



Governance Paper No. 33—Caring for Parliament’s Assets

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Introduction

1 The Department of Parliamentary Services (DPS) has stewardship over a high proportion of the assets of the Australian Parliament. In total, DPS has responsibility for around \$2.3 billion of assets when measured on a depreciated basis.

2 DPS also has responsibility for a significant investment program in new and replacement assets. For example, in 2008-09, we invested some \$26 million in various types of assets for Parliament House. For each of 2009-10 and 2010-11, we have invested some \$60 million, and the figure for 2011-12 will be similar.

3 DPS and its predecessor departments have had a proud record as the operator and maintainer of assets for Parliament House since its opening in 1988. DPS uses a range of systems and tools to assist in this important work. However, after 22 years of operation, it is time to take stock and set out a comprehensive approach to asset management, not least because:

- (a) Many of our shorter term and medium term assets now require renewal and replacement. This requires the organisation to adjust its

focus from a relatively straightforward “operation and maintenance” focus to a more comprehensive asset life cycle focus.

- (b) Technologies are rapidly changing. This is leading to different approaches to the maintenance task, and is creating opportunities to acquire equipment and systems to do a better job, sometimes at a lower overall cost.

4 The purpose of this governance paper is to set out a systematic approach to the management of the assets of Parliament House (for which DPS is responsible), and the associated capital investment programs.

5 However, this document does not attempt to detail the processes for acquiring and managing cultural heritage assets (including commissioned furniture and Parliament House art collections). While this document mentions such assets ‘in passing’, decisions about the management of these assets is governed by policies set out in Appendix 1.

6 This document is supported by a longer Discussion Paper titled:
“*Asset management for the Department of Parliamentary Services, 2010 and beyond.*
.....a discussion paper
April 2010”

What are assets?

7 The language used in accounting manuals varies, but is generally consistent with the definition adopted in DPS Financial Paper No. 2:

“An asset provides an organisation with future service potential or economic benefit. In this paper assets are defined as land, building, infrastructure, plant, equipment and intangibles with an estimated useful life of 12 months or more.”

8 This accounting definition will also be utilised in this governance paper on asset management.

9 The so-called “intangibles” are very important for any organisation (including DPS) because they include a wide range of IT software systems. These systems provide vital productivity improvements for the organisation, even though they frequently have a relatively short economic life, and hence require regular re-investment.

What is asset management?

10 For purposes of this Governance Paper, a useful **comprehensive** description is provided in a Victorian Government publication, *Department of Treasury and Finance—Budget Management Division Asset Management Series, 1995*.

Definition

Asset management is the process of guiding the acquisition, use and disposal of assets to make the most of their service delivery potential and manage the related risks and costs over their entire life.

Objectives

The principal objective of asset management is to enable an agency to meet its service delivery objectives efficiently and effectively.

Effective asset management also:

- *makes the most of the service potential of assets by ensuring they are appropriately used and maintained;*
- *reduces the demand for new assets and saves money through demand management techniques and non-asset service delivery options;*
- *achieves greater value for money through economic evaluation of options that take into account life cycle and full costs, value management techniques and private sector involvement;*
- *reduces unnecessary acquisition of assets by making agencies aware of, and requiring them to pay for, the full costs of holding and using assets; and*
- *focuses attention on results by clearly assigning responsibility, accountability and reporting requirements.*

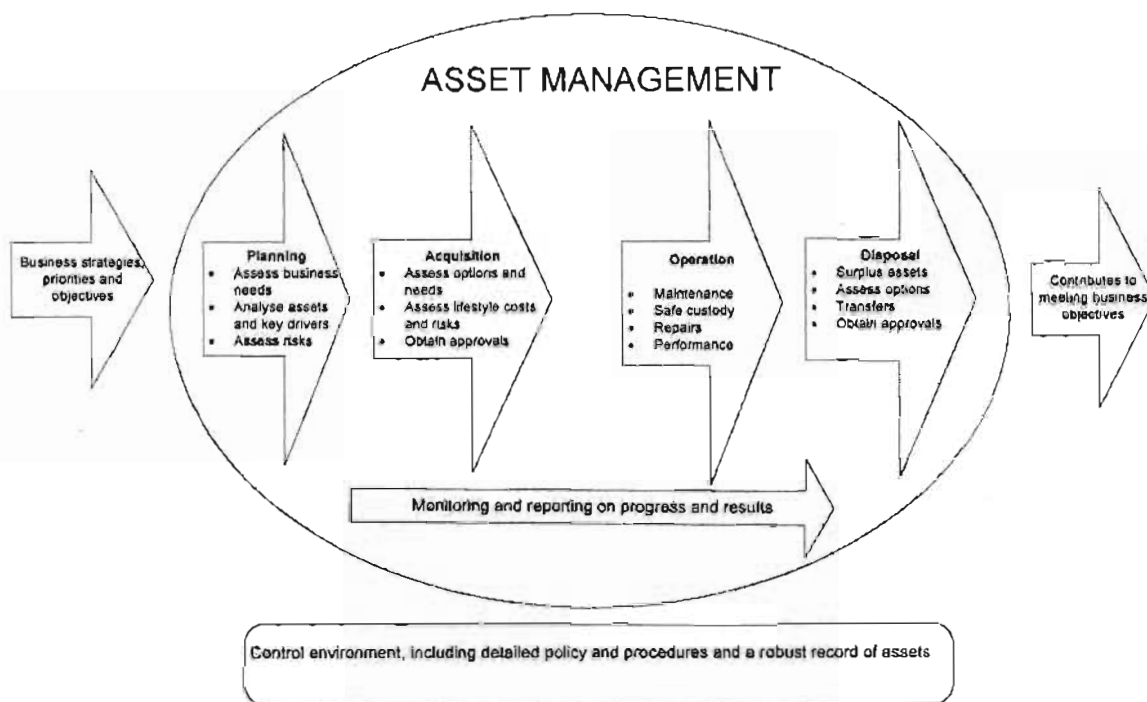
The “Asset Life Cycle”

11 It is a reality that most assets have a limited economic life before they need to be replaced or comprehensively upgraded. For DPS, the only exceptions are land and our cultural heritage assets (primarily art collections), and even these assets require careful maintenance.

12 The four components of the asset life cycle are:

- Planning
- Acquisition
- Operation and maintenance (of the asset)
- Disposal

13 The effective management of DPS assets entails integrating these components with our strategic and business planning processes. Decisions are based on an evaluation of alternatives which need to consider the life cycle costs, benefits and risks of ownership, as illustrated in the diagram below.



Source: ANAO Audit Report No. 37 2005-06. *The Management of Infrastructure, Plant and Equipment Assets*

14 For Parliament House, the initial planning and acquisition phases for the assets occurred in the 1980s. For most of our assets we are now in the operation and maintenance component of the cycle.

15 However, for effective asset management it is vital to recognise that Parliament House includes assets with a wide range of economic life.

For DPS what are our asset responsibilities?

16 In total, DPS has responsibility for over \$2 billion of assets. These assets comprise:

- (a) "Long life" assets, including the basic structural framework of Parliament House and our cultural heritage assets (art collections) For these assets the economic life is likely to be well over 200 years.
- (b) "Medium term" assets including the mechanical and electrical equipment which supports Parliament House, as well as much of the other furniture and equipment within the building. For these assets, the life will be between 10 and 50 years.
- (c) Numerous "shorter term" assets, notably much of our IT hardware, associated software and broadcast systems. For these assets, the life will range between 1 and 10 years.

17 A further important reality for DPS is that from an accounting viewpoint, part of our asset base is considered to be "Departmental" assets, while other assets are considered to be "Administered". For the Administered assets, DPS is considered to be the steward of these assets on behalf of the Commonwealth of Australia. Taking into consideration the "1 to 10" year and "10 to 50" year

assets, DPS now needs to invest some \$20m to \$30m per annum to renew our “Departmental” assets, and a similar amount to renew our Administered assets.

Key considerations for DPS

18 Five considerations must drive asset management principles for DPS:

Our Mission—*“To serve the Australian people by supporting the Parliament and caring for Parliament House.”*

Front and centre in this mission is the need for DPS to ensure high quality “day-by-day” services to the Chambers and Parliamentary Committees. Asset management needs to support these day-by-day services.

Community and taxpayer expectations—The Australian community expects that public sector bodies will undertake their work in ways which are frugal, safe, ethical, environmentally responsible and socially aware.

A reality—For the next 200 years (at least), it is the intention of the Australian Parliament to base itself in the new Parliament House.

New Parliament House is recognised as a design icon and is part of Australia’s heritage. This should not be compromised.

The asset life cycle—Effective asset management needs to recognise all four components of the asset life cycle.

We need to have organisational arrangements in place which can manage all four components.

Changing circumstances—There are frequent (and sometimes very unexpected) changes in the world in which we live. Some of these changes can affect the asset management responsibilities of DPS, and we need to be responsive to these changes.

19 Against this background the asset management principles for DPS are listed in Table 1.

Table 1

Asset Management Principles for DPS

To support the Parliament and manage the assets of Parliament House in ways which provide reliable, high quality services, and which are:

Cost effective—in the planning, acquisition, operation, maintenance and disposal of assets.

To ensure continued cost-effectiveness we need to be willing to regularly ask:

- (a) Is the asset delivering the service desired by the clients?*
- (b) Are our existing operations cost-effective?*
- (c) Can we provide better service and/or more cost-effective service?*

Safe, environmentally responsible and socially aware—upholding OHS requirements, meeting relevant environmental standards and consistent with community expectations.

Effectively planned—includes determining best use of existing assets, rigorous planning for each new asset or class of assets, and comprehensive overall investment plans.

Responsive—we need to recognise emerging needs and emerging issues, and adjust our services and plans to respond.

Protect what we have—we need to maintain the design integrity and heritage values of this building and preserve cultural heritage assets that have unique national historic significance.

Accountable—relevant business units within DPS need to be identified for each asset. These business units must ensure.....

..... the required services are delivered safely and cost-effectively, by using existing assets, or renewed assets.....

.....the business unit has access to sufficient "knowledge" about the assets for which the unit is responsible. This knowledge may be held by DPS staff or by relevant external providers.

Adequately funded—within the Australian public sector there will always be huge demands for funding. DPS will need to regularly and clearly make the case for a frugal (but adequate) level of funding for operating, maintaining and renewing Parliament’s assets. This will likely require New Policy Proposal (NPP) bids from time to time.

Asset Management operational practices

20 The Asset Management Principles are very useful in setting out where we want to get to, but they need to be supported by effective day-by-day operational practices. The required practices for DPS are set out in Table 2.

21 DPS officers responsible for assets are expected to manage their assets in accordance with the practices in Table 2.

Table 2—Asset Management—Operational Practices

Decisions and actions about asset management are to be consistent with the DPS Asset Management Principles and with the detailed practices set out below. Custodian Branches and Users for specific Administered and Departmental assets are outlined at Appendix 3.

	Lead business unit (within DPS)
Planning	
All assets for which DPS has stewardship are to be assigned to the relevant operating branch as "custodians".	Corporate Services
Asset custodians within DPS are to regularly review the serviceability and service life of assets. Where appropriate, cost-effective options for replacement and renewal are to be identified for potential inclusion in Asset Investment Plans.	Custodian Branch
DPS will develop and annually update Asset Investment Plans for the succeeding 5 to 10 years. These plans will include: <ul style="list-style-type: none"> (a) First two years—Firm proposals for asset investments (b) Years 3 to 5 inclusive—Indicative investment programs 	SFC
The Asset Investment Plans are to be developed taking into consideration the following: <ul style="list-style-type: none"> (i) up-to-date understanding of emerging issues and needs; (ii) realistic assessment of available funding; and (iii) known and predicted condition of DPS assets and required service levels; 	SFC supported by Corporate Services and the Strategy section
<i>The key "contributors" to the Asset Investment Plans need to comprise:</i> <ul style="list-style-type: none"> (i) <i>The strategic plans of DPS and (where relevant) the Chamber departments;</i> (ii) <i>Asset Management Principles listed in Table 1;</i> 	

	Lead business unit (within DPS)
<p>(iii) <i>Asset custodians and users within DPS (Appendix 3); and</i></p> <p>(iv) <i>Asset users within the Parliament.</i></p>	
<p>Design Integrity—Planning, detail design, development and redevelopment of assets must retain overall design integrity, whilst recognising that Parliament House is a working building and has a hierarchy of spaces with varying tolerance for change. Pending completion of a new heritage framework, any proposed developments should be directed to the Heritage Management staff in the Strategy and Communications Section.</p>	<p>Custodian Branch, PB and Strategy and Communications Section</p>
<p>For many projects, additional funding will be required, and funding bids need to be prepared consistent with DoFD guidelines and timetable.</p>	<p>Custodian Branch/PB and Corporate Services</p>
<p>All projects are to be subject to the DPS Request Approval Process (RAP). The RAP process includes consideration of the proposed investment by the Project Assessment Committee.</p>	<p>Custodian Branch and PB</p>
<p>Prioritisation of capital investment proposals will be in accordance with the criteria listed in Table 3.</p>	<p>SFC</p>
<p>The indicative annual timetable is at Figure 1.</p>	
<p>Acquisition</p>	
<p>Delivery of new asset investments is to be undertaken by officers with relevant project management and procurement skills. Technical skills may be obtained from internal staff or from external sources.</p>	<p>PB (subject to Note 1(a))</p>
<p>DPS will adopt procurement systems in accordance with Commonwealth Procurement Guidelines.</p>	<p>Corporate Services</p>
<p>For all projects worth more than \$80,000, DPS will utilise a proven project management methodology. This methodology will normally be "Prince2".</p>	<p>PB (see Note 1(b))</p>
<p>Stakeholder engagement during the acquisition process is to be in accordance with the relevant DPS Operating Policy and Procedure.</p>	
<p>Completed new assets are to be allocated to the relevant custodian Branch or Section.</p>	<p>Project delivery Branch and Corporate Services</p>
<p>Operation and Maintenance</p>	
<p>Assets are to be operated and maintained in accordance with an operational and maintenance plan based on industry best practice.</p>	<p>Custodian Branch (see Note 2)</p>

	Lead business unit (within DPS)
Skill levels and training for in-house staff or contract resources are to be at industry best practice levels.	Custodian Branch
Asset condition is to be monitored to ensure each asset remains safe, economic and fit for purpose. Assets will be subject to an annual assessment of cost effectiveness.	Custodian Branch
Asset monitoring systems are to be used to enable reporting against performance indicators. These systems will be appropriate for different asset classes, including: <ul style="list-style-type: none"> ▪ SAP Asset database ▪ Service and Request Management System ▪ IT Availability Management ▪ Building Condition Index ▪ Landscape Condition Index ▪ Engineering Systems Condition Index ▪ Design Integrity Index 	Custodian Branch
The balance between use of "in-house" resources and contract resources to operate and maintain our assets must be regularly reviewed by asset owners to ensure cost-effectiveness.	Custodian Branch
Service contracts are to be managed by DPS staff with relevant contract management skills.	Custodian Branch
Disposal	
Surplus assets are to be disposed of in accordance with DPS Chief Executive Instructions. The only exceptions are Cultural Heritage Assets for which the disposal process is to be as approved by the Presiding Officers.	Corporate Services and Custodian Branch
Financial treatment	
The financial treatment of assets through the planning, acquisition, operation and disposal phases is to be in accordance with normal Commonwealth Government accounting practice, and with relevant DPS Financial and Governance Papers, as set out in Appendix 2.	Corporate Services working with PB and Custodian Branches
<p>Note 1 – Subject to prior approval by the SFC: (a) Smaller and repeat acquisition tasks can be undertaken by the Custodian Branch, provided relevant officers have appropriate project management and procurement skills. (b) Straightforward/repeat acquisitions (such as for multiple items of furniture or multiple items of desktop IT) can be undertaken without using project methodology.</p> <p>Note 2 – Maintenance manuals, structural drawings etc, are held by Building Information within the Infrastructure Services Branch.</p>	

Asset Investment Plans

22 For Parliament House there will be five broad reasons for investment in assets:

Replacement/renewal of ageing equipment and systems

.....this includes "short notice" failures as well as longer term planned replacement.

.....generally the replacement investment should be decided by clearly understanding the service needs of the Parliament, rather than simply replacing "like with like".....

Investments driven by external changes

.....these changes may include changes in environmental standards, disability standards or safety standards. There could also be changes in security threat levels.....

Investments to improve productivity

.....these investments include new technologies and will frequently overlap with investments to replace ageing systems.....

Investments to improve service levels

.....these investments will generally be made at the request of "clients", including our Presiding Officers, chamber departments, or Executive Government.....

Investments to enhance cultural heritage values

.....these investments will be at the direction of the Parliament House Art Advisory Committee, chaired by the Presiding Officers. These investments are outside of the scope of Table 3 below.

23 Given that available funding is normally less than we would prefer, a challenge for DPS is to have rigorous prioritisation criteria. These are listed in Table 3.

Table 3—Asset Investment Prioritisation Criteria

Assessment Factor	Assessment Description	Criteria	Rating
1	Level of criticality or impact on service delivery	<ul style="list-style-type: none"> • Immediate investment required to meet regulatory requirements (including OHS, security, disability access, organisational reputation) and/or ensure ongoing reliability of DPS services to support Parliament (eg urgent & important) 	High
		<ul style="list-style-type: none"> • Investment required to ensure ongoing reliability of DPS services to support Parliament (eg planned) 	Medium
		<ul style="list-style-type: none"> • Investment may have a minimal effect on the operations of DPS services to Parliament (eg nice to have) 	Low
2	Life of asset	<ul style="list-style-type: none"> • Asset has reached end of economic and useful life 	High
		<ul style="list-style-type: none"> • Asset is increasingly unreliable and incurring high maintenance costs 	Medium
		<ul style="list-style-type: none"> • Asset may not meet future business needs 	Low
3	Return on Investment*	<ul style="list-style-type: none"> • Investment has been assessed with a potential high rate of return over the life of the asset 	High
		<ul style="list-style-type: none"> • Investment has been assessed with a potential medium rate of return over the life of the asset 	Medium
		<ul style="list-style-type: none"> • Investment has been assessed with a potential low rate of return over the life of the asset 	Low
4	Political significance	<ul style="list-style-type: none"> • Expectation that investment is a high business need and/or is an externally fully-funded improvement to services for the parliament and/or Executive Government (subject to agreement by the Presiding Officers) 	High
		<ul style="list-style-type: none"> • Expectation that investment is a medium business need 	Medium
		<ul style="list-style-type: none"> • Expectation that investment is an opportunity for business 	Low
5	Environmental impact	<ul style="list-style-type: none"> • Proposal aligns to environmental targets and will make a significant positive contribution 	High
		<ul style="list-style-type: none"> • Proposal aligns to some of the environmental targets and will have a short and/or long term impact 	Medium
		<ul style="list-style-type: none"> • Proposal has minimal or no environmental benefits 	Low

*Return on Investment (ROI) = cost and potential return on investment. This includes initial cost of asset compared with future cost savings such as reduced operational costs, cost avoidance such as increased services with the same staffing levels, introduction of new services with the same staff levels and/or an increased capacity with the same cost.

24 As a general rule, a proposal would not be included in the Asset Investment Plan of DPS unless it achieves a "High" rating against at least one of the criteria.

Delivering an effective asset investment program

25 To deliver an effective investment program we need to understand the likely "scope" and "scale" of the foreseeable program.

26 For DPS, the "scope" of investments from 2010 to 2020 will be very mixed. On the one hand, we will need to replace or upgrade numerous assets with a large "IT" component. Some of the new assets will be very sophisticated items of IT hardware or software.

27 On the other hand, we will need to progressively invest in heating, ventilating and cooling systems, as well as security infrastructure.

28 Our project programs and procurement officers will need to have skills relevant to this spectrum of tasks.

Conclusion

29 DPS is the steward of more than \$2 billion of assets on behalf of the Parliament of the people of Australia. It is essential that we adopt a rigorous approach to the life cycle management of these assets. The key components of this rigorous approach are contained in:

Table 1	--	Asset Management Principles for DPS
Table 2	--	Asset Management Operational Practices
Table 3	--	Asset Investment Prioritisation Criteria

30 All DPS staff involved with asset responsibility are requested to manage assets in accordance with these principles, practices and investment prioritisation criteria.



Alan Thompson
Secretary

Appendix 1—Acronyms used throughout Governance Paper No. 33

BSB	Building Services Branch
CMB	Content Management Branch
DoFD	Department of Finance and Deregulation
ISB	Infrastructure Services Branch
PAC	Project Assessment Committee
PB	Projects Branch
PMO	Prime Minister's Office
RAP	Request for Approval Process
SFC	Strategy and Finance Committee
SPDC	Strategic Planning and Delivery Committee

Appendix 2—Related DPS policies and procedures

Financial Papers	<p>Financial Paper No. 2—Accounting Policy—2.1 Property, plant & equipment and intangibles</p> <p>Financial Paper No. 3— <u>Chief Executives Instructions</u></p> <p>Financial Paper No. 4—<u>Chief Executives Procedures CEP 4.3 Disposal of public property</u></p> <p>Financial Paper No. 4—<u>Chief Executives Procedures CEP 4.5.1 Stocktaking framework</u></p> <p>Financial Paper No. 4—Chief Executive Procedures CEP 3.2—Contract management in DPS</p> <p>Financial Paper No. 4—Chief Executive Procedures CEP 3.3—Procurement of property and services</p>
Governance Paper No. 3	Strategic Plan
Governance Paper No. 14	Information Technology Strategic Plan 2007-2010
Governance Paper No. 16	Water Strategic Plan 2007-2010
Governance Paper No. 17	Energy Strategic Plan 2007-2010
Governance Paper No. 25	Request Approval Process
Governance Paper No. 28	Waste Strategic Plan
Governance Paper No. 31	Parliament House Security Strategic Plan 2009-2014
Operating Policy and Procedures No. 31	Minor Works
Parliamentary Library Operating Policy and Procedure	<p>OPP No.3—Parliamentary Library Collection Development Policy</p> <p>OPP No. 3.1—Parliamentary Library Digital Collection Policy</p>
Policies for Cultural Heritage Assets	<p>Operating Policy and Procedures No. 17—Parliament House Art Collection</p> <p>Official Gifts Collection Policy</p> <p>Historic Memorials Collection: Guidelines for the selection of artists and processes for the procurement of portraits</p> <p>Parliament House Art Collection De-Accessioning Policy</p> <p>Disposal Policy for Cultural Heritage Assets</p>

Appendix 3

Custodian Branch and Users of Departmental Assets

Asset class	Types of assets	Users	Custodian Branch
IT Infrastructure assets	Infrastructure servers	ISB	ISB
	Storage system	Various	
	Racks	ISB	
	Tape drives		
	Routers		
	Firewall		
	Network infrastructure		
	Copper cable		
	Fibre backbone		
	Network switches		
	Uninterrupted Power Supply		
	Drawings - plant cable		
IT assets	Specific servers	Various	ISB
Computing equipment	PCs and monitors	Various	ISB
	Laptops	Various	
	Printers	Various	
	Scanners	Various	
Digital audio	Digital audio system	CMB	ISB
Broadcast assets	Electronic Media Monitoring	Library	Library
	Camera systems	CMB	ISB
	Racks		
	Robotics		
	Committee rooms- monitors		
	Committee rooms- control console and AV equip		
	Committee rooms- racks		
	Committee rooms- cabling		
	Production control rooms		
	Production control rooms- vision mixers		
	Production control rooms-cabling		
	Theatre equipment		
	Video monitors		
	HoR sound reinforcement		
	Senate sound reinforcement		
	HoR Chamber control room		
Senate Chamber control room			
Hard of hearing systems			
TV studio			

Asset class	Types of assets	Users	Custodian Branch
Broadcast assets cont	TV1/TV3 system		ISB
	TV1/TV3 system- cabling		
	Audio distribution system		
	Master clock system	ISB	
	Time clock system	ISB	
	Viewing rooms	ISB	
	Intercom system	BSB	
	Paging system	Senators and Members	
	Emergency Warning Intercom System	ISB	
	House Monitoring System	ISB	
	ICON - (Intra-government Communication Network)	CMB	
	Drawings		
	Hard of Hearing		
	Routing system		
	Video tape system		
Dubbing system			
Cabling			
Communication assets	PABX	ISB	ISB
	PABX operating system		
	Broadcast fax	Various	
	Facsimile gateway	Various	
	Handsets	Various	
	Internet router	ISB	
	Servers	Various	
	Cabling	ISB	
Office machines and furniture	Workstations	Various	Relevant user - Business unit
	Other office furniture eg cabinets, workbenches	Various	
	Whiteboards	Various	
	Stenograph machines	Various	
	Fleet Assets eg PC, printers, photocopiers, TV, fax	Various	ISB
	Radios - non security	Various	Relevant user - Business unit
	Compactus	Various	
	Equipment racks	Various	
	Bookshelves	Various	
	Display cases	Various	
	Mobile stage	Various	
	Clothes lockers	Various	
Piano	Anglicare	BSB	

Asset class	Types of assets	Users	Custodian Branch
		(BSB)	
Plant and equipment	Sound and vision related eg microphones, speakers, audio mixers, recorders, projectors	CMB	CMB
	Electric vehicles	Various	Relevant user - Business unit
	4 wheel motorcycle	ISB	
	Elevated work platform	ISB	
	Landscape related, mowers top dresser, turf truck, tractor, dethatcher	ISB	
	Forklifts	Various	
	Two way radios	ISB	
	Mechanical equip eg grinders, belt sanders, power drills, drain cleaners, band saws, lathe	Various	
Fitness equipment	Gym users	BSB	
Library collection	Monographs	Library	Library
	Serials		
Security infrastructure	Recall stations	BSB	BSB
	Control room		
	Intercom		
	CCTV management system		
	CCTV recording system		
	CCTV cameras		
	CCTV camera lights		
	Central system		
	Uninterrupted Power Supply		
	Metal detectors, scanning equipment		
	X-Ray machines		
	Explosive and narcotic detection itemisers		
	Communications system and radios		
	Access control system and EBI		
	Key safes		
Master key and locking system			
Powdersafe containment system			
Network software	Network software	ISB	ISB
	Electorate Office software	Electorate Offices	
Software - Business Systems	Hansard Production System	CMB	CMB
	SAP - (Finance and maintenance)	All staff	Corporate Services
	KE-EMU - Collections management system (transitioning to Vernon	PB	PB

Asset class	Types of assets	Users	Custodian Branch
	CMS)		
	Intranet	All staff	Library
	Parliament House Website	Various	Library and Chamber Depts
	ParlInfo Search	Various	Library
	TRIM - records management system	Various	CMB
	Integrated Library System	Library	Library
	Loading Dock system	Corporate Services	Corporate Services
	CHRIS 21 - HR system	All staff	Corporate Services
	KRONOS rostering, time and attendance system	BSB	BSB
	Tender evaluation software	Corporate Services	Corporate Services
	AVAMA (digitised Hansard and broadcast information content)	CMB	CMB

Custodian Branch and Users of Administered Assets

Asset class	Types of assets	User	Custodian Branch
HVAC	Cooling tower	All building occupants	ISB
	Chillers		
	Pipe work-hot/cold water		
	Air handlers		
	Fans		
	Variable Air Volume (VAV) Box		
	Duct work		
	Duct heater		
	Boilers		
	Burners		
	Igniters		
	Steam generators		
	Calorifiers		
	Building Management System Remote Terminal Units (RTM)		
Mechanical	Compressors	All building occupants	ISB
	Lifts		
	Major hoods		
	Cool rooms		
	Bailer		
	Special services		
	Special equipment		
Electrical	Distribution boards	All building occupants	ISB
	Lighting		
	Emergency lighting		
	Sub stations		
	Emergency generators		
	Transformer		
	Battery chargers		
	Cable		
	Cable trays		
	Motors		
	Main Switchboards		
	Mechanical SB		
	Refrigeration SB		
	UPS		
External light & power			
Hydraulics	Swimming pool equipment	All building occupants	ISB
	SPA equipment		
	Sewer pipe		
	Main hydrants		

Asset class	Types of assets	User	Custodian Branch
	Water pipes		
	Water valves		
	Flow meters		
	Flusherette stations		
	Water features		
Fire	Fire doors	All building occupants	ISB
	Magnetic doors		
	Fire dampers/shutters		
	Hose reels		
	Booster valve		
	Sprinkler mains		
	VESDA		
	Sprinkler pipe work		
	Sprinkler heads		
	Smoke detectors		
	Alarm panels FIB		
	Fire extinguishers		
Building structure	Site preparation & preliminaries	All building occupants	ISB
	Landscape		
	Barriers fencing walls & gates		
	Roads, paths & paving		
	Roof		
	Structural envelope		
	Columns		
	Upper floors		
	Staircases		
	Internal fit out		
	Internal walls		
	Internal screens		
	Internal doors		
	Wall finishes		
	Floor finishes		
	Ceiling finishes		
	External walls		
	Windows		
	External doors		
Furniture and other items	Lounge suites	All building occupants	ISB
	Tables - various		
	Screens - various		
	Upholstered/timber benches		
	Furniture staff dining room and Queen's Terrace cafe	Cafe users Custodian IHG (BSB)	
	Display cases	Various	

Asset class	Types of assets	User	Custodian Branch
	Cabinet suite furniture	PMO	
	Ministerial suite furniture	Ministers/ staff	
	Outdoor chairs	All occupants	
	Mobile waiter station	Caterers (BSB)	BSB
	Billiard tables	Users Custodian IHG (BSB)	
	Buffett and servery	Caterers (BSB)	
	Childcare Centre furniture and equipment	Childcare Centre (BSB)	ISB
	Flower stands	Florist (BSB)	
	Florist Furniture	Florist (BSB)	
Other plant & equipment	Commercial refrigerators/ freezers	Caterers (BSB)	BSB
	BBQs	Caterers (BSB)	
	Ice maker	Caterers (BSB)	
	Commercial kitchen equipment	Caterers (BSB)	
	Hot food transporter	Caterers (BSB)	
	Steam generators	Caterers (BSB)	
	Coffee carts	Caterers (BSB)	
	Document movement trolley cars	Various	ISB
	Shredder	ISB	
	Cavity filter mobile radio channels	ISB	
	Audio equipment, Great Hall	Great Hall users	
	Document movement system	Various	
Other plant & equipment cont	Wheelchair lifts	Various	ISB
	Electric chain hoists	Users	
	Drinking fountains	All occupants	
	Cable reel	All occupants	
	Central irrigation system	ISB	
	Swimming pool	Pool users Custodian	

Asset class	Types of assets	User	Custodian Branch
		BSB	
	Spa pool	Spa users Custodian BSB	
	Flagpole lifts	ISB	
Heritage and cultural	Artworks	All occupants	Projects (Art Services)
	Other special items		

DPS Asset Investment Plans

Annual Updates (planning cycle)

OCT	★ NOV	DEC	JAN	★ FEB	MAR	APR	★ MAY	JUN	★ ... AUG
Determine customer bids		Program "first cut"	Refine Program		Draft Program	Final refinements / formal endorsement of Program		Endorsed Program	
Includes:		For review by:	Includes:		Submitted to:	Includes:			
<ul style="list-style-type: none"> • Discussions with Customers. • Review of: <ul style="list-style-type: none"> – "queued" projects; – SAP asset register; & – Engineering Program ("100 year plan"). • Identifying appropriate funding source: <ul style="list-style-type: none"> – Administered capital (projects/operations); – Departmental capital (projects/operations); & – Other government agency (where applicable). – NPP bids (see Note 3) • Submission of Customer Requests. • Business Case development. • Assessment against prioritisation criteria. • Submit bids for NPP funding 		<ul style="list-style-type: none"> • SPDC • PAC • SFC <p>The SFC establishes an "indicative level of target spending" for both Administered & Departmental (projects & operations) spending.</p>	<ul style="list-style-type: none"> • Incorporating SPDC / PAC / SFC outcomes. • Finalising business cases. 		<ul style="list-style-type: none"> • PAC • SFC <p>The draft Program is accompanied by Customer Requests & final Business Cases.</p>	<ul style="list-style-type: none"> • Incorporating PAC / SFC outcomes. • Re-submitting to SFC for formal endorsement. 			

Notes

- ① In line with the planning cycle, SPDC and PAC will meet quarterly (November, February, May & August).
- ② For proposed projects currently on the approved lists for 2009/10 (or later years), the Customer Request & accompanying Business Case are to be submitted to the PAC for referral to the SFC. Any urgent/unforeseen Initiatives will follow the Request Approval Process or Minor Works procedures (as applicable).
- ③ Any New Policy Proposal (NPP) bids to be submitted to Government in October/November each year, noting that approvals will be advised in Autumn of the following year.

Related Papers

- ① [Governance Paper No.25 – Request Approval Process](#)

