



**ROUS**  
COUNTY COUNCIL

■ BULK WATER SUPPLY ■ WEED BIOSECURITY ■ FLOOD MITIGATION

# Asset Management Strategy



**2022/2025**



<i>Office use only</i>	File no.: D22/4885	Next review date: June 2024
Version	Purpose and description	Date
0.1		DRAFT June 2020
1.0	Provides overview of asset management systems and strategic plan for achieving asset management objectives	Adopted by Council 19/08/2020
2.0		DRAFT March 2022
	Endorsed by Council at its meeting on 15 June 2020	15/06/2022 Resolution: 28/22

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# 1 Purpose

This document provides the strategic plan for achieving the asset management objectives of Council. It outlines the role of our asset management system and our long-term approach for managing assets.

## 2 Asset Management System

### 2.1 What is Asset Management

The ISO55000 standard defines asset management as the coordinated activity of an organisation to realise value from assets. The realisation of value involves the balancing of cost, risks and performance while achieving the organisation’s business objectives.

#### Value

Asset management does not focus on the asset itself but the value it can provide to the organisation. All assets have actual or potential value to be realised to meet the needs and expectations of stakeholders. Both the tangible and intangible elements of value need to be considered in decision making including:

Risk	Opportunities	Performance of Assets
Financial Costs	Environmental Costs	Social Costs
Cost of Service	Quality of Service	Sustainability
Compliance	Reputation	Safety

#### Alignment

There should be clear connectivity between an organisation’s strategic plan and the asset management activities being delivered. Asset management translates organisational objectives into technical, financial, and operational decisions, plans and activities so that everyone understands how they contribute to achieving success. It considers top down strategies and plans as well as bottom up fact-based realities such as asset capabilities, performance, and constraints.

Understanding the purpose of work activities – why they are needed not just when and how

#### Leadership

Asset management should be placed as a high importance function within the organisation with leadership and commitment to deliver effectively.

There should be leadership from positions with enough influence and authority to progress the asset management agenda as well as from all levels of the organisation. Leadership should:

- Ensure a suitable organisational structure and culture
- Set direction and priorities
- Ensure thinking and practices cross boundaries between functions

#### Assurance

A combination of monitoring and auditing of processes and outcomes is necessary to confirm assets and systems are operating as intended. To assure that:

- Assets fulfil required purpose
- Asset management activities are delivered
- Objectives are achieved consistently and sustainably

#### Lifecycle Activities

Asset management integrates activities across the whole lifecycle of assets:

Identify Need	Plan	Options
Design	Construction	Asset Handover
Operate	Maintain	Monitor
Rehabilitate	Replace	Dispose

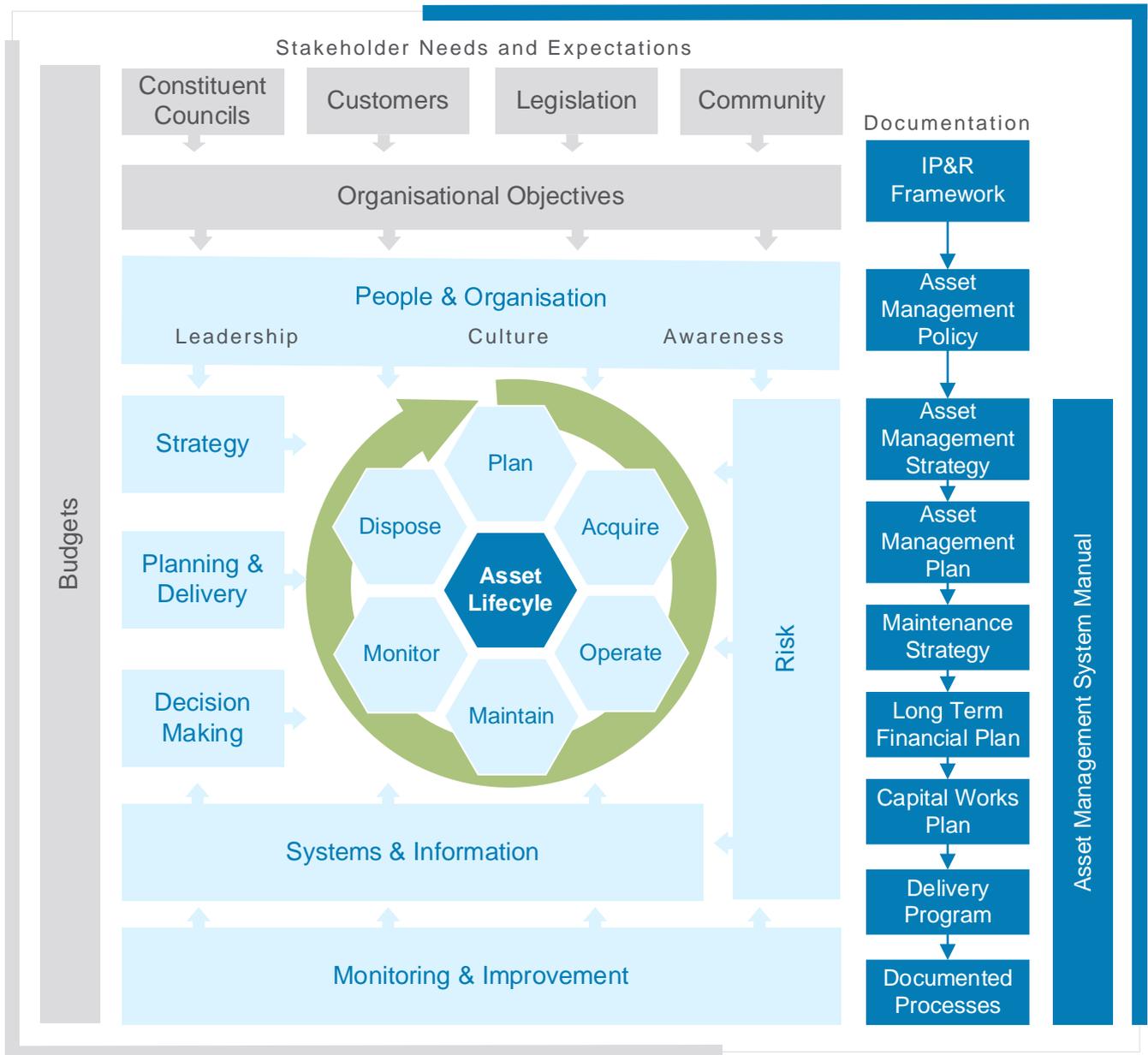
#### Decision Making

Competent, consistent and optimal decision making is a vital element underpinning good asset management. It should allow the right and best value compromise between competing interests with proportional sophistication provided for in decision making processes from simple to more complex or critical decisions.

## 2.2 Asset Management System Scope

Our asset management system includes the policies, strategies, plans, documented processes, and activities related to the planning and management of our infrastructure assets as well as the people and systems involved. The diagram below outlines the framework of components and documents involved in our asset management system.

### Asset Management Framework



#### Strategy

This strategy is a high-level strategic document that aims to translate the organisational objectives into asset management objectives and strategies.

#### Plans

These objectives and strategies are further developed into whole of lifecycle tactical actions through the follow on plans, programs, and processes.

#### Systems & People

These documents and processes are supported by information systems and our people with a strong focus on continual improvement through monitoring and a dedicated prioritised improvement plan.

### 3 Our Assets

#### 3.1 Infrastructure Assets

When we talk about assets in this strategy, we are referring to our infrastructure assets. These are:

Physical fixed assets	With a replacement cost > \$5,000 for water assets or > \$1,000 for other asset types	With > 12 months expected useful life
	Any item which falls outside of this is considered a maintenance or operational expense. However, low value maintenance only assets or components may be included in the asset register, these will not be valued, and only included to assist in management of maintenance.	

The following asset types are not covered by this strategy:

IT Assets (excluding fixed assets such as communication towers etc)	Mobile Plant & Equipment i.e. vehicles	Attractive Assets i.e. power tools (low value assets, which are mobile and prone to theft)
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These assets are generally mobile and strategies for managing them are dealt with elsewhere.

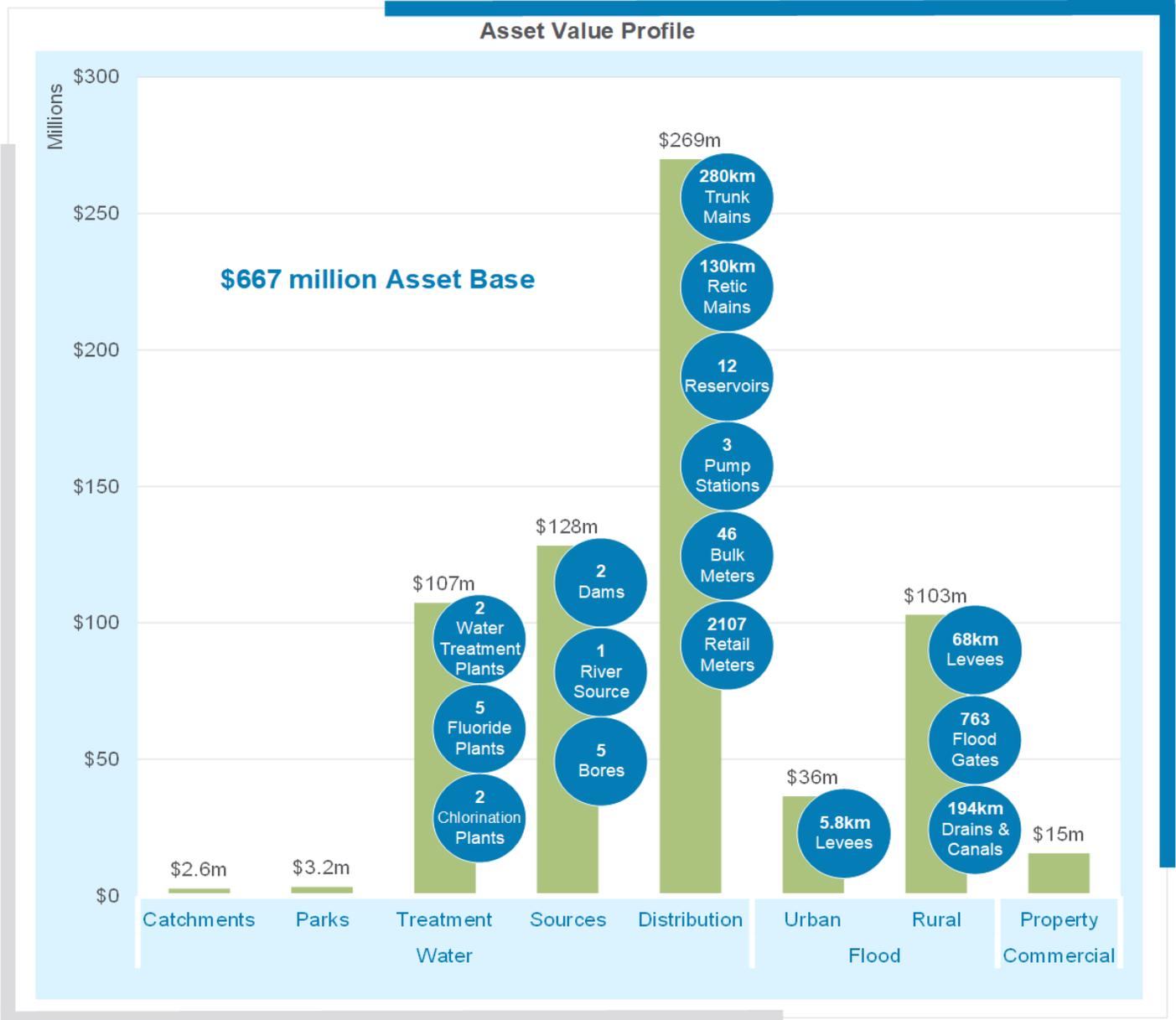


Assets types that are covered by this strategy:

<b>Flood</b>			<b>Water</b>		
Urban			Catchments		
Floodgates	Levees	Buildings	Managed Vegetation	Access Control	Signage
Rural			Source		
Land	Bank Protection	Pump Stations	Bores	Buildings	Dams & Sources
Floodgates	Levees	Land	Treatment		
Canals	Drains	Outlets	Fluoride Plants	Water Treatment Plants	Land
Pipes	Access Control	Dataloggers	Distribution		
Depots			Mains – Trunk	Mains – Reticulation	Reservoirs
Access Control	Buildings	Land	Meters – Bulk	Meters - Retail	Telemetry
Signage	Site Services		Re-Chlorination Plants	Pump Stations	Water Filling Stations
Commercial			Parks & Recreation		
Access Control	Buildings	Land	Access Control	Structures	Signage
Signage	Site Services		Buildings	Site Services	
			Property		
			Land	Buildings	Access Control

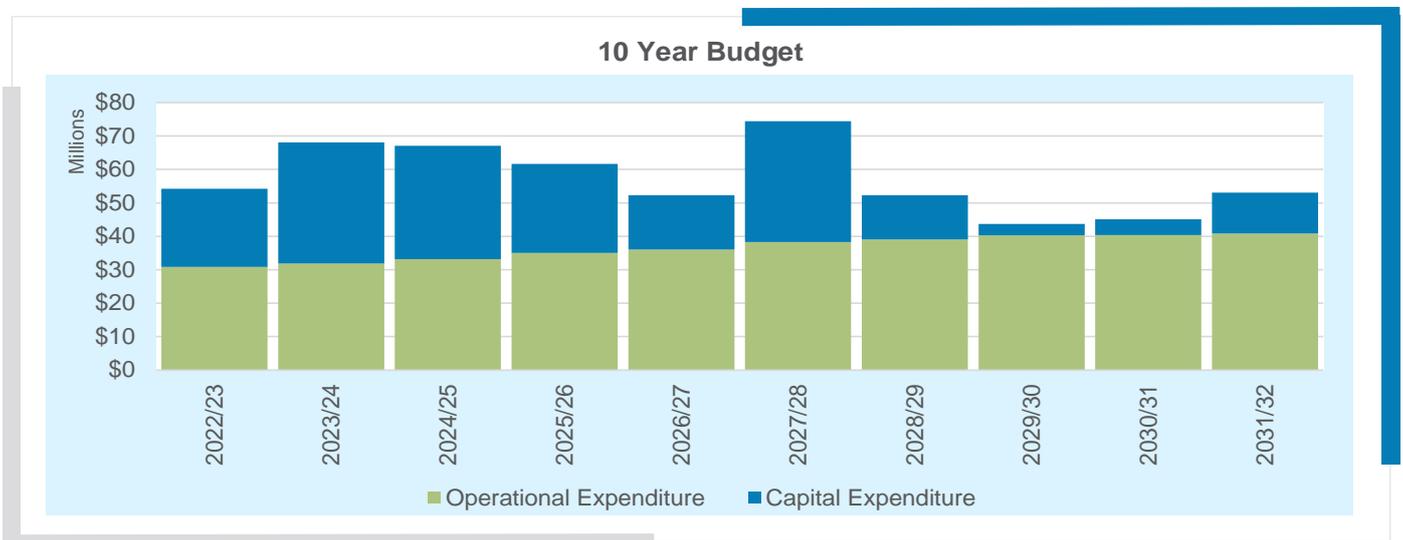
### 3.2 Asset Value

The infrastructure asset base we manage has a replacement valued of \$667 million as of March 2022.



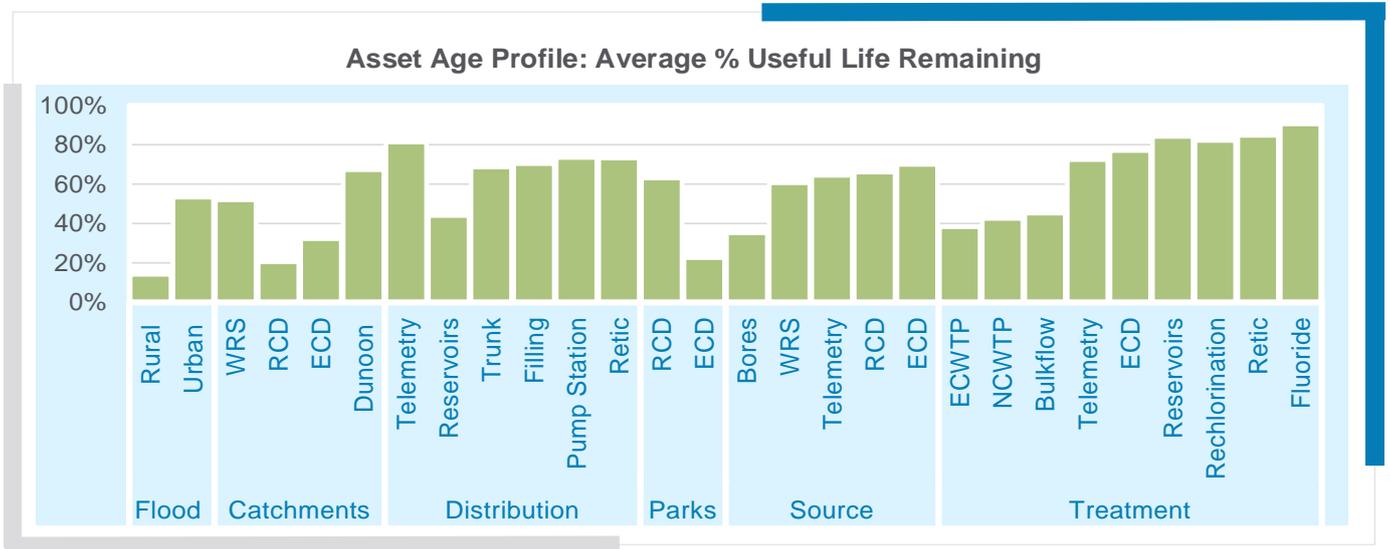
### 3.3 Funding

The operation, maintenance and renewal of our asset base forms a significant proportion of our annual budget. The graph below shows our projected annual budget for the next ten years.



### 3.4 Useful Life

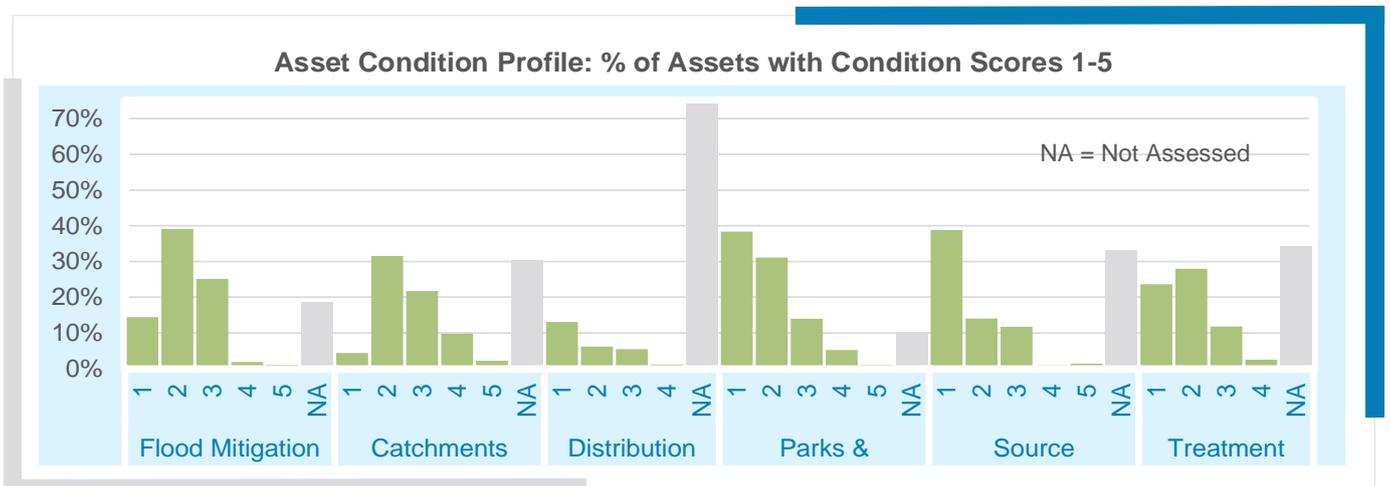
The useful life of an asset is the anticipated timeframe before it is due for renewal. The remaining useful lives of assets should be reviewed regularly. They are a major input into the planning process for managing assets in the long term by forecasting when assets are likely to need increased maintenance, renewal, or replacement in the future. Depreciation is the accounting method of allocating the cost of an asset over its useful life. The useful life and replacement value of an asset are used to calculate yearly depreciation rates. The age and expected useful life of our assets is recorded for each asset within our asset register. The graph below shows the average percentage of remaining useful life for our assets as of March 2022.



### 3.5 Condition

Condition is a major input into the planning and decision-making process for management of our assets. Assessing the condition of our assets provides information to identify assets in need of maintenance, renewal, or replacement. Up to date condition ratings of assets provides information to determine remaining useful life and inform funding requirements. It also assists in predicting the useful life of asset types through the review of condition and age of assets to understand if our assets are ageing as we expected them to. For example, one asset type may have been given an expected useful life of 10 years, however upon inspection these types of assets remain consistently in good condition when they reach the end of their listed useful life. This may indicate these types of assets could reasonably be given a 15-year life expectancy. This information aids long term planning of future funding requirements.

The condition of each asset is recorded within our asset register. The graph below shows the condition of our assets as of March 2022. A significant number of our assets have not been assessed or have been assessed at a low level of detail. We have developed improvements to how we assess condition as part of our Asset Maintenance Strategy. These improvements will be implemented over the next four years to provide more meaningful data for decision making going forward.



## 4 Strategy

### 4.1 Asset Management Mission

Our asset management goals are aligned with Council's overall business objectives outlined in the IP&R:

Sustainable Delivery

External Relationships

Our People

Leadership & Innovation

#### Organisational Vision, Mission & Values

**Vision** Thrive and evolve as a valued service provider

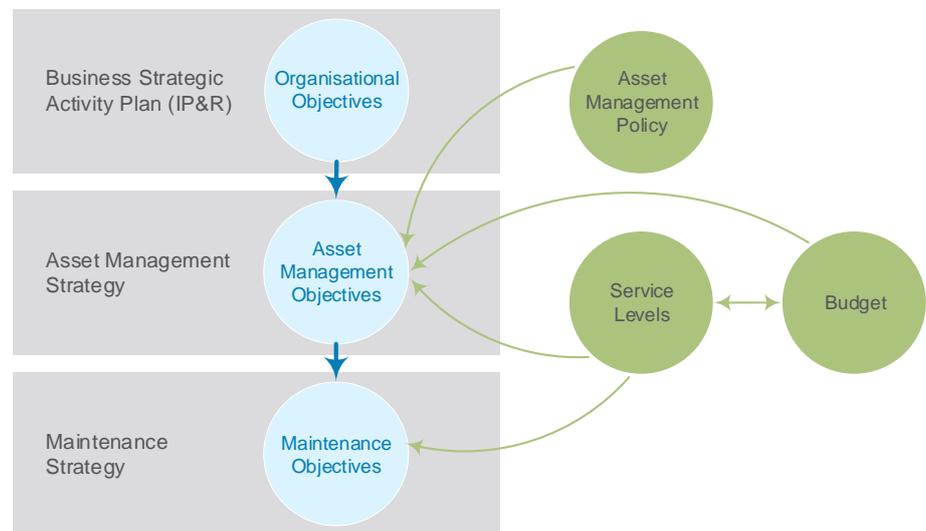
**Mission** Partner with our constituent councils to provide quality services that support a sustainable and productive community

**Values** Safety | Teamwork | Accountability | Respect

The key drivers in developing our asset management mission and objectives are our:

- asset management policy
- service levels
- budget

They are aligned with our organisational objectives and further developed within our maintenance strategy



#### Mission

Our asset management mission is to...

- ✓ deliver affordable, quality services while safeguarding assets for the future,
- ✓ grow internal awareness and capability, and
- ✓ have transparent and accountable processes aligned with industry best practice

We will do this by delivering...

- a reliable, quality service to meet demand now and in the future
- notification and responsive action to minimise interruption of services
- sustainable whole of life value through proactive, prioritised actions
- the resources to meet strategic long-term outcomes from our assets
- evidence of outcomes and the condition of our assets

## 4.2 Asset Management Objectives

The objectives we aim to achieve with our asset management system are:

		Deliver affordable levels of service while safeguarding assets for the future.	Grow internal asset management awareness and capability	Have transparent and accountable processes aligned with industry best practice
Sustainable Delivery	Convert strategies and plans into actions to deliver agreed service outcomes that balance cost, risk, and performance of assets	✓		✓
	Embrace a strategic whole of life approach to the long-term management of assets to realise value and delivery of required services now and into the future	✓		✓
	Commit to consistent, evidence based decision-making processes that utilise the knowledge and expertise of our people and the information embedded in our systems	✓	✓	✓
	Assets maintained to a suitable level to meet performance and service requirements	✓		✓
	Responsive action to maximise the time that assets are available within appropriate levels service, and that service requests are attended to in a timely manner	✓		✓
External Relationships	Engage with stakeholders to understand sustainable service expectations and gain trust as a valued service provider for the region	✓	✓	✓
Our People	Develop capable and motivated people with the skills to deliver asset management objectives who take ownership of assets and service outcomes		✓	
Leadership & Innovation	Foster an asset management culture that is accountable, transparent and aligns across the organisation to achieve our business objectives	✓	✓	✓
	Implement a robust asset management system with a focus on continual improvement	✓		✓

### 4.3 Strategies to Achieve Objectives

We will employ the following strategies over the next three years (2022-2025) to guide our actions, decisions, and improvements to achieve our asset management system objectives:

Asset Management System Objectives		Strategies
Sustainable Delivery	Convert strategies and plans into actions to deliver agreed service outcomes that balance cost, risk, and performance of assets	<ol style="list-style-type: none"> <li>1. Report on performance of the asset management system to stay accountable for outcomes and track achievements</li> <li>2. Develop processes and systems to capture the information necessary to effectively and efficiently undertake performance reporting</li> </ol>
	Embrace a strategic whole of life approach to the long-term management of assets to realise value and delivery of required services now and into the future	<ol style="list-style-type: none"> <li>3. Document processes for asset planning to ensure consistent, evidence-based decisions</li> <li>4. Determine criticality for asset classes and identify high criticality assets to guide prioritisation and management of resources</li> </ol>
	Commit to consistent, evidence based decision-making processes that utilise the knowledge and expertise of our people and the information embedded in our systems	<ol style="list-style-type: none"> <li>5. Develop an Asset Information Strategy to guide how asset information is collected, stored, and accessed</li> <li>6. Develop an agile decision-making framework with a focus on utilising information and evidence to guide how decisions are made, recorded and who has the authority to make them</li> </ol>
	Assets maintained to a suitable level to meet performance and service requirements	<ol style="list-style-type: none"> <li>1. Report on performance of assets to remain accountable for service outcomes and long-term sustainability of assets</li> <li>2. Track trends in key performance indicators of service quality, cost and reliability to demonstrate effectiveness of management and operational actions and identify any risks or required improvements</li> </ol>
External Relationships	Responsive action to maximise the time that assets are available within appropriate levels service, and that service requests are attended to in a timely manner	<ol style="list-style-type: none"> <li>3. Ensure planned works are managed to minimise impacts to service levels</li> <li>4. Respond to unplanned interruptions and defects to minimise impacts to service levels</li> <li>5. Provide notification to affected customers and stakeholders of interruptions or changes in service to inform them of impacts</li> </ol>
	Engage with stakeholders to understand sustainable service expectations and gain trust as a valued service provider for the region	<ol style="list-style-type: none"> <li>7. Engage with external and internal stakeholders to understand service level expectations</li> <li>8. Communicate financial and operational implications or limitations to ensure any risks or gains of decisions are understood</li> <li>9. Promote asset management messaging in internal communications to raise awareness of processes, decisions, and outcomes</li> </ol>
	Develop capable and motivated people with the skills to deliver asset management objectives who take ownership of assets and service outcomes	<ol style="list-style-type: none"> <li>10. Develop an asset management competencies framework that recognises the knowledge and skills required for asset management to guide growth in our people and capabilities</li> <li>11. Provide an understanding of asset management roles, responsibilities and cross functional relationships to support collaboration and ownership of outcomes</li> </ol>
Leadership & Innovation	Foster an asset management culture that is accountable, transparent and aligns across the organisation to achieve our business objectives	<ol style="list-style-type: none"> <li>12. Address asset management principles in project proposals and when making decisions to support ownership of asset performance outcomes and delivery of business objectives</li> <li>13. Review of what we said we were going to do against what we accomplished to encourage a culture shift towards more considered forward planning</li> <li>14. Promote communication and knowledge sharing to understand the impact teams across the organisation have on positive asset management outcomes for the organisation and community</li> </ol>
	Implement a robust asset management system with a focus on continual improvement	<ol style="list-style-type: none"> <li>15. Document asset management processes to deliver consistent outcomes</li> <li>16. Improve access to systems and information for office and field staff</li> <li>17. Develop and implement a prioritised improvement plan to continually advance our asset management practises</li> </ol>

We have set our objectives to outline what we aspire to achieve with our asset management practices going forward. The strategies are focused on driving improvements to realise these objectives over the coming years. Performance measures have been developed to determine how successfully we deliver our asset management objectives. These are detailed in Section 7 of this strategy.

## 5 Planning & Delivery

### 5.1 Planning

#### 5.1.1 Planning Horizons

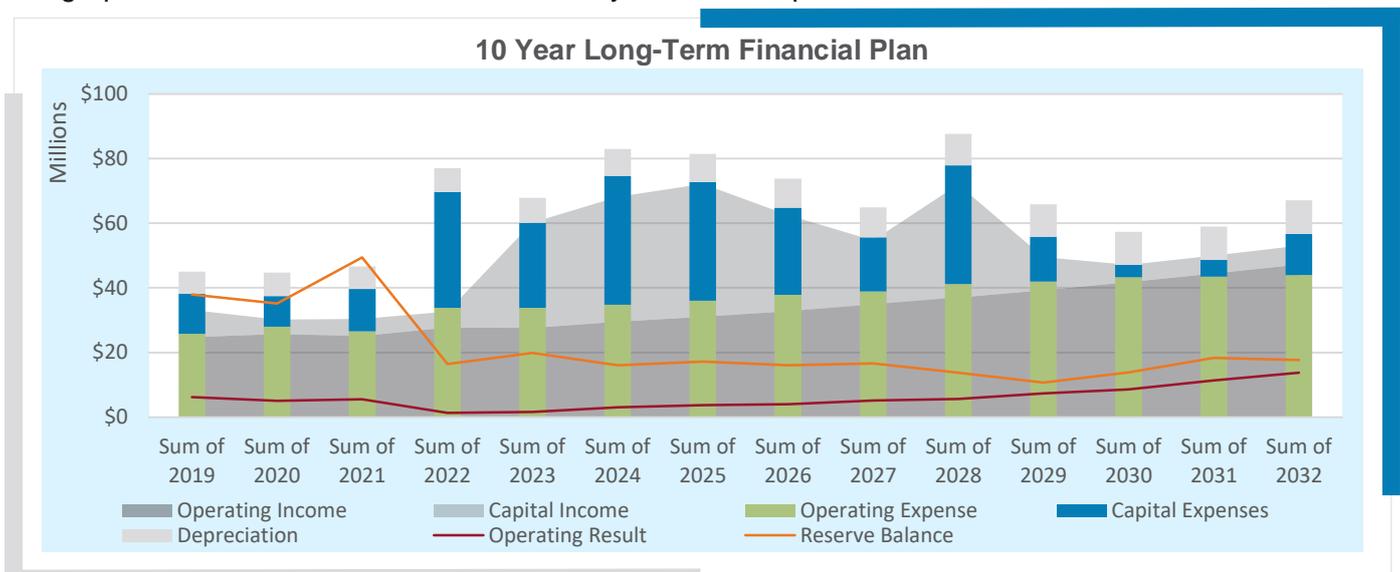
Planning activities and documents cover several planning horizons. In general, longer planning timeframes are less detailed, and short-term plans have undergone review and scoping of requirements, designs and budget requirements. Below is an overview of the planning horizons for our various plans and documents:

	Description	Documents	Reviewed
1 year	Detailed plan of activities & capital works for the upcoming 12 months with projects fully scoped, designed, and budgeted.	Operational Plan	Developed yearly
4 year	Plan for activities and capital works scheduled to be completed over the next four years. These projects may be at varying stages of scoping, design, and budgeting, but have been reviewed and approved.	Delivery Program Asset Management Strategy Maintenance Strategy	Reviewed yearly with major review every four years
10 year	A midterm plan of upcoming capital works over the next ten years. These projects have been reviewed and scheduled with preliminary budgeting from data within the asset register or standard industry costings.	Asset Management Plan Detailed Capital Works Plan	
30 year	A plan of capital works and their expected timeframes over the next 30 years. These projects are based on raw data from our asset register and identified major capital works programs.	IP&R Framework Long Term Financial Plan Capital Works Plan	

#### 5.1.2 Long Term Financial Plan

Our long-term financial plan models how we will fund identified capital, maintenance, and operational expenditure over the next 30 years. This plan forecasts funding requirements including expenses, income projections, and trends in our cash reserves. This allows planning to ensure we have the funds to maintain and operate our assets to provide required services to the community and meet future demand for those services. The long-term financial plan is an active document that is reviewed and updated to reflect actual data, changing project scopes, direction, and priorities.

The graph below shows an overview of the 10 year financial plan data as of March 2022:

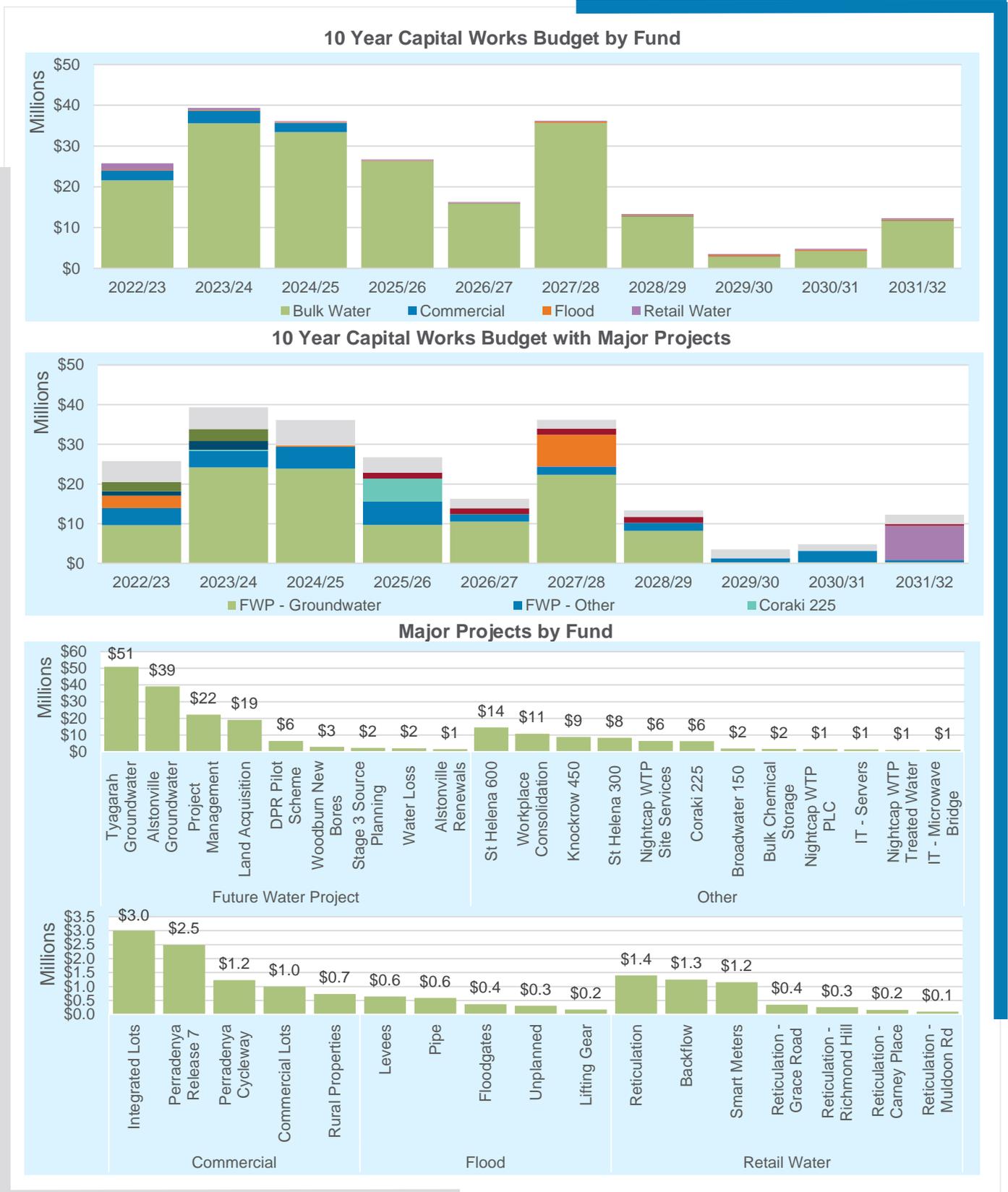


<b>Capital Expenditure</b>
Significant material expenditure on assets, including new assets, capital renewal and upgrade
<b>Capital upgrade or expansion</b>
Expenditure to enhance assets to provide a higher level of service or expand service into new areas

<b>Capital Renewal</b>
Expenditure on existing assets which restores service potential or extends the life of the asset
<b>Operating expenditure</b>
Recurrent expenditure to deliver services. Including expenses such as electricity, fuel, employee costs, materials, maintenance for example

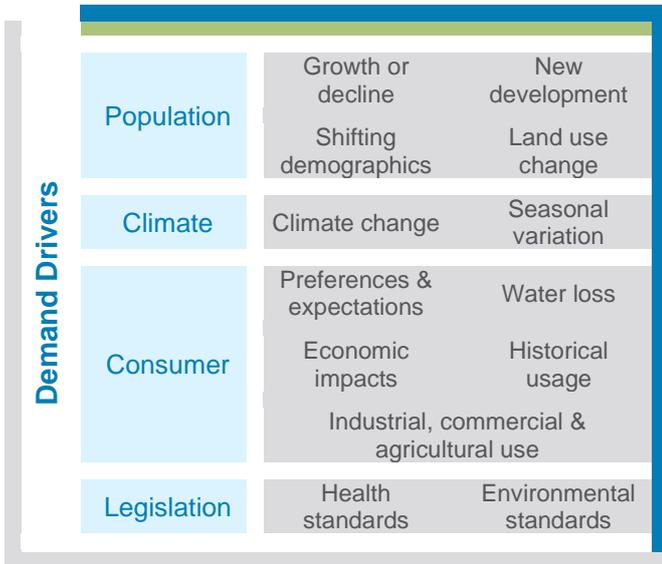
### 5.1.3 Capital Works Plan

The capital works plan forms part of the long-term financial plan. It outlines upcoming asset renewals, replacements, upgrades, and new asset requirements. These requirements are forecast over 30 years, with more detailed planning across the 10-year and 4-year planning horizons. Projecting capital requirements over the longer planning horizon allows early identification of significant cost projects well in advance. This allows a strategic approach to be taken in planning those projects to ensure adequate funds will be available when needed, or potentially scheduling projects to smooth costs over the planning horizon. The capital works plan is reviewed and updated each year with changing project scope, direction, and priorities. The graph below shows the current 10-year capital works plan and upcoming major projects as of March 2022:



### 5.1.4 Demand

Understanding the demand for our services is a vital component of asset management. Demand forecasting enables us to predict the future level of demand for our services. This is based on historical trends in usage and modelling of demand drivers into the future. This allows us to plan and identify the best way to meet demand. Demand for services change over time. Below are the drivers that influence the level of demand. Changes to these may increase or decrease demand.



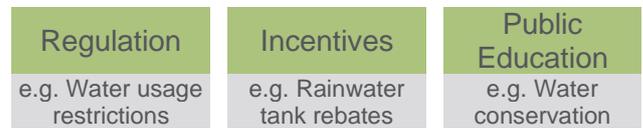
We have undertaken detailed long-term demand forecasting for our bulk water supply. This provides us with data on average annual supply and peak day demand to support decisions on asset service levels and capacity to meet current and future demand. This informs decisions such as allowing

new water connections, building new infrastructure, or upgrading capacity for example.

Demand for our flood infrastructure is largely determined by land use, development, and the management of existing assets. Services provided are routine with some seasonal variation. Impacts of climate change, and changes to land use and expectations of environmental performance may be future drivers in demand for service.

Demand management in water supply incorporates strategies and plans to influence demand with an aim to reduce or shift demand into off peak periods or delay the need for upgrades or new assets. This may include:

Changing consumer behaviour:



Changing how we manage our assets:



Our Demand Management Plan for water supply has been developed to implement strategies to reduce demand on water infrastructure as part of our Future Water Strategy.

### 5.2 Decision Making

Managing our assets requires robust decision-making methods considering a combination of criteria and thresholds to assess and select the most appropriate option. We are committed to decisions which ensure our assets are managed to meet agreed service levels, performance and legislative requirements while minimising financial costs, risks and environmental impact. Asset management decisions take a whole of life approach in determining the full long-term financial costs of constructing, operating, and maintaining an asset over its expected useful life.

The method of decision making should be proportional to the complexity and magnitude of decision being made. Methods we currently utilise vary from subjective judgement within individual delegation for routine decisions where the impact from error is considered small, to multiple criteria analysis of options with stakeholder engagement for complex and critical decisions.

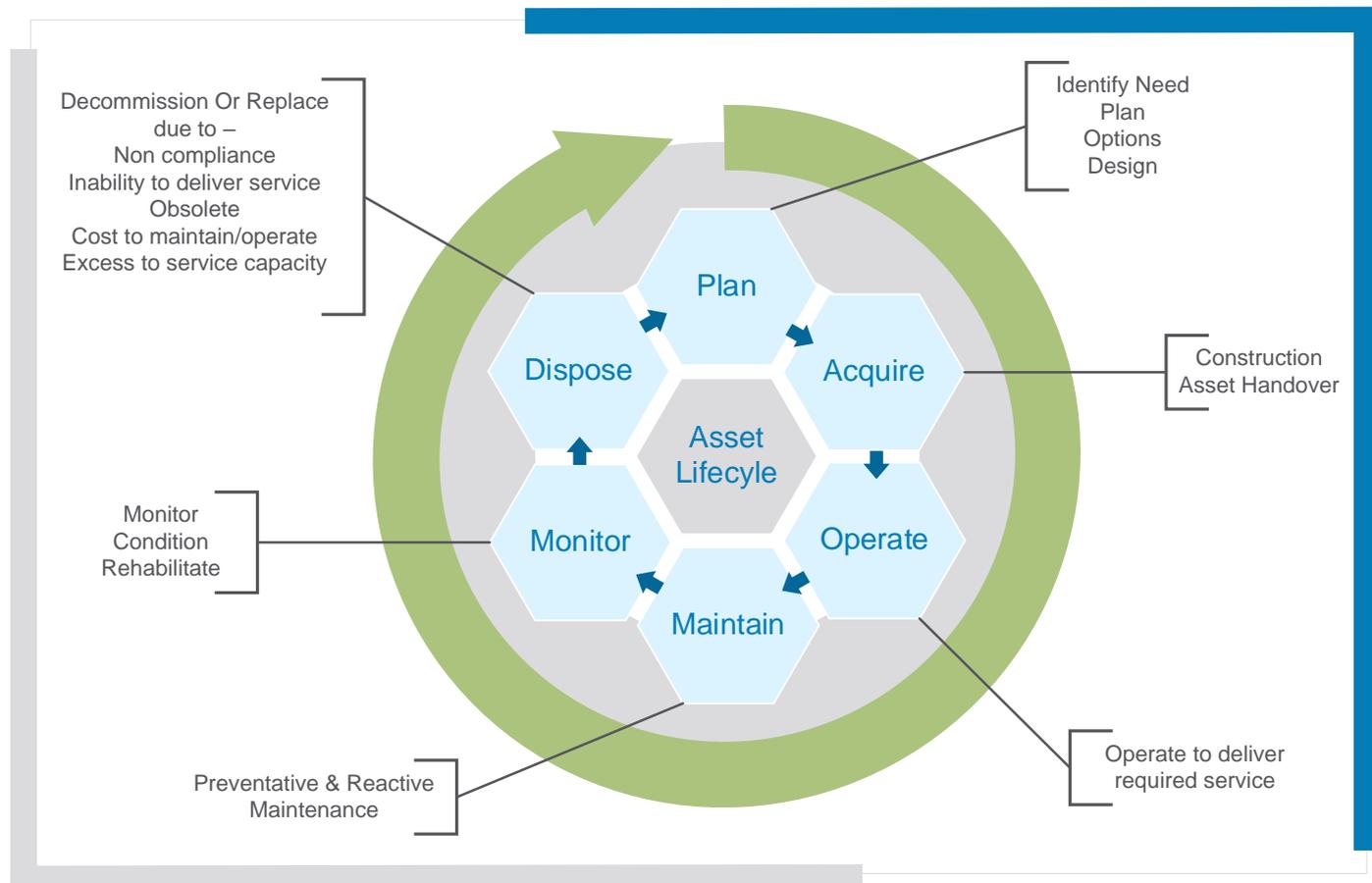


We have identified that a required improvement action is to develop a framework to define processes and decision criteria, how to apply these to decisions of varying complexity and criticality, along with responsibilities, documentation and to communicate the outcomes of decisions.

## 5.3 Asset Lifecycle Delivery

### 5.3.1 Lifecycle of assets

Asset management includes the integration of activities across the whole lifecycle of assets. This includes everything from identifying the need for an asset, through planning, acquiring, operating, and disposing of the asset at the end of its life. The diagram below depicts the lifecycle of assets.



The lifecycle of an asset crosses functional areas within Council, requiring coordination of asset management activities. When planning new assets, the costs involved in all stages of its lifecycle are an important consideration in decision making to ensure selection of the best option for long term sustainability. In general, the teams responsible for asset lifecycle activities are:

Stage	Teams
Plan	Our Planning & Delivery team undertakes planning activities to identify the need, determine potential and preferred options, and designing of the final option for new or upgraded assets. These activities require consultation with functional teams from Operations and Finance and other stakeholders who will be involved through the remaining lifecycle of the asset.
Acquire	Our Planning & Delivery or Operations teams are responsible for acquiring or construction of new or upgraded assets.
Operate Maintain	Our Operations team is responsible for the ongoing operation and maintenance of all our assets.
Monitor Dispose	Our Operations and Planning & Delivery teams are responsible for the monitoring of our assets and the decision to decommission or replace assets when they reach the end of their useful life.

### 5.3.2 Levels of Service

We have service level agreements in place with our Constituent Councils. These agreements detail the service expected from our assets to meet the requirements of Constituent Councils. Our levels of service also need to meet the requirements of other stakeholders, and legislative requirements. Stakeholders involved to varying degrees, and affected either directly or indirectly by our service levels include:

Constituent Councils	Direct Consumers	Indirect Consumers	Rous Staff
Landholders	Community Groups	Catchment Management Groups	Industry Groups

Relevant legislation affecting our services and functions include:

Local Government Act, 1993 and Local Government (General) Regulation 2005	Work Health and Safety Act 2011 and Work Health and Safety Regulation, 2017	Dams Safety Act, 2015 and Dams Safety Regulation 2019	Public Health Act, 2010 and Public Health Regulation, 2012
Environmental Planning and Assessment Act, 1979 and Environmental Planning and Assessment Regulation, 2000	Water Management Act, 2000 and Water Management (General) Regulation, 2018	Fluoridation of Public Water Supplies Act, 1957 and Fluoridation of Public Water Supplies Regulation, 2017	Marine Estate Management Act 2014 and Marine Estate Management Regulation, 2014
Water NSW Act 2014, and Water NSW Regulations, 2013	Fisheries Management Act, 1994 and Fisheries Management Regulation	Biodiversity Conservation Act 2016 and Biodiversity Regulation, 2017	Plumbing and Drainage Act 2011 and Plumbing and Drainage Regulation, 2017
Local Land Services Act 2013 and Local Land Service Regulation, 2014	2019 Protection of the Environment Operations Act, 1997	Coastal Management Act, 2016	Pesticides Act 1999 and Pesticides Regulation, 2017

The following indicators monitor our performance against the service levels for water and flood assets. Further detail can be found in our service level agreement documents.

Water			Flood		
Quantity	Measurement	Continuity	Performance of assets	Environmental impacts	Research & studies
Meet demand projections	Daily recording	Emergency management & continuity of supply procedures	Routine inspections	Meet best practice	Increase understanding & knowledge
Meet peak day demand	Maintenance, calibration & electronic verification of Flow meters		Scheduled maintenance	Inform and provide advice	Flood modelling, risk studies and plans
Maintain daily agreed supply levels			Long term capital expenditure	Active floodgate management	Sharing of information
			Impact of development		
Quality	Demand	Drought	Regional partnerships	Commitments	
Management system in place	Regional demand management plan in place & reviewed every 4 years	Regional drought management plan in place & reviewed every 4 years	Delivery of Coastal Management Program	Match funding commitments	
Meets Australian drinking water guidelines			CMP Grant applications	Routine inspections	
Monthly reporting			Monitor water quality	Scheduled maintenance	
Notification of Interruptions	Duration of Interruptions	Water Quality Notifications			
Planned & Unplanned interruptions	Planned & Unplanned interruptions	Notification timeframes			
		Monthly reporting			
Access	Level Sensors	Catchments			
Notification of hazards and access restrictions	Annual calibrations of reservoir level sensors	Risk based plans for catchments			

## 6 Systems & Information

### 6.1 Systems, Processes & Documentation

We are currently undertaking a project to improve our asset management systems, processes and documentation. Many of our processes are currently undocumented. We aim to improve the consistency and transparency of our asset management by documenting these over the next four years. The tools, systems and documents we currently have in place include:

<b>Confirm</b> Asset register Maintenance program Defects Valuation data Condition data	<b>Confirm Connect</b> Field access to raise and complete maintenance jobs, inspections and defects
<b>MapInfo</b> Spatial location of assets	<b>Policies</b> Asset Management Policy Capitalisation Policy
<b>Strategies</b> Asset Management Strategy Maintenance Strategy Asset Information Strategy*	<b>Plans</b> Asset Management Plan Long Term Financial Plan Capital Works Plan Delivery Plan
<b>Processes</b> Documented procedures & processes*	<b>Plan Registers</b> Asset designs and plans

\*  To be Developed

One of our improvement actions includes the development of a digital Asset Management Manual to provide links to the various documents and processes to improve access, visibility and awareness of asset management processes and how they relate to one another.

### 6.2 Documents

Our asset management system includes a suite of documents that are either already in place or identified to be developed.

#### 6.2.1 Policy

Our asset management policy outlines the principles by which we will manage our assets, and our commitment and expectations for asset management activities and decision making.

#### 6.2.2 Strategy

Our Asset Management Strategy outlines our asset management system, translates organisational objectives into asset management objectives and provides the strategic approach for how we will develop our asset management plans.

Our Maintenance Strategy outlines our approach to maintaining and monitoring our assets. It sets our maintenance objectives and performance measures for maintenance activities.

An Asset Information Strategy  To be Developed outlines how data about assets is managed to ensure it remains current, accurate and complete to properly inform asset management decision making. We currently do not have this documented.

#### 6.2.3 Plans

Our asset management plan details activities to be carried out to manage our assets. The plan provides details on capital investment, operation and maintenance requirements, costs and risks.

Our Capital works plan outlines the assets to be renewed, upgraded or created over the next 30 years. It includes estimated budget requirements and when assets are expected to be required.

Our Long-Term Financial Plan incorporates the capital works plan into detailed modelling of financial scenarios and all other budget considerations for Council over the next 30 years.

Our Delivery Plan covers a four-year period and includes all activities within Council to be delivered to achieve our business objectives, including asset management. It includes a detailed Operational Plan for the upcoming 12months.

#### 6.2.4 Processes

There are numerous processes  To be Developed required to plan, coordinate and deliver asset management activities throughout the asset lifecycle. Documenting these enables knowledge retention and consistency in how processes are applied. While we currently undertake these utilising staff knowledge and experience, they are not formally documented. Some of the major processes include:

Capital Works Planning	Project Prioritisation	Decision Making
Condition Assessment	Intervention Levels	Asset Criticality
Asset Capacity Assessment	Useful Life Review	Asset Valuations
Cost Capture	Asset Risk Assessment	Asset Register Hierarchy
Asset Handover	Asset Addition & Disposal	Asset Data Collection
Performance Monitoring	Maintenance Planning	Defect Reporting



## 7 Risk

### 7.1 Risks & Opportunities

Management of risk is an integral component of all our processes and decision making. Risk is the likelihood of any action or event occurring that could impact our ability to deliver our asset management objectives. It also covers failure to identify and capitalise on opportunities. Risk management involves planning to prevent or reduce the consequences or likelihood of risks occurring. Managing risks related to our assets and asset management system is aligned with our overall organisational risk management approach.

Risk may affect varying activity levels within the organisation. For example:

Corporate	Activity	Operational
Affect the entire organisation	Affect management of activity and associated assets	Specific critical asset, project, or operational risks

Various risk types can also be identified, including:

Planning Risks	Strategic planning Asset management planning	Service level Natural event and environmental
Management Risks	Information Systems	Financial People
Delivery Risks	Procurement Project management	Contract management Communication Natural event and environmental
Physical Asset Risks	Risks common to all assets	Risks associated with specific asset types or individual assets

These risks may be assessed at varying levels of detail depending on context and the nature of their impact

The aim of current risk management policy is to:

Maintain continuity and quality of service	Protect assets	Minimise exposure to fraud and corruption	Minimise legal liability	Minimise loss from unplanned, unexpected events
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Our risk management procedure outlines the process to:

Identify Risk	Analyse Risk	Evaluate Risk	Treat Risk
Identify potential risks – what could happen, where, when and how. Identify causes and sources of risk.	Understand individual risks including sources and causes, identify risk rating by combining consequences and likelihood of occurring	Decisions based on risk analysis of need to treat and priority of treatment implementation	Implement controls to manage risk, assess effectiveness of treatment and determining if residual risk is tolerable
<b>Monitor, review and report</b>			
Monitoring of new and existing risks and controls			

We maintain risk registers to record known risks:

Corporate Risk Register	Records organisational level risks with their consequences, likelihood and risk rating. Records controls that are in place or are to be implemented to reduce risk and who is responsible for implementing these.
Asset Risk Register	A register specifically recording risks relating to assets. This register takes a more detailed look at risk management for assets, assessing risks down to asset types and individual high criticality assets. This register may identify controls that include capital works to mitigate risks.  This register has not been maintained and has been identified as an area for improvement.

## 7.2 Critical Assets

Critical assets are those which have a high consequence of failure or have a significant impact on the achievement of organisational objectives. Criticality may be applied to asset groups or individual assets. Factors that affect criticality can include:

Safety	Environmental Impact	Performance
Regulatory Requirements	Service Provided	Critical Customers

Understanding asset criticality provides context to decision making when prioritising asset management planning, activities and funding. It allows us to target and refine maintenance activities, condition inspection programs and capital expenditure to ensure those assets most critical to providing our services remain operational.

### 7.2.1 Assessment of Criticality

We have not formally identified our critical assets. We currently rely on broad assumptions, such as larger

water mains are more critical than smaller mains. However, these assumptions have not been documented. Developing formal criticality assessment criteria and applying these to asset types has been identified as an improvement action. Identification of high criticality individual assets or asset systems will also be undertaken.

Once individual high criticality assets have been identified, a more detailed risk analysis can be undertaken to understand probable failure modes and mitigation options.

### 7.2.2 Managing Critical Assets

Once criticality of our assets is understood, we can use this information to optimise maintenance requirements and frequency, identify critical spares required, prioritise renewal and replacement strategies and options. We can develop intervention levels to inform decisions about when to implement additional maintenance or renew critical assets and prioritise response to failures and defects.

## 8 Organisation & People

### 8.1 Organisational Context

#### 8.1.1 Internal & External Business Drivers

Our asset management practices need to meet the demands of changing external and internal environments and expectations. Drivers that affect the context in which we operate our assets include:

External Drivers			Internal Drivers		
<b>Legislative Environment</b> Regulatory requirements for asset management and service delivery	<b>Commercial Environment</b> Service delivery approach, pricing and charges, affordability and financial restraints	<b>Economic Environment</b> Economic growth, economic efficiency, resource availability	<b>Corporate Goals</b> Goals and objectives set by the organisation	<b>Business Framework</b> Alignment with other management systems across the organisation	<b>Organisational Culture</b> Commitment to asset management, integration across functional teams
<b>Social Environment</b> Benefits and impact on community and businesses now and into future	<b>Natural Environment</b> Environmental sustainability, limiting adverse impacts, climate change	<b>Other</b> Technological developments, political environment	<b>Financial Sustainability</b> Long term financial sustainability, funding requirements	<b>Customer Expectations</b> Types of customers, what they value, their service expectations, willingness to pay	<b>Other</b> Governance framework, policies, organisational structure, roles & responsibilities

#### 8.1.2 Stakeholders

The stakeholders affected by our asset management include both internal and external parties, such as:

External Stakeholders	Internal Stakeholders
Constituent Councils, Direct/Indirect Consumers, Landholders (those protected by flood mitigation & those affected by our assets or access to our assets), Community Groups, Government Agencies	Our Councillors, Rous Staff, Functional Teams (i.e. planning, finance, operations etc), Management

## 8.2 Leadership & Culture

Creating a culture with a commitment to asset management is vital to realise consistent and effective integration and alignment of practices across functional areas of Council. A positive culture and leadership will allow us to strive for continuous improvement in asset management performance and outcomes to meet our objectives.

Leadership sets the direction and priorities for asset management practices. This includes development of both culture and an organisational structure which supports it. Visible senior management commitment to and ownership of asset management is important to ensure it is perceived as a vital part of Council's functions. This requires leadership to be clear about what we are trying to achieve and why it is important.

Our asset management leaders:

Provide direction and support	Set priorities	Innovate
Develop practices and processes	Implement improvements	Communicate and raise awareness
Provide appropriate resources	Collaborate across functional areas	Monitor and review performance

As we improve our asset management practices, we hope to develop a culture that:

Provides a clear vision of where we are going	Offers management support and engagement	Values consistency across the organisation
Breaks down silos and embraces collaboration	Enables clear communication channels	Embraces evidence-based decisions
Plans for the long term	Values processes as well as outputs	Benchmarks itself against best practices
Encourages innovation	Seeks continual improvement	Is proactive rather than reactive
Monitors and reviews performance	Integrates asset and business systems	Values development of staff capability

In general, barriers organisations need to overcome when improving culture include:

<b>History</b> Habits have developed over time	<b>Organisational Silos</b> Lack of information flow and cooperation between functional areas
<b>Loss of Expertise</b> Key staff leaving and taking knowledge with them	<b>Structural Inertia</b> Culture linked to structure and job titles limiting willingness for change
<b>Inconsistency</b> Inconsistent application across organisation	<b>Lack of Clarity</b> Lack of awareness of need for changes
<b>Inactivity</b> Lack of visible progress or long delays weakens support and commitment	<b>Lack of Commitment</b> If management not committed to change neither will staff
<b>Lack of Resources</b> Required resources not available to achieve results	

## 8.3 People & Competencies

Delivering effective asset management requires a suitable organisational structure with competent and motivated people. It requires people from different functions and disciplines to work closely together, with responsibilities assigned to staff with sufficient influence and authority to progress and implement the asset management agenda.

### 8.3.1 Roles & Responsibilities

Asset management covers seven key functions:

Policy development	Strategy development
Asset management planning	Implementing asset management plans
Asset management capability development	Risk management & performance improvement
Asset knowledge management	

The responsibility for these functions across our functional areas is summarised below:

<b>Planning &amp; Delivery</b> Policy, Strategy, Planning, Implement Plans, Capability, Risk & Performance, Knowledge Management
<b>People &amp; Performance</b> Policy, Capability, Risk & Performance
<b>Corporate &amp; Commercial</b> Planning, Risk & Performance, Knowledge Management
<b>Operations</b> Planning, Implement Plans, Risk & Performance

### 8.3.2 Asset Management Competencies

Understanding the knowledge required to undertake asset management roles is necessary to ensure we have competent people in place capable of delivering required outcomes. Development of an asset management competencies framework and applying this to roles across Council has been identified as a required improvement action. Defining these competencies will allow us to develop our people and clearly define roles and responsibilities.

The Institute of Asset Management has developed the following elements for asset management functions, with further competencies under each. These will be used to help develop our Competency Framework.

Policy development	Analyse Policy requirements
	Develop AM Policy
Strategy development	Analyse strategic requirements
	Forecast and analyse future user requirements and demands
	Develop the AM strategy
	Plan the implementation of the AM strategy
Asset management planning	Appraise investment options
	Apply whole life costing principles
	Produce business case for creation and/or acquisition of assets
	Plan for contingencies
	Develop and communicate AM Plan(s)
Implementing asset management plans	Create and acquire assets
	Control operations
	Maintain assets
	Optimise and rationalise assets
	Renew or dispose of assets
Asset management capability development	Develop and deploy AM people and teams
	Develop and deploy suppliers
	Design and manage organisational change
	Shape the AM culture
Risk management and performance improvement	Assess and manage risks
	Assure the quality of AM processes
	Monitor and review progress and performance
	Review and audit compliance with legal, regulatory, ethical and social requirements
	Learn from incidents
Asset knowledge management	Define asset information requirements
	Specify, select and integrate AM information systems
	Make appropriate AM information available for decision making

### 8.3.3 Awareness & Communication

Communication of asset management objectives, processes and outcomes is important to:

Promote importance of asset management	Raise awareness of requirements & expectations
Improve knowledge	Understand risks
Improve collaboration to achieve outcomes	Share successes and learn from failures

Communication methods and types of information provided will vary for different stakeholders:

<b>Councillors</b> E.g. asset management objectives and strategy, capital works plan, budgets, significant risks or issues, performance	<b>Constituent Councils</b> E.g. asset management objectives and strategy, demand forecasting, future financial requirements, service levels, consultation
<b>Asset Management Staff</b> E.g. asset management objectives and strategy, capital works plan, processes, decision making, significant risks or issues, performance, roles & responsibilities, achievements, improvements, collaboration and consultation	<b>All Staff</b> E.g. asset management objectives and strategy, impact of work activities on asset management outcomes, performance, achievements
<b>Regulators</b> E.g. compliance with regulatory requirements, rates and charges justifications, financial performance	<b>The Community</b> E.g. services provided and standards to expect, useful information, service interruptions, significant achievements

Methods for communications may include:

Reports	Presentations	Documented Processes
Meetings	Website & Social Media	Planning Documents
Media Releases	Newsletters	Strategy Documents

Improvement in how, what and when we communicate information on asset management processes, outcomes and performance has been identified as a required improvement action.

## 9 Monitoring & Improvement

### 9.1 Monitoring & Performance

We have developed measures to monitor how our asset management system and assets are performing against our desired asset management objectives.

These performance measures are intended to provide an understanding of the health of our assets and the suitability of our asset management system and processes. The targets set have been identified to provide direction and commitment to improving our performance.

Performance monitoring is a critical input for the improvement process. Failing to meet the targets we have set does not necessarily reflect poor performance but indicates areas for review to identify and direct future improvements.

Further performance measures have been developed and outlined within our Maintenance Strategy. These measures relate to how our maintenance activities are achieving our objectives and sustainably maintaining our assets.

Monitoring of performance against our objectives allows us to gather information to:

Identify when we need to change what we are doing	Determine current & future resource requirements
Evaluate risks & opportunities	Track trends in asset health
Plan & schedule activities	Enable compliance, traceability & transparency
Identify priority areas for spending	Provide information for decision making
Identify improvements in processes	Track sustainability of actions

The performance measures identified in the following section are an initial attempt to develop the means to monitor our asset management system and asset health. An important part of the monitoring process is to report against these performance indicators and review the results.

It is also important to review the measures selected to determine their suitability. This review will be undertaken after we have gathered 2 years' worth of data to determine if:

Our measures are realistic and achievable

If the data can be consistently and accurately collected

Balance the costs and time taken to collect the data against the benefits monitoring provides

This may result in the identification of additional, alternative, or fewer performance measures.



## 9.1.1 Asset Management System

Asset Management System Objectives	Strategies to Achieve Objectives	Performance Measures	Targets			
			2021/22	2022/23	2023/24	2024/25
Convert strategies and plans into actions to deliver agreed service outcomes that balance cost, risk, and performance of assets	<ol style="list-style-type: none"> <li>Report on performance of assets and the asset management system to stay accountable for outcomes and track achievements</li> <li>Develop processes and systems to capture the information necessary to effectively and efficiently undertake performance reporting</li> </ol>	<ul style="list-style-type: none"> <li>Reporting process documented</li> </ul>	Process developed			
		<ul style="list-style-type: none"> <li>Reports produced on time</li> </ul>		95%	95%	95%
Embrace a strategic whole of life approach to the long-term management of assets to realise value and delivery of required services now and into the future	<ol style="list-style-type: none"> <li>Document processes for asset planning to ensure consistent, evidence-based decisions</li> <li>Determine criticality for asset classes and identify highly critical assets to guide prioritisation and management of resources</li> </ol>	<ul style="list-style-type: none"> <li>Capital works planning process documented</li> </ul>	Completed		Reviewed	
		<ul style="list-style-type: none"> <li>Criticality for all asset classes determined and recorded</li> </ul>	Process Developed		Assessed	
		<ul style="list-style-type: none"> <li>Individual high criticality assets identified</li> </ul>		Assets identified		
Commit to consistent, evidence based decision-making processes that utilise the knowledge and expertise of our people and the information embedded in our systems	<ol style="list-style-type: none"> <li>Develop an Asset Information Strategy to guide how asset information is collected, stored and accessed</li> <li>Develop an agile decision-making framework with a focus on utilising information and evidence to guide how decisions are made, recorded and who has the authority to make them</li> </ol>	<ul style="list-style-type: none"> <li>Asset Information Strategy developed, and improvement actions progressed</li> </ul>	Strategy Completed	25% Improvements Complete	50%	75%
		<ul style="list-style-type: none"> <li>Decision making framework implemented</li> </ul>		Framework deployed		
		<ul style="list-style-type: none"> <li>Increasing trend in number of asset management decisions recorded</li> </ul>	Process Developed	25% increase over baseline	50%	75%
		<ul style="list-style-type: none"> <li>Increasing trend in evidence provided to support project proposals</li> </ul>	Process developed	25% meet requirements	50%	75%
Assets maintained to a suitable level to meet performance and service requirements	<ol style="list-style-type: none"> <li>Report on performance of assets to remain accountable for service outcomes and long-term sustainability of assets</li> <li>Track trends in key performance indicators of service quality, cost and reliability to demonstrate effectiveness of management and operational actions and identify any risks or required improvements</li> </ol>	<ul style="list-style-type: none"> <li>Maintenance objectives met and reported (detailed in Council's Maintenance Strategy)</li> </ul>				
		<ul style="list-style-type: none"> <li>Number of trunk mains breaks per 100km</li> </ul>	Track Trend*	Review performance measures*	Track Trend*	Track Trend*
		<ul style="list-style-type: none"> <li>Number of reticulation mains breaks per 100km</li> </ul>				
		<ul style="list-style-type: none"> <li>Number of identified failed valves</li> </ul>				
		<ul style="list-style-type: none"> <li>Trend in condition for asset classes</li> </ul>				
		<ul style="list-style-type: none"> <li>Useful life remaining to condition</li> </ul>				
		<ul style="list-style-type: none"> <li>Percentage of assets over or under utilised</li> </ul>				

Asset Management System Objectives	Strategies to Achieve Objectives	Performance Measures	Targets			
			2021/22	2022/23	2023/24	2024/25
Responsive action to maximise the time that assets are available within appropriate levels service, and that service requests are attended to in a timely manner	9. Ensure planned works are managed to minimise impacts 10. Respond to unplanned interruptions and defects to minimise impacts 11. Provide notification to affected customers and stakeholders of interruptions or changes in service to inform them of impacts	• Frequency of Unplanned interruptions	Track Trend*	Review performance measures*	Track Trend*	Track Trend*
		• Frequency of planned interruptions per customer				
		• Frequency of repeat interruptions per customer (customer affected by more than 1 interruption)				
		• Avg duration of unplanned interruption				
		• Avg duration per customer affected by unplanned interruption				
		• Number of separate unplanned interruptions where duration exceeds 24hours				
		• Number of planned interruptions that exceed notified timeframe				
		• Avg duration per customer affected by planned interruption				
		• Number of planned interruptions where duration exceeds 8 hours				
		• Total duration of time above or below SLA notification levels				
• % of planned interruptions where notification not provided within timeframes						
Engage with stakeholders to understand sustainable service expectations and gain trust as a valued service provider for the region	12. Engage with external and internal stakeholders to understand service level expectations 13. Communicate financial and operational implications or limitations to ensure any risks or gains of decisions are understood 14. Promote asset management messaging in internal communications to raise awareness of processes, decisions and outcomes	• Asset Management included in all new staff inductions	Induction material developed	100%	100%	100%
		• Performance outcomes of assets and the asset management system shared annually		Performance outcomes shared	Performance outcomes shared	Performance outcomes shared
		• Internal project engagement includes an increase in asset management messaging	Process developed	25% increase		50%

Asset Management System Objectives	Strategies to Achieve Objectives	Performance Measures	Targets				
			2021/22	2022/23	2023/24	2024/25	
Develop capable and motivated people with the skills to deliver asset management objectives who take ownership of assets and service outcomes	15. Develop an asset management competencies framework that recognises the knowledge and skills required for asset management to guide growth in our people and capabilities  16. Provide an understanding of asset management roles, responsibilities and cross functional relationships to support collaboration and ownership of outcomes	• Asset management competencies framework developed			Framework developed		
		• Increasing trend in asset management related professional development undertaken				20%	
		• Major asset management roles documented with outline of responsibilities and handover points between roles			Roles documented		
Foster an asset management culture that is accountable, transparent and aligns across the organisation to achieve our business objectives	17. Address asset management principles in project proposals and when making decisions to support ownership of asset performance outcomes and delivery of business objectives  18. Reviewing what we said we were going to do against what we accomplished to encourage a culture shift towards more considered forward planning  19. Promote communication and knowledge sharing to understand the impact teams across the organisation have on positive asset management outcomes for the organisation and community	• Management review of asset management practices and outcomes undertaken by Leadership Team				Review completed	
		• Increasing trend in asset related project proposals that specifically address asset management principles		50%		75%	
		• Decreasing trend in number of amendments to capital works plan and budget and percentage of capital works completed as proposed	Process Developed Baseline Identified	10% Improvement over baseline	20%	30%	
		• Hold meetings with functional teams to discuss reasons for and impacts of process improvements being implemented	Meetings held with 100% of affected teams				
		• Priority asset management processes documented	Identify processes to be documented	Completed			
Implement a robust asset management system with a focus on continual improvement	20. Document asset management processes to deliver consistent outcomes  21. Improve access to systems and information for office and field staff  22. Develop and implement a prioritised improvement plan to continually advance our asset management practises	• Non-priority asset management processes documented		40%	60%	80%	
		• Number of documents reviewed		5	5	5	
		• Staff able to access systems in the field in user friendly manner				Determine best means access	Access enabled
		• Progress in implementing improvement actions		25%	50%	75%	95%

*\*Until we can establish what the performance of our assets looks like by collecting data, we will track trends in asset performance only. More detailed targets will be developed when this strategy is reviewed in 2024. During this time, we will measure our trends against state benchmarks.*

## 9.2 Continuous Improvement

We are committed to continually improving the suitability and effectiveness of our asset management practices.

We will do this by monitoring performance of our assets and asset management system, reviewing strategic and planning documents, reviewing documented processes, encouraging suggestions and actively seeking knowledge to improve practices and outcomes. By doing this we will gain an understanding of the gap between where we currently are with our practices and where we would like to be. This will allow us to identify improvement actions to shift our asset management capabilities towards industry best practices. These improvements can then be assessed, prioritised and implemented, followed by monitoring and review of the effectiveness of the actions and identifying further improvements as an ongoing iterative activity.

Section 9.6 of this strategy outlines the prioritised improvement actions we intend to implement over the next four years.

### 9.2.1 Review

#### Management Review

Our management reviews are a formal process that provide the opportunity for our senior management to evaluate and improve the suitability and effectiveness of our asset management system. These are undertaken formally every four years as part of the review of our strategic and planning documents.

These reviews are high level and consider our strategic approach and asset management objectives. They address the long-term sustainability of our assets and asset management practices.

Management reviews cover the full scope of asset management practices, including consideration of the following areas:

Improvement implementation	Stakeholder requirements
Non-conformities and corrective actions	Performance monitoring
Scope, policy and objectives	Decision making criteria
Resources, roles and responsibilities	Changes to asset portfolio

#### Document Review

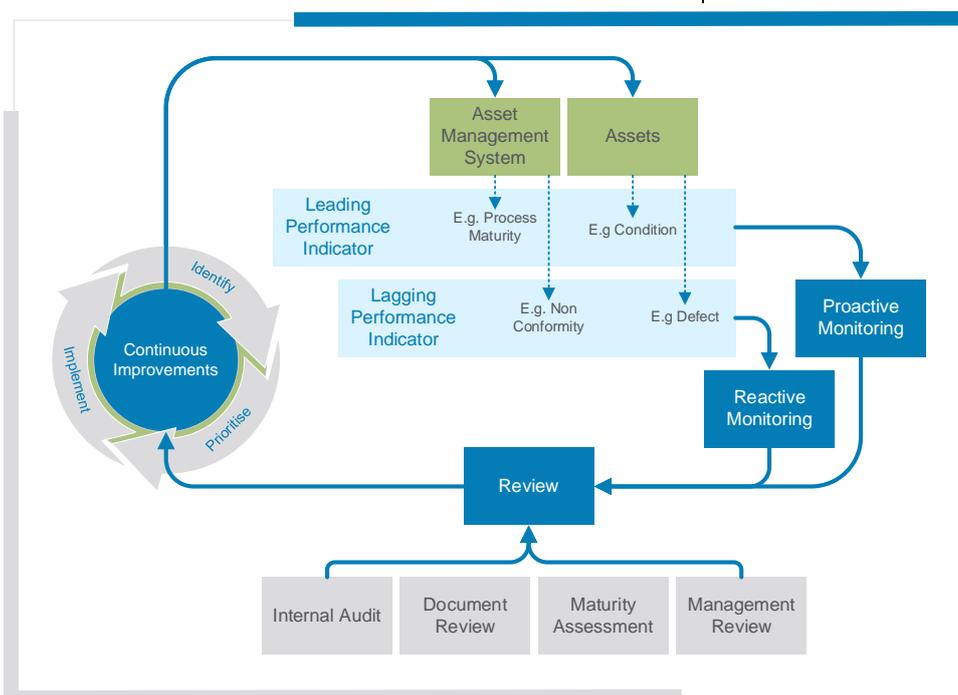
We have identified improvement actions to document our asset management processes. Once these documents are developed, a review program will be implemented to ensure they remain current and to identify improvements. The extent of the review will depend on the criticality of the process being documented, with critical processes undergoing more rigorous review.

#### Performance Review

Monitoring of performance measures provides input into the review of our systems and processes. Performance reporting will be developed and reviewed to identify opportunities for improvement.

### 9.2.2 Auditing

Internal auditing provides insight into how well our asset management systems and processes are being implemented and adhered to, and if the intended outcomes are being achieved. This allows us to evaluate the effectiveness of our systems and provides input into the management review and identifying improvements. Development of an internal auditing process, including desired scope of auditing and who will undertake it, has been identified as a required improvement action.



### 9.3 Maturity

Asset management maturity is an assessment of the capabilities of an organisation in relation to its asset management practices against what is considered best practice in the industry. The aim is to identify strengths, risks and opportunities to prioritise future development and track the progress of implementing improvements.

We have adopted the following maturity scale:

<b>Innocent</b>
No recognition of the need for asset management requirements, and no commitment to improve practices
<b>Aware</b>
Identified the need for asset management, and evidence of intent to progress towards implementing improvements
<b>Developing</b>
Planned means of integration & improvement of asset management systems, demonstration of progression in implementing improvements, resource commitment
<b>Competent</b>
Formally documented system, consistently achieve requirements
<b>Optimising</b>
Demonstration of systematic & consistent optimisation and improvement of asset management
<b>Excellent</b>
Demonstrated leading practices in asset management

#### 9.3.1 Maturity Assessment

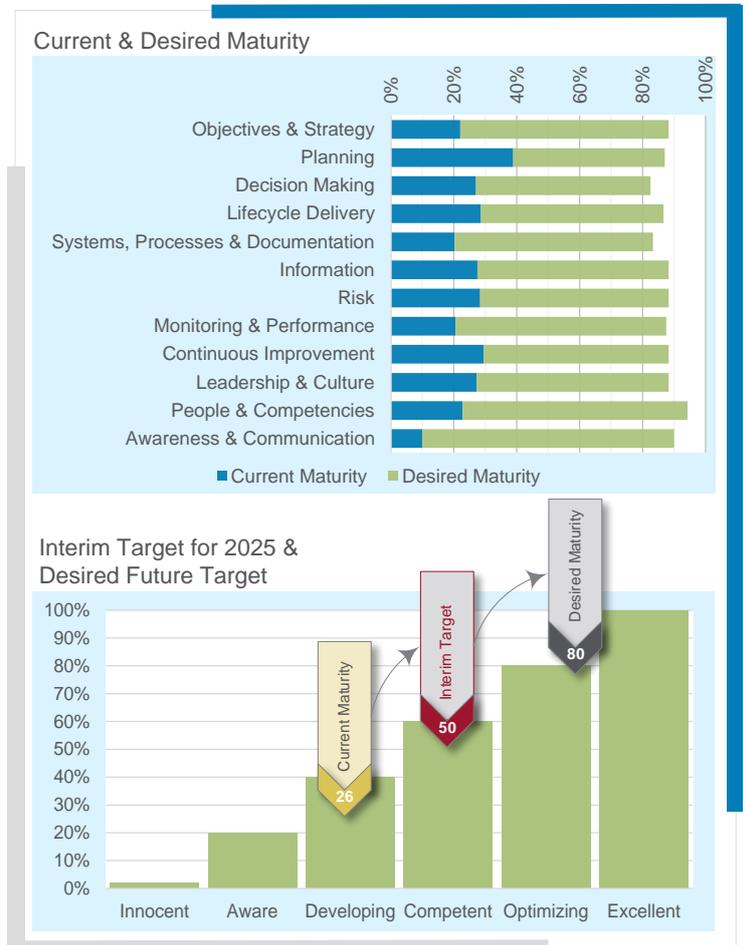
We undertook a self-assessment of our asset management in March 2020 to understand the maturity of our current practices. This provided the insight necessary to direct improvements towards more advanced asset management practices, systems and capabilities. We utilised maturity assessment tools developed by IPWEA and the Institute of Asset Management.

This assessment was completed for each of the following asset management elements:

Asset management objectives & strategy	Asset management planning
Decision making	Lifecycle delivery
Systems, processes & documentation	Information
Monitoring & performance	Continuous improvement
Risk	Leadership & culture
People & competencies	Awareness & communication

We also undertook several workshops with a group of staff heavily involved in asset management to determine Council’s current position and identify maturity gaps.

An overview of the results of the maturity assessment are shown below.



#### 9.3.2 Gap Analysis

A gap analysis takes the information from the maturity assessment and develops actions to close the gap between where our asset management practices currently are, and where we would like them to be. We have taken the actions identified to close the maturity gap and developed these into the prioritised improvement plan in the following section.

Further detail of the maturity assessment can be found in the:

*Asset Management Maturity Assessment & Gap Analysis March 2020 document*

## 9.4 Improvement Plan

The following actions have been identified to improve our asset management practices over the next four years (2021-2025). These have been developed from the actions identified to close the gaps between our current and desired asset management maturity. Further detail on the actions can be found in the Asset Management Maturity Assessment & Gap Analysis March 2020 document.

These actions have been prioritised based on the:

Complexity of the action

Reliance on data collection or other improvement actions

Budget requirements and available resources

Impact of the action on improving our asset management maturity

Priority	Improvement Action	Lead	Year			
			21/22	22/23	23/24	24/25
1	Implement an asset management steering committee	LT	✓			
1	Recruit an Asset Management Improvement Officer	GMPD	✓			
1	Maintenance Strategy Improvement - Condition Assessment	PDE	✓	✓		
1	Develop and document a formal capital works planning process	PDE		✓		
1	Maintenance Strategy Improvement - Maintenance Program Review	DTEM OEM	✓	✓	✓	✓
6	Maintenance Strategy Improvement - Cost Capture	PDE			✓	✓
6	Develop reporting on asset management system and asset performance	AMSO		✓		✓
6	Develop process for identifying asset criticality and assess assets	PDE		✓	✓	
9	Review and update Asset Management Plan	AMSO	✓	✓	✓	✓
9	Develop and formally document a decision-making framework	PDE		✓	✓	
9	Review and update asset risk register	PDE		✓		
12	Develop and implement an Improvement Plan for Confirm	AMSO	✓	✓	✓	
12	Maintenance Strategy Improvement - Defect Capture	DTEM OEM	✓	✓	✓	
12	Maintenance Strategy Improvement - Review, Reporting & Awareness	AMSO	✓	✓	✓	✓
15	Document all major asset management processes	AMSO	✓	✓	✓	✓

Priority	Improvement Action	Lead	Year			
			21/22	22/23	23/24	24/25
15	Implement review, development and reporting of improvements program	AMSO	✓	✓		
15	Review Asset Management Policy	AMSO	✓			
15	Develop an Asset Information Strategy	AMSO			✓	
15	Develop and implement review program for asset management system	AMSO				✓
15	Develop and implement a communication plan for asset management	AMSO		✓		
21	Implement GIS Development and Improvement Plan	AMSO	✓	✓		
22	Develop and document an asset handover process	PDE			✓	
22	Develop an electronic Asset Management Manual	AMSO		✓		
22	Improve storage and access to technical plans, SOPs and other asset related documents	PDE			✓	
24	Develop material on asset management for staff inductions	AMSO HR			✓	
26	Integrate demand analysis with asset planning and decision making	SPE			✓	
26	Maintenance Strategy Improvement - Confirm Processes	AMSO	✓	✓	✓	
28	Embed principles from Asset Management Policy & Strategy into business as usual	LG				✓
28	Develop asset management competencies framework	LT HR				✓
28	Promote development of asset management capability	LT HR				✓
31	Document all minor asset management processes	AMSO			✓	✓
32	Improve field access to asset systems, information and documents	PDE				✓
32	Develop and implement an internal auditing process for asset management system	AMSO				✓