



Australian Government

Department of Education, Employment and Workplace Relations

LGAGCM712A Develop and manage an asset management plan

Release 2

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Modification History

LGAGCM712A Release 2: Layout adjusted.

LGAGCM712A Release 1: Primary release.

Unit Descriptor

This unit covers the skills and knowledge required of senior managers with responsibility for managing the, typically lengthy, life cycle of major community assets and infrastructure.

The unit will support the specification of the organisation's and stakeholders' objectives, the strategy and planning process, and the data and information required to support the process, including auditing and review.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations that provide the boundaries for the operation of councils is essential. The unique nature of councils, as a tier of government, directed by elected members and reflecting the needs of local communities must be appropriately reflected.

This unit may also be contextualised to other public or private sectors as long as the essential outcomes of the unit are not changed.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Develop strategic approach to asset management	1.1 <i>Scope and scale of asset</i> management task are defined. 1.2 Council's strategic and business plans and their output requirements are identified and considered to inform policy and plan development. 1.3 Research is conducted into national and international best practice and trends in asset management to inform policy and plan development. 1.4 Research is conducted into <i>community's current, medium and long-term projected needs for assets</i> and community's capacity to financially resource the needs. 1.5 Impact of government policy on development of an assessment management plan is researched and considered.
2. Build baseline understanding of current assets	2.1 Current level, type and performance of assets are defined and documented. 2.2 Current costs of maintaining assets to meet identified level or standard of service are estimated. 2.3 Human resource management requirements for maintaining current assets are identified and documented. 2.4 Projected costs of maintaining current assets to meet identified level or standard of service required are estimated.
3. Develop asset management plan	3.1 Appropriate <i>asset management team members and/or external experts</i> are secured and briefed regarding the project, their roles, levels of delegated responsibility and outcomes to be achieved. 3.2 Steps are put in place to ensure effective communication processes are used to coordinate work and inform team members of progress. 3.3 Clear reporting processes for all team members are identified and communicated. 3.4 Increased or changed demand for maintenance and growth of required assets is identified and documented. 3.5 Increased or changed costs for maintenance and growth of required assets are identified and documented. 3.6 <i>Life cycle management plan</i> for relevant assets is prepared. 3.7 Financial projections for current, medium and long-term development and management of the assets are prepared. 3.8 Risks associated with both implementing and not implementing the identified asset management approach are identified and documented.
4. Implement asset management plan	4.1 Budgeting for management of assets over the long term is put in place and monitored.

ELEMENT**PERFORMANCE CRITERIA**

	<p>4.2 Processes for recording, monitoring and reviewing the work effort and resourcing required to systematically implement the asset management plan are put in place.</p> <p>4.3 Staff and/or external contractors are informed and trained regarding implementation of the asset management plan.</p> <p>4.4 Progress of asset plan is monitored according to plan's requirements and organisational procedures.</p> <p>4.5 Corrections, changes and additions are made to asset management plan in light of changing circumstances and to ensure that plan aims and outcomes are met.</p> <p>4.6 Communications processes are put in place to inform relevant stakeholders, the community and team members about progress.</p>
<p>5. Use asset management process to contribute to improved organisational policies and processes</p>	<p>5.1 Opportunities for wider organisational learning, including changes to processes or policies generated by asset management process are identified and analysed.</p> <p>5.2 Strategic impact of asset management process is considered and fed into organisation's ongoing strategic planning processes.</p>

Required Skills and Knowledge

This describes the essential skills and knowledge and their level, required for this unit

Required Skills

- high-level asset maintenance of long life community assets and infrastructure
- project planning and execution
- time management
- human resource management
- team leadership
- budgeting and financial management
- proactive thinking
- decision making
- high-level problem solving
- research
- critical and analytical thinking
- comparative analysis

Required Knowledge

- local government framework (policies and practices) for developing and managing an asset management plan and strategy
- budgets and financial plans
- concepts and application of asset management planning and processes
- understanding and application of the tools and models of asset management
- understanding and application of reporting mechanisms

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the elements to the required performance level detailed in the performance criteria. The unit's skill and knowledge requirements must also be demonstrated.

Critical aspects of evidence to be considered

The demonstrated ability to:
successfully research, plan, implement and manage an asset management plan for major community assets.

Context of assessment

Assessment of performance requirements in this unit should be undertaken with the context of the local government framework. Competency is demonstrated by performance of all stated criteria, including the range of variables applicable to the workplace environment.

Method of assessment

The following assessment methods are suggested:

- preparation of a major workplace project report/portfolio (that may incorporate assessment of related units) as a key form of assessment that enables candidates to integrate the learning and assessment project into their regular work responsibilities, which enables integrated and holistic assessment of the complex skills and knowledge addressed in this unit
- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate his/her handling of a range of contingencies
- written and oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioner
- completion of self-paced learning materials, including personal reflection and feedback from trainer, coach or supervisor

Evidence required for demonstration of consistent performance

Evidence should be gathered over a period of time in a range of actual or simulated management environments.

Resource implications

Access to a workplace or simulated case study that provides the following resources:

- relevant council documents, such as strategic and operational plans
- relevant local government legislation and regulations

Range Statement

The Range Statement relates to the Unit of Competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the Performance Criteria is detailed below.

<p><i>Scope and scale of asset</i> may include major community infrastructure, such as:</p>	<ul style="list-style-type: none"> • roads • sewerage systems • water capture, storage and reticulation systems • public buildings • public land, including parks and gardens, wetlands or other nature reserves
<p><i>Community's projected needs for assets</i> will be determined by factors, including:</p>	<ul style="list-style-type: none"> • rate of population growth, decline or shift in location • level and economic capacity of the community • age profile of the population • education and health levels of the population • growth, reduction or change in the number and nature of businesses in the community • changing technologies driving changed use of assets • changing community expectations and standards • changing environmental factors
<p><i>Asset management team members and/or external experts</i> may comprise:</p>	<ul style="list-style-type: none"> • engineers (road, civil, etc.) • technical specialists, such as: <ul style="list-style-type: none"> • hydrographers • water system managers • finance experts • strategic planners • data collectors and records managers
<p><i>Life cycle management plan</i> will typically:</p>	<ul style="list-style-type: none"> • reflect the long-term nature of major community assets many of which will have a functioning life of more than 20 years • address containing and managing maintenance costs of the assets as well as cost of developing new assets • recognise that a move towards a planned rather than reactive approach to asset management will deliver benefits • recognise that long-term life cycle management will be accompanied by the need for longer term budgeting

Unit Sector(s)

Common