

Our home
Our City Our future


FairfieldCity
Celebrating diversity

2022/23 - 2031/32

ASSET MANAGEMENT STRATEGY

INTEGRATED PLANNING AND
REPORTING FRAMEWORK





Our Commitment to Aboriginal and Torres Strait Islander Residents

Fairfield City Council (Council) acknowledges the Cabrogal people of the Darug nation as the traditional custodians of Fairfield City and pays its respect to the Elders past, present and future. The Cabrogal name comes from the 'cobra grub', an edible freshwater worm harvested from local creeks in the City that was a staple food for the clan. Council also recognises the spiritual relationship Aboriginal Australians have with the land and the right to live according to their own beliefs, values and customs.

In July 2000, Council signed a Local Government Commitment that both acknowledged and recognised Aboriginal and Torres Strait Islander people as the first people of Australia. It acknowledged their loss and grief caused by alienation from traditional lands, loss of lives and freedom, and the forced removal of children.

Council continues this commitment through the delivery of the Reconciliation Action Plan, which supports the community.



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Fairfield City Council
The People's Globe

From 1988-1990, Fairfield City Council was the first Council in NSW to introduce a water recycling scheme. The scheme was a major success and was a key factor in the Council's decision to become a water recycling authority. The scheme was a major success and was a key factor in the Council's decision to become a water recycling authority.

Fairfield City Council
Fairfield City Council

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EXECUTIVE SUMMARY

This Asset Management Strategy has been developed as part of the long term planning by Fairfield City Council and outlines our understanding of the fixed assets that we own and manage on behalf of the community.

Fairfield City Council reported at the end of the 2020/2021 financial year, an asset portfolio worth about \$1.8 billion. These assets provide service to the community and do not include land value or capital work still in progress. This Asset Management Strategy relates to Council's fixed infrastructure portfolio with information held in Councils Asset Management System (Conquest) and the elements that are not infrastructure (fixed) assets held in Council's Financial Management System (Peoplesoft).

Fairfield City Council through its commitment to strategic asset management aims:

“To provide the appropriate mix of community infrastructure and assets at a sustainable service level and cost that contributes to the achievement of the vision of the Fairfield City Community”.

The vision of the Fairfield City Community is articulated through consultation with the community and is expressed in the Fairfield City Plan. In this way the priorities of the community inform the delivery of services through the most suitable assets that meet their needs.

The priorities identified by residents for inclusion in the City Plan 2022-2032 were:

1. Connected transport systems, including regional links
2. Community Safety
3. Car parking spaces
4. Cleaner streets and public areas
5. Attractive and lively town centres
6. Inviting and well used community places and parks
7. Local shopping variety
8. Activities and facilities for children and youth
9. More job opportunities
10. Local Traffic Flow and Road Safety

Supporting the Asset Management Strategy are Asset Management Plans:

- Roads and Transport (i.e. roads, footpaths, traffic facilities)
- Parks and Recreation (i.e. play/fitness equipment, sportsfields)
- Stormwater Drainage (i.e. pits/pipes, detention basins)
- Community Buildings (i.e. Leisure Centres, Libraries, Halls)
- Monuments and Memorials
- Trees – Public and Private (i.e. streetscapes)

This strategy outlines what we need to do to manage these assets effectively now and into the future as well as the actions required to improve the management of these assets.



Deerbush Park, Fairfield Showground

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INTEGRATED PLANNING AND REPORTING

The Local Government Integrated Planning and Reporting (IPR) Framework is a legislative requirement for all NSW councils. Councils are required to develop a series of long, medium and short term plans to ensure councils are more community focused, responsive and sustainable in the long term.

What are the plans in the Framework?

Fairfield City Council's IPR Framework is made up of a number of plans including:

- Fairfield City Plan (10 years)
- Community Strategic Plan
- Delivery Program (4 years)
- Operational Plan (1 year)

These plans are informed by a Resourcing Strategy that is made up of:

- Long Term Financial Plan – 10 years (money)
- **Asset Management Policy, Strategy and Plans – 10 years (assets)**
- Workforce Management Plan – 4 years (people)



*The red box above identifies the document you are reading and where it sits in the Framework.

About the Resourcing Strategy

The resourcing strategy is the point at which Council reviews what money (Long Term Financial Plan), assets (Asset Management Strategy) and people (Workforce Management Plan) are available to ensure that the services, major programs and projects identified in the Delivery Program are delivered to the community. The resourcing strategy determines what Council as a stakeholder is able to deliver of the community's vision, priorities and needs as set out in the 2022-2032 Fairfield City Plan (City Plan).

About the Asset Management Policy, Strategy and Plans

The Asset Management Policy, Strategy and Plans are one part of the resourcing strategy that enables Council to implement strategic asset management. Together they outline how Council is going to manage its infrastructure in the long term.

- **The Asset Management Policy** provides an overall direction for undertaking essential asset management in a structured and coordinated way.
- **The Asset Management Strategy** provides more detail on the implementation and growth of asset management capability. Aiming to optimise resources to meet the community's expectations, as identified in the Fairfield City Plan.
- **Asset Management Plans** capture an inventory of fixed assets that Council owns or controls, setting out maintenance requirements and intervention points where renewal is required. This planning enables efficient and cost effective service delivery with funding allocated to ensure that Council can sustain its assets into the future (Long Term Financial Plan).



Wave Pool Concept, Aquatopia

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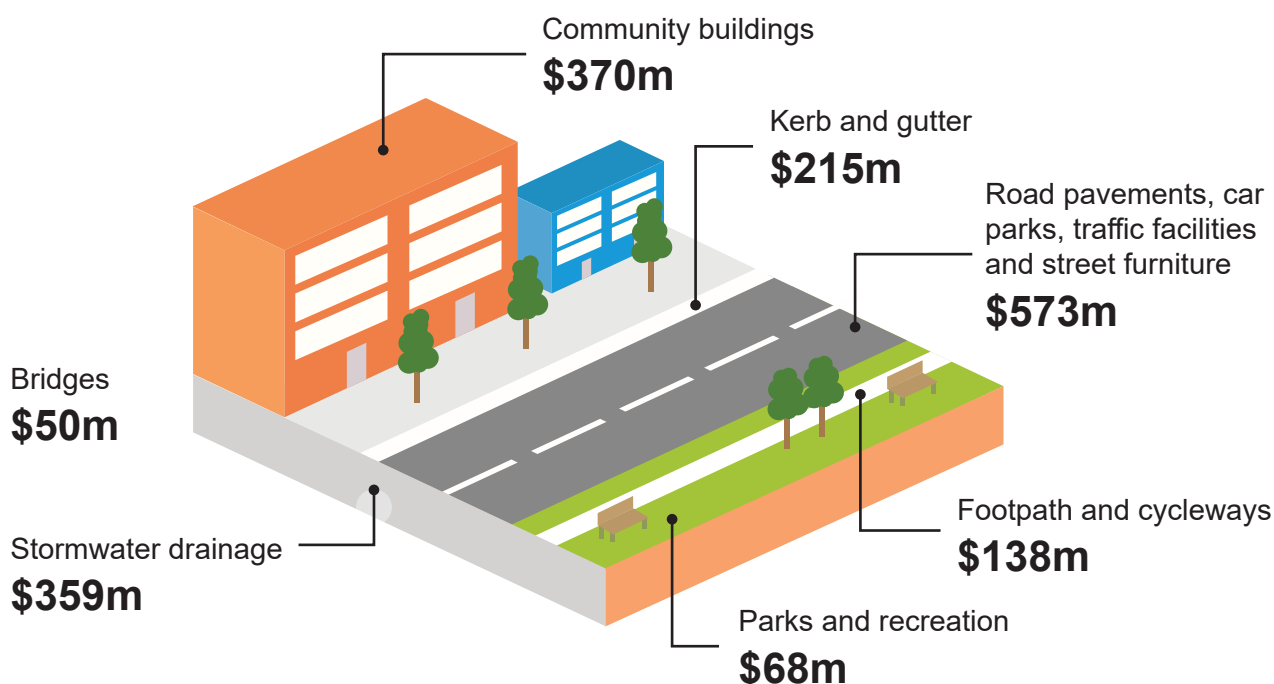
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STATE OF OUR ASSETS

To understand the complexity and range of our assets we have grouped them into families or major asset classes. The below pictorial shows the replacement value of major asset types in 2021.

Replacement Value – (shown below in \$millions)



Major Asset Type
<p>Community Buildings Childcare Centres, Leisure Centres, Libraries, Community Centres, Museum, Sporting Amenities, Public Toilets and commercial properties</p>
<p>Parks and Recreation Play equipment, Outdoor fitness equipment, tennis courts, sportsfields, irrigation, floodlighting, seating, BBQ's, swimming pools and pool plant</p>
<p>Stormwater Drainage Pipes, Culverts, Pits, Gross Pollutant Traps and litter traps, Vegetated swales, Wetlands, Raingardens and sand filters, Detention Basins, Bypass floodways and Levees</p>
<p>Roads and Transport Roads, Car Parks, Footpaths/Cycleways, Kerb & Gutter, Bridges, Bus Shelters, Roadside Furniture, Signage, Street Lighting, Traffic Management Facilities</p>
<p>Monuments and Memorials Artworks/Memorials/Statues</p>
<p>Trees – (non-depreciable) Streetscape Trees/Parks/Bushland Reserves</p>
<p>Information and Communications Technology CCTV, Computer Systems and Equipment</p>
<p>Plant and Equipment (Fleet) Motor Vehicles, Trucks, Construction/Gardening Equipment</p>

The data including inventory, inspection and condition ratings for the infrastructure Major Asset Types outlined in the table, are held in Council’s Asset Management System, maintained and reported by Council’s Asset Management Division.

The assets listed below have inventories held in Council’s Financial System maintained and reported by Council’s Financial Division.

- Land – Community and Operational
- Information and Communications Technology i.e. CCTV, Computer Systems and Equipment
- Plant and Equipment i.e. Motor Vehicles, Trucks, Construction/Gardening Equipment

Major Programs

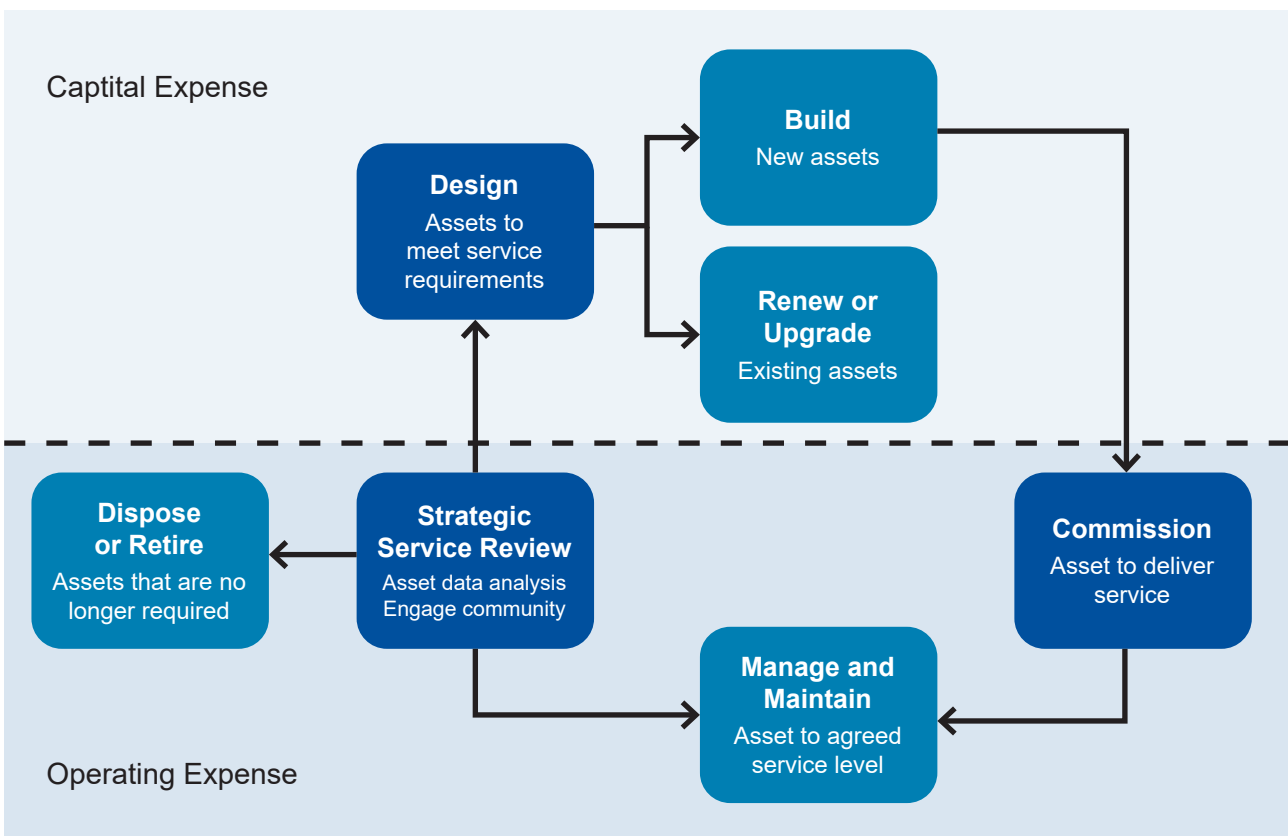
Fairfield City Council has established major programs for asset renewal. Ongoing assessment of its assets and analysis of data to identify the intervention point to maintain infrastructure assets in a satisfactory condition, informs these major programs.

The major programs are for the 4 year period which aligns with Council’s Delivery Program. They are exhibited to the community for feedback. This gives a level of confidence that assets are being maintained not only to the agreed service level but that it meets the community service level.

For new assets, Fairfield City Council calculates the upfront capital cost associated with creating the asset (e.g. Fairfield Youth and Community Centre opened in 2015) and the ongoing cost to maintain and operate the new asset through its entire useful life. Effectively a “whole of life” costing is calculated to resource the ongoing operation of the asset.

This decision process is summarised in the flowchart below:

Asset Decision Cycle



DEVELOPING ASSET MANAGEMENT FOR FAIRFIELD CITY

The story of strategic asset management at Fairfield City Council had simple beginnings. It started with a count of assets, an assessment of their condition, putting a financial value on the asset and estimating how long it would last.

Fairfield City Council adopted its first Asset Management Policy, Strategy and Asset Management Plans for its main infrastructure assets in 2011. This commenced strategic asset management for Fairfield City Council. These documents continue to be reviewed and updated as part of the adoption of each 4 year Delivery Program following the election of a new Council.

A revaluation of Council's fixed infrastructure assets is undertaken for each Major Asset Type at least every 5 years. Council's ongoing challenge is to manage its fixed asset portfolio valued at about \$1.8 billion to a specified service level, ensuring the identification of the correct maintenance resourcing and renewal programs to meet specified service levels.

Strategic Asset Management also provides opportunities for Council to identify service efficiencies and to minimise depreciation by extending useful lives through proactive maintenance of the assets. This assists to improve the ongoing financial sustainability of Council's financial management into the future.

Fairfield City Council has in place Asset Condition Assessment Guidelines to ensure that asset inspections are undertaken using a consistent and replicable methodology. Asset data held in Council's Asset Management System is subject to external audit and this methodology forms an important part of Council's ability to demonstrate a reliable process for assessing and condition rating its fixed assets.

The condition rating applied to fixed infrastructure assets at Fairfield City Council is shown in the table below:

Level	Condition	Description
1	Excellent	No work required (normal maintenance)
2	Good	Only minor work required
3	Average	Some work required
4	Poor	Some renovation required within 1 year
5	Very Poor	Urgent renovation/upgrading required

Fairfield City Council has adopted the service levels determined by the Department of Local Government as required to demonstrate the financial sustainability of a Council. This means that Fairfield City Council identifies and renews assets assessed to be in condition 4 (poor) or condition 5 (very poor) as part of its Delivery Program (4 year works program).

Council's 4 year works program is exhibited to the community seeking their input and advice in relation to any assets that they consider to be in condition 4 (poor) or condition 5 (very poor) that may have been omitted from the program. This forms an important component of the review by the community of Council's Delivery Plan.

Seeking this level of feedback from the community allows Council to actively maintain its infrastructure assets. It provides feedback to ensure that Council has correctly assessed the condition of its assets, and is meeting the needs of the community.

The development of Council's Asset Management System enables Council to better identify and report the resources required for the maintenance of Council assets. Centralising contracts for planned and compliance maintenance across Council's assets has demonstrated the delivery of both resource and financial efficiencies of operation.

Fairfield City Council identifies and funds the resources required for the management of its assets to meet targets set by the Office of Local Government, demonstrating financial sustainability. Strategic Asset Management in this way drives the budgets of Fairfield City Council with the allocation of funding prioritised to ensure that Councils assets are maintained to a satisfactory standard.



Rosford Reserve

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STRATEGIC ASSET MANAGEMENT – CURRENT PRACTICE

The Asset Management Policy, Strategy and Plans enable Council to implement strategic asset management as an integral part of its Resourcing Strategy. Together they outline how Council is going to manage its infrastructure in the long term.

This Asset Management Strategy aims to ensure that Fairfield City Council has the right assets, service levels, capabilities and strategies in place to meet the community's expectations, as identified in their plan (Fairfield City Plan). It identifies the improvement tasks to drive efficiencies of operation as well as deliver the effective custodianship and maintenance of public infrastructure assets.

Council's target is to make sure that all of Council's assets are in a "satisfactory" condition. The estimated cost to bring assets to a satisfactory standard is the amount of money required to be spent on an asset that is currently not in the condition determined to be satisfactory by the Council and community. This should not include any planned enhancements.

Councils are required to report each year, an infrastructure backlog ratio that calculates the cost to bring an asset to a "satisfactory" standard compared to the Gross Replacement Cost. This identifies the percentage of assets that are below the intervention level, at a point in time. It is an indicator of the financial sustainability of Council's asset management.

Fairfield City Council has identified for renewal, all assets in Condition 4 (poor) or Condition 5 (very poor) as part of the works scheduled in its Delivery Programs (4-year works programs). To provide a general guide to the assessment process, the asset condition criteria broadly applied for the major types of infrastructure assets is provided for reference in the tables below:



Greenfield Park Hall

Condition Criteria for Infrastructure Assets






Asset Type – Community Buildings

Condition 1 - Excellent	Condition 2 - Good	Condition 3 - Average	Condition 4 - Poor	Condition 5 - Very Poor
New Amenity Building Hartley's Oval 2015	As new Amenity Building Terone Park 2016	Minor defects Amenity Building Chisholm Park 2016	Renovation needed within 1 year. Amenity Building Endeavour Park (middle) 2015	Significant defects renew or remove. Amenity Building Showground 2015
				

Asset Type – Roads

Condition 1 - Excellent	Condition 2 - Good	Condition 3 - Average	Condition 4 - Poor	Condition 5 - Very Poor
No work required (normal maintenance)	Only minor work required	Some work required	Some renovation needed within 1 year.	Urgent renovation/ upgrading required
				

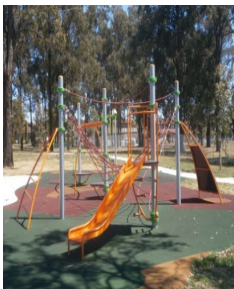

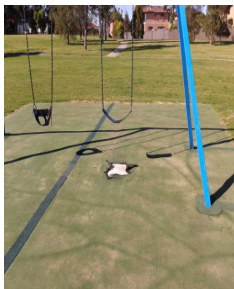


Asset Type – Kerb and Gutter

Condition 1 - Excellent	Condition 2 - Good	Condition 3 - Average	Condition 4 - Poor	Condition 5 - Very Poor
Normal maintenance No work required	No visible defects	Some work is required as minor defects visible	Some renovation required within 1 year. A number of visible defects are visible	Significant percentage of kerb and gutter exhibiting severe displacement
				

Asset Type – Footpath

Condition 1 - Excellent	Condition 2 - Good	Condition 3 - Average	Condition 4 - Poor	Condition 5 – Very Poor
Brand new footpath	Very good condition no visible defects	Good condition only minor defects visible	Renovation required within 1 year. Defects visible	Significant percentage of footpath exhibiting severe cracking and defect
				

Asset Type – Play Equipment

Condition 1 - Excellent	Condition 2 - Good	Condition 3 - Average	Condition 4 - Poor	Condition 5 - Very Poor
Brand new playground	As new condition	Good condition only minor defects visible	Renovation required within 1 year.	Significant damage to the structure
				

Asset Type – Bridge – Concrete

Condition 1 - Excellent	Condition 2 - Good	Condition 3 - Average	Condition 4 - Poor	Condition 5 - Very Poor
Brand new Concrete Component	Very good condition no visible defects	Good condition only minor defects visible	Renovation required within 1 year. Defects visible	Significant percentage of Concrete exhibiting severe cracking and defect
				

Asset Type – Bridge – Steel

Condition 1 -Excellent	Condition 2 - Good	Condition 3 -Average	Condition 4 -Poor	Condition 5 - Very Poor
Brand new steel component	Very good condition no visible defects	Good condition only minor defects visible	Renovation required within 1 year. Defects visible	Significant percentage of steel exhibiting severe rusting and defects
				

Asset Type – Bridge – Timber

Condition 1 -Excellent	Condition 2 - Good	Condition 3 - Average	Condition 4 - Poor	Condition 5 - Very Poor
Brand new Timber Component	Very good condition no visible defects	Good condition only minor defects visible	Renovation required within 1 year. Defects visible	Significant percentage of Timber exhibiting severe Cracking and defect
				

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Asset Type - Stormwater channel

Condition 1 - Excellent	Condition 2 - Good	Condition 3 - Average	Condition 4 - Poor	Condition 5 – Very Poor
Brand new channel in perfect condition	Very good condition no visible defects	Good condition only minor defects visible	Average condition defects are visible, but serviceable	Poor condition severe cracking and other defects
				

Asset Management Plans

The Asset Management Plans (AMPs) capture an inventory of everything that Council owns or controls grouped into families or asset categories. The Asset Management Plans set out the maintenance requirements and the intervention points where renewal is required.

Improvements to Council's Asset Management Plans include better capture of maintenance and operational service level costing for each major asset class. An inclusion of an inventory of Information Technology assets which include "smart technology" such as large screen LED outdoor information/entertainment devices will assist Council to further plan its renewal and servicing of its asset base.

This is the planning that enables efficient and cost effective service delivery with funding allocated to ensure that Council can sustain its assets into the future (Long Term Financial Plan).

Risk Management

The Risk Management process applied by Council is detailed in Council's Asset Management Plan Guidelines.

Council's Asset Management Plans (AMPS) identify the assets that are critical to Council's operations (Major Asset Types) and each AMP includes a table of critical infrastructure with hazards identified, assessed and risk mitigation controls applied as part of the standard operations of Council.

This process is monitored and reviewed to ensure risk level remains acceptable and to ensure treatments remain relevant



Bonnyrigg Park

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FIT FOR THE FUTURE

Council is focused on long-term financial sustainability and uses the Office of Local Government (OLG) financial benchmarks to help measure its achievement of this objective. This includes 3 performance measures specific to infrastructure asset management.

The OLG financial benchmarks are included in Council's audited financial statements and incorporate the 'Fit for the Future' benchmarks established in 2015 as part of the NSW Governments proposal to reform the local government system.

Fairfield City Council aims to meet these indicators of long term financial health:

i. Asset Renewal Ratio greater than 100%

Asset renewal expenditure divided by depreciation.



Fairfield City Council has asset renewal expenditure which is sufficient to maintain assets in the long term.

ii. Infrastructure Backlog Ratio less than 2%

Backlog is calculated by the estimated cost to bring assets to a satisfactory condition (Condition 3) divided by the total of Councils infrastructure, buildings, other structures and depreciable land assets.



Fairfield City Council assets across the portfolio are in an average condition of good (2) or better.

iii. Asset Maintenance Ratio greater than 100%

Maintenance/renewal expenditure must be equal or more than that required to meet the service level (asset in a satisfactory condition).



Fairfield City Council reports an asset maintenance ratio in excess of 100%.

Each year Fairfield City Council reports on the condition of its major asset types to the Department of Local Government.

The table below shows the average condition of each asset type reported by Fairfield City Council as at 30 June 2021:

Asset Type	Category	Average Condition
Community Buildings	Council Offices, Childcare Centres, Libraries, Community Centres/Halls, Leisure Centres, Museum, Sportsfield Amenity Buildings, Public Toilets	2.3
Roads and Transport	Road Pavements, at ground Car Parks, Traffic Facilities, Street Furniture	1.9
	Kerb and Gutters	2.2
	Footpath and Cycle-ways	2
	Bridges	1.6
Storm water Drainage	Drainage assets (visible)	2
Parks and Recreation	Park assets	1.9
AVERAGE CONDITION – ACROSS ALL ASSET TYPES - 2 (good/excellent)		

Since 2016/2017 as part of Local Government Reform the Audit Office of NSW has been appointed to review the annual audit of asset management for Fairfield City Council.

Annual auditing is rigorous and includes a schedule of revaluation of assets, undertaken for each major Asset Type, every 5 years. Fairfield City Council has a mature Asset Management System (Conquest) maintained by the Asset Management Division and reported into Council's financial system.



Deerbush Park drainage

WHERE DO WE WANT TO BE?

Fairfield City Council continues to build upon the improvement actions outlined in each Asset Management Strategy, reviewed and updated as part of the adoption of Council's Delivery Program. The NSW Office of Audit has evidenced Council's Asset Management as "mature" as part of its revaluation and annual financial audits of the system asset inventory and accountability.

This Asset Management Strategy builds upon asset management achievements to identify the improvement priorities and actions for Fairfield City Council to further improve its asset management. This includes the development of some site specific Asset Management Plans for the operation of complex assets such as Acquatopia and the Fairfield Showground precinct. .

The improvement tasks in this Asset Management Strategy are identified as "whole of Council" actions in line with the Integrated Planning and Reporting Framework.

The priority themes continue as broad categories with development of the objectives that they encompass:

Asset Lifecycle Management:

- Objective 1: Performance Data
- Objective 2: Comparative Information to inform efficiencies
- Objective 3: Future Needs Analysis
- Objective 4: Detailed 10 Year Plans

Asset Capitalisation:

- Objective 1: Continue to ensure corporate handover procedures and WIP (Work in Progress) reporting into organisational practice

Asset Information Management:

- Objective 1: Complete Asset Management suite of plans integrated into Council's Long Term Financial Plan (LTFP)

Service Management:

- Objective 1: Maintenance spend focused to meet agreed service outcomes

Risk Management:

- Objective 1: Risk Management consideration

Innovation:

- Objective 1: Innovation Opportunities



Fairfield City Council Administration Building

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HOW WILL WE GET THERE?

Review of Councils Resourcing Strategy including its Strategic Asset Management is a part of the preparation and adoption of its Delivery Programs following the election of a new Council. A Steering Committee oversees the identification of the tasks required to continue the development of Strategic Asset Management at Fairfield City Council.

The projects identified for improving Councils Strategic Asset Management, are included as a Major Program in Councils Delivery Program. They are prioritised in the Operational Plans for each year of the program. Strategic Asset Management can be found under Theme 2 – Places and Infrastructure and is reported by the Asset Management Division who coordinate the work required across Council to deliver efficiencies of asset operation and maintenance.

Theme 2 – Places and Infrastructure

Major Program - Civil and Built

Asset Management Strategy

Continued improvement of Councils Asset Management Planning



Multipurpose Amenities Building

PRIORITY THEME 1 - Asset Lifecycle Management

Objective 1: Performance Data to enable analysis and improve decision making			
Rating	Action	Proposed Year	Stakeholders
High	Asset Management System to capture planned maintenance schedules for building assets including property lease and responsibilities.	2022-2023	Assets C&M and Property
High	Council's Building Maintenance Commitment Calendar to: - Copy across into Council's Asset Management System - Review and determine resourcing requirements and shortfalls - Provided annually for Business Operator review and confirmation	2023-2024	Assets C&M
High	Management Reports developed for: - Building Planned and Compliance Maintenance service delivery (completion and exception reports) - Budget Forecasting - internal and external maintenance service delivery	2022-2023	Assets C&M
Medium	Business Operations/Facility Management Service Review at key locations (i.e. Acquatoxia/Cabravale Leisure Centre to ensure capture of all programmed maintenance/inspection responsibilities. Service review of operational data for Business Operations/Facilities Management to inform site specific Asset Management Plans.	2023/2024	Assets Business Operators C&M
Medium	Build Parks and Gardens schedules for Service Level Agreements and reporting into Conquest to ensure management reporting against the asset.	2023/2024	Assets Parks and Gardens
Objective 2: Comparative informaton to inform efficiencies			
Rating	Action	Proposed Year	Stakeholders
Medium	Centrally review contracts for each Asset Management Plan seeking corporate efficiencies and comparing cost of internal service delivery i.e. Fountain Maintenance (internal from external).	2023/2024	Assets Procurement Operations
Medium	Civil Works - review costs of contracted works and internal services to create a Panel Tender and identify efficiencies of service delivery	2023/2024	Assets Procurement Operations
Medium	Review current cost capture for pothole/minor heavy patching works to identify efficiencies of service delivery including mobile solutions for data capture.	2024/2025	Assets Operations
Objective 3: Future Needs Analysis			
Rating	Action	Proposed Year	Stakeholders
High	Develop Asset Management Plan for high risk assets / precinct: Prairiewood Leisure Centre and Acquatoxia Water Play Park	2022/2023	Assets, Business Operators
High	Develop an Asset Management Plan for Fleet and Plant (includes critical assets for waste services)	2023/2024	Assets, C&M, Waste Services
High	Consolidate IC&T management strategies and asset registers into an Asset Management Plan	2023/2024	IC&T, Assets



HOW WILL WE GET THERE?

Medium	Develop site specific AMPS for key Town Centres to consolidate assets/ assess efficiencies determining asset renewal intervention levels with costings. Site specific AMPs to include funding analysis for maintenance and operational service levels. Councils reactive maintenance reporting to be aligned to site specific AMPs for costing and management reports.	2023/2024	Assets Business Operators C&M I.T
Medium	Develop Asset Management Plan for high risk assets / precinct: Fairfield Showground Precinct	2023/2024	Assets, Business Operators
Medium	Develop Asset Management Plan for high risk assets / precinct: Fairfield Leisure Centre and Fairfield Youth and Community Centre	2024/2025	Assets, Business Operators
Medium	Develop Asset Management Plan for high risk assets / precinct: Cabravale Leisure Centre	2025/2026	Assets, Business Operators
Medium	Develop specifications for Town Centres to align with the vision of adopted Public Public Domain Plans. Review whole of life costings for Town Centre AMPS to determine level of service and budget allocation. Councils Public Domain Policy to be reviewed to ensure alignment with individual Asset Management Plans and the application of standardised maintenance standards and specifications where relevant.	2024/2025	Assets Business Operators C&M
Medium	Incorporate the Community Facilities Strategy for Leisure Centres, Commercial Properties, Libraries and Museum, Childcare, Community Centres/Halls, and Emergency Buildings into Councils Community Buildings Renewal 10 Year Plans prioritising works in consultation with Business Operators.	2023-2025	Leisure Centres, Property, Childcare, Libraries, and Emergency Services
Medium	Identify and prioritise Project Proposals for new work/upgrade for Leisure Centres, Commercial Properties, Libraries and Museum, Childcare, Community Centres/Halls, and Emergency Buildings to align with Renewal Schedules.	2024-2025	
Objective 4: Continue to build the detail of the 10 year forward program for operations, maintenance and renewal to agreed standards			
Rating	Action	Proposed Year	Stakeholders
Medium	Improve Scope of Work for Building Renewal in consultation with Business Operations to ensure optimal scheduling of proposed works. Review the asset register for each building to ensure capture full inventory of internal and external assets. Review the inventory of fit-out items for renewal programming and Business Operation disposal requirements.	2024/2025	Assets Business Operators

PRIORITY THEME 2 - Asset Capitalisation

Objective 1: Continue to ensure/embed corporate handover procedures and WIP reporting into organisational practice

Rating	Action	Proposed Year	Stakeholders
Medium	Project Managers to continue to set up project management cost control to asset handover elements. Ensure all new design elements incorporate whole of life costing analysis. Schedule in consultation with Asset Management Division to ensure resourcing alignments and to minimise Business Operation disruption.	2022-2023	Assets Project Managers Business Operators
High	Identify the Asset Management Business Partners responsible to work with Project Managers to identify asset components for renewal in Scope of Works to streamline Project Handover/Capitalisation	2023-2024	Assets Project Managers Business Operators

PRIORITY THEME 3 - Asset Information Management

Objective 1: Complete asset management suite of plans integrated into Long Term Financial Plan

Rating	Action	Proposed Year	Stakeholders
Medium	Identify the methodology for Council's Financial System (Peoplesoft) to report Operational Costs as distinct from Planned, Compliance and Maintenance costs for Council Buildings.	2022-2023	Finance
Medium	Asset Management Plan for Pool Plant and Equipment to be reviewed to ensure Renewal Program funding allocation for Council's next Delivery Program.	2025/2026	Leisure Centres External Contractors Assets
Medium	Asset Management review of renewal and maintenance schedules with Catchment Management Division to ensure coordination for the renewal, maintenance and operational requirements of Stormwater Drainage assets.	2025-2026	Assets Catchment Management
Medium	Identify an intervention point for expanding the useful life of Council's Play and Fitness Equipment/Sofffall	2025/2026	Assets - Open Space External Contractor
Medium	Information, Communications and Technology review of Inventory, Renewal programming, Maintenance and Operational services to align with Council's suite of Asset Management Plans and Financial Reporting. Review maintenance schedules to identify any efficiencies of corporate centralised contracting.	2024/2025	Information Technology Finance Branch

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PRIORITY THEME 4 - Service Management

Objective 1: Maintenance spend focussed to meet agreed service outcomes			
Rating	Action	Proposed Year	Stakeholders
Medium	Technical Standards and Specifications (Public Domain) to be reviewed by Building Category by service provider (C&M) with final review by Business Operator.	2023-2024	C&M Business Operator
Medium	Review of Asset Management Plan to: - Identify Facility Management roles/responsibilities for the service provision - Lessees to continue to provide an Annual Report - Distinguish each Major Asset Type between Operational Service Delivery	2025-2026	Assets Business Operators
Medium	Build Business Operator annual budgets for Asset Type Buildings by correct alignment of Planned and Compliance Maintenance - centralised breakdown budget to enable zero out of reactive maintenance requirements and Operational Services set up for visibility of costs and management reporting.	2025-2026	Finance
Medium	Continue to review as part of Revaluation Council's Quality Management Documentation including the schedules and budget allocation for Parks and Gardens services in line with Council's City Plan outcomes.	2026/2027	Assets Operations Finance

PRIORITY THEME 5 - Risk Management

Objective 1: Risk Management consideration			
Rating	Action	Proposed Year	Stakeholders
Medium	Review risk management approach for Asset Management Plans	2023/2024	Assets. GM
Medium	Developed quarterly review of Building Maintenance Compliance and Planned Maintenance for Parks and Gardens service delivery (exception)).	2027-2028	Assets Finance
Medium	Continue to review as part of Revaluation Council's Quality Management Documentation including the schedules and budget allocation for Parks and Gardens services in line with Council's City Plan outcomes.	2026/2027	Assets Operations Finance

PRIORITY THEME 6 - Innovation

Objective 1: Innovation Opportunities			
Rating	Action	Proposed Year	Stakeholders
Medium	Trial implementation of mobile devices for maintenance works reporting into Asset Management System and Financial System	2025-2026	Assets C&M
Medium	Continue to identify new technology, research and consider opportunities for improved community outcomes. Actively seek new materials and building options for improved life for environmental and financial efficiencies.	2022-2026	Assets Operations Project Managers All



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TERMS/DEFINITIONS

Asset

Something which is owned by a Council that has a value; enables services to be provided; or has an economic life of greater than 12 months.

Asset Management

The combination of management, financial, economic, engineered and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset Management Plan (AMP)

A plan developed for the management of one or more assets that combines multi-disciplinary management techniques (including financial and technical) over the life cycle of the asset in the most cost effective manner to provide an appropriate level of service

Asset Management Policy (AMPo)

The overall intentions and direction of an organisation relating to its assets and the framework for the control of asset related processes and activities that are driven by and consistent with the organisational strategic plan.

Asset Management Strategy (AMS)

The Asset Management Strategy identifies assets that are critical to the Council's operations and includes specific actions required to improve Council's asset management capability, projected resource requirements and delivery timeframes.

Strategic Asset Management Plan

Sets out Fairfield City Council's long term management for all existing assets under its control and any new asset solutions proposed in the City Plan and Delivery Program. The Strategic Asset Management Strategy consists of three components consisting of:

- An Asset Management Policy
- An Asset Management Strategy
- Asset Management Plans

Asset Register

A record of asset information considered worthy of separate identification including inventory, historical, financial, condition and construction, technical and financial information about each.

Lifecycle Cost

The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

Service Level

Defining and meeting community expectation; about the quality and quantity of a service delivered by a Council.

Long Term Financial Plan (LTFP)

The Long Term Financial Plan informs decision making in the Community Strategic Plan and the Delivery Program. The Long Term Financial Plan covers a minimum of 10 years and is updated annually as part of the development of the Operational Plan.

Resourcing Strategy

The long-term resources required to achieve the objectives established by the City Plan and the Delivery Program. The strategy includes provision for long-term financial planning, workforce management planning and asset management planning.

Risk Management – AS/NZS ISO 31000:2009

Risk Management Standard ISO 31000:2009 was released by the International Organisation for Standardisation (ISO) on 15 November 2009 and supersedes AS/NZS 4360:2004.



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Fairfield City Council's Asset Management Strategy
is available for viewing at Council's website:
www.fairfieldcity.nsw.gov.au/ipr

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