Wodonga Asset Management Policy

Introduction

The City of Wodonga Asset Management Policy establishes the principles and direction for the stewardship of Council's infrastructure assets to support community services, wellbeing and long-term sustainability.

The policy integrates asset management, financial planning and service delivery to ensure decisions about assets are informed by risk, whole-of-life costs, community expectations and affordability. It provides the governance framework that underpins the Asset Management Strategy, Asset Plan and Long-Term Financial Plan (LTFP), ensuring infrastructure investment supports Council's strategic objectives and service outcomes.

Purpose

The purpose of this policy is to provide clear asset management direction that enables Council to manage, maintain and renew community infrastructure assets in a safe, sustainable and financially responsible manner, now and into the future.

Objective

Council's commitment to asset management planning is guided by the Council Plan, Asset Plan and Long Term Financial Plan (LTGP), and capital planning. This Policy supports the delivery of those plans by establishing the principles that guide asset-related decision-making.

Council recognises that the timely provision, maintenance and renewal of infrastructure assets is fundamental to the economic, social and environmental wellbeing of the city. Effective asset management ensures community needs and expectations are met while balancing service levels, risk, affordability and intergenerational equity.

Service Delivery Objectives

Service delivery outcomes are the foundation of all asset management decisions. Council establishes levels of service through community engagement, legislative requirements, risk assessment and its financial capacity.

This policy supports a lifecycle-based, risk-informed approach to asset management that ensures services are delivered in a transparent and sustainable manner and are responsive to changing community needs over time.

Scope

This policy applies to all council activities that involve the planning, acquisition, operation, maintenance, refurbishment, renewal, upgrade, development and disposal of council infrastructure assets.

The Council Plan 2025-2029 provides the following vision and strategic objectives specific to asset management:

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Council Vision
A vibrant, well-planned city where people, nature and opportunity thrive through connection, resilience and leadership.

Strategic objective
The council will continue to respect and nurture the natural environment while strengthening the city's resilience and sustainability through infrastructure that supports community wellbeing and growth.

Strategy / key initiative
Maintain community buildings, local road and drainage networks to effectively meet the needs of the community.

Strategic objective
The council will proactively lead our growing city by ensuring transparent decision-making, proactive planning and positive collaboration. The community's needs will be at the centre of everything we do.

Strategy / key initiative
Enhance financial planning and reporting processes to ensure the council's long-term financial sustainability.

Definitions

Note that the following terminology is used throughout the Asset Management framework documentation, and within budget documents, so they are defined here for clarity.

Assets	Civil and infrastructure facilities and structures that the council owns or has direct control over, that will require replacement, renewal, maintenance or upgrade.
Asset Management	A systematic process of managing the lifecycle of an asset.
Asset Management Strategy	Provides the direction for sustainable delivery of asset management across the council.
Asset Renewal Expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset Upgrade Expenditure	Expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life;
Asset Expansion Expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
New Asset Expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.

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Policy

In managing its infrastructure assets, Council is committed to the following principles:

- **Lifecycle management** – Assets are planned, managed and renewed over their entire life to optimise performance and value.
- **Risk-based decision-making** – Asset investment and renewal priorities are informed by asset criticality, likelihood and consequence of failure, service impact and risk.
- **Service-led outcomes** – Asset decisions are driven by agreed service levels and community needs.
- **Financial sustainability** – Asset decisions balance service delivery with affordability and long-term financial viability, recognising funding constraints.
- **Renew before new** – Renewal of existing assets is prioritised where it represents the most cost-effective and risk-appropriate solution, while recognising that new assets may be required where service gaps exist.
- **Data-informed decisions** – Decisions are based on reliable, current asset condition, performance and risk data.
- **Climate resilience and sustainability** – Asset planning and renewal considers the impacts of climate change and incorporates resilience and sustainability principles.
- **Intergenerational equity –** Asset decisions consider impacts on future generations and avoid transferring unsustainable costs or risks.

ASSET MANAGEMENT FRAMEWORK

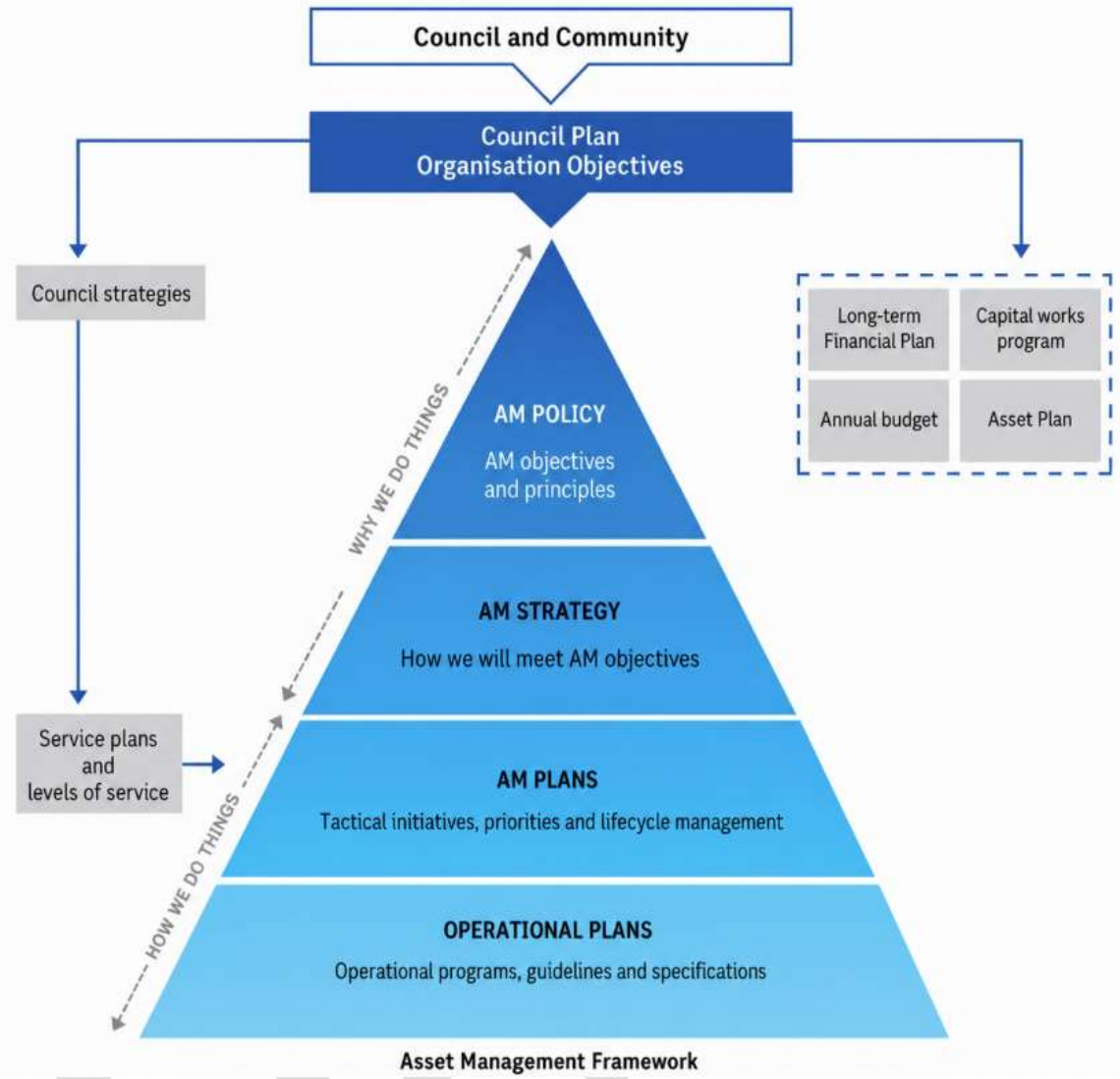
Council's asset management framework aligns with its Integrated Strategic Planning and Reporting Framework and comprises:

- Asset Management Policy – establishes principles and direction;
- Asset Management Strategy – outlines how objectives will be achieved;
- Asset Plan – details asset classes, condition, risks and long-term investment needs; and
- Operational plans and programs – deliver day-to-day asset management activities.

Together, these documents ensure infrastructure assets are managed in a coordinated, transparent and sustainable manner.

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Asset Management Framework

RESPONSIBILITIES

Councillors

To act as stewards for infrastructure assets and to approve the asset policy, strategy, asset plan and the long-term financial plan ensuring appropriate resourcing is provided to support sustainable asset management.

Chief Executive and Executive Team

Provide leadership and oversight to ensure asset management principles are embedded across the organisation and aligned with Council's strategic and service priorities.

Asset Management Steering Group (AMSG)

Oversees and supports the implementation of the asset strategy and actions that contributes to the achievement of the council's asset management priorities.

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AMSG comprises key internal members within council covering asset management, operations, finance and key service delivery areas, with executive oversight. The group meets at least 4-monthly to track progress against the asset management strategy and plans, and to provide a review platform for asset management activities.

Manager Projects and Assets

Maintain asset management systems, data, plans and reporting to support informed decision-making and sustainable management of Council's infrastructure assets.

Team Leader Strategic Asset Management and Team

Reports, manages and develops asset management systems, plans and documentation to enable the council to facilitate the management and sustainability of its facilities and infrastructure assets. Cyclic inspections (buildings, roads, bridges, kerb, paths and road seals) are undertaken for valuation purposes and to identify renewal and minor maintenance that facilitate works programs and ensure asset service levels are maintained.

Asset Facility Managers (Internal and External), Operational staff and Teams

To operationally manage and maintain infrastructure assets and facilities and support the delivery of services across Council within the allocated resources. Provides strategic input for future planning of assets in regard to operational budgets and resources.

Service Provision Managers and Teams

To organise, direct and deliver services and programs to the community using the various asset infrastructure and facilities and to strategically manage assets including identifying issues that affect service delivery as they arise. To facilitate deliberate engagement with users of the services to ensure assets are capable of meeting expected service levels for now and the future.

Related policies

Document Links - The following documents have primary linkages with Council's Asset Management Policy:

- Council Plan
- Long term financial Plan
- Asset Management Strategy
- Asset Plan
- Long term Capital Plan
- Service Plans

Related legislation

Local Government Act 2020 (the Act)
Regulations under the Act

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Review

Council may review this policy at any time but unless otherwise requested at least every four years from date of adoption. Minor amendments to the policy may be authorised by the CEO at any time where such changes do not alter the substance of the policy e.g.: typographical errors, a change to the name of a related policy, or a change to the name of legislation.

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Business Unit:	Strategic Asset Management
Category:	Quality Manager - Strategic and Governance Policy
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