

# Asset Management Policy

## 1. PURPOSE AND SCOPE

- 1.1. UnitingSA has a 'Whole of Life' approach to Asset Management. With this approach, it actively plans, acquires, uses, maintains, reviews, replaces and disposes of assets to assist the organisation to meet its objectives. This policy outlines the framework and approach to the management of assets within UnitingSA.
- 1.2. This policy applies to all UnitingSA employees and officers, with particular reference to the CEO, Board of Directors, Executive Managers and Managers.
- 1.3. This policy applies to all identified tangible assets that have a useful life greater than two years.

## 2. OUTCOMES

- 2.1 Customer statement: I know that all of the assets that UnitingSA uses in the delivery of its services are of good quality, and are safe and well-maintained.
- 2.2 Organisation statement: Our carefully planned approach to all aspects of asset management enables us to manage our financial position astutely, and continue to ensure the safety of our workforce and customers.
- 2.3 Stakeholder statement: UnitingSA's comprehensive approach to asset management and the related risks provides us with confidence in their capacity to deliver safe, economically viable and sustainable services.

## 3. BACKGROUND

- 3.1. Asset management is an integral part of UnitingSA's operational and business activities. The benefits of asset management include greater financial performance, improved risk management, improved services and outputs, demonstrated social and environmental responsibility, more effective compliance, enhanced reputation and improved organisational sustainability.
- 3.2. This policy is a key component of UnitingSA's Asset Management Framework, which can be found in Appendix A of this policy document.

## 4. DEFINITIONS

- 4.1. Assets: are items that have potential or actual value. Asset Value can be tangible or intangible, financial or non-financial. In the context of this policy, tangible assets includes land, buildings, plant and equipment, infrastructure and IT assets.
- 4.2. Asset Management: systematic and coordinated activities through which UnitingSA effectively manages its tangible assets and their associated performance, risks and expenditures over their lifecycle, for the purpose of achieving the Strategic and Corporate Plans. The key stages of the asset lifecycle are:

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- 4.2.1. Planning: determination of asset requirements, based on an assessment of both service delivery needs and the capability of the existing asset base to meet these needs.
- 4.2.2. Acquisition: procurement and/or construction, installation and commissioning of assets to meet an identified service need, including the assessment of procurement options (the Procurement Plan).
- 4.2.3. Operation and Maintenance: management and use of an asset to deliver services, including maintenance.
- 4.2.4. Review: Regular business and life-cycle review to assess the need for refurbishment, replacement or disposal of assets.
- 4.2.5. Disposal: treatment of an asset that has either reached the end of its useful life, is considered surplus, or is under-performing.
- 4.3. Asset Management Framework: is the structure that sets out an organisation's asset management responsibilities.
- 4.4. Asset Management Systems: the systems for managing the organisation's tangible assets. These systems are used by an organisation to plan, coordinate, control, execute, monitor and improve the activities associated with managing assets.
- 4.5. Asset Management Plans: documents specifying activities, resources, responsibilities and timescales for implementing the asset management strategy and delivering the asset management objectives.

## 5. PRINCIPLES

- 5.1. This Policy will drive the creation and implementation of the UnitingSA Asset Management Strategy
- 5.2. Assets will only exist and incur costs where they provide value to the business.
- 5.3. UnitingSA will have a system in place to protect and account for assets. The system will be underpinned by processes and procedures, guidelines and standards.
- 5.4. Asset management practices and decisions will align with Customer, Corporate and Community service delivery needs.
- 5.5. Asset planning and management are to be integrated within Corporate and Operational Plans, budgetary and reporting processes.
- 5.6. UnitingSA will take steps to create a culture of inclusiveness in its Asset Management Systems, so that all stakeholders are aware of, and participate in the process.
- 5.7. Asset management decision-making criteria are to be based on an evaluation of alternatives that take into account issues such as asset life cycle costs (cost effectiveness), benefits and risks, asset condition, functionality, location, compliance, long term environmental and business sustainability, disability access and inclusion.

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- 5.8. Ownership, control, accountability and reporting requirements for assets are to be established, clearly communicated and implemented.
- 5.9. All relevant legislative requirements together with social, political and economic environments will be taken into account in asset management. UnitingSA is committed to satisfying all applicable mandatory and legal requirements where necessary.
- 5.10. UnitingSA employees, volunteers and students will have suitable tools and equipment to conduct their daily responsibilities in an efficient and effective way.
- 5.11. Employees, volunteers and students should endeavour to minimise the cost of asset acquisition, maintenance and replacement.
- 5.12. Data relating to all purchased assets is appropriately and accurately recorded within the Asset Management Systems.
- 5.13. Equipment is safely and effectively operated and maintained according to manufacturer's specifications, and/or local risk management guidelines.
- 5.14. There are regular reviews of asset management systems.

### 6. POLICY

- 6.1. Crucial to best practice, asset management has a requirement for comprehensive and reliable data related to existing services and infrastructure, along with a strategy to link UnitingSA's operational activities with the planning and policy directions of UnitingSA.
- 6.2. UnitingSA's assets will be managed in the most cost effective manner, driven by defined service levels and performance standards. This will require ongoing assessment of the following:
  - 6.2.1. Customer and community needs and expectations;
  - 6.2.2. Strategic Plan and Business Strategy;
  - 6.2.3. Corporate goals, policies and procedures;
  - 6.2.4. Long term financial models;
  - 6.2.5. Relevant legislative and regulatory requirements.
  - 6.2.6. A commitment to continually improve the Asset Management Systems;
  - 6.2.7. Commitment to ongoing strategic planning, service level review, output review, and development/ implementation of the asset management framework.
- 6.3. UnitingSA will aim to deliver a level of quality for its assets above any mandated compliance requirements in an attempt to minimise any non-compliance risks.

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- 6.4. Asset related risks will be identified, assessed, managed and mitigated using organisational risk management processes and incorporated into the asset management systems.
- 6.5. UnitingSA will engage with key stakeholders on a regular basis to ensure our asset management systems are meeting the expectations of our stakeholders.
- 6.6. The Board will ensure that the management of assets is appropriately resourced.
- 6.7. UnitingSA will ensure that employees who manage assets are well trained and equipped to deliver the services outlined in the asset management plans.
- 6.8. Roles, responsibilities and authorities related to asset management will be clearly defined within asset management plans and within Job and Position Descriptions.
- 6.9. Asset Management objectives will align directly with organisational business objectives found in the Strategic and Corporate Plan.
- 6.10. Asset Management systems may include performance review mechanisms for continual improvement in the management of our assets and the systems.

## 7. RECORD KEEPING

- 7.1. All records must be managed in accordance with the UnitingSA Records Management Procedure and other relevant information management procedures.

## 8. DOCUMENTATION

- 8.1. Asset Management Framework
- 8.2. Strategic Asset Management Plan
- 8.3. Site Asset Management Plans (Various)

## 9. REFERENCES

- 9.1. UnitingSA Strategic Plan
- 9.2. UnitingSA Corporate Plan
- 9.3. UnitingSA Business Strategy
- 9.4. Corporate Governance Policy
- 9.5. Appendix 1: Delegations of Authority (Delegations of Authority and Decision Making Processes)
- 9.6. Code of Conduct Policy
- 9.7. Risk Management Policy
- 9.8. Financial Risk Management Policy

Please note printed copies are not able to be controlled and the Intranet will always be referred to for the current version.

Asset Management

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- 9.9. Network Information Management Policy
- 9.10. Motor Vehicle Procedure
- 9.11. Procurement Procedure
- 9.12. Expenditure Authorisation Procedure
- 9.13. Probity Policy
- 9.14. Conflict of Interest Procedure
- 9.15. Privacy Policy
- 9.16. Contractor Guidelines
- 9.17. Independent Commissioner Against Corruption Reporting Procedure
- 9.18. Fixed Assets Procedure
- 9.19. Records Management Procedure
- 9.20. Programmed Maintenance Procedure (UnitingSA Housing)
- 9.21. Responsive repairs and Maintenance Procedure (UnitingSA Housing)
- 9.22. Code of Conduct for Maintenance Contractors
- 9.23. SA Government Community Housing Maintenance Accommodation Standards

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## Appendix A

### Asset Management Framework

