



Service and Asset Policy and Framework

Policy Owner	Director, City Life and Director, City Operations
Responsible Manager	Manager, Service Planning, Partnering and Reform and Manager, Assets and Roads
Date Approved	
Review Due	

PURPOSE

This overarching strategic policy outlines Council's commitment to ensuring that service and asset planning, provision, design and operations are service-led, with public value outcomes as the core driving principle. It informs decision making in relation to all service and asset strategies and management plans.

BACKGROUND

Wyndham City's population continues to grow, with the current population expected to double between now and 2040. Council is faced with planning to continue to deliver relevant, quality services to current residents, while growing and adapting service provision to meet the needs of new residents, plus planning for assets to support that service provision. In a financially constrained environment, a strategic approach to planning for the quality and quantity of services and assets is needed to ensure high quality, efficiency and financial sustainability.

POLICY VISION

Council will plan for the timely provision of services which contribute to the strength and wellbeing of the Wyndham community, and ensure that assets are planned and managed in a timely and sustainable way to support service provision in the long term. The planning and provision of services and assets will be led by a community first approach to ensure that the needs of the community are at the core of decision making.

Council will be guided by the following public value principles in all decisions about services and assets:

- Outcome focused
- Agile
- Efficient
- Accessible
- Integrated
- Transparent

POLICY PRINCIPLES

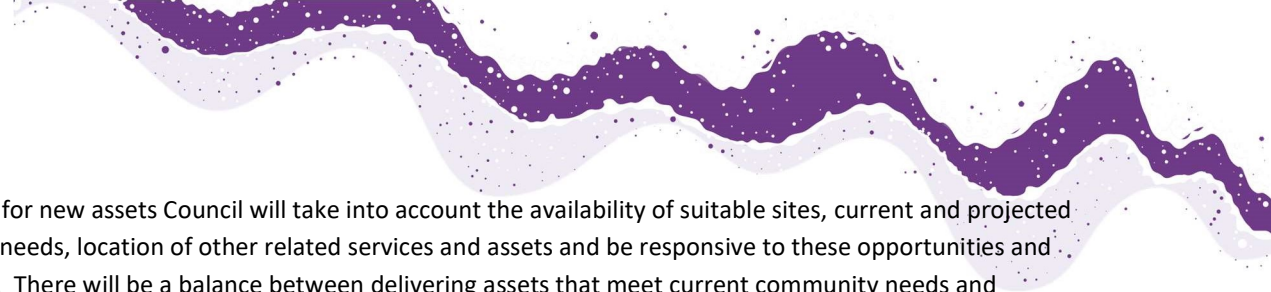
OUTCOME FOCUSED

Council's services and assets will always be aligned towards delivering community outcomes and improving public value. Long-term outcomes are identified in the Wyndham 2040 Community Vision, medium-term outcomes are identified in various strategies, and short-term outcomes are identified in annual plans. Planning cycles identify key result areas with measurable outcomes.

Service and asset provision which is oriented towards *"Places for People"* may provide outcomes additional to identified individual service outcomes – such as creating a positive sense of local identity and more strongly connected communities.

AGILE

Wyndham's rapid growth means we need to quickly respond to change. Council is committed to ensuring that there is sufficient service provision and associated assets to support growing communities. As the demographics change, it's likely that so too will the services required by the community. This means frequent review and checking back with the community to ensure relevance and quality. Council needs to be flexible and agile to ensure timely delivery as circumstances change, such as development patterns or significant funding opportunities.



In planning for new assets Council will take into account the availability of suitable sites, current and projected population needs, location of other related services and assets and be responsive to these opportunities and constraints. There will be a balance between delivering assets that meet current community needs and ensuring enough flexibility for repurposing as community needs change over time.

Council will actively seek and critically review external funding opportunities. These opportunities shall be used to provide services and assets to planned and agreed levels. Most opportunities are transient and therefore cannot be relied on for long term funding of service delivery or asset upkeep. As a result these funding opportunities should not increase the quality of services or assets but rather ensure that all community members using services have access to an agreed level of service.

Early provision of service through low-investment asset options such as temporary facilities or leasing of commercial space may provide opportunities for agility.

EFFICIENT

The intention of Council is to provide the right level of service, at the right time, in the right place balanced across multiple service streams. Services need to clearly be defined and delivered for best value and with the greatest efficiency – including asset provision, staffing and other resourcing. Services and assets require whole of life costing to understand the true long term cost of service provision.

Through service planning, short term and long term service provision needs to be accommodated via appropriately planned assets to prevent over- or under-investment in assets.

To achieve these outcomes a sustainable long-term financial model is required for services (people, materials and consumables) and assets (construction or provision, maintenance and renewal costs).

Services can be provided via owned or leased assets. Services and assets may be Council-delivered or externally delivered. Externally delivered services may be hosted in Council owned assets, leased assets or in asset provided by the external provider. Decisions relating to the model for the provision of services should be determined through service stream planning using community outcomes as the overarching principle.

Historically, Council assets have been built for specific services. Contemporary practice dictates that assets need to be easily re-purposed for provision of alternate services based on community need or demographics changes.

ACCESSIBLE

Council plans for services to be accessible to all residents who require them.

Services are planned based on a long-term geographic based network and a shorter-term demographic based network to ensure sufficient service and asset provision. Longer-term geographic network provision allows investment in long term assets. Shorter-term demographic based network provision may require either low-investment options (portables, leased or similar) or assets planned for multiple use (noting these may cost more initially but have better whole of life affordability). Some services and assets will be more adaptable to this than others.

In order to support this approach, services will have an identified catchment based on quantum of need, overall affordability and mobility of the community needing the service. These catchments will give due consideration to active transport, to promote walking, cycling and public transport as preferred modes of transport. A planned approach to the network of provision of services and assets is required so that facilities are spread logically and have operational connections between them.

All assets will be designed for universal access by all community members, with respectful regard for their ability, gender and other personal attributes. This applies to new assets, as well as the retro-fitting of existing assets.

INTEGRATED

It is essential that all of Council services are focused on achieving the same long-term community outcomes of the Wyndham 2040 vision, aligning effort and maximising benefits.

All services and asset classes should be planned to consider their context with a larger municipal network of services and assets. In relation to the asset class of buildings, Council is moving from an historical model of standalone services and assets to multipurpose facilities. These multipurpose facilities integrate a range of services, users and uses in one location to provide better access to the community. It is also a more cost-effective way of delivering a range of complimentary services when this does not compromise the quality of the services delivered. The multipurpose integrated model provides Council with an opportunity to:

- be responsive to community need
- review existing infrastructure to identify where and how services can be integrated
- design more flexible buildings that can house a range of users and services, and change in the future as demand changes
- plan for multipurpose spaces
- re-purpose existing community infrastructure where feasible

This principle of integration also applies to external partnerships that Council enters into.

TRANSPARENT

Council has a responsibility to keep our community informed about how we use public funds and make decisions.

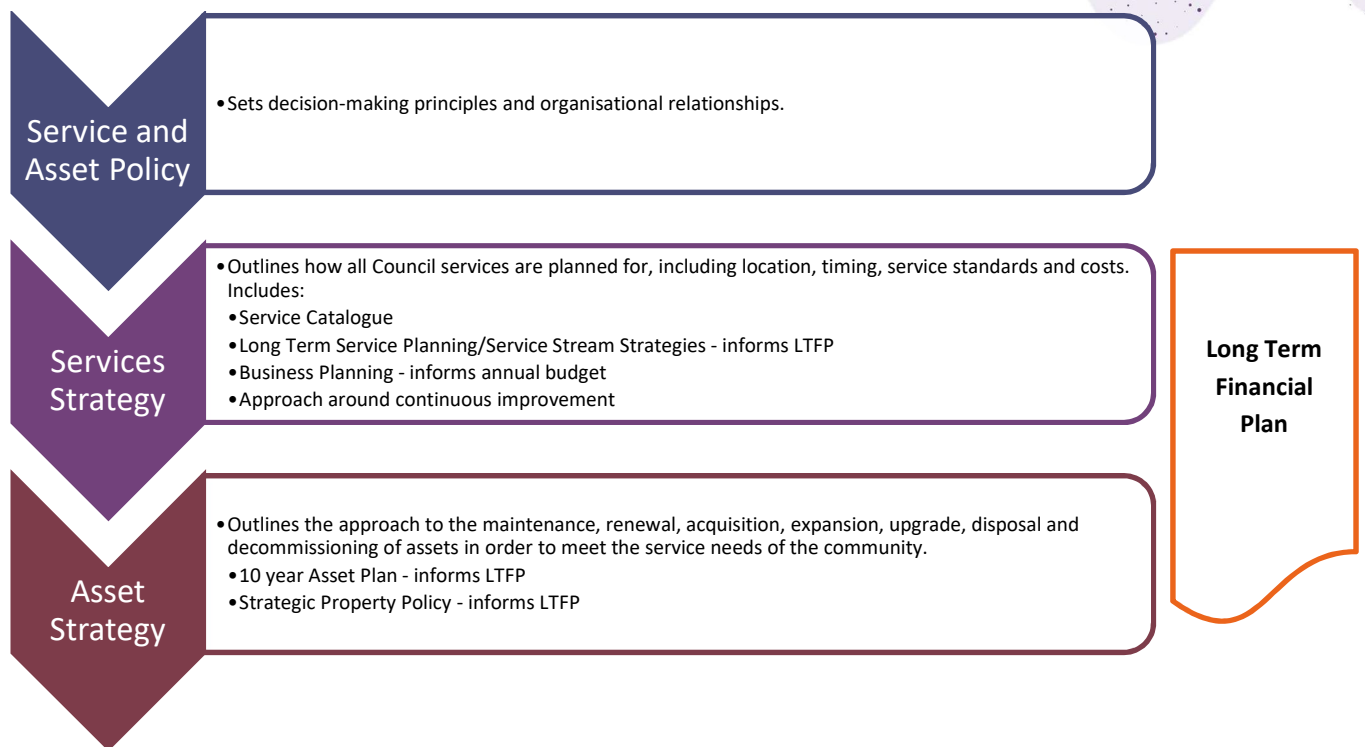
Decisions will be evidence-based, consultative and well documented. They will draw on empirical evidence, learning from experience, and input from the community.

As a service provider, Council is accountable for the appropriateness, accessibility, effectiveness, efficiency and quality of its services.

As a developer of assets, Council is accountable for effective project management and asset management processes as well as being responsible for community safety, cultural heritage and the environment.

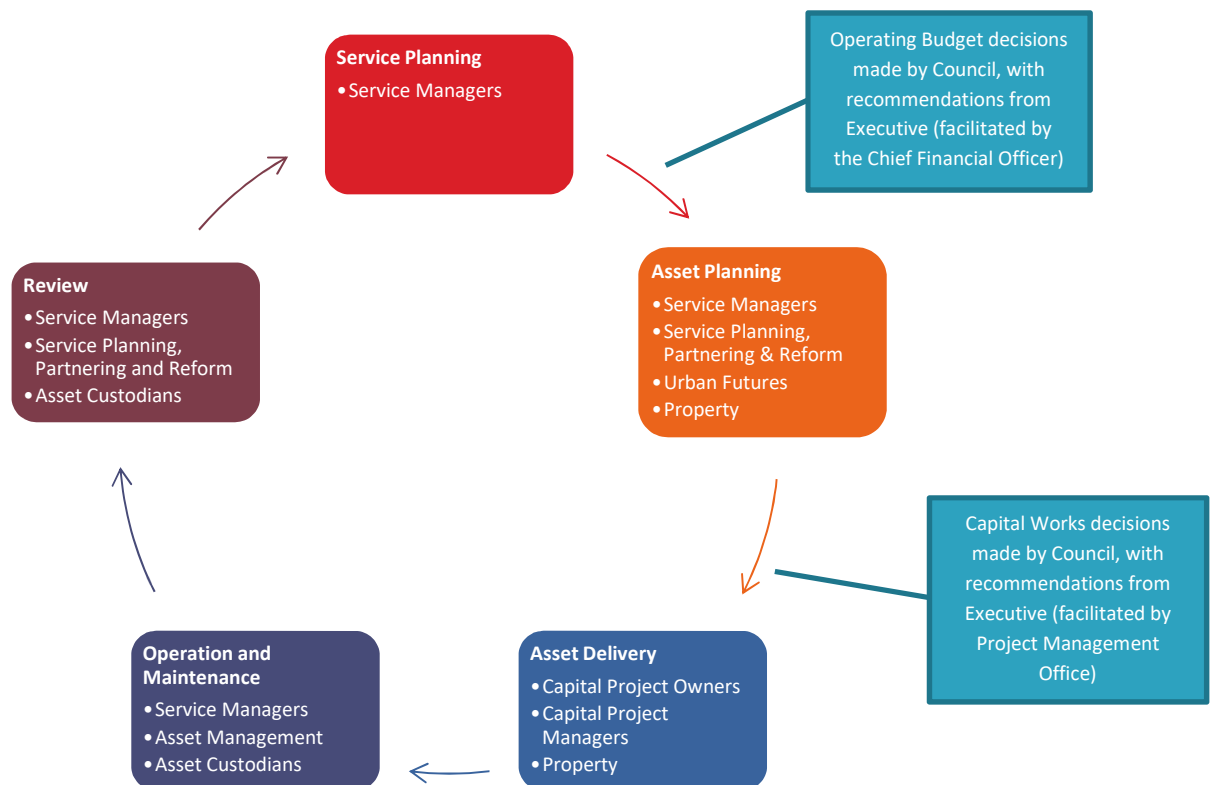
Council will report transparently to relevant stakeholders on these responsibilities in a timely and accurate way.

POLICY RELATIONSHIPS



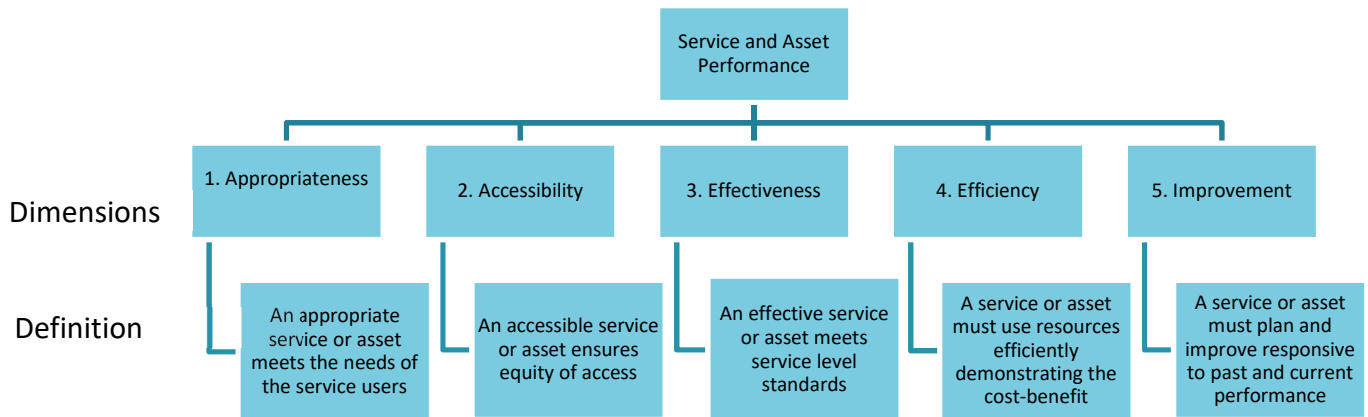
RESPONSIBILITIES

All departments which provide services to the community, or which have a role in the development and management of assets share responsibility for the application of the principles in this policy. Key roles are identified in this diagram.



PERFORMANCE

Measuring service and asset performance is fundamental to continuous improvement and good decision making. It will also ensure that services and assets are being managed effectively accordance with the key principles of this policy. In line with the Public Value Framework, service and asset performance will be understood across five dimensions outlined in the figure below.



GOVERNANCE

The implementation of this policy will be monitored by the Service and Asset Steering Committee. The membership and Terms of Reference of this committee will be reviewed every six months to ensure its effectiveness. This Policy will be reviewed 2 years from the date of adoption.

KEY RELATED DOCUMENTS

WYNDHAM 2040 COMMUNITY PLAN

Wyndham 2040 describes residents' vision for Wyndham in 2040. It outlines a set of long term outcomes for the city, and it identifies that having "places for people" will be a key facilitator of these outcomes.