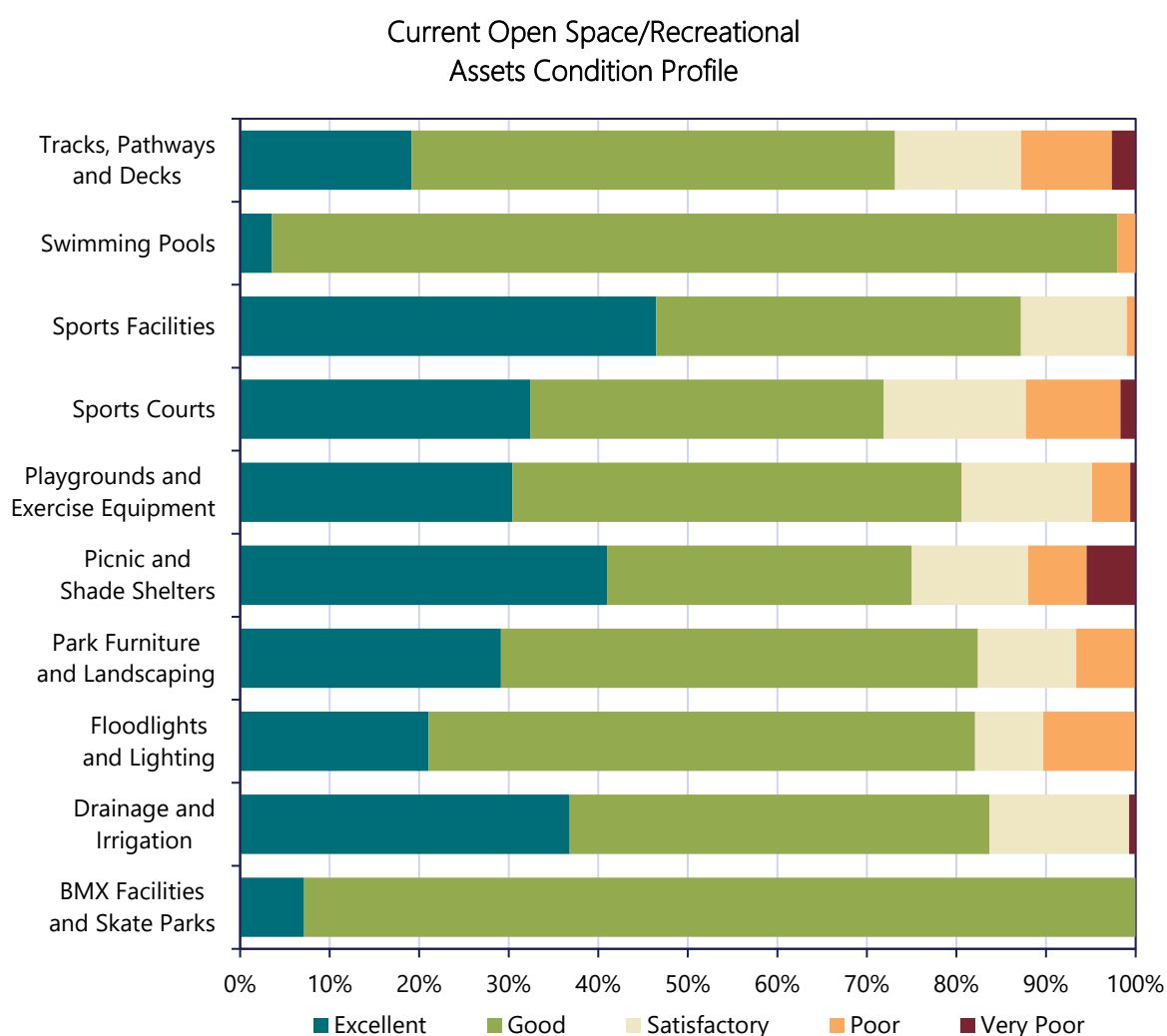
Current Sewerage Network Assets Condition Profile



# Open Space and Recreation

The current replacement of open space and recreation assets is shown in the following table.

| Asset Category                            | Net Carrying Amount<br>\$'000 | Current Replacement Cost<br>\$'000 |
|-------------------------------------------|-------------------------------|------------------------------------|
| BMX Facilities and Skate Parks            | \$6,914                       | \$9,517                            |
| Drainage and Irrigation                   | \$34,669                      | \$45,981                           |
| Floodlights and Lighting                  | \$23,728                      | \$38,127                           |
| Park Furniture and Landscaping            | \$14,067                      | \$21,316                           |
| Picnic and Shade Shelters                 | \$6,522                       | \$10,138                           |
| Playgrounds and Exercise Equipment        | \$26,132                      | \$38,624                           |
| Sports Courts                             | \$10,068                      | \$16,034                           |
| Sports Facilities                         | \$11,174                      | \$15,345                           |
| Swimming Pools                            | \$7,580                       | \$11,067                           |
| Tracks, Pathways and Decks                | \$52,557                      | \$84,254                           |
| <b>Total Open Space/Recreation Assets</b> | <b>\$193,411</b>              | <b>\$290,403</b>                   |



# Asset Management Legislative Requirements

- Building Code of Australia
- Building Fire and Safety Regulation, 1991
- Federal, Aboriginal and Torres Strait Islander Heritage Protection Act, 1984
- Federal, Disability Discrimination Act, 1992
- Biodiversity Conservation Act, 2016
- Catchment Management Authorities Act, 2003
- Civil Liability Act, 2002
- Companions Animals Act, 1998
- Crown Land Management Act, 2016
- Dams Safety Act, 2015
- Dangerous Goods (Road and Rail Transport) Act, 2008
- Disability Inclusion Act, 2014
- Electrical Supply Act, 1995
- Environmental Planning and Assessment Act, 1979
- Floodplain Development Manual – Management of Flood Liable Land, NSW Government, 2005
- Fluoridation of Public Water Supplies Act, 1957
- Heritage Act, 1997
- Independent Pricing and Regulatory Tribunal Act, 1992
- Local Government Act, 1993
- Local Government (General) Amendment (Stormwater) Regulation, 2006
- National Parks and Wildlife Act, 1974
- Protection of the Environment Administration Act, 1991
- Protection of the Environment Operations Act, 1997
- Public Health Act, 2010
- Public Health Regulation, 2012
- Roads Act, 1993
- Rural Fires Act, 1997
- Security of Critical Infrastructure Act 2018
- State Emergency and Rescue Management Act, 1989
- Water Act, 1912
- Water Management Act, 2000
- Water Management Amendment Act, 2018
- Water Management (General) Regulation, 2004
- Work Health and Safety Act 2011

A photograph of a child standing on a sandy beach, looking out at the ocean. The child is wearing a blue and white striped long-sleeved shirt and light-colored pants. The ocean has white-capped waves. A large circular graphic is overlaid on the image, with a white top half and a light purple bottom half. The text "Asset Planning" is written in a dark blue serif font across the white part of the circle.

# Asset Planning



# Asset Planning

The Central Coast has a current population of 360,344, (2025) and expected to grow by 18.4% growth to 412,500 by 2046. The growing population and a move towards higher-density living will lead to greater demand for open spaces, community facilities, transport connectivity as well as vital services such as water supply and sewage treatment networks. This growth requires upgrades to existing infrastructure and additional infrastructure to be considered, planned and delivered.

## Community Engagement and Consultation

Council engages the community on a range of matters that help Council understand what matters to our community and the key issues across the Central Coast. One of which is the customer satisfaction survey which indicates the community's satisfaction across key Council services.

Throughout the years, this research has consistently indicated that infrastructure is vital to the community as shown in the table below, which is based on the satisfaction survey conducted in 2024.

| Asset                                                    | Importance | Satisfaction |
|----------------------------------------------------------|------------|--------------|
| Condition/maintenance of local roads                     | 92%        | 28%          |
| The road network provides for efficient traffic flow     | 91%        | 43%          |
| Water and sewer services                                 | 91%        | 81%          |
| Provision and maintenance of parks, gardens and reserves | 90%        | 76%          |
| Cleaning and maintain public toilets                     | 86%        | 71%          |
| Maintaining footpaths                                    | 80%        | 69%          |
| Community facilities and buildings                       | 78%        | 86%          |

Community satisfaction has been consistent across the years, with the exception of:

- The condition/maintenance of local roads – an improvement of 8% on 2023 results
- The provision and maintenance of parks, gardens and reserves – an improvement of 8% on 2023 results
- Cleaning and maintaining public toilets – an improvement of 5% on 2023 results

These results feed into future planning by informing service reviews, initiatives, resourcing and focus areas for future Operational Plans and Delivery Programs.

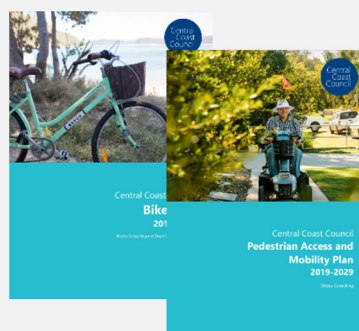
# Demand Management Strategies

Council has several strategies and plans in place to manage the future demand impacts of growth.

## Affordable and Alternative Housing Strategy



## Bike Plan and Pedestrian Access and Mobility Plan



## Biodiversity Strategy



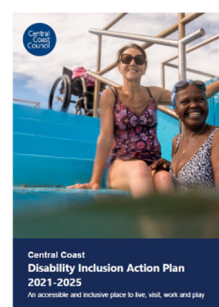
## Cultural Plan



## Destination Management Plan



## Disability Inclusion Action Plan



## Economic Development Strategy



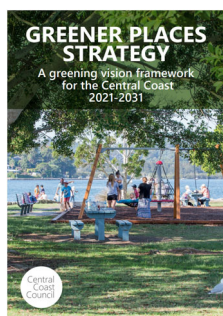
## Floodplain Risk Management Plans



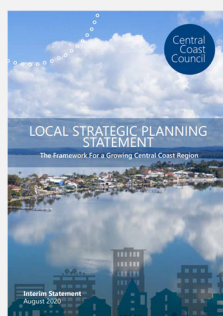
## Green Grid Plan



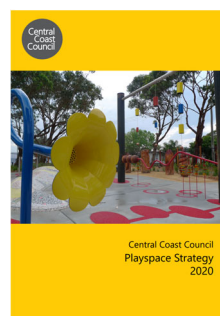
## Greener Places Strategy



## Local Strategic Planning Statement



## Playspace Strategy



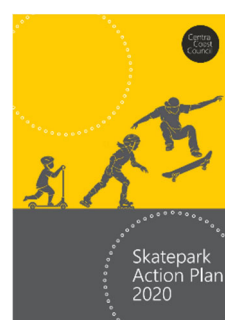
## Positive Aging Strategy



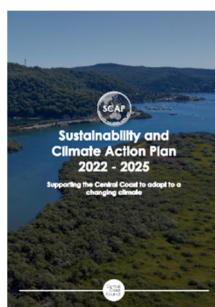
## Resource Management Strategy



## Skatepark Action Plan



## Sustainability and Climate Action Plan



## Youth Strategy



## Tennis Facilities Action Plan



## Structure Plans



## Central Coast Airport Masterplan



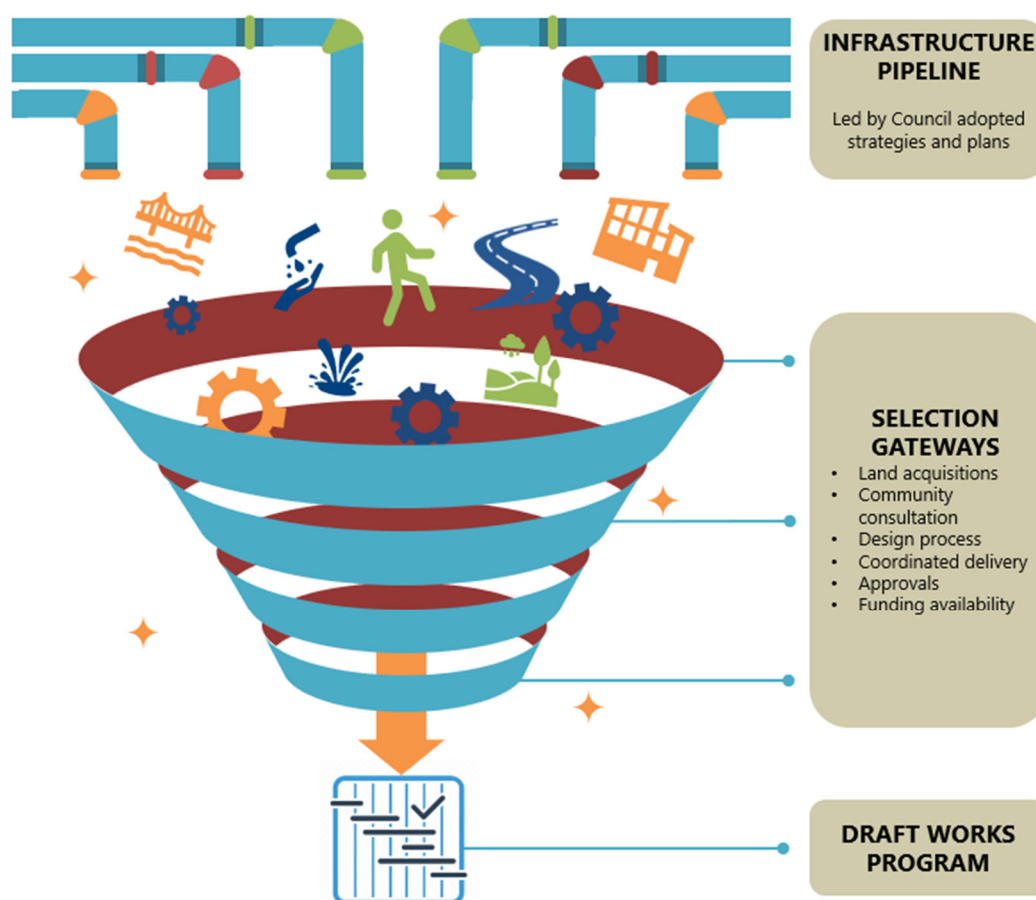
## Water Security Plan



# Infrastructure Pipeline

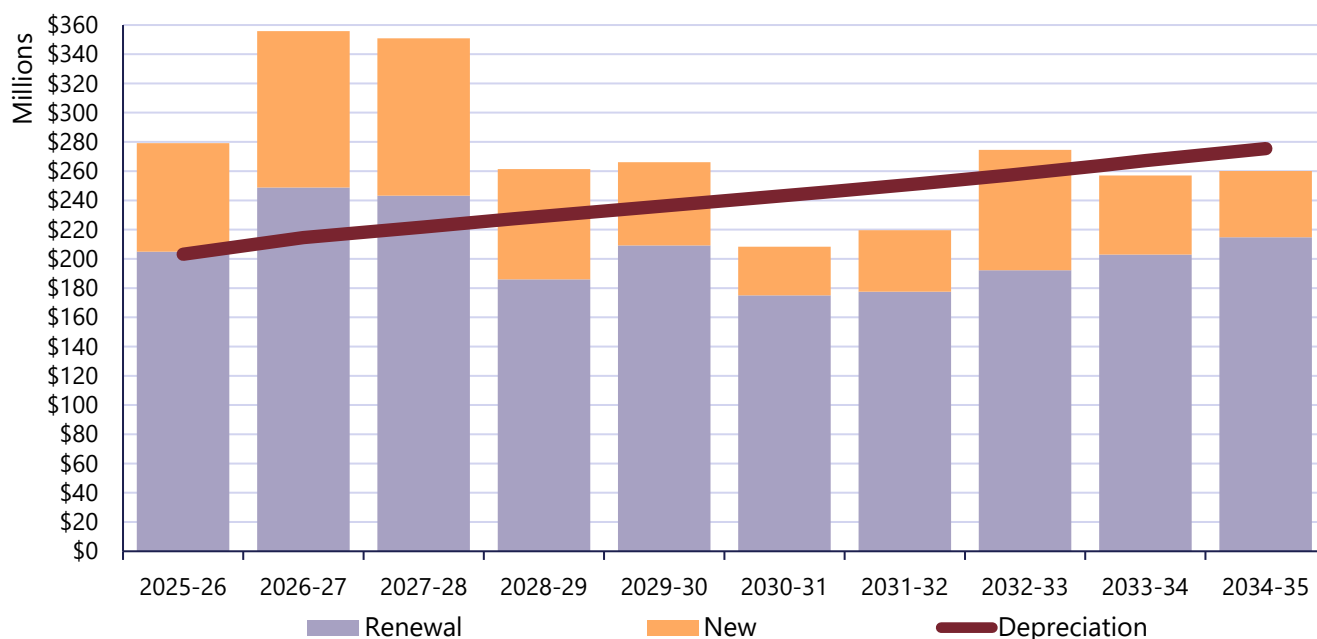
Council has developed an extensive list of infrastructure projects necessary to contribute to the Community Strategic Plan. This list of projects is known as the Infrastructure Pipeline. It has collated all asset related projects identified in Council's adopted strategies and plans as well as asset renewal projects identified through asset management approaches. The Infrastructure Pipeline holds over 1,341 projects or programs of renewal work with a value of more than \$5.2B, spanning more than a 10-year timeline.

The Infrastructure Pipeline is used to inform the Long Term Financial Plan to ensure the financial sustainability of Council over the 10-year timeline. Projects identified in the first four years of the Pipeline are included in Council's 4 Year Works Program that is included in the Delivery Program and Operational Plan.



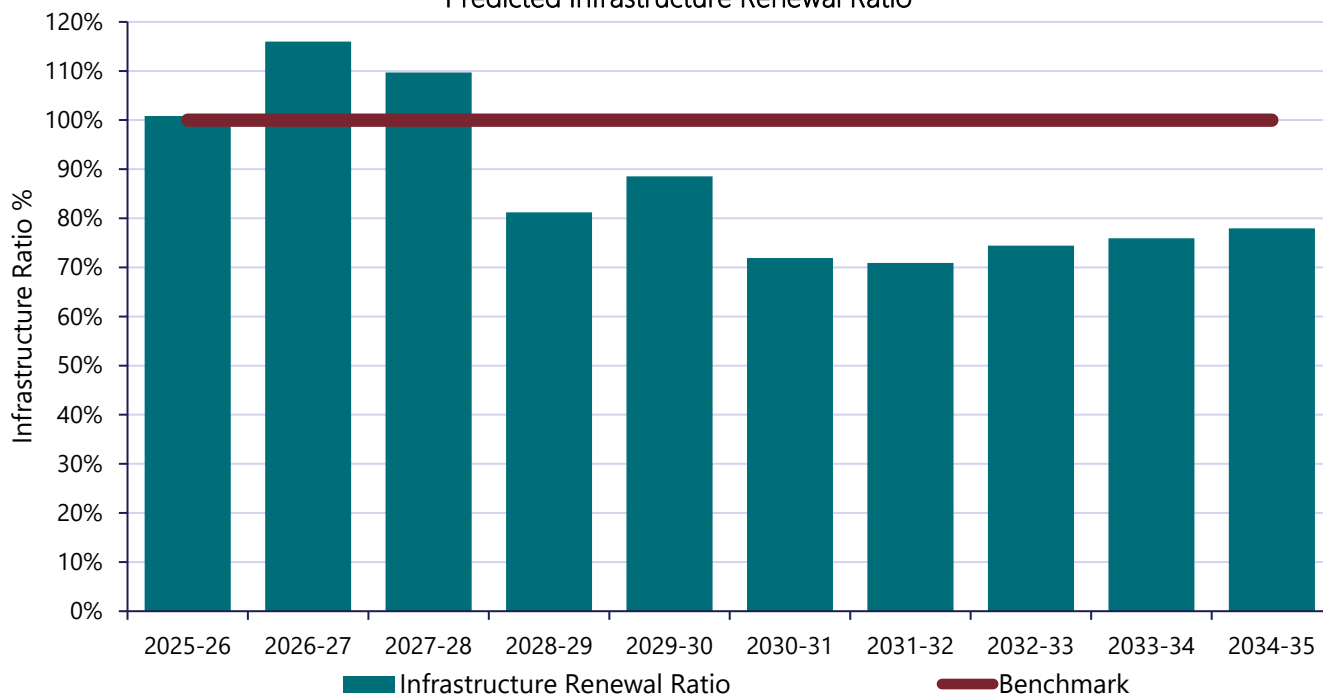
The following graph illustrates the total capital expenditure, by expenditure type, identified in the Infrastructure Pipeline's projects over the planning period for the Long Term Financial Plan. The graph shows that the planned expenditure for asset renewals is initially sufficient to fund renewals, however a gap in renewal of assets continues. Often significant renewals are funded by grants and over time these grant opportunities are expected to be fulfilled. New asset projects are typically funded through successful grant applications or contribution plans.

### Planned Capital Projects by Expenditure Type Compared with Depreciation



The infrastructure renewal ratio assesses the rate at which assets are being renewed relative to the rate at which they are depreciating. The graph below indicates the predicted infrastructure renewal ratio for all assets across the Long Term Financial Plan. In outer years there is the likelihood that grant funding and the use of Council's accumulated cash reserves will help bridge the gap to this ratio.

### Predicted Infrastructure Renewal Ratio



# Challenges and Risk Mitigation Strategies

Council's challenges and mitigations to manage its asset risks is provided below.

| Challenges                                                                                                                                                                                                                                                                                                                                                                                    | Mitigation Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Buildings</b>                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>• Changing use requirements</li> <li>• Potential hazards to the community</li> <li>• Population increase and changing demographics</li> <li>• Under or over utilisation of some buildings</li> <li>• Legislative requirements</li> <li>• Aging infrastructure</li> <li>• Increase in community expectations</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Disaster recovery plans that focus on buildings that are critical for the on-going delivery of Council's services</li> <li>• Compliance of legislative testing and certification programs, such as fire compliance</li> <li>• Routine asset assessments and defect inspections</li> <li>• Proactive maintenance programs and inspections</li> <li>• Planned renewal programs</li> <li>• Community engagement and service level agreements</li> <li>• Consideration of building resilient infrastructure adapting to climate change within design constraints, buildability, access, funding and competing projects</li> <li>• Sustainability and cost reduction initiatives</li> <li>• Continuous improvement of asset management plans</li> </ul> |
| <b>Roads, Footpaths and Shared Cycleways</b>                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>• Asset defects potentially creating hazards to the community</li> <li>• Legislative requirements</li> <li>• Population increases and additional loading on road pavements</li> <li>• Increase in community expectations</li> <li>• Increase in heavy truck movements</li> <li>• Ongoing development and construction work impacting assets</li> </ul> | <ul style="list-style-type: none"> <li>• Use of specialised automated pavement infrastructure data collection (laser profilometer and visual) for detailed assessments</li> <li>• Consideration of building resilient infrastructure adapting to climate change within design constraints, buildability, access, funding and competing projects</li> <li>• Routine asset assessments and defect inspections</li> <li>• Proactive maintenance programs</li> <li>• Appropriate community engagement</li> <li>• Continuous improvement as asset management plans</li> <li>• Planned renewal programs</li> </ul>                                                                                                                                                                                |
| <b>Stormwater Drainage</b>                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>• Flooding, scouring or surcharge due to insufficient hydrological capacity is stormwater system</li> <li>• Sinkholes, subsidence, or blockages to stormwater pipe network</li> <li>• Ongoing development and construction work impacting stormwater assets</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>• Asset condition assessment through a CCTV and physical inspection program</li> <li>• Investigation of the system to determine the hydrologic level of service</li> <li>• Consideration of building resilient infrastructure adapting to climate change within design constraints, buildability, access, funding and competing projects</li> <li>• Ongoing overland flow and flood investigations</li> <li>• Proactive maintenance programs</li> <li>• Planned renewal programs</li> <li>• Continuous improvement as asset management plans</li> </ul>                                                                                                                                                                                              |

| Challenges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Mitigation Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Parks and Recreation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Playground exceeding recommended useful lives</li> <li>• Potential hazards to the community</li> <li>• Population increase and changing demographics</li> <li>• Legislative requirements</li> <li>• Over utilisation of some park facilities, particularly sports fields</li> </ul>                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Routine asset assessments and defect inspections</li> <li>• Annual safety audits of playgrounds</li> <li>• Proactive maintenance programs</li> <li>• Planned renewal programs</li> <li>• Consideration of building resilient infrastructure adapting to climate change within design constraints, buildability, access, funding and competing projects               <ul style="list-style-type: none"> <li>• Sustainability and cost reduction initiatives</li> <li>• Continuous improvement of asset management plans</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Increase in community expectations</li> <li>• Growth in non-traditional sports</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Growth in women's participation in sport</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Water and Sewer</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Increase in community expectations</li> <li>• Population increase and changing demographics</li> <li>• Ongoing adherence to Australian Drinking Water Guidelines and sewerage system Environmental Protection Licence requirements within a changing climate</li> <li>• Ongoing changes to legislative requirements</li> <li>• Aging infrastructure – particularly mechanical and electrical assets</li> <li>• Ongoing development and construction work impacting assets</li> <li>• Security of Critical Infrastructure including Cyber attacks</li> </ul> | <ul style="list-style-type: none"> <li>• Business continuity plans that focus on assets that are critical for the on-going delivery of Council's services</li> <li>• Compliance of legislative testing and certification programs, such as fire compliance</li> <li>• Routine asset condition assessments and defect inspections</li> <li>• Ongoing transition to proactive maintenance programs</li> <li>• Planned renewal programs</li> <li>• Consideration of building resilient infrastructure adapting to climate change within design constraints, buildability, access, funding and competing projects</li> <li>• Community engagement and service level agreements               <ul style="list-style-type: none"> <li>• Sustainability and cost reduction initiatives</li> <li>• Adherence to IT security protocols and guidelines</li> <li>• Continuous improvement of asset management plans</li> </ul> </li> </ul> |

## Critical Assets

Critical assets are those assets where the consequence of an asset failure, under a given scenario, would cause sufficiently negative consequences including significant loss or reduction of service. The table below identifies those assets that are critical to Council's operations and the community.

| Asset Class | Critical Asset                                         | Why is the Asset Critical                                                                                                                                                                                                                                                                                                                                                                 | How is the Risk Mitigated?                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Roads       | Regional Roads<br>High Volume Roads<br>High Risk Roads | <p>Roads classed as regional roads experience high traffic volumes, have a high percentage of heavy vehicles, and more severe accidents.</p> <p><b>Risk:</b> Insufficient financial allocations to undertake remedial works and meet maintenance requirements resulting in increased asset failures, breakdowns, public liability, legal non-compliance, and risk to the environment.</p> | <p>Regional roads are fully owned and managed by Council. Transport for NSW provides grant funding for the maintenance of regional roads. Council undertakes minor works generated from service requests. A five yearly detailed condition assessment survey is undertaken for the whole road network including laser profiling and visual crack and road defect inspections. Condition data is used to prioritise and identify work programs, resealing and resurfacing priorities.</p> |

| Asset Class                    | Critical Asset                                                                            | Why is the Asset Critical                                                                                                                                                                                                                                                                                                                                                                                    | How is the Risk Mitigated?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stormwater Drainage            | Stormwater                                                                                | <b>Risk:</b> Insufficient financial allocations to undertake remedial works and meet maintenance requirements resulting in increased asset failures, breakdowns, public liability, legal non-compliance, and risk to the environment.                                                                                                                                                                        | <p>The prioritisation of maintenance and repair works is based on risk and public safety, using best practice guidelines.</p> <p>A regular visual inspection of all road pavement is undertaken yearly to identify any early signs of failure and take appropriate action.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                | Flood Detention Dams that are Prescribed Dams                                             | <b>Risk:</b> The failure of a flood detention dam when in operation during major storm events will cause major downstream flooding, and potentially the loss of life and property.                                                                                                                                                                                                                           | <p>A CCTV inspection program is undertaken across the stormwater pipe network based on risk, to identify maintenance and repair works. These visual inspections inform the condition assessment of these assets.</p> <p>A regular visual inspection program of stormwater drainage assets is undertaken at known high risk locations to ensure pit entrances/exits are clear and not impeding stormwater flow.</p> <p>Gross pollutant traps and other litter/pollution capturing devices are regularly monitored and cleaned to avoid blockages.</p> <p>Council has invested substantial capital to monitor many aspects of these flood detention dams, including the recording of local rainfall data connected via telemetry systems to provide alerts at predetermined intervention levels. These flood detention dams are also inspected for various factors in accordance with the requirements of the NSW Dam Safety Committee.</p> |
| Footpaths and Shared Cycleways | Town Centres, highly trafficked footpaths and cycleways, accessibility critical footpaths | <p>Footpaths and shared cycleways in town centres have a high volume of pedestrians and cyclists and pose a high risk to Council.</p> <p>Footpaths and shared cycleways near hospitals, schools or other critical locations need to be monitored as pedestrian accessibility is more critical to the community.</p> <p><b>Risk:</b> Trip hazards due to structural failures can lead to personal injury.</p> | <p>Footpaths and shared cycleways in town centres are regularly inspected as part of Council's cleaning operations.</p> <p>Footpaths and shared cycleways around hospitals, schools and other critical locations are regularly inspected for defects.</p> <p>Trip hazards are given a high priority by maintenance teams. Failures are prioritised for repair based on their risk rating and operational funds available. Generally, trip hazards given a high priority by maintenance teams.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Asset Class           | Critical Asset                                                                                                                              | Why is the Asset Critical                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | How is the Risk Mitigated?                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Parks and Open Spaces | Destination Parks used by large numbers of the public                                                                                       | <p>Council classifies parks and reserves as critical based on several criteria:</p> <ul style="list-style-type: none"> <li>• Geographical area being services (catchment)</li> <li>• Size (ha)</li> <li>• Level of use and</li> <li>• Significance</li> </ul> <p><b>Risk:</b> Adoption of new areas and assets without adequate budget and resourcing, failure to meet community expectations with maintenance/operational activities, emergence of new/changes in recreational trends.</p>                                                                                                                | <p>When master plans or enhancements to parks and reserves are being planned, consultation is undertaken with the community, sporting groups, special users, etc to determine the appropriate facility provision.</p> <p>The impact of new assets is considered and included in the annual budgeting process.</p>                                                                                                                                                                           |
|                       | Playgrounds                                                                                                                                 | <p>Playgrounds carry an inherent risk of use and Australian Standards for playground equipment have been established and are regularly updated as further research and investigation is conducted into the cause of injuries when using playgrounds.</p> <p><b>Risk:</b> Injury to a user of a playground could occur if the playground equipment is not appropriately inspected and maintained or rectification work is necessary to address an issue of non-compliance with the Australian Standards.</p>                                                                                                | <p>Regular visual inspections of playgrounds in parks and reserves are undertaken to identify any defect or new risk associated with the use of the equipment. Defects are promptly repaired.</p> <p>All playgrounds are inspected and tested annually by an external accredited technician to identify any defects or non-compliance with the current Australian Standards. Works identified by this inspection are prioritised for attention based on risk and use of the playground.</p> |
| Buildings             | Administration Building, Nexus Water and Sewer Building, Operational Depots at Charmhaven, Erina, Long Jetty, Mangrove Mountain and Woy Woy | <p>These properties are critical to the provision of Council's services. Council's Depots are essential in times of emergencies, such as bushfire or flood, as Council supports the emergency response agencies in their efforts to eliminate or mitigate the impacts of the event.</p> <p><b>Risk:</b> The destruction of the Administration Building by fire would have significant impact on the services Council provides to the community. The loss of records and other critical information could delay the provision of services of the community, such as a development application approval.</p> | <p>Proactive inspections of these properties are regularly undertaken to identify any serviceability issues and preparedness for emergencies. Disaster recovery plans have been prepared for all sites and across a range of scenarios, to identify the requirements and approach to returning the Council's operations to normal as soon as possible.</p>                                                                                                                                  |
|                       | Community Facilities                                                                                                                        | <p>Community Facilities are classed as critical where they display high occupancy rates, or where the facility is used during emergency operations, such as an evacuation centre, or used by vulnerable groups.</p>                                                                                                                                                                                                                                                                                                                                                                                        | <p>Community Facilities are regularly inspected to identify defects early and intervene. Community Facilities that have been identified for potential emergency operations have an additional checklist of items to ensure that the facility is ready for use with minimal notice.</p>                                                                                                                                                                                                      |

| Asset Class              | Critical Asset                                                                          | Why is the Asset Critical                                                                                                                                                                                                                                                                                                                                                                                                                              | How is the Risk Mitigated?                                                                                                                                                                                                                                                                                                                                        |
|--------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          |                                                                                         | <p><b>Risk:</b> During an emergency, such as a flood or bushfire, NSW agencies supporting the community through the majors as an evacuation centre or support service site. When this occurs the community facility needs to fully operational and suitable for its intended use at that time.</p>                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                   |
|                          | Public Toilets and Sports Amenities                                                     | <p>Public toilets and sports amenities provide an important service for the community at large, and the continued operations of these is vital to maintaining a good healthy environment for the community, particularly during emergencies such as flood or fire.</p> <p><b>Risk:</b> Public toilets can create health hazards for the community during floods if the appropriate preparation has not been made before the building is inundated.</p> | <p>A protocol has been established to secure and close public toilets in the advance of inundation during floods. Such preparation includes securely locking effluent in leak proof tanks to minimise the mixing of flood water with effluent. Any public toilet inundated by flood water is thoroughly cleaned before opening for public use after an event.</p> |
| Water and Sewer Networks | Water and Sewer Dams, Treatment Plants, various Pump Stations, Reservoirs and Pipelines | <p>These assets are critical to the provision of clean, safe drinking water and the effective collection and treatment of sewage.</p> <p><b>Risk:</b> A failure to secure, operate, or maintain these assets can result in interruptions to water and sewerage services to large numbers of customers, cause pollution to the environment, damage to public/private property or risk providing unsafe drinking water to the community.</p>             | <p>A large range of impacts or failure modes have been considered across the various asset classes across the water supply and sewage treatment network, with appropriate mitigation measures put place. These include ongoing preventative maintenance, condition assessments and operational monitoring.</p>                                                    |

A blurred background of a library with wooden bookshelves filled with books. A person in a light blue shirt is visible on the right, holding a book. A large white circle is overlaid in the center, with a purple gradient at the bottom where the text is located.

# Asset Management Improvement



# Asset Management Improvement

The Asset Management Strategy ensures that the management and operation of Council's assets is directed toward achieving the goals and objectives of the Community Strategic Plan. In order to continue to understand and deliver asset management driven to achieving the community's shared future, it is important for the Council to constantly seek improvements to asset management processes. Council has identified seven key improvements that will improve the future decision making and management of Council's assets.

1. Continue to review and update the Asset Management Policy, Asset Management Strategy and Asset Management Plans to facilitate good asset management decision making.
2. Continue to develop the Infrastructure Pipeline.
  - Improving project prioritisation
  - Identifying long term operational financial and resource implications of projects, especially new projects.
  - Continue to maximise opportunities for grant funding towards infrastructure to support the long term delivery and renewal of infrastructure.
3. Ensure all asset expenditure processes differentiates between asset renewals, new assets, asset maintenance and operational work categories. Seeking to identify improvements in the reporting of the asset maintenance ratio.
4. Ensure that all asset related expenditure is captured and categorised to improve the accuracy of estimated lifecycle costs. Analyse asset related expenditure and benchmarking data to maintain accurate unit rates.
5. Develop planned/routine maintenance and operational programs for all assets matched to budget/expenditure, resourcing and community needs. Clearly identify planned/routine maintenance and operational activities as distinct to reactive maintenance and seek to drive down reactive maintenance with capital renewals and planned/routine maintenance.
6. Continue to ensure all asset records are accurate in Financial Assets Register and the Technical Asset Register. Ensure that the Financial Asset Register is maintained as the one source of truth for asset management data and is linked to the Technical Assets Register.
7. Establish and continually review asset management processes that align with a transition to advanced asset management practice





# Draft Asset Management Policy



# Appendix 1 – Draft Asset Management Policy

## Central Coast Council Asset Management Policy

Date Adopted: XX/XX/20XX

Revision: X



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# 1. Policy Objectives

1. The purpose of this Policy is to set out the guiding principles for the strategic asset management of Council's assets to ensure they provide satisfactory service to the community in a financially sustainable manner.
2. Council is committed to:
  - 2.1. A lifecycle approach to asset management;
  - 2.2. Managing asset risks appropriately;
  - 2.3. Considering community needs for the future;
  - 2.4. Complying with regulatory requirements;
  - 2.5. Continuously improve asset management.

# 2. Policy Scope

2.1. This Policy applies to all Council representatives, including Councillors, Chief Executive Officer, Directors, Senior Management, and all employees.

2.2. All constructed assets under the control of Council with a useful life exceeding 12 months and where the value of the asset, or collective of like assets, exceeds the capitalisation threshold identified in Council's Asset Accounting Protocol will be considered within the scope of this Policy.

2.3. Natural assets on Council managed land providing a benefit to the community that may not provide a financial value, and where the application of asset management principles provides a means of planning future expenditure requirements. Natural assets may not be recognised under the Council's Asset Accounting Protocol.

2.4. Examples of the assets Council manages under this Policy are shown in Table 1.

| Water Supply Infrastructure                                                                                                                                                                   | Sewerage Network Infrastructure                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Dams, Weirs and Water Reservoirs</li> <li>Water Treatment Plants</li> <li>Water Pumping Stations</li> <li>Water Mains</li> </ul>                       | <ul style="list-style-type: none"> <li>Sewer Mains</li> <li>Sewerage Treatment Plants</li> <li>Sewerage Pumping Stations</li> <li>Sewerage Network Assets</li> </ul> |
| Transport Infrastructure                                                                                                                                                                      | Stormwater Drainage Infrastructure                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Road Pavements</li> <li>Wharves and Jetties</li> <li>Road and Pedestrian Bridges</li> <li>Footpaths and Cycleways</li> <li>Street Furniture</li> </ul> | <ul style="list-style-type: none"> <li>Pipes</li> <li>Pits</li> <li>Culverts and Channels</li> <li>Detention Basins</li> <li>Gross Pollutant Traps</li> </ul>        |
| Park and Recreation Infrastructure                                                                                                                                                            | Building Infrastructure                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Swimming Pools</li> <li>Sporting Facilities</li> <li>Playgrounds</li> <li>Park and Recreational Furniture</li> </ul>                                   | <ul style="list-style-type: none"> <li>Building Structures</li> <li>Mechanical Services</li> <li>Electrical Services</li> <li>Internal Fitouts</li> </ul>            |
| Plant and Equipment                                                                                                                                                                           | Natural Assets                                                                                                                                                       |
| Information Technology Equipment                                                                                                                                                              | <ul style="list-style-type: none"> <li>Fire trails and asset protection zones</li> </ul>                                                                             |

Table 1 – Examples of Council's Physical Assets

### 3. Policy Statement

Council will ensure a consistent approach to the planning, creation, operation, maintenance, renewal and disposal of assets to meet the needs of the community as outlined by the Community Strategic Plan or adopted Strategies and Plans and within the financial parameters identified by Council's Long Term Financial Plan.

---

### 4. A Lifecycle Approach to Asset Management

4.1. Considering the full lifecycle costs, including long term financial sustainability objectives and revenue generation, of managing assets in all decisions relating to renewing existing assets, the provision of new services and assets, and the upgrading existing services and assets.

4.2. Establishing affordable levels of service for all asset classes and associated intervention levels that achieve a suitable balance between risk, cost and performance.

4.3. Preparing and implementing asset lifecycle planning supported by performance monitoring, quality data, and integrated systems.

4.4. Reviewing and updating all asset management plans on a cyclic basis.

4.5. Minimising financial shocks by ensuring that all foreseen asset lifecycle related costs are incorporated into Council's financial planning over the long term.

4.6. Implementing a strategic approach to capital grant application opportunities as guided by Council's Infrastructure Pipeline and working with the key users/groups of Council's assets so they understand and plan for their future needs.

---

### 5. Managing Asset Risks Appropriately

5.1. Risks associated with assets are managed according to the adopted Enterprise Risk Management Policy to ensure that risks are identified, proactively managed and considered in the allocation of resources.

5.2. Critical assets within each asset class are identified and appropriate mitigation measures are identified.

5.3. Where identified risks are outside the level of acceptable risk strategies are developed to control or mitigate the risk.

5.4. Ensuring Council's financial planning and Long Term Financial Plan allow Council to respond to natural disasters.

---

### 6. Considering Community Needs

6.1. Assessing utilisation measures, demographic trends and population forecasts to plan for future asset requirements.

6.2. Aligning asset service provisions to Council policies, strategies and planning documents.

6.3. Prioritising the management of assets with current and future users in mind, and in line with agreed affordable levels of service.

6.4. Donated assets, including those delivered through the subdivision process, meet the community's identified requirements. No additional burden is placed on the Council by providing assets exceeding the community's needs.

6.5. Using best practice standards, including universal design principles to improve asset resilience.

6.6. Ensuring assets support Council's long-term financial sustainability, intergenerational equity and sustainable tourism.

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## 7. Compliance with Regulatory Requirements

Developing clear protocols and processes to ensure organisational objectives and legislative requirements are met.

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## 8. Continuously Improve Asset Management

8.1. Ensuring Council's asset management framework supports the implementation of Asset Management Strategy actions.

8.2. Continuing to develop asset management capability and competency towards the preferred level of maturity for each asset class.

8.3. Continuously improving asset management planning, processes, practices and systems.

8.4. Implementing regular asset management maturity reviews and maturity target setting to inform improvement activities.

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## 9. Responsibilities

**9.1. Councillors** 9.1.1. Consider adequate resourcing is provided across the Long Term Financial Plan to respond to current and future new assets so they can be operated, maintained and renewed within the financial capacity of Council to meet the community's objectives identified in the Community Strategic Plan.

### **9.2. Chief Executive Officer and Executive Leadership Team**

9.2.1. Approve and monitor the Asset Management Strategy and Asset Management Plans in accordance with the Integrated Planning and Reporting framework, legislative requirements and Council's strategic direction.

9.2.2. Ensure the impact on Council's asset base is considered when making recommendations to Council in relation to planning and financial matters, including the delivery of services.

9.2.3. Promote and facilitate best practice in asset management.

9.2.4. Integrate asset management, service and financial planning within Council.

9.2.5. Ensure that asset-management policies, strategies and plans are included within the corporate governance framework.

9.2.6. Ensure there is a framework to manage risk.

9.2.7. Consider the availability of adequate resources to meet the asset management objectives and principles.

9.2.8. Provide for staff to be appropriately trained and skilled to perform the required asset management functions in accordance with their delegated authority.

### **9.3. Unit Manager Facilities and Asset Management**

9.3.1. Implement Council's Asset Management Framework across Council, ensuring consistent approaches across Units and Sections.

9.3.2. Continue to develop and improve Council's Asset Management Strategy and incorporate asset management principles across Council's business practices.

9.3.3. Coordinate the implementation of Asset Management Improvement Plans across Council.

9.3.4. Provide asset management advice and support to services within Council.

### **9.4. Technical Asset Managers**

9.4.1 Develop and implement Asset Management Plans for all asset classes to manage asset lifecycle activities and planning.

9.4.2. Manage assets to minimise the asset lifecycle cost at the agreed level of service for the community.

9.4.3. Identify critical assets within each asset class and ensure appropriate mitigation strategies are developed.

9.4.4. Support the development and implementation of the Asset Management Improvement Plan.

9.4.5. Deliver appropriate levels of service, operationally and technically, through the provision of assets for community use to agreed risk and cost standards. Levels of service are to recognise community needs and financial position of Council.

9.4.6. Ensure growth and changing community and regulator needs are considered in preparing long term plans for assets.

### **9.5. Management and Staff**

9.5.1. Support operating assets at the lowest lifecycle cost to provide an agreed level of service for the community by maximising efficiency and effectiveness in all work practices.

9.5.2. Support the implementation of the Asset Management Improvement Plan as required.

9.5.3. Ensure all asset related maintenance and capital work is captured within Council's Asset Management Systems and Finance System to record information relevant to work performed and the associated costs of that work.

### **9.6. Reporting**

9.6.1. The reporting of work under this Policy is captured within the reporting requirements under the Integrated Planning and Reporting Framework. The Annual Report provides outputs of asset related works, including the delivery of the CAPEX Program. An End of Term Report for Council will also summarise all asset related activity.

9.6.2. Each financial year audited Financial Statements are prepared and presented publicly to Council. These statements provide a summary of the position of Council's assets, including the reporting of key performance indicators used across Local Government.

## 9.7. Records Management

9.7.1. Staff must maintain all records relevant to administering this protocol in accordance with Council's Information and Records Management Policy.

9.7.2. All asset related maintenance and capital work must also be captured within Council's Asset Management Systems and Finance System to record information relevant to work performed and the associated costs of that work.

## 10. Policy Definitions

|                                   |                                                                                                                                                                                                                                                                                            |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Act</b>                        | The <i>Local Government Act 1993</i> (NSW)                                                                                                                                                                                                                                                 |
| <b>Asset</b>                      | A resource controlled by Council that has potential or actual value (includes constructed and natural assets).                                                                                                                                                                             |
| <b>Asset - Constructed</b>        | A constructed asset is the tangible result of a construction project, that provides a present or future value for Council for more than 12 months.                                                                                                                                         |
| <b>Asset - Natural</b>            | A natural asset on Council managed land refers to natural resources and ecosystems, such as trees, vegetation or wetlands, that provide a benefit to the community and generally do not hold an economic value and are not generally recognised under Council's Asset Accounting Protocol. |
| <b>Asset Class</b>                | A grouping of assets of a similar nature and use in an entity's operations.                                                                                                                                                                                                                |
| <b>Asset Management</b>           | The combination of management, financial, economic and engineering with other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.                                                                        |
| <b>Asset Management Framework</b> | Details the guiding structure and key components of asset management processes and practices implemented by Council.                                                                                                                                                                       |
| <b>Asset Management Plan</b>      | A long-term plan (10 years) that outlines the lifecycle activities and programs for a group of assets and the resources required (and available) for the provision of a defined level of service, always in the most cost-effective way.                                                   |
| <b>Asset Management Strategy</b>  | A high-level action plan that gives effect to the Asset Management Policy.                                                                                                                                                                                                                 |
| <b>Capital Grant</b>              | Capital grants are a means of funding work on Council's assets at any stage of its life. Capital grants are provided by third parties, generally national or State Government Agencies.                                                                                                    |
| <b>Capital Renewal</b>            | Expenditure on an existing asset which returns the service potential or the life of the asset up to that which it had originally, including replacement of an existing asset.                                                                                                              |
| <b>Capital Upgrade</b>            | Expenditure which enhances an existing asset to provide a higher level of service or extends the life beyond that which it had originally.                                                                                                                                                 |

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Council</b>                  | Central Coast Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Infrastructure Pipeline</b>  | <p>The Central Coast Council's Infrastructure Pipeline brings together all infrastructure projects that are planned. The Pipeline in projects identified for new assets, asset renewal or asset upgrade, through asset management planning or projects identified to support population growth the Development Contribution Plans or Development Service Plans.</p> <p>Projects from the Pipeline are included in Council's 4 Year Works Program, while projects in the Pipeline between 5 and 10 years are considered in the preparation of the Long Term Financial Plan and Asset Management Planning.</p> |
| <b>Intervention Level</b>       | The point where the performance against the agreed level of service warrants intervention.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Levels of Service</b>        | Defined asset-performance targets that an organisation intends to deliver to customers and other stakeholders in relation to factors including but not limited to; quality, reliability, responsiveness, timeliness, accessibility and cost.                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Lifecycle Costs</b>          | The total costs of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Long Term Financial Plan</b> | Provides 10-year projected revenues that inform and guide the financial extent to which infrastructure projects, workforce resources, and operational expenditure can be allocated.                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Maturity Assessment</b>      | The process used to understand the effectiveness of an organisation's asset management system and levels of service, as well as help comply/align with standards and regulatory requirements.                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Risk Management</b>          | The application of a formal process to manage all risks within Council, not just insurable risks or occupational health and safety.                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Useful Life</b>              | The period over which an asset is expected to be available for use by an entity (in the context of its service to the entity and not to the asset's actual physical life).                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Utilisation Measures</b>     | Measures that show whether an asset is being effectively used, for example occupancy rates, traffic counts, waiting list metrics, attendance numbers, etc.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## 11. Policy Administration

|                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Group</b>                                                                     | Infrastructure Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Responsible Officer</b>                                                                | Unit Manager Facilities and Asset Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Associated Procedure (if any, reference document(s) number(s))</b>                     | <ul style="list-style-type: none"> <li>▪ Budget Management Protocol – D16499248</li> <li>▪ Asset Accounting Protocol – D16599305</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Policy Review Date</b>                                                                 | <i>[Four years from date of adoption unless legislated otherwise]</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>File Number / Document Number</b>                                                      | <<Enter text...>>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Relevant Legislation (reference specific sections)</b>                                 | <p>This Policy supports Council's compliance with the following legislation:</p> <ul style="list-style-type: none"> <li>▪ Local Government Act 1993 (NSW)</li> <li>▪ Local Government Amendment (Planning and Reporting) Act 2009 (NSW)</li> <li>▪ Local Government (General) Regulation 2005 (NSW)</li> <li>▪ Code of Conduct and Procedures for the administration of the Code of Conduct</li> <li>▪ Disability Inclusion Act 2014 (NSW)</li> <li>▪ Civil Liability Act 2000 (NSW)</li> <li>▪ Equity, Diversity and Respect Policy</li> <li>▪ Australian Accounting Standards Board AASB116 and AASB13</li> </ul>                                                                 |
| <b>Link to Draft Community Strategic Plan</b>                                             | <p><b>Theme:</b> Our Leadership</p> <p><b>Goal:</b> LE3 - Exceptional service delivery to our community through adequate resources (people, equipment, and systems).</p> <p><b>Strategy:</b> LE3.2 - Undertake sound planning and investment to ensure Council resources align with service delivery.</p>                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Related Policies / Protocols / Procedures / Documents (reference document numbers)</b> | <ul style="list-style-type: none"> <li>▪ <a href="#">Information and Records Management Policy</a> (D14025241)</li> <li>▪ <a href="#">Council's Code of Conduct</a></li> <li>▪ <a href="#">Delegations Register</a></li> <li>▪ International Infrastructure Management Manual (Institute of Public Works Engineering Australasia)</li> <li>▪ International Infrastructure Financial Management Manual (Institute of Public Works Engineering Australasia)</li> <li>▪ Plant and Fleet Management Manual (Institute of Public Works Engineering Australasia)</li> <li>▪ ISO55000, ISO55001 and ISO55002</li> <li>▪ Enterprise Risk Management Framework Policy (D14582043)</li> </ul> |

|  |                                                                                                                                                                                                                                                                                  |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>ISO 310000 Standard for Enterprise Risk Management</li> <li>Integrated Planning and Reporting Guidelines (NSW Office of Local Government)</li> <li>Integrated Planning and Reporting Handbook (NSW Office of Local Government)</li> </ul> |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 12. Policy Authorisations

| No.               | Authorised Function | Authorised Business Unit / Role(s) |
|-------------------|---------------------|------------------------------------|
| <<Enter text...>> | <<Enter text...>>   | <<Enter text...>>                  |

## 13. Policy History

| Revision | Date Approved / Authority | Description Of Changes |
|----------|---------------------------|------------------------|
| 1        | <<Enter text...>>         | New Policy adopted     |



Central  
Coast  
Council

## Asset Management Strategy 2025-2035

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