



Strategic Asset Management Plan



Document History

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1 Introduction

1.1 Purpose of the SAMP

An asset management system (AMS) provides the framework for assets to contribute to the delivery of Council's goals and strategies, included in the Corporate Plan 2020-30 and assists by providing evidenced-based decision-making to inform the annual planning process and Long Term Financial Plan. The Strategic Asset Management Plan (SAMP) is a pivotal artefact in the asset management system, providing the link between governance and asset management planning.

The main purposes of this SAMP are to:

- > Establish asset management objectives which are aligned to organisational objectives
- > Describe the asset management planning approach
- > Describe the strategic long-term financial plan
- > Identify key Asset Management Plans and content

The SAMP is a critical document in the provision of the line of sight from Council's goals and strategies, to the asset management objectives and Levels of Service (documented in the Asset Management Plans). The asset management system and role of the SAMP are shown below in Figure 1-1.

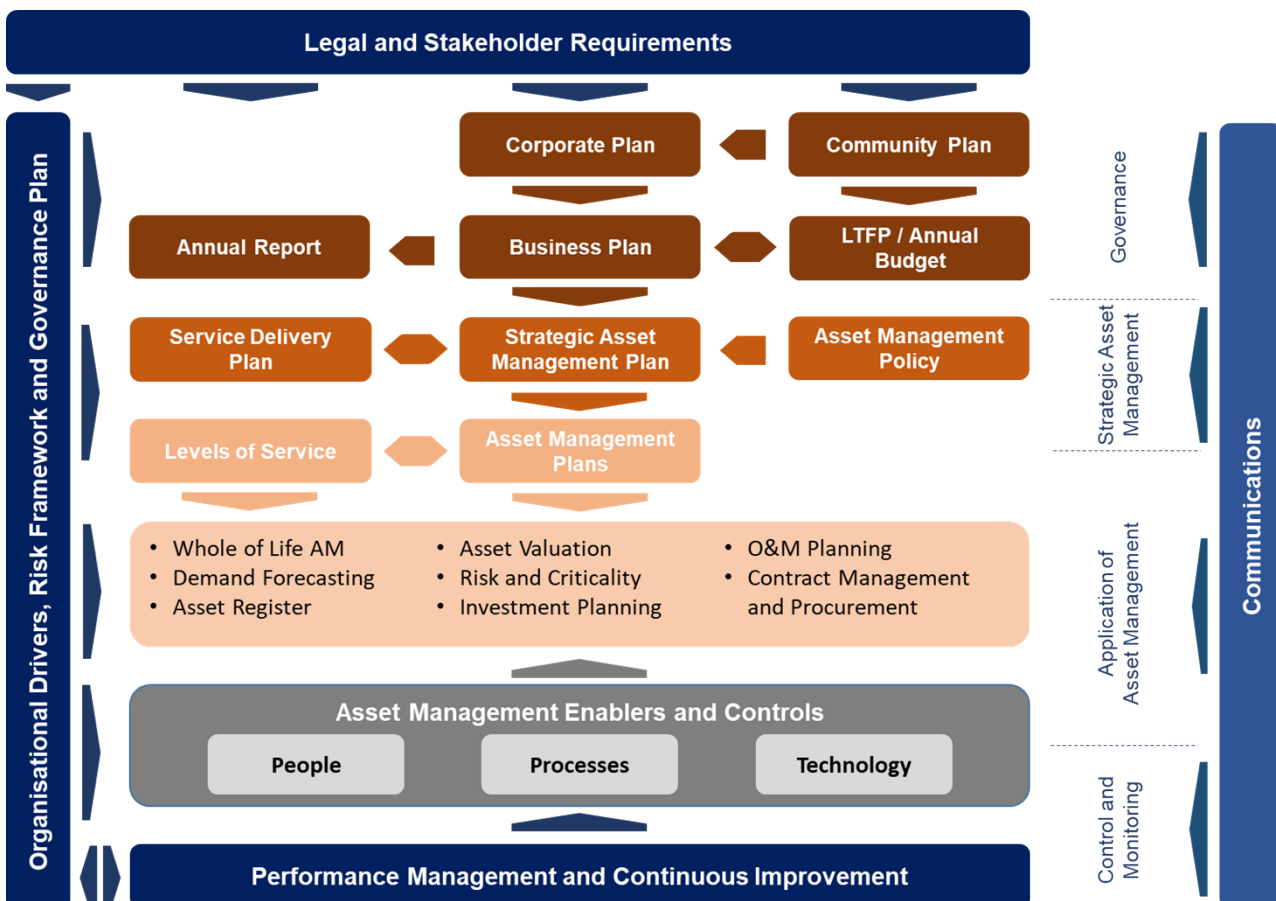


Figure 1-1 Asset Management System

The relationship between the plans in the Asset Management System are shown below in Figure 1-2

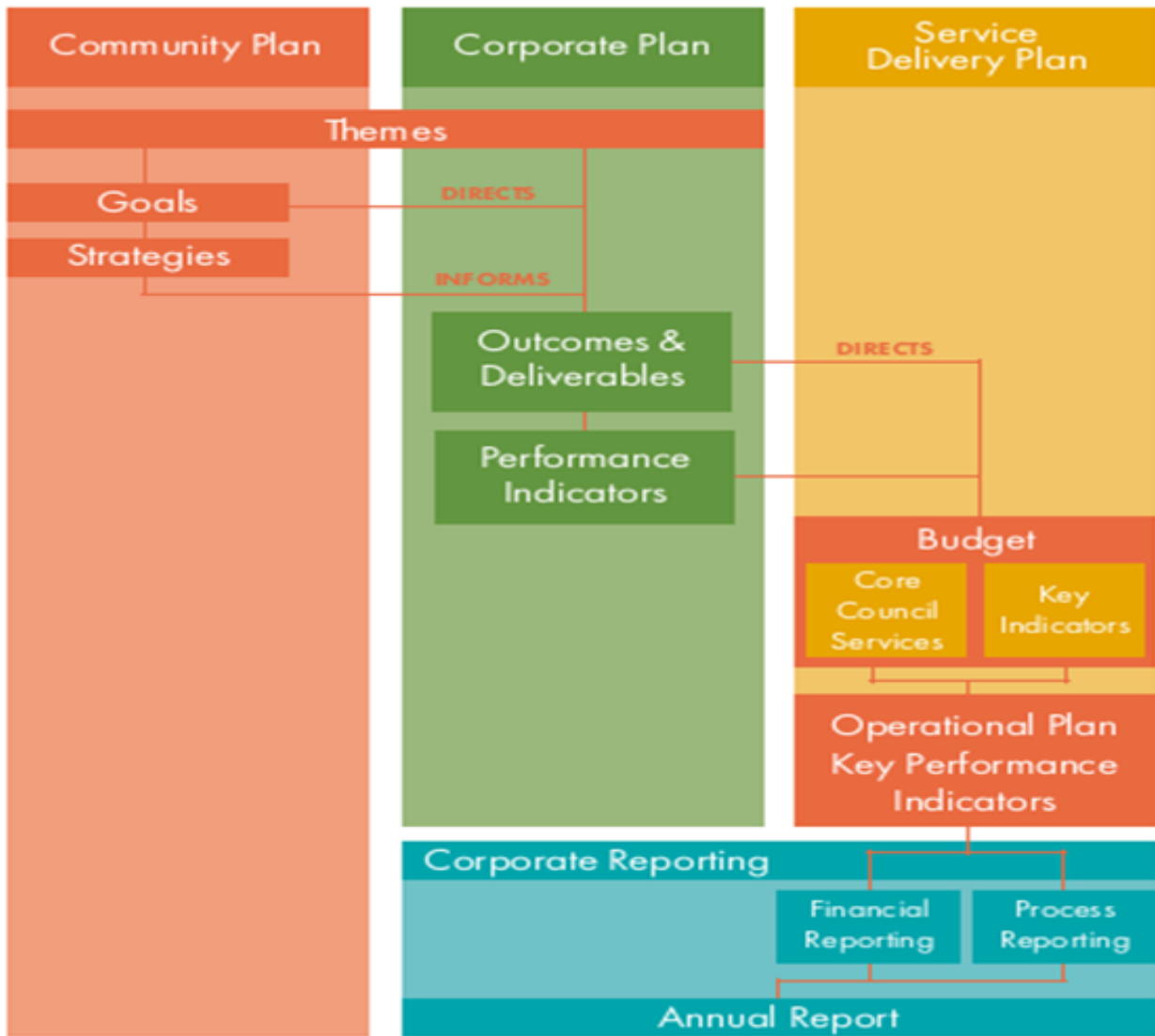


Figure 1-2 Plan Relationship

1.2 Asset Portfolio Overview

The portfolio covered by this SAMP is a diverse range of assets with nine overall asset classes including Buildings, Plant and Equipment (including Fleet), Roads and Drainage, Bridges, Sewerage, Water, Site Improvements, Land and Intangibles. Details of each asset class, including inventory, current condition, financial expenditure and lifecycle assessments are documented in the asset management plans (AMPs). Not all asset classes have had AMPs developed to date. Figure 1-3 provides an overview of the portfolio.

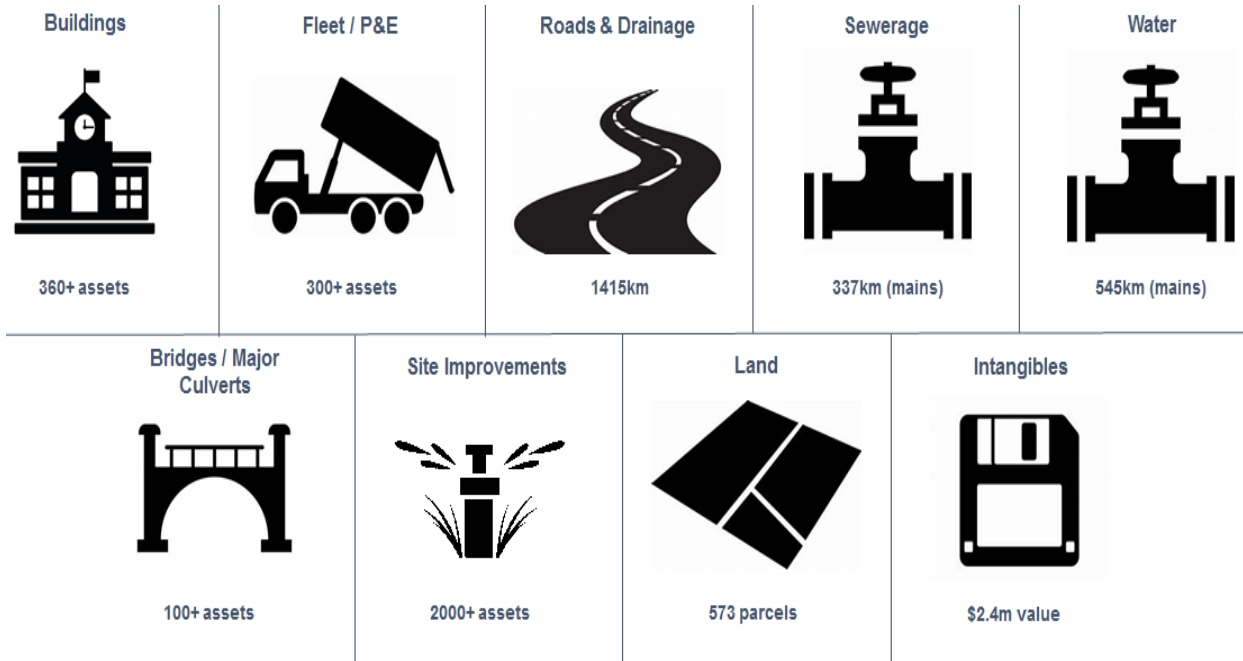


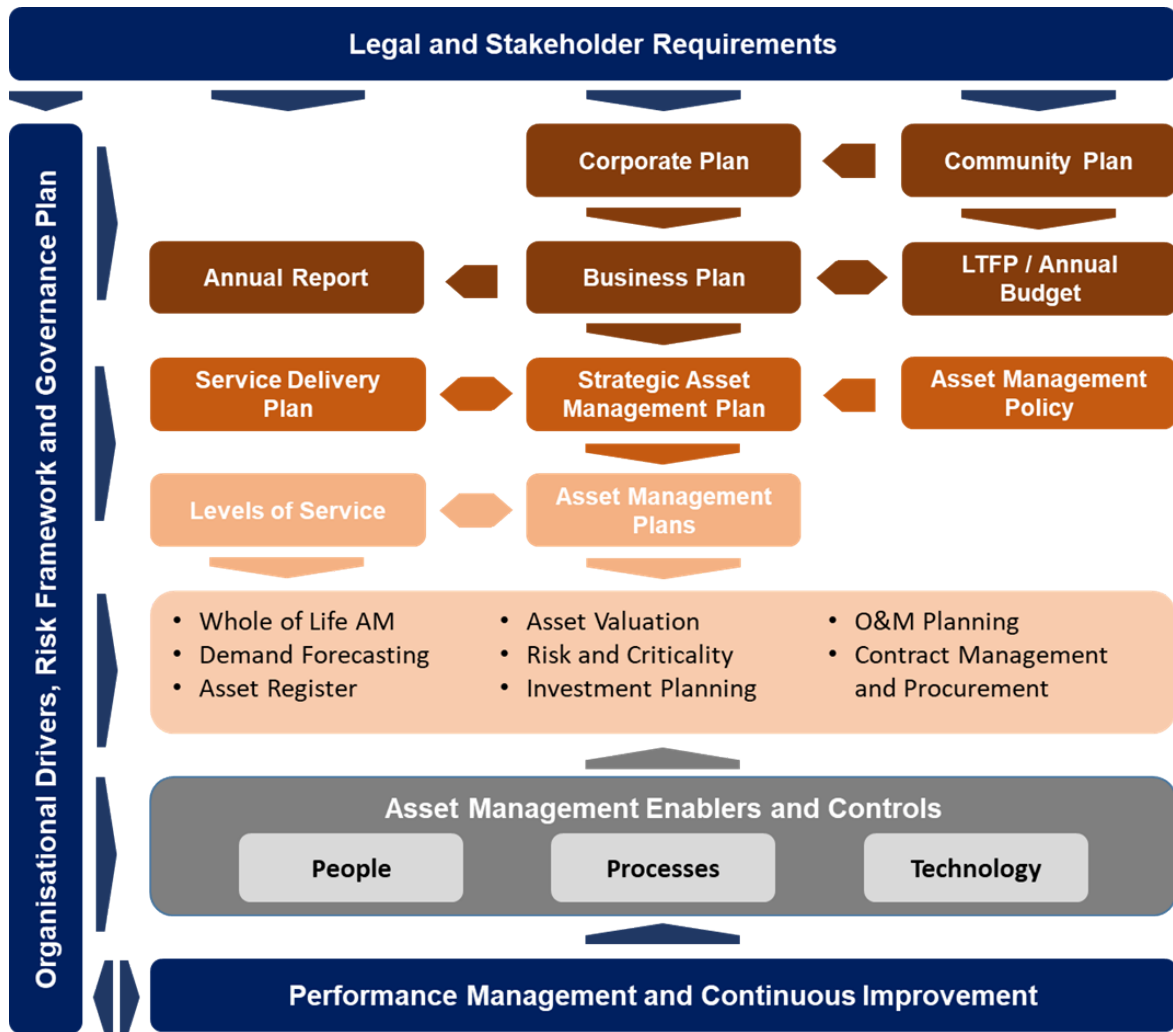
Figure 1-3 Overview of asset portfolio

1.3 Asset Management Framework

Council's asset management framework is outlined in Figure 1-4. This figure shows the overview of the framework and the relationship between the key organisational documents within the AMS, and the level of interaction of key internal stakeholders.

This figure shows the relationship between the Asset Management System and the key internal stakeholders who provide governance at each level of the system.

This SAMP aligns with the Asset Management Policy, links with the Business Plan and informs the Asset Management Plans to provide the strategic direction for asset management within Council over the next five years.



Team & Councillor Interactions with AMS

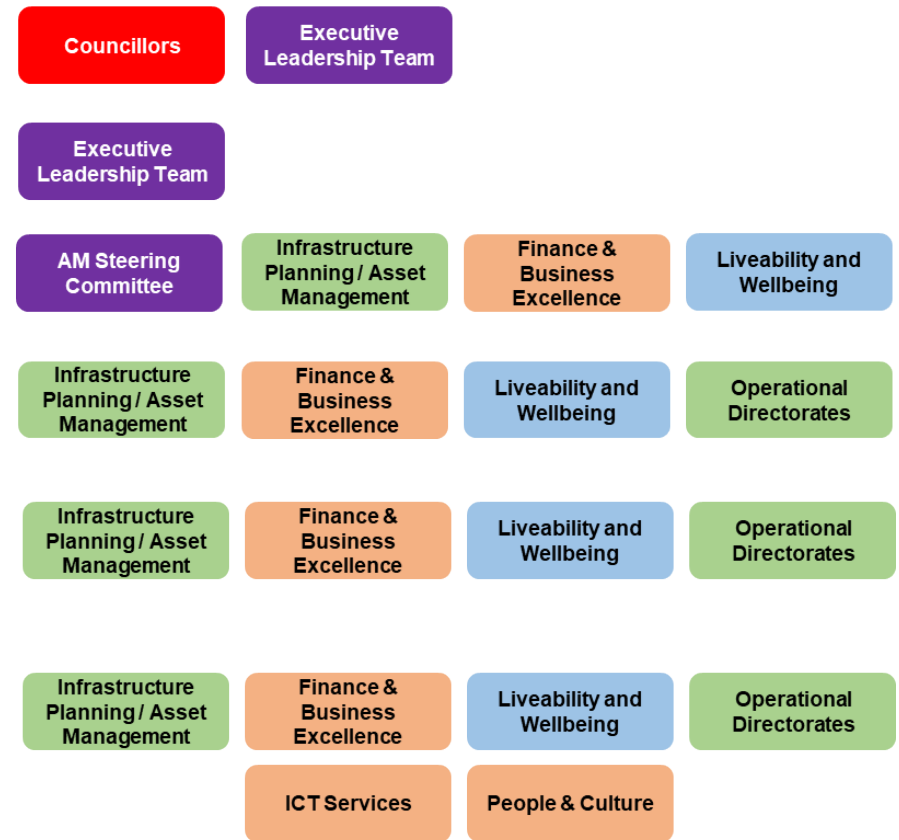


Figure 1-4 Asset Management Framework and Key Internal Stakeholders

1.4 Asset Management System

The AMS comprises the following asset management documents:

- > Asset Management Policy
- > Strategic Asset Management Plan
- > Service Delivery Plans
- > Asset Management Plans (includes the Levels of Service)
- > Continuous Improvement Plan (included within the SAMP)
- > Communications Plan (included within the SAMP)

2 Strategic Context

2.1 Regulatory, Policy and Strategic Direction

The SAMP is guided by the minimum requirements in:

- > Legislation
- > Legislative instruments
- > Council strategic direction
- > ISO55001:2014 Asset Management – Management Systems - Requirements
- > Council, State and Commonwealth policies
- > Codes and Guidelines

This section of the SAMP provides an outline of these requirements, and how they impact the AMS.

2.2 Factors Affecting Asset Management

Internal and external factors affect the AMS and the ability of Council to manage its assets. These factors present a threat or opportunity and are managed within Council's risk management framework. The considered factors are outlined in Table 2-1 and Table 2-2.

Table 2-1 External Factors:

Factor	Description/Impact
State and Commonwealth Governments	<p>The State and Commonwealth Governments can have a direct and an indirect impact on Council's ability to manage its assets through:</p> <ul style="list-style-type: none"> ▪ Legislative changes ▪ Policy direction change ▪ Politically driven projects handed over to Council ▪ Implementation of new procedures, technology solutions and reporting requirements ▪ Implementation of security measures
Legislative Requirements	<p>Council is required to manage its assets in compliance with relevant legislation. Legislation includes but is not limited to:</p> <ul style="list-style-type: none"> ▪ Local Government Act 2009 (Qld) ▪ Public Service Act 2008 (Qld) ▪ Public Sector Ethics Act 1994 (Qld) ▪ Financial Accountability Act 2009 (Qld) ▪ Work Health & Safety Act 2011 (Qld) ▪ Industrial Relations Act 1999 (Qld) ▪ Workers Compensation Rehabilitation Act 2003 (Qld)

Factor	Description/Impact
	<ul style="list-style-type: none"> ▪ Anti-Discrimination Act 1991 (Qld) ▪ Right to Information Act 2009 (Qld) ▪ Information Privacy Act 2009 (Qld) ▪ Public Records Act 2002 (Qld)
ISO55001:2014 Asset Management – Management Systems - Requirements	This standard provides a recognised framework for Council to future develop its asset management system around. In aligning to the standard, it will ensure that Council will have a robust and applicable asset management system for their organisation.
Financial Constraints	Constrained funding requires Council to effectively plan and manage their capital, operational and maintenance expenditure. At times, Council may be required to focus more on non-capital solutions to ensure the assets are performing to their required levels of service.
Climate Change	Climate change may cause the accelerated decrease in the lifespan and performance of Council's assets. This in turn will increase the cost for maintenance, refurbishment and replacement of assets. Council is currently preparing a Coastal Hazard Adaptation Strategy, which will address some of the potential impacts of climate change.
Community/Visitor Expectations	<p>Council is required to maintain and provide assets, which are safe for use and meet the expectations of community and visitors (defined as the Levels of Service). Poorly maintained assets or insufficient assets could lead to decreases in visitor numbers.</p> <p>The defined levels of service are based on community expectations and willingness of the community to pay to ensure that the levels of service are achieved. This requires understanding the expectations through community consultation and advising the community of the cost to deliver these. To ensure the willingness to pay is understood in the wider community, the cost should be provided in terms of changes to rates and other charges.</p>
Population Demand	<p>The resident population within the Livingstone Shire Council is projected to be as shown below as at 30 June each year (based on the 2016 census data).</p> <p>2021 – 38,771 2026 – 42,020 2031 – 46,480 2036 – 51,421 2041 – 55,740</p> <p>Over the next 20 year's this equates to an increase of 44%. This is likely to produce pressures on existing assets and require new assets to service this population.</p> <p>This growth needs to be allowed for, and current asset capacities understood</p>
Security Threats	<p>Security threats can include:</p> <ul style="list-style-type: none"> ▪ ICT system threats ▪ Forced physical entry and destruction of property ▪ Opportunistic burglars ▪ Former employees
Global and National Health Interventions	The Covid 19 pandemic has seen Council operating in a restricted environment. Future health interventions could see greater restrictions placed on operations, affecting how Council deliver services to its customers. To minimise the impact after the current pandemic has passed a review should be undertaken to identify any lessons that can be learned for inclusion in future updates of the business continuity plans.

Table 2-2 Internal Factors:

Factor	Description/Impact
Corporate Drivers	Council will determine corporate direction and corporate objectives. It is important to align the asset management objectives to the corporate objectives to ensure that the asset management system is able to deliver what the Council wishes to achieve.
Risk Management	Council has developed a Risk Management Policy dealing with the identification, management, and mitigation of risks.
Critical Assets	Critical assets are those that can have a significant impact on Council achieving its organisational objectives. Understanding the criticality of assets is an additional tool used in conjunction with risk assessment to assist in the prioritisation of works.
Resourcing	There is a relatively small number of staff to carry out asset management functions. As such, Council must rely on contractors, or recruit additional resources, to ensure all asset management functions are undertaken.
Asset Data	<p>Asset data, in particular the asset inventory and the condition data, is cyclically updated as part of the re-valuation program.</p> <p>Revaluation is required to be undertaken at a maximum period of every five years. Council undertakes this on a rolling basis for the assets portfolio. In addition if there is a sizable movement in value (determined through indexation), of greater than 5% since the last revaluation, an 'out of cycle' revaluation is required.</p> <p>New or rehabilitated assets above the capitalisation threshold (unless Network Assets **), as outlined below, need to be captured in the asset register including all the appropriate attribute information. This includes retiring existing assets within the asset register as these no longer provide economic benefit to Council. Retiring but not deleting these assets, will enable the data to be accessed in future to allow analysis.</p> <p>The capitalisation thresholds are as follows:</p> <ul style="list-style-type: none"> ▪ Land \$1 ▪ Buildings \$10,000 ▪ Plant & equipment \$5,000 ▪ Roads and Drainage \$10,000 ▪ Bridges \$10,000 ▪ Water \$10,000 ▪ Sewerage \$10,000 ▪ Site improvements \$10,000 ▪ Intangible assets \$10,000
Knowledge Management	A knowledge management environment can provide the basis for making informed decisions by delivering relevant information at the time of need
Communications	Clear and concise communication is needed with external and internal stakeholders.
Continual Improvement	A continuous improvement system that identifies, defines and prioritises potential improvement will minimise the risk of the AMS stagnating.
Technology	Council are considering the implementation of a new asset information management system. This presents both risks and opportunities to Council. Careful planning, change management, and communications will be required throughout the implementation to ensure there is buy-in across the organisation.
Other Factors	<p>Other factors may include:</p> <ul style="list-style-type: none"> ▪ Rollout of technology upgrades across the organisation ▪ Internal handover of new assets and capturing the required information in the asset register within a timely manner ▪ Internal budget constraints impacting the delivery of the required Level of Service (LOS) ▪ Resistance to change by some employees can make the full implementation of the AMS challenging

**** As per Asset Data factor in Table 2-2 and in accordance with Council’s Asset Capitalisation Policy, Networked Assets can be classified as follows:**

- Roads and associated assets including kerb and channel, footpaths, cycleways, reseals or asphalt overlay of roads;
- Drainage – including lined channels, underground culverts and pipe components;
- Water and wastewater – underground pipe components, telemetry equipment, water meters and re-lining of pipes; and
- Communication equipment – including Council’s Private Automatic Branch Exchange (Internal telephone network) and trunked radios

2.3 Stakeholders

The key stakeholders of the AMS include all those who have an interest in the assets and their operation. Stakeholders and their expectations are summarised in Table 2-3.

Table 2-3 Key Stakeholders

Stakeholder	Expectations
Community/Visitors	<ul style="list-style-type: none"> ▪ Assets are maintained and operated in good condition ▪ Assets are safe to visit and use
Tourism Operators	<ul style="list-style-type: none"> ▪ Assets in tourist locations are maintained to a high standard ▪ There are sufficient assets in tourist areas to meet the tourism demand
Council staff	<ul style="list-style-type: none"> ▪ Assets are maintained and operated in a financially sustainable manner ▪ Appropriate systems and tools are in place to perform the required asset management functions ▪ Risks to the assets are known and managed at the appropriate level ▪ A robust evidenced based decision making process to facilitate applicable funding applications to be made to enable the assets to be operated and maintained to the adopted LOS
Suppliers/Contractors	<ul style="list-style-type: none"> ▪ Contractual obligations are upheld ▪ A partnership approach is adopted
State and Commonwealth Government	<ul style="list-style-type: none"> ▪ Assets are built, operated, maintained and disposed in compliance with any legislative and regulatory requirements ▪ All financial and reporting obligations are upheld

3 Asset Management Policy, Objectives

The key purpose of the SAMP is to provide the linkage between Council’s goals and strategic themes, to the asset management objectives and Levels of Service. This ensures a direct line of sight from the organisational goals to the services the assets provide.

3.1 Council’s Goals and Strategies

Under each of the strategic themes in the Corporate Plan 2020 – 2030, various goals and actions are outlined as shown in Table 3-1.

Council has recently developed the Livingstone Community Plan, Towards 2050. As a result of this the Corporate Plan has been updated and the asset management objectives mapped against the new themes and goals of Council.

Each strategic theme Council has developed has a series of goals and actions associated with it. Assets have not been specifically identified but will indirectly contribute to all of the Corporate Plan 2020 - 2030 themes.

Table 3-1 Corporate Plan Goals and Strategies

Strategic Theme	Statement of Intent	Community Plan Goal	Goal	Community Plan Action	Action
Liveable Livingstone	A 'Liveable Livingstone' will support and advocate for services for the wellbeing of the people of Livingstone at any age and with any ability	1.1	Access to quality housing and healthcare	1.1.1	Foster development to promote a range of housing options by reviewing existing planning and development policies to ensure that Council's development controls facilitate housing choice
		1.1.2	Align community programmes to social needs, funding opportunities and/or partnerships		
		1.2	Supporting healthy living at any age	1.2.1	Build capacity to improve health and well-being in the community by providing fair and reasonable access to service and facilities
		1.2.2	Plan for Livingstone's ageing demographics and partner with regional health and aged care sector		
		1.2.3	Plan, design and deliver community infrastructure which connects communities and encourages non-vehicular transport		
		1.2.4	Take action to enable the implementation of the Active Livingstone Strategy		
		1.3	Places for active and passive recreation	1.3.1	Undertake planning in conjunction with the review of Council's Local Government Infrastructure Plan to provide adequate open space and recreation areas to meet the future growth needs of the Shire
		1.3.2	Optimise community benefit from the use of parklands and facilities by improving the quality, access to, and shared use of, public spaces and facilities for cultural, recreational, and community activities		

				1.3.3	Support community groups (including the arts, cultural, sport, and recreation groups), through advocacy and by helping them identify and secure funding streams and develop skills (including networking, governance, engaging volunteers, and business management)
Thriving Livingstone	A 'Thriving Livingstone' will prioritise the Traditional Owners and the importance of the place and country of Indigenous people; offer a diverse range of cultural activities and events; and develop and sustain a diverse economy	2.1	Recognition, respect and support for Indigenous people, history and culture	2.1.1	Implement Livingstone's Reconciliation Action Plan to increase Council's organisational and staff capacity to deliver positive outcomes for Indigenous people, including the Darumbal and Woppaburra people
				2.1.2	Foster partnerships to celebrate Council's and the community's respect and understanding of the Darumbal and Woppaburra People's relationship with their traditional land and waters through culturally appropriate facilities and services
		2.2	Diverse business, industry and employment	2.2.1	Growth in key sectors identified in the Invest Capricorn Coast Region Economic Development Plan is supported through the development and implementation of action plans by Capricorn Enterprise and other advisory groups
				2.2.2	Foster development of high performing local business capability and diversity
				2.2.3	Implement a Council endorsed priority land development plan to deliver a return on the community's investment in land development to enhance economic and community outcomes
				2.2.4	Support the growth of education and employment opportunities for the community
		2.3	A welcoming and desirable place to visit	2.3.1	Provide support to market Livingstone as a destination for commerce, tourism, and lifestyle
				2.3.2	Council provides and maintains infrastructure which encourages business and tourism growth

		2.4	Arts and cultural activities and facilities that strengthen social connections	2.4.1	Deliver events, activities, and performances which bring economic and social benefits to the community
				2.4.2	Implement the action plan from the Invest Capricorn Coast Region Events Strategy 2025
				2.4.3	Foster access, collaboration, community connectedness, wellbeing and creativity by supporting arts and cultural activities within the Shire
Natural Livingstone	A 'Natural Livingstone' will protect, sustainably manage and enhance the natural beauty, landscapes and resources of the country of the Darumbal and Woppaburra people in order to safeguard the sustainability and environmental resilience of the region into the future	3.1	Enhanced reuse and recycling of resources	3.1.1	Enable and support sustainable waste management technologies, services and facilities which provide innovative and compliant solutions to reduce the environmental impacts of Council's waste collection and resource recovery operations
				3.1.2	Partner with the community to divert and minimise waste and invest in renewable energy
				3.1.3	Incentivise the community to invest in reuse, recycling, energy, and water saving practices
				3.1.4	Promote and develop a resource recovery centre to deliver education and behavioural change
		3.2	Protection of coastlines and waterways	3.2.1	Assess alternative options to increase water sources
				3.2.2	Progress and support plans which protect coastal and marine environments
				3.2.3	Collaborate with partners to reduce sediments and nutrients in waterways
				3.2.4	Plan Council's response to climate change by implementing the actions in the Coastal Hazard Adaption Strategy
				3.2.5	Develop and implement a Livingstone Shire Carbon Strategy

		3.3	Conservation of natural assets and green corridors	3.3.1	Recognise, preserve and enhance the region's unique biodiversity
				3.3.2	Progress and support plans which protect the shire's natural assets, bushland and local eco-systems
				3.3.3	Manage threats by collaborating with traditional owners, agencies, community groups and private landholders about land management, protection methods including hazard reduction strategies and conservation policies to ensure the protection of people, property, and the environment
Leading Livingstone	A 'Leading Livingstone' will provide transparent, accountable leadership which listens to the needs of the Livingstone community and advocates for Livingstone's interests to State and Federal Governments	4.1	Innovative and accountable leadership to achieve a shared future	4.1.1	Implementation of the Community Plan and Corporate Plan is well co-ordinated across Council and through a delivery mechanism which provides clear line of sight, accountability, and performance measurement for all employees
				4.1.2	Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans which guide project planning and service delivery across the Shire
				4.1.3	A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change which enhances internal and external outcomes
				4.1.4	Provide leadership and contemporary management systems which drive a co-ordinated and connected organisation
				4.1.5	Promote a values-based culture which appreciates and empowers its workforce
				4.1.6	Risk management practices are embedded into decision making processes

				4.1.7	Recruit and develop a professional, capable, and responsive workforce
				4.1.8	Provide for the safety, security, health, and well-being of Council employees and contractors
		4.2	Collaboration and partnerships to advocate for the needs of the community	4.2.1	Build and maintain strong, collaborative, and co-operative relationships across all levels of government, industry, business and community
				4.2.2	Identify opportunities for alignment between Council's interests and objectives with those of Federal and State Governments
				4.2.3	Advocate Council's interests and objectives to government, industry, business, and community to promote the Livingstone region at a national and international level
				4.2.4	Actively participate in Central Queensland Regional Organisation of Councils and other regional bodies to promote regional interests and objectives to government, industry, business and community
		4.3	Engagement with the community as advisors and partners	4.3.1	Plan, develop and implement high-quality customer-focused services
				4.3.2	Commit to open and accountable governance to ensure community confidence and trust in Council and its democratic values
				4.3.3	Take actions to enable the use of meaningful tools to engage the community on diverse issues so that the community is well informed and can contribute to decision making
Future Livingstone	A 'Future Livingstone' will become a resilient community prepared for	5.1	Balanced environmental and development outcomes	5.1.1	Maintain a clear and comprehensive planning vision for the region

future economic, social, environmental and infrastructure challenges to ensure Livingstone retains its unique character and thrives into the future			5.1.2	Balance development within Livingstone Shire in accordance with the community's desired environmental and economic outcomes
			5.1.3	Develop a programme of master planning, place making and improvement strategies to enhance local identity and lifestyle
			5.1.4	Collaborate with partners to understand, nurture and protect Great Keppel Island's environmental values which help showcase it's unique tourism potential
	5.2	Connected places, people and services	5.2.1	Implement an integrated transport strategy which encourages alternative transport usage to maximum economic, environmental, and liveability outcomes
			5.2.2	Reinforce sustainable building design principles
			5.2.3	Adopt and implement a Connected Livingstone Strategy to foster investment opportunities in the region
			5.2.4	Integrate technology and innovative solutions into Council's operations and community programmes to increase efficiency, provide excellent customer service outcomes, encourage entrepreneurship and community engagement
	5.3	Community capacity and resilience in respect of future risk	5.3.1	Maintain the ability to respond to disaster events under the disaster management arrangements
			5.3.2	Enhance the community's preparedness for disaster through community education, training and strong partnerships between Council and other agencies
			5.3.3	Plan the response to changes in social, economic, and climate conditions
			5.3.4	Partner with agencies to develop programmes for the protection of all members within the community

3.2 Asset Management Policy

Councils Asset Management Policy provides the guiding principles and framework to strategically manage infrastructure services and physical assets owned or controlled by Council, with a focus on the organisations long life infrastructure assets such as roads, bridges, stormwater, water, sewerage, buildings and site improvements assets.

The asset management policy outlines the intentions and direction of the asset management system as formally expressed by Council's Executive Leadership Team.

In alignment with ISO55001 the policy:

- > Is appropriate to the purpose of the organisation
- > Provides a framework for setting Asset Management objectives
- > Includes a commitment to satisfying applicable [mandatory and legal] requirements
- > Includes a commitment to continual improvement of the Asset Management System

In addition, Councils Asset Management Policy:

- > Is documented, available and communicated, and
- > Is reviewed and updated as required

Council's Policy is available within Council's record keeping system and on the website.

3.3 Asset Management Objectives

Councils asset management objectives are the outcomes to be achieved by the assets. The objectives within the policy include:

- a) The management of assets is to be undertaken in a structured and coordinated manner.
- b) The effective and efficient management of Council's Asset Management System and Asset Portfolio will be achieved by:
 - i. taking a strategic, lifecycle approach using a risk management based approach while delivering services at the adopted level;
 - ii. developing and maintaining asset management plans to inform Council's long term financial plan;
 - iii. preparing business cases for proposed future funding requirements prior to the introduction of new assets or services ensuring the whole of life cost of the assets or services are fully understood;
 - iv. integrating Asset Management activities with applicable Council Management Systems
 - v. monitoring asset performance and maintaining quality asset data in accordance with corporate asset data requirements;
 - vi. ensuring investment decisions are based on optimised levels of service that address the needs of the community in a financially sustainable manner;
 - vii. monitoring, reviewing and reporting on the performance of the asset management system to ensure alignment with industry standards and best practice; and
 - viii. providing resources and training in asset and financial management principles, practices and processes to enable delivery of the Asset Management System.
- c) Non-asset solutions are considered as part of the introduction of any new service or proposed expansion of an existing asset base.
- d) Legislative and regulatory requirements are met.

The objectives link directly to the strategic themes, via the associated actions. This alignment ensures the overall focus of Council is consistent across all its strategic documents and provides a common platform to develop an asset management system that is harmonious with the Council's strategic themes. The strategic themes are the Council's intended method to achieve the overall goals. The asset management objectives demonstrate how the assets can positively contribute to delivering the strategic themes and in turn the strategic goals of Council. These links are shown in Table 3.2.

Table 3-2 Asset Management Objective Links to the Strategic Themes

Strategic Theme	Statement of Intent	Community Plan Goal	Goal	Community Plan Action	Action	Contributing AM Objective(s)	Contributing Asset Classes					Site improvements
							Buildings	Fleet	Roads	Sewer	Water	
Liveable Livingstone	A 'Liveable Livingstone' will support and advocate for services for the wellbeing of the people of Livingstone at any age and with any ability	1.1	Access to quality housing and healthcare	1.1.1	Foster development to promote a range of housing options by reviewing existing planning and development policies to ensure that Council's development controls facilitate housing choice	Nil						
				1.1.2	Align community programmes to social needs, funding opportunities and/or partnerships	Nil						
		1.2	Supporting healthy living at any age	1.2.1	Build capacity to improve health and well-being in the community by providing fair and reasonable access to service and facilities	b,c	✓		✓			✓
				1.2.2	Plan for Livingstone's ageing demographics and partner with regional health and aged care sector	b,c			✓			
				1.2.3	Plan, design and deliver community infrastructure which connects communities and encourages non-vehicular transport	b,c			✓			
				1.2.4	Take action to enable the implementation of the Active Livingstone Strategy	b	✓		✓			✓
		1.3	Places for active and passive recreation	1.3.1	Undertake planning in conjunction with the review of Council's Local Government Infrastructure Plan to provide adequate open space and recreation areas to meet the future growth needs of the Shire	a,b,c,d	✓		✓			✓
				1.3.2	Optimise community benefit from the use of parklands and facilities by improving the quality, access to, and shared use of, public spaces and facilities for cultural, recreational, and community activities	b, d	✓		✓			✓
				1.3.3	Support community groups (including the arts, cultural, sport, and recreation groups), through advocacy and by helping them identify and secure funding streams and develop skills (including networking, governance, engaging volunteers, and business management)	Nil						

Strategic Theme	Statement of Intent	Community Plan Goal	Goal	Community Plan Action	Action	Contributing AM Objective(s)	Contributing Asset Classes					Site Improvements	
							Buildings	Fleet	Roads	Sewer	Water		
Thriving Livingstone	A 'Thriving Livingstone' will prioritise the Traditional Owners and the importance of the place and country of Indigenous people; offer a diverse range of cultural activities and events; and develop and sustain a diverse economy	2.1	Recognition, respect and support for Indigenous people, history and culture	2.1.1	Implement Livingstone's Reconciliation Action Plan to increase Council's organisational and staff capacity to deliver positive outcomes for Indigenous people, including the Darumbal and Woppaburra people	Nil							
				2.1.2	Foster partnerships to celebrate Council's and the community's respect and understanding of the Darumbal and Woppaburra People's relationship with their traditional land and waters through culturally appropriate facilities and services	Nil							
		2.2	Diverse business, industry and employment	2.2.1	Growth in key sectors identified in the Invest Capricorn Coast Region Economic Development Plan is supported through the development and implementation of action plans by Capricorn Enterprise and other advisory groups	Nil							
				2.2.2	Foster development of high performing local business capability and diversity	Nil							
				2.2.3	Implement a Council endorsed priority land development plan to deliver a return on the community's investment in land development to enhance economic and community outcomes	Nil							
				2.2.4	Support the growth of education and employment opportunities for the community	Nil							
		2.3	A welcoming and desirable place to visit	2.3.1	Provide support to market Livingstone as a destination for commerce, tourism, and lifestyle	b	✓		✓	✓	✓	✓	
				2.3.2	Council provides and maintains infrastructure which encourages business and tourism growth	b	✓		✓	✓	✓	✓	
		2.4	Arts and cultural activities and facilities that strengthen	2.4.1	Deliver events, activities, and performances which bring economic and social benefits to the community	Nil							
				2.4.2	Implement the action plan from the Invest Capricorn Coast Region Events Strategy 2025	b	✓		✓	✓	✓	✓	

Strategic Theme	Statement of Intent	Community Plan Goal	Goal	Community Plan Action	Action	Contributing AM Objective(s)	Contributing Asset Classes					Site Improvements	
							Buildings	Fleet	Roads	Sewer	Water		
			social connections	2.4.3	Foster access, collaboration, community connectedness, wellbeing and creativity by supporting arts and cultural activities within the Shire	Nil							
Natural Livingstone	A 'Natural Livingstone' will protect, sustainably manage and enhance the natural beauty, landscapes and resources of the country of the Darumbal and Woppaburra people in order to safeguard the sustainability and environmental resilience of the region into the future	3.1	Enhanced reuse and recycling of resources	3.1.1	Enable and support sustainable waste management technologies, services and facilities which provide innovative and compliant solutions to reduce the environmental impacts of Council's waste collection and resource recovery operations	b	✓	✓	✓	✓	✓	✓	
				3.1.2	Partner with the community to divert and minimise waste and invest in renewable energy	b	✓	✓	✓	✓	✓	✓	
				3.1.3	Incentivise the community to invest in reuse, recycling, energy, and water saving practices	c	✓		✓	✓	✓	✓	
				3.1.4	Promote and develop a resource recovery centre to deliver education and behavioural change	c						✓	
		3.2	Protection of coastlines and waterways	3.2.1	Assess alternative options to increase water sources	a,b,c						✓	
				3.2.2	Progress and support plans which protect coastal and marine environments	a,b,c,d	✓		✓				✓
				3.2.3	Collaborate with partners to reduce sediments and nutrients in waterways	c	✓		✓	✓	✓	✓	✓
				3.2.4	Plan Council's response to climate change by implementing the actions in the Coastal Hazard Adaption Strategy	a,b,c,d	✓	✓	✓	✓	✓	✓	✓
				3.2.5	Develop and implement a Livingstone Shire Carbon Strategy	a,b,c,d	✓	✓		✓	✓	✓	✓
		3.3	Conservation of natural assets and green corridors	3.3.1	Recognise, preserve and enhance the region's unique biodiversity	a,b,c,d	✓		✓	✓	✓	✓	✓
				3.3.2	Progress and support plans which protect the shire's natural assets, bushland and local eco-systems	a,b,c,d	✓		✓	✓	✓	✓	✓
				3.3.3	Manage threats by collaborating with traditional owners, agencies, community groups and private	a,b,c							✓

Strategic Theme	Statement of Intent	Community Plan Goal	Goal	Community Plan Action	Action	Contributing AM Objective(s)	Contributing Asset Classes					Site Improvements
							Buildings	Fleet	Roads	Sewer	Water	
					landholders about land management, protection methods including hazard reduction strategies and conservation policies to ensure the protection of people, property, and the environment							
Leading Livingstone	A 'Leading Livingstone' will provide transparent, accountable leadership which listens to the needs of the Livingstone community and advocates for Livingstone's interests to State and Federal Governments	4.1	Innovative and accountable leadership to achieve a shared future	4.1.1	Implementation of the Community Plan and Corporate Plan is well co-ordinated across Council and through a delivery mechanism which provides clear line of sight, accountability, and performance measurement for all employees	a,b,c,d	✓	✓	✓	✓	✓	✓
				4.1.2	Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans which guide project planning and service delivery across the Shire	a,b,c,d	✓	✓	✓	✓	✓	✓
				4.1.3	A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change which enhances internal and external outcomes	a	✓	✓	✓	✓	✓	✓
				4.1.4	Provide leadership and contemporary management systems which drive a co-ordinated and connected organisation	a,b	✓	✓	✓	✓	✓	✓
				4.1.5	Promote a values-based culture which appreciates and empowers its workforce	Nil						
				4.1.6	Risk management practices are embedded into decision making processes	a,b	✓	✓	✓	✓	✓	✓
				4.1.7	Recruit and develop a professional, capable, and responsive workforce	Nil						
				4.1.8	Provide for the safety, security, health, and well-being of Council employees and contractors	Nil						
		4.2	Collaboration and partnerships to advocate for the needs of the	4.2.1	Build and maintain strong, collaborative, and co-operative relationships across all levels of government, industry, business and community	Nil						
				4.2.2	Identify opportunities for alignment between Council's interests and objectives with those of Federal and State Governments	b	✓	✓	✓	✓	✓	✓

Strategic Theme	Statement of Intent	Community Plan Goal	Goal	Community Plan Action	Action	Contributing AM Objective(s)	Contributing Asset Classes					
							Buildings	Fleet	Roads	Sewer	Water	Site Improvements
			community	4.2.3	Advocate Council's interests and objectives to government, industry, business, and community to promote the Livingstone region at a national and international level	b	✓		✓	✓	✓	✓
				4.2.4	Actively participate in Central Queensland Regional Organisation of Councils and other regional bodies to promote regional interests and objectives to government, industry, business and community	b	✓		✓	✓	✓	✓
		4.3	Engagement with the community as advisors and partners	4.3.1	Plan, develop and implement high-quality customer-focused services	a,b,c,d	✓	✓	✓	✓	✓	✓
				4.3.2	Commit to open and accountable governance to ensure community confidence and trust in Council and its democratic values	a	✓	✓	✓	✓	✓	✓
				4.3.3	Take actions to enable the use of meaningful tools to engage the community on diverse issues so that the community is well informed and can contribute to decision making	a	✓	✓	✓	✓	✓	✓
		Future Livingstone	A 'Future Livingstone' will become a resilient community prepared for future economic, social, environmental and infrastructure challenges to ensure Livingstone retains its unique character and	5.1	Balanced environmental and development outcomes	5.1.1	Maintain a clear and comprehensive planning vision for the region	d	✓		✓	✓
5.1.2	Balance development within Livingstone Shire in accordance with the community's desired environmental and economic outcomes					b	✓		✓	✓	✓	
5.1.3	Develop a programme of master planning, place making and improvement strategies to enhance local identity and lifestyle					b	✓		✓	✓	✓	✓
5.1.4	Collaborate with partners to understand, nurture and protect Great Keppel Island's environmental values which help showcase it's unique tourism potential					c	✓					✓
5.2	Connected places, people and services			5.2.1	Implement an integrated transport strategy which encourages alternative transport usage to maximum economic, environmental, and liveability outcomes	b,c,d			✓			
				5.2.2	Reinforce sustainable building design principles	a,b,c,d	✓	✓	✓	✓	✓	✓

Strategic Theme	Statement of Intent	Community Plan Goal	Goal	Community Plan Action	Action	Contributing AM Objective(s)	Contributing Asset Classes					Site Improvements
							Buildings	Fleet	Roads	Sewer	Water	
	thrives into the future			5.2.3	Adopt and implement a Connected Livingstone Strategy to foster investment opportunities in the region	b	✓	✓	✓	✓	✓	✓
				5.2.4	Integrate technology and innovative solutions into Council's operations and community programmes to increase efficiency, provide excellent customer service outcomes, encourage entrepreneurship and community engagement	b	✓	✓	✓	✓	✓	✓
	5.3	Community capacity and resilience in respect of future risk	5.3.1	Maintain the ability to respond to disaster events under the disaster management arrangements	Nil							
			5.3.2	Enhance the community's preparedness for disaster through community education, training and strong partnerships between Council and other agencies	Nil							
			5.3.3	Plan the response to changes in social, economic, and climate conditions	Nil							
			5.3.4	Partner with agencies to develop programmes for the protection of all members within the community	Nil							

3.4 Asset Management Improvement Actions

This section outlines the improvement actions that Council has highlighted for delivery across the balance of the 2021 calendar year. The actions outlined below are prioritised on a value for effort basis and establish timeframes and responsibilities for completion. This improvement plan captures improvement actions from other asset management artefacts and in particular the Asset Management Maturity Assessment.

A full improvement action list is included in Table 10-1 at the end of this document.

Table 3-3 Asset Management Improvement Actions

Source	Action	Implementation Method	Priority	Estimated Completion	Accountable Officer/s
Maturity Assessment	Modify the Asset Management Policy to include how the Asset Management System will be reviewed	Existing Project	High	May-21	Manager Assets
Maturity Assessment	Development of Reportable and Measurable Asset Management Objectives	Existing Project	High	May-21	Manager Assets / Asset Management Steering Committee
Maturity Assessment	Undertake review / update of Asset Management Plan – Water	Existing Project	High	May-21	Manager Assets / Coordinator Assets / Manager Water and Waste
Maturity Assessment	Undertake review / update of Asset Management Plan - Sewer	Existing Project	High	May-21	Manager Assets / Coordinator Assets / Manager Water and Waste
Maturity Assessment	Develop responsibilities for the Authoring, Reviewing and Approving Asset Management Plans including assurance that the AMP is consistent with budgets	New Activity	High	May-21	Manager Assets / Asset Management Steering Committee / PMO
Maturity Assessment	Establish a schedule for Asset Management Policy reviews	New Activity	Medium	May-21	Manager Assets
Maturity Assessment	Development of a Strategic Asset Management Plan	New Activity	High	Jun-21	Manager Assets / Asset Management Steering Committee
Maturity Assessment	Undertake review / update of Asset Management Plan - Roads	Existing Project	High	Jun-21	Manager Assets / Coordinator Assets / Manager Construction and Maintenance
SAMP	Develop and include audit schedule within the SAMP	New Activity	High	Jun-21	Management Team / Asset Management Steering Committee / Internal Audit
Maturity Assessment	Establish an Asset Management Responsibilities Matrix (System establishment & monitoring, AMP development, Approvals, Maintenance scheduling, Planning, Strategy)	New Activity	Medium	Jun-21	Manager Assets / Asset Management Steering Committee
SAMP	The asset custodians across Council fall within three operational areas. The custodianship and maintenance boundaries around some of these is being reviewed and the table should be updated once the review is complete.	New Activity	Medium	Jun-21	Manager Assets / Management Team
SAMP	Implement data review and validation process as part of project Merlin and an ongoing data refresh program	New Activity	High	Sep-21	Manager Assets / Coordinator Assets / Management Team

SAMP	Review and implement proposed RASCI matrix	New Activity	High	Oct-21	Management Team / Asset Management Steering Committee
Maturity Assessment	Undertake review / update of Asset Management Plan - Buildings	Existing Project	High	Nov-21	Manager Assets / Coordinator Assets / Coordinator Facilities
Maturity Assessment	Undertake review / update of Asset Management Plan - Fleet	Existing Project	High	Dec-21	Manager Assets / Coordinator Assets
Maturity Assessment	Develop a program of asset management awareness raising to be provided organisation wide	New Activity	Medium	Dec-21	Manager Assets / Asset Management Steering Committee
Maturity Assessment	Develop processes for reviewing and analysing	Existing Project	High	Dec-21	Management Team / Asset Management Steering Committee
	<ul style="list-style-type: none"> ▪ Maintenance programs 				
	<ul style="list-style-type: none"> ▪ Setting intervention trigger points 				
	<ul style="list-style-type: none"> ▪ Matching strategies to asset life stage 				
	<ul style="list-style-type: none"> ▪ Identifying problem assets 				

4 Asset Management System

4.1 System Scope

Table 4-1 outlines the documents that make up the asset management system, provides a brief overview of the purpose of the artefacts, the artefact level within the organisation, and the artefact owner.

Table 4-1 Artefact Description

Artefact	Artefact Level	Purpose	Owner
Community Plan	Governance	The community plan sets out the 30 year vision for the region and clear community priorities. The plan shapes and defines the future priority projects and strategies which Council implements and / or influences. The process involves long-term thinking and collaboration with the community.	Executive
Corporate Plan	Governance	The corporate plan is a legislative requirement under the Local Government Act 2009 and the Local Government Regulation 2012, and details the strategic direction for Council generally over a five year period. The Corporate Plan 2014-2020 outlines the Strategic themes and strategies to meet them	Executive
Operational Plan	Governance	The Operational Plan is a key document that is developed and adopted with the annual budget. The Operational Plan captures key projects, and priorities to be actioned based on the outcomes of the Corporate Plan 2014-2020. The Operational Plan 2019-20 sets the one-year direction for Council. It articulates Council's deliverables, areas of responsibility, addresses Council's risks and monitors the overall performance of Council.	Executive
Risk Management Policy and Framework	Governance	The Risk Management Policy and Framework sets out expectations and accountability for managing risk within Council and roles and responsibilities relating to risk management. Council requires that risk management be incorporated into all planning, approval, review and implementation processes, at all levels, and is to be a major part of decision making.	Executive

Strategic Asset Management Plan	Strategic	The SAMP documents information that specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans, and the role of the asset management system in supporting achievement of the asset management objectives and the portfolio level decision making criteria.	AMSC
Asset Management Plans	Portfolio	Asset Management Plans (AMPs) document the desired approach for the management of the infrastructure class. There are currently 5 AMPs, which may be supplemented by additional plans and sub-class plans, based on complexity, need and risk in managing these assets. Each AMP provides an over-arching guidance for the management of the asset class to achieve consistency at an asset class level across Council. By having concise AMPs in place, Council management, staff and contractors can understand Council's management philosophy and context without needing to read multiple detailed documents or consult a range of key Council personnel.	Manager Assets & GIS
Asset Valuation	Portfolio	Valuation of assets is required under the Local Government Act 2009 and Local Government Regulation 2012. Valuation data provides Council with a high-level overview of the portfolio and can in combination with robust condition data, and asset management planning tools develop a robust renewals forward works program.	Manager Assets & GIS

4.2 Relationship to Other Management Systems

The asset management system is not a standalone system. It interacts with other Council systems as illustrated in Figure 4-2.



Figure 4-2 Systems Interactions

The specific system interactions are:

4.2.1 Quality Management

The Livingstone Shire Council quality management system has been independently certified as meeting the requirements of ISO9001:2015.

As part of the Quality Management System (QMS), regular audits are undertaken on aspects of the AMS to ensure the quality requirements are being met.

The Quality Management System is managed by the Systems & Administration Business Unit within the Infrastructure Portfolio.

4.2.2 Environmental Management

Linkages to environmental management include the environmental specialists, reviewing maintenance plans to ensure environmental impact is minimised and providing specialist advice and resources if an environmental incident occurs.

Environmental activities are managed through the Liveability Business Unit, within the Liveability and Wellbeing Portfolio.

The monitoring of and reporting of environmental licences issued by third parties to Council is managed through the teams they are issued to. These are outlined below:

Waste Services

Council has a current Environmental Authority (EA) for the Landfill with the Department of Environment and Science (DES).

Water

Council has a current Environmental Authority (EA) for the Water Treatment Plant with the Department of Environment and Science (DES) and impoundment licences and extraction licences for Ogmore and Water Park Creek with the Department of Natural Resources, Mines and Energy (DNRME).

Sewer

Council has a current Environmental Authority (EA) for the Sewer Treatment Plants with the Department of Environment and Science (DES).

4.2.3 Health and Safety Management

All people within Council (including paid staff, contractors, and volunteers) are required to work in accordance with the Workplace Health and Safety Policy. This includes associated policies such as the Drug and Alcohol Policy.

The Safety team, within the People and Culture Business Unit, undertakes the management of the health and safety system.

4.2.4 Risk Management

Council has an Enterprise Risk Management Policy and Framework in place, which:

- > Ensures enterprise risk management is performed consistently throughout the whole organisation
- > Enterprise risks are assessed and managed in a context that is relevant to each part of the organisation.

Risk management is managed by the Governance team within the Finance and Business Excellence Business Unit.

4.2.5 Financial Management

Councils financial management systems are required to comply with the Local Government Act as well as regulations issued under this Act and relevant accounting standards. The asset management system utilises input from the financial management system and vice versa.

The Accounting team, within the Finance and Business Excellence Business Unit, undertakes the management of the financial system.

4.2.6 Human Resources

Human Resources are key enablers of an asset management system. Therefore, there is a direct linkage between the asset management system and the human resource management system, in terms of:

- > Hiring policies
- > Staff conduct
- > Competency and performance assessment
- > Position description development
- > Disciplinary actions
- > Staff termination.

The Human Resources, Training and Payroll team, within the People and Culture Business Unit, undertake the management of the human resources system.

4.2.7 Information Management

Information is a key enabler of an asset management system. Therefore, there is a direct linkage between the asset management system and the information management system, in terms of:

- > Software applications implemented
- > Data storage
- > IT infrastructure

The ICT Services Business Unit, undertake the management of the ICT services, applications and infrastructure.

4.2.8 Communication Management

Communications management is critical when undertaking any change within an organisation and ensuring the internal and external communications are effective and targeted appropriately across all levels of the asset management system.

The Communications and Marketing team, within the Liveability and Wellbeing Portfolio manage and assist with communication internally and externally.

4.2.9 Business Systems

There are a wide range of additional business systems that the asset management system interacts with within Council. These include:

- > Project management
- > Procurement of services and physical works
- > Asset valuations
- > Construction and maintenance of physical works
- > Engineering services
- > Water and waste operations

These other systems predominantly sit within the Finance and Business Excellence Business Unit and the Infrastructure Portfolio.

4.3 Assets within the AMS

The assets within the scope of this SAMP are the Council owned assets under the following asset classes. Detailed breakdowns of the assets within each asset class are included within the respective asset management plans.

- > Buildings
- > Plant and Equipment (including Fleet)
- > Roads and Drainage

- > Sewerage
- > Water
- > Bridges
- > Site Improvements
- > Land
- > Intangibles

5 Organisational Structure and Responsibility

5.1 Executive Leadership Commitment

Leadership is one of the four fundamentals of asset management, as defined by ISO 55001. This fundamental recognises that leadership and culture are determinants of value realisation.

Executive Management commitment is demonstrated through the Asset Management Steering Committee (AMSC). All executive members sit on the committee, and the committee's primary function is to provide governance.

The AMSC has representation from all sections of Council that are responsible for management of physical assets owned or controlled by Council. The AMSC:

- > Is responsible for the currency of relevant policies and strategies to ensure asset management is performed in accordance with relevant legislation and best industry practice;
- > Reports to Council on the development of asset and services management initiatives; and
- > Provides oversight of activities within each of the sections necessary to achieve the objectives of the Asset Management policy.

The roles and responsibilities of the Councillors, Executive Leadership Team, AMSC, Management and Staff are outlined in the following section.

5.2 Role, Responsibilities, and Authorities

For the asset management system to provide the outcomes that positively contribute to achieving Councils goals, defined roles and responsibilities at all levels within Council are required. The roles and responsibilities ensure that system governance through to implementation responsibilities are known and there is full integration of the asset management system at all levels of Council. The roles and responsibilities are defined below.

5.2.1 Councillors

- > To act as stewards for all municipal public assets
- > To review and adopt the Asset Management Policy
- > To approve levels of service, risk and cost standards
- > To ensure appropriate resources and funding is available to achieve the Asset Management outcomes
- > Provide consistent, evidence based and transparent decision-making.

5.2.2 Chief Executive Officer and Executive Leadership Team

- > To endorse the development and implementation of Council's Asset Management Policy and Strategic Asset Management Plan
- > To monitor and review the performance and achievements of the Strategic Asset Management Plan
- > To ensure that accurate, timely and reliable asset management information is presented to Council for decision making
- > To ensure appropriate resources and funding is available to achieve the Asset Management outcomes;
- > To continually promote asset management across Council and with the Community

- > To validate and challenge proposals to ensure they meet the Corporate Plan objectives and community service needs
- > To support the multi-discipline Asset Management Steering Committee
- > To provide effective communication between staff, Council and the Community
- > To ensure that staff are appropriately trained and skilled to perform the required asset management functions.

5.2.3 Asset Management Steering Committee

- > Enhancement and implementation of the Strategic Asset Management Plan
- > Continual review of the Asset Management Policy
- > Review and facilitate implementation of the Asset Management Plans
- > To provide effective communication between staff and the Executive
- > Review and facilitate implementation of maintenance, refurbishment / renewal and capital works programs in accordance with Asset Management Plans and report to the Executive
- > Review and facilitate implementation of procedures that ensure the asset database is maintained and updated;
- > Promote and raise awareness of asset management to the Council, staff users and the community.

5.2.4 Business Unit Managers (MGR) / Asset Officers and Staff (AOS)

- > Enhancement and implementation of the Strategic Asset Management Plan (MGR/ AOS); Continually seek innovative ways of meeting community service needs (MGR);
- > In consultation with the Community and key stakeholders identify asset management "levels of service" for Council approval (MGR);
- > In accordance with Council approved service levels, deliver "levels of service" to agreed risk and within budget constraints (MGR);
- > To develop, implement and review Asset Management Plans (MGR/ AOS);
- > Ensure efficient use of Council funds and optimising lifecycle costs of all assets (MGR);
- > To provide effective communication between staff and the Executive (MGR);
- > To develop and implement maintenance, refurbishment / renewal and capital works programs in accordance with Asset Management Plans and report to the Executive (MGR/ AOS);

5.3 Asset Custodians

The asset custodians across Council fall within three operational areas as outlined in the following sections. The custodianship and maintenance boundaries are currently under review.

5.3.1 Liveability and Wellbeing

Responsible for the operation, maintenance and strategic planning of the following asset groups as listed in Table 5-1

Table 5-1 Liveability and Wellbeing responsibilities

Asset Group	Responsibilities			
	Operation	Maintenance	Strategic Planning	
Active Open Space Assets - Sporting Fields, Aquatic Centres, Showgrounds, Skate Parks, Tennis Courts, Basketball & Netball Courts, BMX	✓	✓	✓	Both Infrastructure and Liveability are responsible for maintenance of assets within this asset class
Animal Pound	✓		✓	
Art Collections, Memorabilia, Monuments and Statues	✓	✓	✓	
Irrigation	✓	✓	✓	
Passive Open Space Assets - Amenities Blocks, Shade Structures, Playground Equipment, Barbeques, Park Lighting	✓			BBQ's are maintained by Infrastructure, and cleaned by Open Spaces under Liveability

5.3.2 Infrastructure

Responsible for the operation, maintenance and strategic planning of the following asset groups as listed in Table 5-2.

Table 5-2 Infrastructure responsibilities

Asset Group	Responsibilities			
	Operation	Maintenance	Strategic Planning	
Active Open Space Assets - Sporting Fields, Aquatic Centres, Showgrounds, Skate Parks, Tennis Courts, Basketball & Netball Courts, BMX		✓		Both Infrastructure and Liveability are responsible for maintenance of assets within this asset class
Animal Pound (building only)		✓		
Bridges – Road and Pedestrian	✓	✓	✓	
Community Halls and Facilities (Libraries, Halls, Municipal Offices)		✓		
Corporate Administration Centres	✓	✓	✓	
Depot Buildings including Workshops	✓	✓	✓	
Fleet	✓	✓	✓	
Footpaths	✓	✓	✓	
Kerb and Channel	✓	✓	✓	
Passive Open Space Assets - Amenities Blocks, Shade Structures, Playground Equipment, Barbeques, Park Lighting	✓	✓	✓	BBQ's are maintained by Infrastructure, and cleaned by Open Spaces under Liveability

Asset Group	Responsibilities		
	Operation	Maintenance	Strategic Planning
Roads	✓	✓	✓
Stormwater	✓	✓	✓
Traffic Management – Roundabouts, Medians	✓	✓	✓
Waste Management Assets - Landfills, Transfer Stations, Garbage/ Recycling Bins	✓	✓	✓
Wastewater	✓	✓	✓
Water	✓	✓	✓

5.3.3 Chief Executive Office – ICT and Economy and Places

Responsible for the operation, maintenance and strategic planning of the following asset groups as listed in Table 5-3

Table 5-3 CEO responsibilities

Asset Group	Responsibilities		
	Operation	Maintenance	Strategic Planning
Information Systems Assets - Hardware, Software, Wide Area Networks, Communication Equipment	✓	✓	✓
Land for Commercial Development	✓	✓	✓
Vacant Council Owned Land that does not fit another function	✓	✓	✓

6 Risk Management

6.1 Corporate Enterprise Risk Management Policy and Procedure

Effective infrastructure risk management involves the assessment of risks associated with all facets of service delivery, from planning through to disposal of assets. The process involves the identification of risks and hazards.

Council have developed a policy, framework, and procedure compliant with the requirements of the Local Government Act and regulation that is aligned to ISO 31000:2009 Risk Management – Principles and Guidelines.

The consequences and impacts on elements such as governance, community, economy, environment, assets and WH&S are assessed to reduce the risk exposure to an acceptable level.

6.2 Risk Appetite

The Enterprise Risk Management Procedure outlines Council's risk appetite. This is summarised as follows:

- > Council have an appetite for insignificant, low and medium risks
- > Council has some appetite for high risk
- > Council has no appetite for extreme risks.

For assets with high and extreme risks mitigation plans need to be developed implemented that will reduce the asset risk to an acceptable level.

A detailed risk assessment of the assets need to be undertaken to document and develop associated mitigation plans for those assets that are considered extreme and high risk.

6.3 Asset Criticality

Critical assets are those for which the consequences of failure (for any assessed criteria) are significant. These assets will have a high consequence of failure, but not necessarily a high likelihood of failure. These assets should be identified separately and assessed in detail as part of the asset management planning process to ensure the risk of failure is minimised. This could include:

- > Developing asset specific maintenance plans for those critical assets
- > Increased asset inspection cycles and inspection items
- > Designing additional redundancy into critical asset systems to reduce overall criticality

7 Support

7.1 Resourcing Proficiency

Critical to delivering the desired outcomes of the asset management system is the proficiency of the people charged with responsibility for implementation and delivery. Programs of awareness and training, including induction, are required to achieve these proficiencies.

Core to the successful delivery of asset management outcomes is the Assets and GIS Team. Internal competencies need to be assessed to determine the required level of knowledge for each role within the team, how this can be achieved and tracking completion of training.

The Assets and GIS team is shown in Figure 7-1.

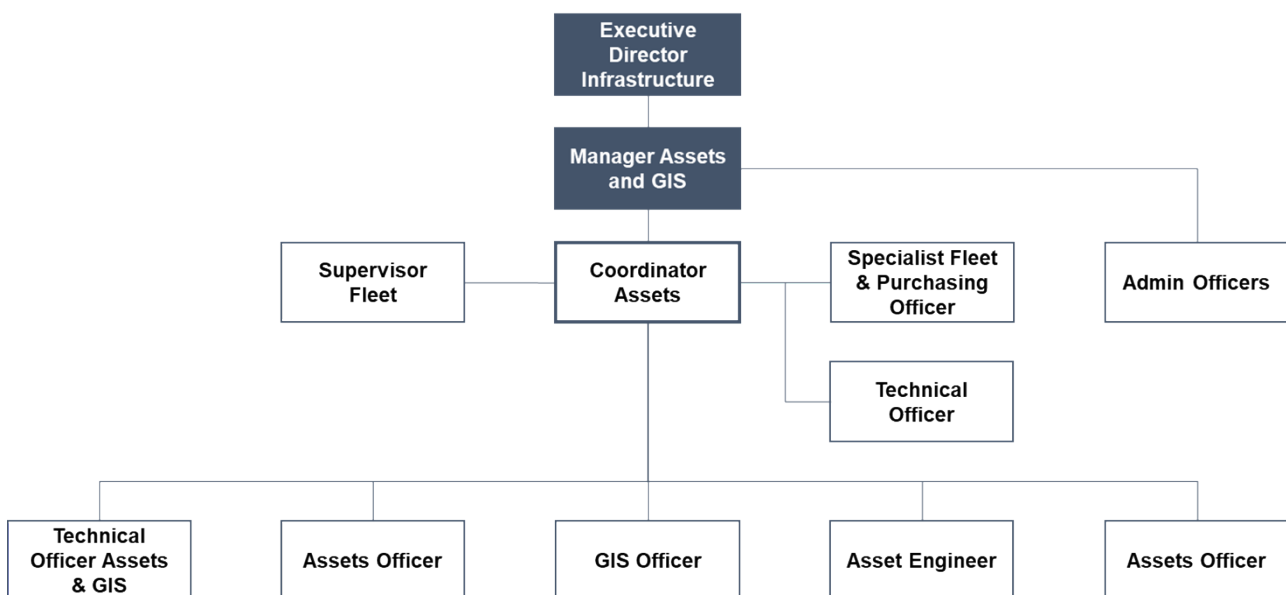


Figure 7-1 Current Assets and GIS Team

The proficiencies for each of the key roles are outlined below.

Executive Director Infrastructure

The Executive Director Infrastructure in an asset management environment should:

- > Be able to direct the work of others in all roles, with particular emphasis on Policy Development, the analysis of Strategic Requirement Asset Management Capability, Development and Risk Management and Performance Improvement
- > Be proactive in shaping the asset management culture and championing asset management principles and best practices across Council
- > Have sufficient understanding of asset management principles and practice to evaluate the quality of the work being done.

Manager Assets and GIS

The Manager Assets and GIS should be able to:

- > Direct others in Asset Management Planning, the implementation of Asset Management Plans, Risk Management, Performance Improvement and Asset Information Management
- > Guide and show others how to undertake the full range of asset management activities with particular emphasis on Strategy Development, Asset Management Planning, Asset Management Capability Development and Risk Management and Performance Improvement
- > Independently undertake analysis and development of asset policies, investigation of incidents and communication of lessons learned
- > Lead and evaluate compliance reviews and audits
- > Contribute to the specification, selection and integration of asset management information systems.

Coordinator Assets

The Coordinator Assets should be able to:

- > Guide team members to undertake most of the activities covered in Asset Management Planning, with particular emphasis on implementing Asset Management Plans, Asset Management Capability Development, Monitoring and Reviewing Progress and Performance, and Asset Information Management
- > Undertake Asset Management Planning, Asset Management Capability Development, Risk Management and Performance Improvement
- > Contribute to Asset Information Management; in particular, making appropriate Asset Management Information available for decision-making.

Asset and GIS Officers

The Asset and GIS Officers should be able to:

- > Independently undertake activities covered by Asset Management Planning, Implementation of Asset Management Plans, Risk Management and Performance Improvement and Asset Information Management
- > Contribute to Policy Development, Strategy Development, Asset Management Capability Development and Risk Management and Performance Improvement
- > Play a leading role in making appropriate asset management Information available for decision-making.

7.2 Awareness and Communication

Personnel require different levels of asset management proficiency depending on their role. However, everyone who participates in stewardship of the asset management system requires a fundamental understanding of the asset management system and of their role in achieving its aims.

Awareness raising is a critical success factor and includes both formal communication and informal interactions. Stakeholder engagement includes meetings and events, formal and informal consultation, internal and external training programs, as well as publications and other formal communications.

To determine the appropriate level of communication a RASCI model has been developed for the identified stakeholders and communication methods for each documented. The RASCI model considers the stakeholders role within the AMS as follows:

- > Responsible – The person who owns the process or task
- > Accountable – The person whom the Responsible person is accountable to
- > Supportive – A person who can supply resources or provide a supporting role
- > Consult – A stakeholder with information necessary for the project
- > Inform – A stakeholder who needs to be informed of the process and progress, but does not need to be consulted.

Table 7-1 Stakeholders and Communication Methods

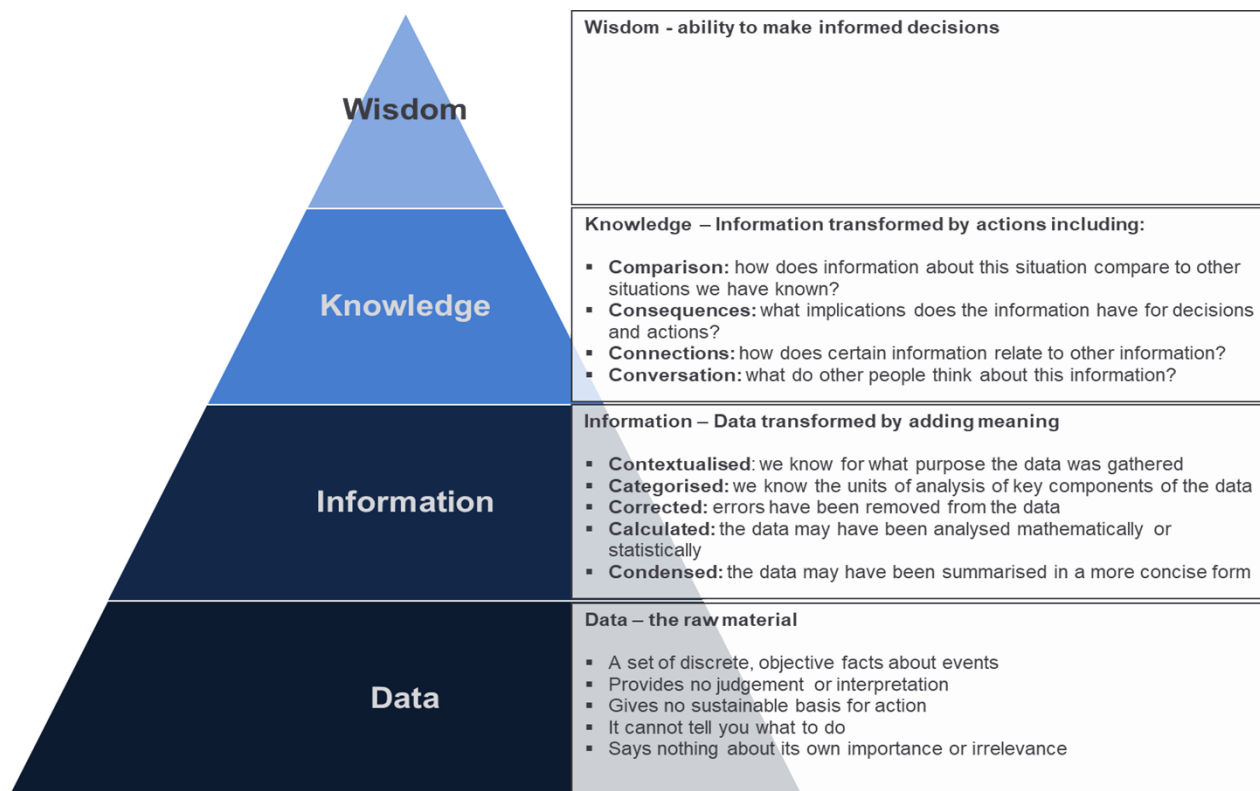
Stakeholder	Interest	RASCI Role	Communication Methods
<ul style="list-style-type: none"> Asset Management team 	<ul style="list-style-type: none"> Successful project delivery, Maintaining security and information protocols Clear path to implement the works Clear impact of the project on the organisation 	<ul style="list-style-type: none"> Responsible and Accountable 	<ul style="list-style-type: none"> Inception meeting, Stakeholder engagement process workshops Project meetings Escalation of issues Attendance at all major engagement with the organisation Attendance in ongoing working group sessions
<ul style="list-style-type: none"> Councillors Council Executive 	<ul style="list-style-type: none"> Successful project delivery, Clear impact of the decisions on their organisation 	<ul style="list-style-type: none"> Consult 	<ul style="list-style-type: none"> Consultation with senior management throughout process – steering group meetings Briefings to Council One-on-one meetings Ongoing executive level updates Project communications – Fact Sheets, posters, emails, surveys
<ul style="list-style-type: none"> Internal Stakeholders 	<ul style="list-style-type: none"> Are provided with services by the AMS and require the AMS to support certain activities 	<ul style="list-style-type: none"> Supportive 	<ul style="list-style-type: none"> One-on-one meetings Project communications – Fact Sheets, posters, emails, surveys
<ul style="list-style-type: none"> External Stakeholders 	<ul style="list-style-type: none"> Impact on their operations Minimise impact of projects on their operations 	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Briefings Media Council publications

7.3 Knowledge Management

Robust and accurate data is essential to providing the knowledge and insights required for making evidence-based decisions for the asset portfolio. The Council context requires transparency and making the necessary information available where required for appropriate decision-making.

Business systems that support data and knowledge management for the asset portfolio include the asset management information system as a single point of truth. Various other tools may also interact with this system, or be used independently to record data and provide information and reporting at the portfolio level such as GIS.

To realise effective asset management, comprehensive, accurate and up-to-date information is required, which can be converted into knowledge to provide the wisdom to make optimal decisions in relation to the management of Councils assets. The conversion of data to wisdom is highlighted in Figure 7-3.



Adapted from Working Knowledge: How Organisations Manage What They Know. Davenport, T.H, Laurence P. Harvard Business School Press 1998

Figure 7-3 From Data to Wisdom

Council is in the process of investigating options for a new asset information management system. As part of the implementation it is critical that the data sets merged into this system are completed and validated. This will ensure more robust decision-making can be undertaken.

8 Asset Portfolio Planning

8.1 Life Cycle Approach

Council's processes for managing the asset lifecycle through planning, acquisition, management in-use, refurbishment, renewal and disposal are outlined below. Specific assets may be managed differently to the guidance provided below and this will be specifically documented within the respective asset management plans.

8.1.1 Planning and Acquisition Processes

Due to the ongoing costs associated with the acquisition of new assets, Council business cases for new assets should consider the following from an asset management perspective:

- > Demand for a new service or assets
- > Intervention criteria used to trigger renewals or refurbishments of existing assets including risk and criticality
- > Consideration of options for asset types that can supply the service, including non-asset solutions
- > How Council endorses projects through the project life cycle phases.
- > Procurement options for detailed design, supply and construction
- > The impact the project will have on the operations and maintenance budgets.
- > Handover of the asset and capturing appropriate data within the asset management information system
- > Ensure all aspects within this phase comply with the requirements of the project management framework

8.1.2 Operations and Maintenance

Operations and maintenance is a large cost to Council. Ensuring this is optimised can reduce the cost of providing services to the community and other stakeholders. Key considerations include knowing:

- > The most cost effective maintenance strategies for the asset such as replace on fail, planned preventative maintenance, regulatory maintenance, predictive maintenance or a combination of these.
- > Understanding existing service providers (internal and external), and analysing the provision of these services to ensure the best value model is being used
- > Understanding the budgets needed to achieve the required levels of service and the impacts on the levels of service if budgets are reduced.
- > Understanding backlog works, types of backlog and prioritisation of these works, if the data is available. Backlog types include statutory works, accessibility works, refurbishments and other works.

8.1.3 Asset Renewal and Refurbishment Works

The treatment of renewal and refurbishment of assets will largely depend on the estimated value of the works, in line with the capitalisation thresholds, which are:

- > Land \$1
- > Buildings \$10,000
- > Plant & equipment \$5,000
- > Roads and Drainage \$10,000
- > Bridges \$10,000
- > Water \$10,000
- > Sewerage \$10,000
- > Site improvements \$10,000
- > Intangible assets \$10,000

Works below these limits are treated as maintenance. When the value of works is above this the project management framework requirements, should be followed.

In accordance with the capitalisation policy expenditure on networked assets for the purposes of procuring a new asset, upgrading the capability of the asset, extending the life or restoring the asset is classified as capital expenditure.

Council have developed a long-term financial plan, which includes asset renewals and upgrades. These have been developed from the modelling of the assets in accordance with the asset management plans.

8.1.4 Service Rationalisation and Disposal Considerations

8.1.4.1 Service Rationalisation

If rationalisation of services is required there are a number of options Council can consider including:

- Reducing cost to provide the service to the community through:
 - Driving greater efficiencies through business, through implementation of technology based solutions such as smart bins in public spaces advising the works order system when they need emptying.
 - Testing the market in terms of the price for private businesses to deliver the required levels of service.
 - Reducing current levels of service provided where the community does not place a high value on the service.
- Raising revenue to enable new services to be delivered, or allowing levels of service to be improved through:
 - Ensuring current rates and charges are in line with those charged by adjoining similar Council's.

- Looking at new revenue streams by expanding current service offerings such as selling crushed concrete from the waste recovery centre.
- Service rationalisation may also include reducing the current services provided through:
 - Understanding current usage of facilities and services provided and reducing these if utilisation is not adequate.
 - Selling of excess land, which has commercial value.

8.1.4.2 Disposal Considerations

The Asset Disposal Directive outlines the procedures for the disposal of assets. Generally, there are two disposal procedures for the assets. These are (1) those with an apparent value of below \$5,000 (ex. GST) where the method of disposal is determined by the Manager responsible for the asset and (2) assets with an apparent value above \$5,000 (ex. GST) where the method of disposal is determined by the Executive Director or Chief Officer of the portfolio of the asset.

For assets below the threshold, the following disposal options are available:

- Public auction;
- To a government agency;
- Donation to community organisations;
- Disposal Landfill / Tip Shop;
- Sell for scrap to local recyclers; or
- Trade – in.

For assets above the threshold, the following disposal options are available:

- Public tender; or
- Public auction.

There are exemptions to the disposal methods for assets above the threshold, as set out in Division 4 of the Local Government Regulation. These include:

- Sale of the non-current asset at an amount higher than a failed auction or tender
- To a government agency;
- Donation to community organisations;
- Trade – in; or
- Ministerial exemption.

8.2 Levels of Service

Levels of service are the standards the assets are required to meet, and are documented in the asset management plans. The levels of service must directly link to the asset management objectives, to ensure there is a line of sight from the organisational objectives to the assets. In defining levels of service Council needs to consider three main types:

- > Statutory and regulatory levels of service. Typically, these are the minimum service standards. Government organisations will aim to be compliant with all appropriate acts, regulations and codes.
- > Community levels of service. Community measures typically relate to how the user perceives the outcome against what they want from the specific service. Included within these are considerations in terms of safety, quality, reliability, responsiveness, and cost-effectiveness.
- > Technical levels of service. Technical measures are typically internal measures, focused on how the community level of service is provided and parameters around the service. In addition, there can be standalone technical levels of service. These measures can influence resource allocation and determine the budgets for providing the service to meet the community's expectations.

8.3 Portfolio Valuation Data

The portfolio valuation data (typically depreciation) and ratios such as the asset sustainability ratio, the asset consumption ratio, and the asset renewal funding ratio will provide Council with an indication of how the overall portfolio is being managed.

8.3.1 Valuation Data

The table below summarises the asset valuation information contained in the 2019/20 Financial Statements.

Table 8-1 2019/20 Asset Values

Asset Class	Measurement Basis	Replacement Cost (\$'000)	Accumulated Depreciation (\$'000)	Book Value (\$'000)
Land	Fair Value	35,486	0	35,486
Site Improvements	Fair Value	59,082	15,143	43,940
Buildings	Fair Value	79,002	25,758	53,244
Plant and Equipment	Cost	23,758	12,005	11,753
Roads and Drainage	Fair Value	608,173	129,958	478,215
Bridge Network	Fair Value	39,739	15,807	23,932
Water	Fair Value	318,386	121,555	196,831
Sewer	Fair Value	171,245	38,954	132,291
TOTAL		\$1,334,871	\$359,180	\$975,692

8.3.2 Asset Performance Ratios

Below are three ratio's that provide an indication of how the assets are currently performing and forecasts over the next 10 years.

8.3.2.1 Asset Sustainability Ratio

Defined as the capital expenditure of the replacement of assets (renewals) divided by depreciation expense. It approximates the extent to which the infrastructure assets managed by Council are being replaced as they reach the end of their useful lives. The depreciation expense represents an estimate of the extent to which the infrastructure assets have been consumed in a period. Capital expenditure on renewals is an indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful life. The target range is >90% per annum (on average over the long-term). The sustainability ratio is calculated as follows:

$$\text{Asset sustainability ratio} = \frac{\text{Capital expenses on renewal of assets}}{\text{Depreciation of assets}}$$

Table 8-2 Asset Sustainability Ratio

Year	30/06/19	30/06/20	30/06/21	30/06/22	30/06/23	30/06/24	30/06/25	30/06/26	30/06/27	30/06/28
Sustainability Ratio (%)	47.1	68.7	88.5	92.7	82.0	60.1	66.1	82.8	88.0	85.9

8.3.2.2 Asset Renewal Funding Ratio

NPV (planned capital expenditure on infrastructure asset renewals over 10 years) / NPV(required capital expenditure on infrastructure asset renewals over 10 years). This ratio is a measure of the ability of a local government to fund its projected asset renewal / replacements in the future. This ratio indicates whether the local government has the financial capacity to fund asset renewal as required, and continue to provide existing levels of services in future, without additional operating income; or reductions in operating expenses. The ratio is calculated from information included in the local government's Long Term Financial Plan and

Asset Management Plan not the Annual Financial Report. For the ratio to be meaningful, a consistent discount rate should generally be applied in Net Present Value (NPV) calculations.

- Standard is met if the ratio is between 75% and 95%.
- Standard is improving if the ratio is between 95% and 105%, and the Asset Sustainability Ratio falls within the range 90% to 110%, and Asset Consumption Ratio falls within the range 50% to 75%.

The renewal funding ratio is calculated as follows:

$$\text{Asset renewal funding ratio} = \frac{\text{NPV (planned capital expenditure on renewals over next 10 years)}}{\text{NPV (required capital expenditure on renewals over next 10 years)}}$$

Table 8-3 Asset Renewal Funding Ratio

Year	30/06/19	30/06/20	30/06/21	30/06/22	30/06/23	30/06/24	30/06/25	30/06/26	30/06/27	30/06/28
Renewal Funding Ratio (%)	1.20	1.20	1.20	1.20	1.10	1.10	1.10	1.20	1.20	1.10

8.3.2.3 Asset Performance Ratios Analysis

Figure 8-4 shows the performance ratios and the targets for each.

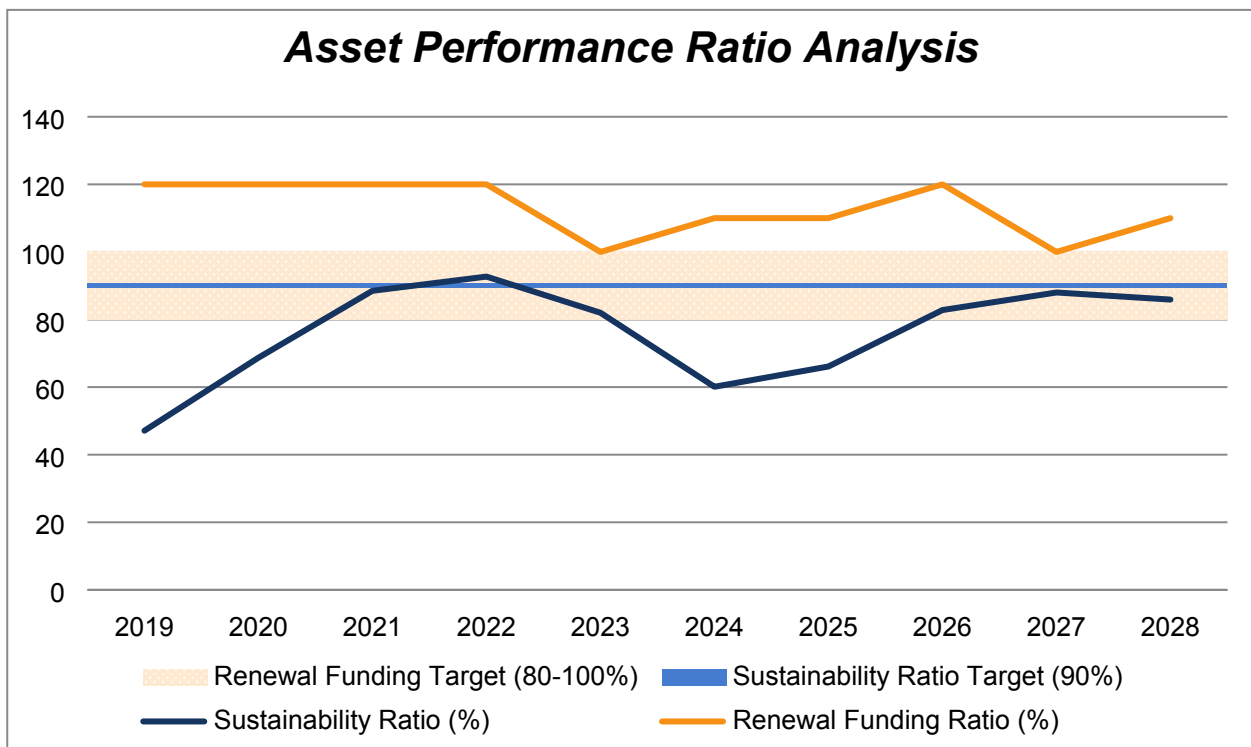


Figure 8-4 Performance Ratios and Targets

The sustainability ratio is trending up towards the minimum target of 90%. While the ratio is below the target it is indicating that the assets are being consumed and that expenditure is not maintaining pace with the rate of depreciation. Over time this will lead to an increase in deferred renewals, which will mean additional maintenance will need to be undertaken to keep the assets operating, or that the current useful lives used to calculate the depreciation expense are lower than what is being achieved.

The asset renewal funding ratio is well above the target range of 75% and 95%. This indicates planned capital expenditure is higher than what is required at present, indicating that there is significant augmentation projects that have been brought forward to account for future growth within the region.

8.4 Portfolio Expenditure Decision Making Approach

To enable transparency across the planning process a standard decision making process is in place within Council. At present Council are developing project prioritisation criteria at portfolio / organisational level within the Project Management Framework, which will add to the level of transparency for projects for which a business case or Project Initiation Request (PIR) has been developed.

Capital projects identified in the Asset Management Plans are not required to have an accompanying business case as the AMP's form the justification for the business case or PIR. The process used at the portfolio level includes the following key steps.

- > Each Business Unit and the Asset Team develop a list of projects over the planning horizon. The first three years are project specific. Where a Business Unit proposes projects outside of those identified within the AMP's a supporting business case or PIR is developed in accordance with the Project Management Framework. Works proposed from the AMP's are developed from the deterioration models that are developed and are continually refined and calibrated.
- > The Project Management Office is responsible for the first review of the draft program at Portfolio level to determine what projects strategically align with organisational needs and consults with the Assets Team and the Business Units as required.
- > The Project Evaluation Panel will review project submissions and provide ELT with a draft program of works for approval
- > The draft plan is workshopped with the Councillors.
- > Council adopt the plan at the budget meeting

Development of a prioritisation model will ensure that the model framework will assist in developing an appropriate solution for asset replacements. The business case prioritisation model should consider the following:

- > Considering options other than capital expenditure, such as increased maintenance activities to defer the renewal or refurbishment of the asset.
- > The criticality of the asset under considerations
- > The risks associated with the asset under consideration
- > The ability for the asset to be able to deliver the required LOS
- > Impact on ongoing operational costs

The decision-making model framework will be developed in consultation with Council.

8.5 Historical and Projected Maintenance and Capital Expenditure

The table below outlines at a portfolio level the historical and projected capital expenditure by asset class.

Year	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Capex Expenditure (\$'000)										
Land	5,606	180	557	317	125	50	550	50	50	56
Buildings	1,710	9,620	17,378	684	1,029	2,880	515	378	650	451
Plant & equipment	2,944	2,740	2,152	1,432	2,672	2,510	3,722	2,581	3,118	2,866
Roads and Drainage	24,153	34,486	41,244	36,646	13,833	20,707	22,205	15,051	10,577	15,862
Bridges	1,194	1,535	5,172	716	7	499	809	0	0	350
Water	981	3,391	2,635	846	1,909	3,019	5,618	1,246	3,960	5,584
Sewerage	406	2,769	236	503	4,163	7,484	5,226	4,069	1,069	285

Year	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Site improvements	6,232	12,603	14,817	634	3,573	4,841	2,566	610	1,955	5,293
Intangible assets	0	18	45	0	128	0	476	603	130	0
Total capex expenditure	43,226	67,342	84,236	41,778	27,439	41,990	41,687	24,588	21,509	30,747

Historical and Projected maintenance expenditure by asset class will be included in a future revision of this document.

8.6 Asset Management Plans

To ensure consistency and ease of use a standard asset management plan framework has been developed. The first and second level headings are outlined below.

Section Headings	Not in Current Template
Executive Summary	
Detail will vary depending on Client	
Introduction	
Objectives of the AMP	
Owner of the AMP	
Scope	
Asset Overview	
Boundaries	
Organisational Commitment and Responsibilities (AMP Level)	
Stakeholders	
Current State of the Assets	
XTZ asset class assets	
Data Available	
Asset details/ description	
Current age profile	
Current material and size profiles	
Current Condition and Functionality Profile	
Condition / Functionality Intervention Criteria	
Levels of Service	
Stakeholder expectations	
Asset Management Objectives (typically reference to only)	
Legislative Requirements	
Community LOS (including measures)	
Technical LOS (including measures)	
LOS Mapping to AM Objectives	✓
5 Year Historical Performance Against LOS	✓
Future Demand	

Section Headings	Not in Current Template
Demand Drivers	✓
Demand Forecast	
Existing Asset Capacity	✓
Demand Management	✓
Capacity Intervention Criteria	✓
Asset Service Continuity	
Business continuity and contingency planning	✓
Asset Resilience	✓
Asset Life Limiting Factors	✓
Continuity Intervention Criteria	✓
Critical Assets	✓
Critical Asset Management plans	✓
Criticality Intervention Criteria	✓
Risk Management	
Risk process overview (or reference)	✓
High Risk Assets (incl. Mitigation plans)	✓
Risk Intervention Criteria	✓
Life Cycle Management	
Life Cycle Decision Making Criteria	✓
Intervention Criteria (O&M and CAPEX)	✓
Planning and Acquisition Process	✓
Cover from 'Good Idea' through to handover of completed asset	
Operations and Maintenance	
Operations and Maintenance Strategies	
Operations and Maintenance Delivery	
Renewals / Refurbishment	
Decision making process	
Renewals / Refurbishment Delivery	
Service Rationalisation and Disposal Considerations	
Financials	
Asset Valuation Summary	✓
Asset Performance Ratios	✓
Operations and Maintenance Expenditure	✓
Historical Operations and Maintenance Expenditure	✓
Historical Budget Comparison to LOS Achievement	✓
Capital Expenditure	✓
Historical Capex	✓
Summary Intervention Criteria (from above)	✓
Scenario Testing Based on Changing Intervention Criteria	✓
Preferred Funding Scenario	✓

Section Headings	Not in Current Template
Funding Gap	✓
Options to Close Gap	✓
Improvement Plan	
AMP Review	
Improvement Plan	
Appendices	
As Required	

9 Performance Evaluation and Improvement System

9.1 Custodian of this Plan

The Manager Assets and GIS is the custodian of this Strategic Asset Management Plan. The custodian is accountable for maintaining the currency and relevance of this document through:

- > Co-ordinating annual monitoring and updating of the Plan
- > Co-ordinating the major tri-annual review and update of the Plan
- > Coordinating the Asset Management Steering Committee
- > Implementing the improvement plan

9.2 Strategic Asset Management Plan Review

The SAMP is not a static document and needs regular reviews to ensure it remains appropriate in the current operating environment. These reviews are categorised as Major Reviews (tri-annual) and Annual Reviews.

9.2.1 Major Reviews

This Plan is the first version of the Strategic Asset Management Plan. As part of the continual improvement process, this Plan will be updated on a tri-annual basis. The tri-annual review will be a major review of the SAMP involving key stakeholders and will:

- > Identify improvement opportunities in relation to document structure, content and level of detail
- > Update the document structure and content in response to key stakeholder feedback
- > Update content as per the annual review.

9.2.2 Annual Reviews

An annual review process is recommended for this plan to ensure minor updates, process improvements and any direction from governance processes are incorporated in a coordinated manner and agreed between stakeholders. The purpose of the annual review process is to:

- > Identify and update any sections where statements are superseded
- > Update the portfolio class statistics as data systems mature.
- > Update the financial projections to monitor long-term forecast expenditure at a portfolio level.
- > Identify where new challenges have emerged over the past year through the management of each asset class.
- > Update the improvement program in response to any new challenges and experiences relating to the implementation of the actions.

The custodian of this plan will undertake the annual review, and relevant stakeholders will be consulted throughout the process.

9.3 System Performance Evaluation

Monitoring and reporting on the implementation of the SAMP and evaluation of its effectiveness and efficiency will assist in understanding the status of the SAMP and overall performance of the asset management system.

Governance monitoring and reporting will need to be established, and can be included as an agenda item in Steering Committee meetings. The focus on evaluation will include:

- > Progress and quarterly performance against the asset management objectives
- > Outcomes from proactive continual improvement and demonstrated achievements

Monitoring and reporting should also be evaluated through an internal audit and assurance program.

Key monitoring and reporting activities will include:

- > Annual internal audit on the Asset Management System
- > Quarterly reporting against the asset management objectives
- > Monitoring and reporting continual improvement.

Asset management governance monitoring and reporting will complement existing reporting arrangements that include the Executive reporting against annual business plans.

9.4 Audit and Assurance

Council maintains an internal audit function, which conducts audits on a schedule, incorporating the audit of the asset management system into the audit schedule should be implemented and the schedule documented here.

9.5 Continual Improvement

Continual improvement is an essential aspect of effective asset management. Continual improvement for the asset management system includes not only improvement of individual assets, asset classes, or specific processes, but also continual improvement of the asset management system.

Identified improvements are prioritised in the improvement plan. The prioritisation of the improvements is based on a value for effort analysis.

In order to make improvements, changes may be introduced. As for any decision made within the asset management system, implementation of change must be assessed by a risk-based approach.

10 Improvement Plan and Actions

10.1 Prioritised Improvement Plan

Throughout the SAMP improvement actions are identified. This section lists the improvement actions, prioritises them on a value for effort basis, and establishes time frames for completion. This improvement plan has been extended to capture all improvement actions from other asset management artefacts and in particular the Asset Management Maturity Assessment. The advantage of this is that all improvement actions are in a single location. Table 10-1 outlines the prioritised improvement plan.

Table 10-1 Improvement Plan

Source	Element Source Reference	Action	Implementation Method	Priority	Estimated Completion	Labour Type	Accountable Officer/s
Maturity Assessment	710 and 720 Organisational Issues / People Issues	Develop Asset Management Steering Committee to oversee AM implementation		High	Complete	Internal	Manager Assets
Maturity Assessment	110 AM Policy	Modify the Asset Management Policy to include how the Asset Management System will be reviewed	Existing Project	High	May 2021	Internal	Manager Assets
Maturity Assessment	120 and 610 AM Strategy / Management System	Development of a Strategic Asset Management Plan	New Activity	High	June 2021	Internal	Manager Assets / Asset Management Steering Committee
Maturity Assessment	140 Setting AM Objectives	Development of Reportable and Measurable Asset Management Objectives	Existing Project	High	May 2021	Internal	Manager Assets / Asset Management Steering Committee
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Undertake review / update of Asset Management Plan - Roads	Existing Project	High	June 2021	Internal	Manager Assets / Coordinator Assets / Manager Construction and Maintenance
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Undertake review / update of Asset Management Plan – Water	Existing Project	High	May 2021	Internal	Manager Assets / Coordinator Assets / Manager Water and Waste
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Undertake review / update of Asset Management Plan - Sewer	Existing Project	High	May 2021	Internal	Manager Assets / Coordinator Assets / Manager Water and Waste
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Undertake review / update of Asset Management Plan - Buildings	Existing Project	High	November 2021	Internal	Manager Assets / Coordinator Assets / Coordinator Facilities
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Undertake review / update of Asset Management Plan - Fleet	Existing Project	High	December 2021	Internal	Manager Assets / Coordinator Assets

Source	Element Source Reference	Action	Implementation Method	Priority	Estimated Completion	Labour Type	Accountable Officer/s
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Develop responsibilities for the Authoring, Reviewing and Approving Asset Management Plans including assurance that the AMP is consistent with budgets	New Activity	High	May 2021	Internal	Manager Assets / Asset Management Steering Committee / PMO
Maturity Assessment	620 and 630 Business Risk Mgt / Asset Risk Mgt	Development of an Asset Criticality and Risk Process	New Activity	High	April 2022	Internal	Management Team / Asset Management Steering Committee / Coordinator Assets
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Implement a program of Lifecycle cost modelling / renewal planning across asset classes	Existing Project	High	Ongoing	Internal	Management Team / Asset Management Steering Committee / Coordinator Assets
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Develop processes for prioritisation in conjunction with the Lifecycle cost modelling / renewal planning project	Existing Project	High	March 2022	Internal	Management Team / Asset Management Steering Committee / PMO
Maturity Assessment	810 / 820 Asset Data & Knowledge	Continue to develop and document asset management data standards	Existing Project	High	Ongoing	Internal	Manager Assets / Coordinator Assets / Asset Management Steering Committee
Maturity Assessment	910 Information System	Consider the technology needs of the organisation for Asset Management functions. Asset Management Information System Strategy	Existing Project	High	Ongoing	Internal / External	Project Merlin PCG / Executive Leadership Team
Maturity Assessment	230 Capital Expenditure Evaluation	Develop a Capital Expenditure Evaluation Policy <ul style="list-style-type: none"> ▪ Define roles & responsibilities ▪ Set the level of assessment required ▪ Formalise categories for the strategic drivers for capital expenditure ▪ Ensure all capital projects include predicted operation and maintenance costs over the assets life 	Existing Project	High	March 2022	Internal	Management Team / Asset Management Steering Committee / PMO

Source	Element Source Reference	Action	Implementation Method	Priority	Estimated Completion	Labour Type	Accountable Officer/s
Maturity Assessment	310 Maintenance Decision Making	Develop processes for reviewing and analysing <ul style="list-style-type: none"> ▪ Maintenance programs ▪ Setting intervention trigger points ▪ Matching strategies to asset life stage ▪ Identifying problem assets 	Existing Project	High	December 2021	Internal	Management Team / Asset Management Steering Committee
SAMP	Section 2.2	Complete Coastal Hazard Adaption Strategy, to enable Council to understand risks to assets, mitigation measures and timing to implement mitigation plans	Existing Project	High	Complete	Internal / External	Principal Sustainability Officer / Consultants
SAMP	Section 6.2	Document high-risk assets and the associated management plans.	New Activity	High	April 2022	Internal	Manager Assets / Management Team
SAMP	Section 6.3	Document critical assets and the associated management plans	New Activity	High	April 2022	Internal	Management Team / Asset Management Steering Committee
SAMP	Section 7.2	Review and implement proposed RASCI matrix	New Activity	High	October 2021	Internal	Management Team / Asset Management Steering Committee
SAMP	Section 7.3	Implement data review and validation process as part of project Merlin and an ongoing data refresh program	New Activity	High	September 2021	Internal	Manager Assets / Coordinator Assets / Management Team
SAMP	Section 9.4	Develop and include audit schedule within the SAMP	New Activity	High	June 2021	Internal	Management Team / Asset Management Steering Committee / Internal Audit
Maturity Assessment	710 and 720 Organisational Issues / People Issues	Establish an Asset Management Responsibilities Matrix (System establishment & monitoring, AMP development, Approvals, Maintenance scheduling, Planning, Strategy)	New Activity	Medium	June 2021	Internal	Manager Assets / Asset Management Steering Committee

Source	Element Source Reference	Action	Implementation Method	Priority	Estimated Completion	Labour Type	Accountable Officer/s
Maturity Assessment	710 and 720 Organisational Issues / People Issues	Establish an Asset Management Skills and Knowledge Matrix	New Activity	Medium	June 2022	Internal	Manager Assets / Asset Management Steering Committee
Maturity Assessment	110 AM Policy	Establish a schedule for Asset Management Policy reviews	New Activity	Medium	May 2021	Internal	Manager Assets
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Development of Asset Management Plan – Site Improvements	New Activity	Medium	March 2022	Internal	Manager Assets / Coordinator Assets / Manager Community Wellbeing
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Development of Asset Management Plan – Stormwater	New Activity	Medium	March 2022	Internal	Manager Assets / Coordinator Assets / Manager Construction and Maintenance
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Development of Asset Management Plan – Footpaths	New Activity	Medium	Complete	Internal	Manager Assets / Coordinator Assets / Manager Construction and Maintenance
Maturity Assessment	130 Demand Analysis	Identify at a whole of council level all stakeholders to Council <ul style="list-style-type: none"> ▪ Document stakeholder requirements / expectations and mandatory requirements ▪ Document minimum levels of service for stakeholders ▪ Identify issues that affect the organisation from fulfilling stakeholder requirements 	New Activity	Medium	October 2022	Internal	Management Team / Asset Management Steering Committee
Maturity Assessment	130 Demand Analysis	Document a standard process for use across all AMP's in determining demand predictions for translation to asset requirements	New Activity	Medium	October 2022	Internal	Management Team / Asset Management Steering Committee / Coordinator Assets
Maturity Assessment	210 Accounting and Costing	Undertake lifecycle modelling incorporating risk. Model asset renewals, asset deterioration and risk changes over time	New Activity	Medium	October 2022	Internal	Manager Assets / Coordinator Assets

Source	Element Source Reference	Action	Implementation Method	Priority	Estimated Completion	Labour Type	Accountable Officer/s
Maturity Assessment	220 Strategic Planning	Implement processes for consideration of trade-offs between levels of service , cost of service and risk, available budgets & resourcing	New Activity	Medium	September 2022	Internal	Management Team / Asset Management Steering Committee / Coordinator Assets
Maturity Assessment	310 Maintenance Decision Making	Incorporate Maintenance statements in to Asset Management Policy	New Activity	Medium	June 2022	Internal	Manager Assets
Maturity Assessment	420 Creation and Acquisition	Improve processes for asset commissioning and handover, particularly smaller projects	Existing Project	Medium	June 2022	Internal	Management Team / Asset Management Steering Committee
Maturity Assessment	450 Rationalisation & Disposal	Continue to develop Asset Rationalisation Program	Existing Project	Medium	March 2022	Internal	Management Team / Asset Management Steering Committee
Maturity Assessment	510 and 520 Asset Condition / Performance Monitoring	Develop and implement a process for systematic condition and performance monitoring across asset classes	Existing Project	Medium	September 2022	Internal	Management Team / Asset Management Steering Committee
Maturity Assessment	510 and 520 Asset Condition / Performance Monitoring	Develop inspection and monitoring methodologies and schedules	Existing Project	Medium	September 2022	Internal	Management Team / Asset Management Steering Committee
Maturity Assessment	640 Continuous Improvement	Develop a system / process to track, monitor and report on improvement actions	New Activity	Medium	January 2022	Internal	Manager Assets / Asset Management Steering Committee
Maturity Assessment	740 Communication	Develop a program of asset management awareness raising to be provided organisation wide	New Activity	Medium	December 2021	Internal	Manager Assets / Asset Management Steering Committee
SAMP	Section 2.2	Impact of the projected population growth needs to be translated to additional assets required to deliver services.	New Activity	Medium	October 2022	Internal	Manager Assets / Coordinator Assets

Source	Element Source Reference	Action	Implementation Method	Priority	Estimated Completion	Labour Type	Accountable Officer/s
SAMP	Section 3	Update Council goals and mapping of the asset management objectives to the goals, once they are developed.	New Activity	Medium	June 2022	Internal	Manager Assets / Asset Management Steering Committee
SAMP	Section 4.3	The asset custodians across Council fall within three operational areas. The custodianship and maintenance boundaries around some of these is being reviewed and the table should be updated once the review is complete.	New Activity	Medium	June 2021	Internal	Manager Assets / Management Team
SAMP	Section 5.2	Develop management plans for assets not currently included within the asset class asset management plans	New Activity	Medium	December 2022	Internal	Manager Assets / Coordinator Assets
SAMP	Section 8.1, 8.4	Improve structure to business case development.	New Activity	Medium	March 2022	Internal	Chief Financial Officer / PMO / Management Team
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Development of Asset Management Plan – Bridges	New Activity	Low	June 2022	Internal	Manager Assets / Coordinator Assets / Manager Construction and Maintenance
Maturity Assessment	320 and 330 AM Plans / AM Implementation	Development of Asset Management Plan – Waste	New Activity	Low	June 2022	Internal	Manager Assets / Coordinator Assets / Manager Water and Waste
Maturity Assessment	440 Work & Resource Mgt	Formalise processes for the control of asset inventory or stock, ie: Refurbished Pumps	New Activity	Low	December 2022	Internal	Asset Management Steering Committee / Coordinator Assets / Manager Water and Waste