LODDON SHIRE COUNCIL

Asset Management Strategy
2011

ADOPTION OF PLAN

LEVEL: Council

APPROVAL DATE: 28/03/2011

CYCLE: Four yearly

ATTACHMENTS: Nil

EVIDENCE OF
APPROVAL:_____

Signed by Chief Executive Officer

The Manager Infrastructure Policy and Strategy shall be responsible for the:

- control of this Strategy,

- distribution of the Strategy, and the

- control and issue of any amendments.

Copies of the Strategy shall be held by:

- Manager Finance,

- Manager Infrastructure Policy and Strategy,

- Manager Infrastructure Program Development.

Copies of the Strategy shall be available on:
- Council's Intranet

- Council's website

Asset Management Strategy

CONTENTS

1 STRATEGY STATEMENT

The Asset Management Strategy is to provide a clear course of action for Asset Management at the Loddon Shire Council. It fundamentally supports the Asset Management Policy and outlines the following:

- Council's current position with respect to Asset Management practice

- Council's future needs with respect to Asset Management practice

- the current maturity level with respect to Council's position to manage infrastructure assets

- an Action Plan on how the Council intends to achieve future needs

- performance monitoring process.

2 ASSET MANAGEMENT STRATEGY

2.1 Objective

The objective of the Asset Management Strategy (AMS) is to develop a structured set of actions aimed at enabling Council to improve its asset management practices in line with Council's Corporate Plan and Asset Management Policy.

2.2 Scope

The AMS describes the core functional actions required to support Loddon Shire Council's objectives and provides an action plan for delivering improvements to Council asset management and financial planning practices, to enable delivery of efficient and effective services. The action plan in this strategy will be focused on management of major infrastructure assets groups including Roads, Footpaths, Bridges, Buildings, Urban Drainage, Parks and Swimming Pools. Council's Infrastructure Asset Hierarchy is detailed in Appendix D.

The strategy has a five-year outlook that accommodates the Shire's future asset management direction.

2.3 Stakeholders

Council is responsible for the operation of infrastructure and the management of assets to ensure the delivery of services to its stakeholders. The key stakeholders of Council are:

- residents

- ratepayers

- businesses

- Councillors

- users of Council services;

- the travelling public and

- Government Departments/Agencies.

Other stakeholders with a vested interest in the performance of Council are:

- utilities

- developers

- employees / volunteers

- contractors / suppliers and

- insurers.

2.4　　　Areas of Focus

The following focus areas have been identified from the Council Plan 2010-14:

Council Plan Focus Area	Objective / strategies
Advocacy	To promote the needs of our communities to government and other authorities. • Build and maintain strategic relationships • Increase the strength of our voice • Ensure a strategic approach to advocacy
Economic Development	Create more jobs by supporting and expanding Loddon's economy • Develop infrastructure to support economic growth • Encourage an excellent customer service culture in Loddon's businesses • Create economic opportunities in Loddon • Support current businesses to thrive and grow
Land Use planning	Create opportunities for business and residential development in Loddon Shire ahead of demand. • Ensure that Council's regulation regime promotes growth • Ensure that critical infrastructure is developed • Respond to the opportunities that development pressure in Bendigo creates
Asset Management	To provide infrastructure that meets the needs of current and future generations. • Manage council's current asset base • Introduce whole of life costing for new assets • Improve delivery of work processes
Town Amenity and Beautification	To make our townships attractive places to live. • Improve the visual appearance of our townships • Facilitate better services for our community
Social Connections	To help our residents have a fulfilling life. • Maintain and continually improve infrastructure to underpin social connections • Encourage social networks to thrive • Reduce barriers to social participation • Encourage widespread community participation
Community Engagement	To give our community the opportunity to influence Council decision making and to enable Councillors to make fully informed decisions • Assist our community to be fully informed of current issues • Provide opportunities for our community to hold conversations with Council • Improve Council feedback to the community
Organizational Development	To Promote the way we serve our community by increasing the efficiency and effectiveness of what we do. • Establish an organisational culture that demonstrates excellence • Invest in systems and technology to improve services to our community • Invest in staff development

2.5   **Key Benefits of Asset Management**

The key benefits for Council in improving current asset management practices are:

- managing Council's assets to optimize expected life

- implementing processes that will allow improved asset management and financial planning

- demonstrating sound governance of the Shire's assets

- stakeholder participation

- responding to the changing drivers within the industry

- allowing for environmental pressures without compromising service delivery

- monitoring asset performance and responding accordingly

- ensuring cost effective solutions for the management of the assets

- obtaining consistent and reliable data across asset groups

- implementing an asset management system to be used by Council; and

- providing the tools necessary to analyse the performance of assets and develop Asset Management Plans, to determine future funding requirements required to deliver adopted levels of service.

2.6   **Current Status of Asset Management**

Council measures its asset management maturity in the context of the draft National Asset Management and Financial Planning Framework (NAMAF). The NAMAF makes an assessment against 11 elements, as drawn from the Local Government and Planning Ministers' Council National Local Government Sustainability Frameworks as follows:

- Framework 2: Asset Planning and Management (May 2009)

- Framework 3: Financial Planning and Reporting (May 2009)

The graph below shows the current Council core maturity status, as at September 2010. Further details of how these AM maturity scores have been derived can be viewed via reference to Council's NAMAF assessment.
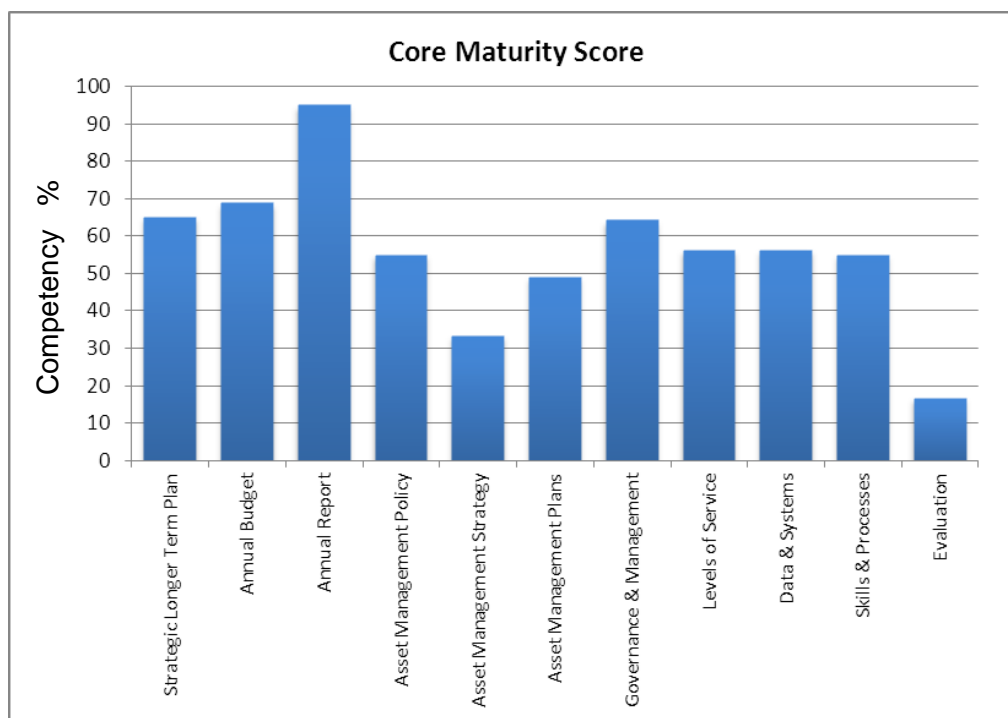
The table below provides a brief summary of the current Council core maturity status, as shown in the National Asset Management Core Report as at September 2010.

NAMAF Element	Status	Core Maturity Status as at Sept. 2010
Strategic Planning	Intermediate	Council does not have a Long Term Financial Plan, linked to Asset Management Plan financial summaries. Note that the 2009 – 2013 Council Plan provides a commitment to development of a Long Term Financial Plan (refer Key Direction Area 4).
Annual Budget	Intermediate	Council's Annual Budget has not been prepared in full consideration of strategic objectives from other core Council documents, such as Asset Management Plans and a Long Term Financial Plan.
Annual Report	Core Maturity	Council's Annual Report demonstrates core maturity for this NAMAF element.
AM Policy	Intermediate	The Asset Management Policy (which is incorporated within Council's Asset Management Strategy) does not identify the need for Asset Management Plans to link to a Long Term Financial Plan. Council is currently reviewing their Asset Management Policy to meet core requirements.
AM Strategy	Intermediate	Council's Asset Management Strategy does not adequately address timelines, responsibilities and resources required to drive the asset management improvement program. Council is currently reviewing their Asset Management Strategy to meet core requirements.
AM Plans	Low Maturity	Existing Asset Management Plans do not incorporate financial forecasts based on 'whole of life cycle' cost principles. Asset Management Plan has not been completed for Drainage asset class.

NAMAF Element	Status	Core Maturity Status as at Sept. 2010
Governance and Management	Intermediate	Existing Capital Works Evaluation Framework does not adequately take into account 'whole of life cycle' costs.
Levels of Service	Intermediate	Levels of Service, with clear 'targets' and associated performance indicators, have not been developed for all major asset classes.
Data and Systems	Intermediate	Council's Asset Management information system is not up to date for all major asset classes. Note that Council is currently undertaking a program to update their Asset Management information system.
Skills and Processes	Intermediate	An AM Skills Matrix is needed to assist in identifying training needs. A process is needed to capture data on the AM System at asset handover.
Evaluation	Low Maturity	A process is needed for monitoring LOS and performance reporting for major asset classes.

2.7 Asset Management Targets

Council's objective is to achieve *Core Maturity* for each of the 11 NAMAF elements by December 2012. This is defined as achieving at least an *Advanced* assessment score for each question for any given element, as part of the NAMAF core assessment.

An Asset Management Maturity Matrix is provided in Appendix B, to demonstrate Council's performance towards achieving the Asset Management Targets over time and allow continuous monitoring of improvement activity outcomes.

2.8 Improvement Opportunities

All improvement opportunities identified below are aimed at providing the skills, processes and data to achieve the Eight Areas of Focus in the Council Plan 2010-14.

An Action Plan is provided in Appendix A, detailing actions required to implement each of the improvement opportunities. Each action includes responsibility, proposed implementation timeframe, relative priority and resources required.

No.	Council Plan Focus Area	Improvement Opportunity
1	Asset Management	Review and update Asset Management Policy.
2	Asset Management	Review and update Asset Management Strategy, including Action Plan with timelines, accountabilities and resource requirements for improvement opportunities.

No.	Council Plan Focus Area	Improvement Opportunity
3	Asset Management	Asset Management Working Group members to guide implementation of the Asset Management Strategy.
4	Asset Management	Review and further develop Council's Project Prioritisation Processes, to develop a Capital Works Evaluation Framework that takes into account whole of life cycle costs and allows trade off decisions to be made between asset classes.
5	Community Engagement	Review Council Plan
6	Asset Management	Review / update / develop levels of service, including 'targets' and performance indicators.
7	Asset Management	Develop a Long Term Financial Plan.
8	Asset Management	Participate in and contribute to Regional Asset Management
9	Asset Management	Develop Service Delivery Plans where service planning is not currently available.
10	Asset Management	Revise leases, user agreements and delegations of authority to conform to the provisions in adopted AM Plans.
11	Asset Management	Develop and document Asset Management related processes and procedures.
12	Asset Management	Develop and document AM related policies and guidelines.
13	Asset Management	Implement strategies and actions detailed in AMPS
14	Asset Management	Implement Asset Assyst as the corporate Asset Management system and identify any additional functionality requirements.
15	Asset Management	Review and update Asset Management Plans, including financial summaries based on Whole of Life Cycle cost principles.
16	Asset Management	Ensure there is a 'single source of truth' asset register for all major asset classes.
17	Asset Management	Maintain up to date asset condition data for all major asset classes.
18	Asset Management	Develop a list of critical assets for high risk asset classes.
19	Asset Management	Develop 5 year forward programs for all asset classes
20	Asset Management	Update RMP in accordance with review undertaken in June 2010
21	Organizational Development	Develop a training program for Asset Management skills

2.9   Action Plan

The AM Strategy Action Plan has been identified in Appendix A and programmed with the view to completing the above improvement opportunities over the next 5 years. The actions have been structured to address the Eight Areas of Focus in the Council Plan 2010-14 to provide the required outcomes. The timing of activities is based on the time required to achieve outcomes while recognising that some improvements must be completed prior to other activities.

2.10   Strategy Review

Any Strategy must be a dynamic document, reflecting and responding to changes over time. A full review of this Asset Management Strategy will take place every four years. A review of the Action Plan (Appendix A) and Asset Management Maturity Matrix (Appendix B) will be undertaken annually, following the annual review of the Council Plan, Long Term Financial Plan and Budget.

3   APPENDICES

Appendix A   Asset Management Strategy Action Plan

Appendix B   Asset Management Maturity Matrix

Appendix C   Asset Responsibility Matrix

Appendix D   Infrastructure Asset Hierarchy

3.1 Appendix A

Asset Management Strategy – Action Plan

Asset Management Strategy Action Plan													
No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
1.0.1	Asset Management	A M Policy Review and update Asset Management Policy.	Review and update AM Policy for adoption by Council.	H	MIPS	Internal	Y						
1.0.2			Make AM policy accessible through intranet.	M	MIPS	Internal	Y						
2.0.1			Add capacity building and training statement to AM Strategy	M	MIPS	Internal	Y						
2.0.2			Asset Management working group to continue to involve relevant Council departments as and when necessary.	M	AMWG	Internal	Y	Y	Y	Y	Y	Ongoing	
2.0.3		AM Strategy Review and update Asset Management Strategy, including Action Plan with timelines, accountabilities and resource requirements for improvement opportunities. .	Develop physical infrastructure asset hierarchy and document in AM Strategy.	L	MIPS	Internal	Y						
2.0.4	Asset Management		Develop roles and responsibility matrix and incorporate within AM Strategy.	M	MIPS	Internal	Y						
2.0.5			Incorporate AM Strategy implementation plan as an appendix to the AM Strategy, including timelines, accountabilities and resource requirements for improvement opportunities.	M	MIPS	Internal	Y						

No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
2.0.6	Asset Management	AM Strategy Review and update Asset Management Strategy, including Action Plan with timelines, accountabilities and resource requirements for improvement opportunities	Review and update AM Strategy for adoption by Council.	H	MIPS	Internal	Y						
3.0.1	Asset Management	Asset Management Working Group AMWG members to guide implementation of AM strategy	Asset Management Working Group to coordinate implementation of the AM Strategy.	M	AMWG MIPS	Internal		Y	Y	Y	Y		
4.0.1		Capital Works Evaluation Review and further develop a Capital Works Evaluation Framework that takes into account whole of life cycle costs and allows trade off decisions to be made between asset classes.	Develop and adopt a method of assessing community planning projects that takes into account "whole of life costs" .	M	MIPS MFS MCP MIPD	Internal		Y					
4.0.2	Asset Management		Review and refine Council's Project Prioritisation Processes and forms, to ensure lifecycle costs are captured by explicitly listing ongoing operations and maintenance budget requirements including linking of ongoing O&M requirements into Council's LTFP.	M	MIPD MFS	Internal		Y					

No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
5.0.1	Community Engagement	Council Plan Review Council Plan	Make performance measures in Council Plan longer term in scope, including measurement method.	L	MEG	Internal				Y			
6.0.1	Asset Management	Levels of Service Review / update / develop levels of service, including 'targets' and performance indicators.	As part of review and update of AMPs, develop target Levels of Service for monitoring and performance reporting.	M	MIPS MIPD MW MCR Service Mgrs	Internal	Y	Y	Y	Y			As AMPs updated
6.0.2			Develop defect inspection criteria and intervention levels / frequencies for building assets.	M	MIPS MIPD PCO	Internal		Y					
6.0.3			Further develop current Levels of Service including cost to provide.	L	MIPS MIPD MW MCR Service Mgrs	Internal	Y	Y	Y	Y			As AMPs updated
6.0.4			Develop process for monitoring Levels of Service and reporting on performance.	M	MIPS	Internal		Y					
7.0.1	Asset Management	Long Term financial Plan Develop a Long Term Financial Plan.	Develop Long Term Financial Plan. Develop process to link Asset Management Plans, Long Term Financial Plans and Budget.	H	MFS	Internal		Y					
7.0.2			Incorporate asset renewal funding into Long Term Financial Plan	H	MFS	Internal		Y					
8.0.1	Asset Management	Regional Asset Management Participate in and contribute to Regional Asset Management	Council will continue to participate in Regional Asset Management Services Program & associated Central Regional AM Coordination Committee.	M	MIPS	Internal external	Y $9,000	Y $9,000	Y $9,000	Y $9,000	Y $9,000	Ongoing	Continuing Participation in MAV Step AM Program

No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
9.0.1	Asset Management	Service Delivery Plans Develop Service Delivery Plans where service planning is not currently documented.	Council to develop service delivery plans for all services where none currently exist.	L	MCS	Internal			Y				SP's needed for Aged & Disability Services, Preschool & Child / Maternal Health
9.0.2			Council will finalise development of business/development plans for caravan parks.	L	DEC	Internal				Y			
10.0.1			Council to set up maintenance responsibility agreements to clarify operations and maintenance responsibilities for grounds and buildings.	L	DCS	Internal				Y			
10.0.2	Asset Management	User Agreements Revise leases, user agreements and delegations of authority to conform to the provisions in adopted AM Plans.	Council will enter into agreements (where one does not currently exist) with organisations currently occupying buildings on Council land, setting out the responsibilities of each party.	L	DCS	Internal					Y		
10.0.3			Council will revise Halls and Reserves Allocation Policy to comply with the provisions of the Buildings AMP	M	MCR	Internal		Y					
10.0.4			Revise the Building and Grounds Maintenance and Repair Guidelines for preschool buildings.	L	MCS	Internal	Y						Completed in 2010-11
11.0.1	Asset Management	AM processes and procedures Develop and document Asset Management processes and procedures.	Council will develop a matrix that details property management tasks to be performed and sets out delegated responsibilities where no such document exists.	L	MIPS DCS AMWG	Internal					Y		User agreements

No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
11.0.2			Develop & document processes and system data requirements for asset handover, to record new, upgrade and renewal assets in AM system.	H	MIPS MIPD MW MFS	Internal		Y					
11.0.3			Develop action plan to identify issues of non-compliance with the Road Management Plan and provide documentary evidence of how issues addressed. See CMP Audit Report 2007-2008 section 3.3	M	MIPS MIPD MW	Internal	Y						
11.04		AM processes and procedures Develop and document Asset Management processes and procedures.	Develop processes to review road hierarchy e.g. where rural residences are no longer occupied	M	MIPS MIPD	Internal			Y				
11.05	Asset Management		Further develop & document processes particularly for Whole of Life Costings & Risk Management	M	MIPS MIPD MFS MOD	Internal		Y					
11.06			Incorporate explanations in the Annual Budget regarding why a strategy has been underfunded (where appropriate).	L	MFS	Internal		Y					
11.07			Develop process for documenting changes required in frequency of maintenance to comply with the Road Management Plan e.g. where gravel road has levels of use higher than the average	L	MW MIPD	Internal					Y		
11.08			Develop a process to record disposal of infrastructure	M	MIPS MFS	Internal			Y				

No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
11.09		AM processes and procedures Develop and document Asset Management processes and procedures	Via Central Region Working Group 2, develop a Council Process detailing the methodology for determining core valuation inputs.	M	MIPS MFS	Internal		Y					
11.10	Asset Management		Develop a formal process that ensures capital works jobs are completed within the scope, and any modifications to the scope or asset are appropriately recorded in the Council's asset records.	L	MIPD	Internal				Y			
12.0.1	Asset Management	AM policies and guidelines Develop and document AM related policies and guidelines.	Provide a documented framework for future Community Plans so that they address the issues and priorities identified in Council's strategic planning documents including the Recreation Strategy, Municipal Public Health Plan and AMPS.	L	MIPD MCP	Internal			Y				
13.0.1			Assess condition of gravel road network In-house road inspectors undertake assessment	M	MIPS MW	Internal		Y	Y	Y	Y		33% pa
13.0.2		AMP Implementation Implement strategies and actions detailed in AMPS	Collect Hall usage statistics & finalise L2 & L3 Hall Hierarchy	H	MIPS	Internal	Y	Y					User statistics to be collected until Q/e 30/6/11
13.0.3	Asset Management		Develop a policy and hierarchy in relation to recreational paths.	L	MIPS	Internal		Y					Include in FAMP Dec11
13.0.4			Implement asset rationalisation in accordance with RAMP tactics.	VL	MIPD	Internal	Y	Y	Y	Y	Y	Ongoing as projects arise.	

No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
14.0.1		Asset Management System Implement Asset Assyst as the corporate Asset Management system and identify any additional functionality requirements.	Develop an asset treatment history, such as reseal history, for a road. To achieve this a database needs to be utilised.	L	MIPD	Internal					Y		
14.0.2	Asset Management		Implement Asset Assyst for Bridges, Buildings, Parks and Recreation as modules become available.	H	MW MIPD	External		Y	$TBD	$TBD $	$TBD	Ongoing	TBD ~ To Be Determined 2011-12 Investigate
14.0.3			Investigate and implement systems to facilitate integration of Assert Registers and GIS	M	MIPD	External			$TBD	$TBD		Roads, Footpaths Drainage Bridges - OK	Buildings, Pools to do
15.0.1		Asset Management Plans Bridges AMP- review and update	Add a statement to all AMPS re non asset service solutions	L	MIPS	Internal			Y				Dec-12
15.0.2	Asset Management		Update all AMPs to incorporate forward programs and financial forecasts for operations, maintenance, renewal, new and upgrade.	M	MIPS & MIPD	Internal			Y				Dec-12
15.1.1			Add a statement to all AMPS re non asset service solutions	L	MIPS	Internal		Y					Jun-12
15.1.2			Include current condition in Buildings AMP	L	MIPS	Internal		Y					Do for individual buildings for BAMP revision in Jun 12
15.1.3	Asset Management	Asset Management Plans Buildings AMP Review and update..	Incorporate Service Planning details into AMP's, where Service Plan is not already available.	L	MIPS	Internal		Y					Coordinate with 9.0.1 & 9.0.2 for BAMP revision in Jun 12 . Include Service plans for Health Services buildings, historical rental properties, other rental properties & L2 & L3 Halls
15.1.4			Update all AMPs to incorporate forward programs and financial forecasts for operations, maintenance, renewal, new and upgrade.	M	MIPS MIPD	Internal		Y					Jun-12

No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
15.2.1			Add a statement to AMPS re non asset service solutions	L	MIPS	Internal		Y					Dec-11
15.2.2	Asset Management	Asset Management Plans Footpaths AMP- review and update	Review the existing footpath network to determine any footpaths providing no useful purpose with a view to removing them from the footpath register.	L	MIPS	Internal		Y					When FAMP revised in Dec 11
15.2.3			Update AMPs to incorporate forward programs and financial forecasts for operations, maintenance, renewal, new and upgrade.	M	MIPS MIPD	Internal		Y					Dec-11
15.3.1			Add a statement to AMPS re non asset service solutions	L	MIPS	Internal		Y					Jun-12
15.3.2			Develop a policy and hierarchy in relation to playgrounds and passive parks.	L	MIPS	Internal		Y					When PAMP revised in Jun 12
15.3.3		Asset Management Plans Parks AMP - Review and update	Expand parks AMP by including other parks assets including irrigation systems, recreational lakes , dams and lighting.	VL	MIPS	Internal		Y					When PAMP revised in Jun 12
15.3.4	Asset management		Incorporate Service Planning details into AMP's,	L	MIPS	Internal		Y					When PAMP revised in Jun 12
15.3.5			Review play grounds with a view to rationalise small underutilised playgrounds which have minimal equipment.	VL	MIPS	Internal		Y					When PAMP revised in Jun 12
15.3.6			Update AMPs to incorporate forward programs & financial forecasts for operations, maintenance, renewal, new & upgrade.	M	MIPS MIPD MW	Internal		Y					When PAMP revised in Jun 12

| No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
15.4.1			Detail hierarchy statements in Pools AMP's	L	MCR	Internal			Y				When Pools AMP revised in Dec 12
15.4.2			Add useful lives to Pools AMP	L	MCR	Internal			Y				When Pools AMP revised in Dec 12
15.4.3			Add a statement to all AMPS re non asset service solutions	L	MCR	Internal			Y				When Pools AMP revised in Dec 12
15.4.4	Asset Management	Asset Management Plans Pools AMP - Review and update	Include current condition in Pools AMP	L	MCR MIPS	Internal			Y				When Pools AMP revised in Dec 12
15.4.5			Incorporate Service Planning details into AMP'	L	MCR	Internal			Y				Need service plan statement when Pools AMP revised in Dec 12
15.4.6			Pools AMP-add ref to AM Policy & Strategy	L	MCR	Internal			Y				When Pools AMP revised in Dec 12
15.4.7			Update all AMPs to incorporate forward programs and financial forecasts for operations, maintenance, renewal, new and upgrade.	M	MCR	Internal			Y				Update program when Pools AMP revised in Dec 12
15.5.1			Add K&C to RAMP	M	MIPS	Internal		Y					Do kerb section in RAMP
15.5.2			Add a statement to all AMPS re non asset service solutions	L	MIPS	Internal		Y					Dec-11
15.5.3		Asset Management Plans Roads A MP - review and update	Reference or include road asset register in RAMP	M	MIPS	Internal		Y					Dec-11
15.5.4	Asset Management		Update all AMPs to incorporate forward programs and financial forecasts for operations, maintenance, renewal, new and upgrade.	M	MIPS MIPD	Internal		Y					Dec-11
15.5.5			Use deterioration modelling in RAMP to determine gap	M	MIPS	Internal		Y					Dec-11
15.6.1		Asset Management Plans Urban drainage AMP	All AMPS- add statement re non asset service solutions	L	MIPS	Internal	Y						Jun-11
15.6.2	Asset Management		Incorporate Service Planning details into AMP	L	MIPS	Internal	Y						Jun-11

No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
15.6.3		Asset Management Plans Urban drainage AMP	Produce AMP for Urban Drainage.	H	MIPS	Internal	Y						Jun-11
15.6.4	Asset Management		Update all AMPs to incorporate forward programs and financial forecasts for operations, maintenance, renewal, new and upgrade.	M	MIPS MIPD	Internal	Y						Jun-11
16.0.1	Asset Management	Asset registers Ensure there is a 'single source of truth' asset register for all major asset classes.	In the future make separate detailed valuation assessments of each individual building on Councils buildings schedule.	M	DCS	Internal External Municipal Valuer		Y $TBD					
16.0.2			Update componentised inventory for all asset classes and transfer into Asset Assyst (as modules become available).	H	MIPD DCS	Internal		Y					
17.0.1		Condition data Maintain up to date asset condition data (as distinct from defect inspections) for all major asset classes	Bridge condition surveys will continue to be carried out on a programmed basis by council.	M	MIPS	External		$5,500		$30,000			Timber (35#)2 yearly, Concrete (178#) 4 yearly Allow $150/each
17.0.2			Condition data surveys for Sealed pavements & surfaces	M	MIPS	External				$30,000			
17.0.3	Asset Management		Condition data surveys for K & C & Footpaths	M	MIPS	External				$10,000			
17.0.4			Condition data surveys for street furniture	H	MIPS MW	Internal	Y	Y	Y	Y	Y		25% pa
17.0.5			Develop condition assessment Manual for all assets, utilising available industry standards where available.	H	MIPS	Internal	Y	Y					Use regional templates when available
18.0.1	Asset Management	Critical Assets Develop a list of critical assets for high risk asset classes.	Add criticality profiles to all AMPs	M	MIPS MIPD MW	Internal	Y	Y	Y				
18.0.2			Develop infrastructure risk register with initial focus on identification of critical assets.	L	MIPS MIPD MW MOD	Internal				Y			

No	Council Plan Focus Area	Improvement Opportunity	Action	Priority	Responsible Officer/Group	Resource Type (Internal / External)	2010/11	2011/12	2012/13	2013/14	2014/15	Status	Comments
19.0.1	Asset Management	Forward programs Develop 5 year forward programs for all asset classes and include in AMPs.	Implement (A) Renewal Modelling functionality and (B) Candidate list treatment functionality (in Asset Assyst) to produce works programs.	M	MIPD	Internal		Y					
20.0.1			Update RMP in accordance with review undertaken in June 2010	H	MIPS	Internal	Y						Jun-11
20.0.2		Road Management Plan Update RMP in accordance with review undertaken in June 2010	Extend current reporting of Road Management Plan compliance reporting to bridge and footpath assets.	H	MW	Internal	Y						Jun-11
20.1.3	Asset Management		Incorporation of the bridge maintenance defect risk matrix from the Bridge AMP into Council's Road Management Plan and Road Maintenance Management program AssetAsyst	H	MIPS MW	Internal	Y						Jun-11
21.0.1		Training Undertake assessment of AM skills & develop a training program	Deliver IPWEA 8 min stewardship DVD to Councillors.	L	MEG	Internal			Y				
21.0.2	Organisational Development		Develop an asset management skills matrix to assist with identification of training needs for Council staff.	M	MIPS AMWG	Internal		Y					
			Cost			External	$9000	$14,500 + TBD	S9,000 + TBD	$79,000 + TBD	$9,000 + TBD		

Responsible Officer Legend

Department or Position	Code		Position	Code		Position	Code
Operations Department			Director Operations	DO		Manager Infrastructure Policy & Strategy	MIPS
Economy and Community Department			Economic Development Officer	EDO		Manager Organisation Development	MOD
Corporate Services Department			External Valuer	EV		Manager Planning	MP
Asset Management Working Group	AMWG		Manager Community Planning	MCP			
Assistant Manager Works	AMW		Manager Community & Recreation	MCR		Manager Records / Local laws	MRLL
Building Surveyor	BS		Manager Community Services	MCS		Manager Tourism	MT
Chief Executive Officer	CEO		Management Executive Group	MEG		Manager Works	MW
Committee of Management	COM		Manager Environmental Health	MEH		Not Applicable	NA
Director Corporate Services	DCS		Manager Financial Services	MFS		Property / Contracts Officer	PCO
Director Economy & Community	DEC		Manager Infrastructure Program Develop't	MIPD		Team Leader Engineering	TLE

3.2　　　　Appendix B

Asset Management Maturity Matrix
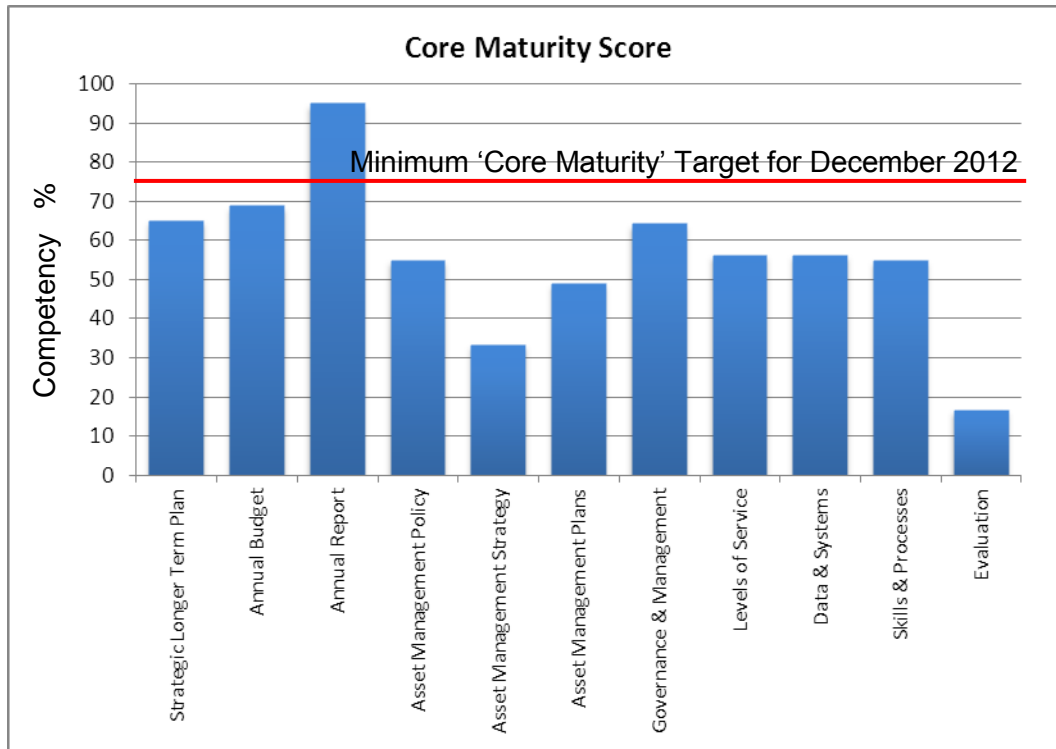
3.3　　　Appendix C Asset Responsibility Matrix

The Asset Responsibility Matrix sets our general responsibility for various stages of the asset lifecycle.

ASSET MANAGEMENT RESPONSIBILITIES MATRIX														
Activity	Sub Activity	Roads, Bridges, Footpaths, K & C	Drainage	P & G, Street Trees	Active Recreation (Sport Fields)	Aquatic Facilities	Maternal Health	Preschools	Senior Citizens	Caravan Parks	Admin Buildings	Public Halls	Recreation Buildings	Other Buildings	Waste Facilities
Asset Management Planning	Strategic planning	MIPS	MIPS	MIPS	MCR	MCR	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS
	Asset Condition	MIPS	MIPS	MIPS	MCR	PCO	PCO	PCO	PCO	PCO	PCO	PCO	PCO	PCO	PCO
	Asset Revaluation	MIPS	MIPS	E V	E V	E V	E V	E V	E V	E V	E V	E V	E V	E V	E V
	Asset Register Maintenance	MIPD	MIPD	DCS/MW	DCS	DCS	DCS	DCS	DCS	DCS	DCS	DCS	DCS	DCS	DCS
	AM Performance Reporting	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS	MIPS
Asset Acquisition/ Renewal	Budget Development	MIPD	MIPD	MIPD	MCR	MCR	MCS/MIPD	MCS/MIPD	MCS/MIPD	DEC	MIPD	MIPD	MCR	MIPD	PCO
	Design	TLE	TLE	TLE	MCR	MCR	MIPD	MIPD	MIPD	MIPD	MIPD	MIPD	MCR	MIPD	PCO
	Construction Mgt	TLE	TLE	TLE	MCR	MCR	MIPD	MIPD	MIPD	MIPD	MIPD	MIPD	MCR	MIPD	PCO
	Commissioning	MIPD	MIPD	MIPD	MCR	MCR	MIPD	MIPD	MIPD	MIPD	MIPD	MIPD	MCR	MIPD	PCO
	Sign-off as built records	TLE	TLE	TLE	MCR	MCR	MIPD	MIPD	MIPD	MIPD	MIPD	MIPD	MCR	MIPD	PCO
Asset Operations	Budget Development	MW	MW	MW	MCR	MCR	MCS/PCO	MCS/PCO	MCS/PCO	DEC	PCO	PCO/MCR	MCR	PCO	PCO
	Operations Mgt	MW	MW	MW	COM	MCR	MCS/PCO	MCS/PCO	MCS/PCO	DEC	PCO	COM	COM	PCO	PCO
	Property Management	NA	NA	NA	DCS	MCR	DCS	DCS	DCS	DEC	CEO	DCS	DCS	DCS	NA
Asset Maintenance	Budget Development	MW	MW	MW	MCR	MCR	PCO	PCO	PCO	DEC	PCO	PCO/MCR	COM	PCO	PCO
	Maintenance Planning	MW	MW	MW	COM	MCR	PCO	PCO/COM	PCO	DEC	PCO	PCO/COM	COM	PCO/COM	PCO
	Resource Mgt	MW	MW	MW	COM	MCR	PCO	PCO/COM	PCO	DEC	PCO	PCO/COM	COM	PCO/COM	PCO
	Maintenance Inspections	MW	MW	MW	MCR	MCR/PCO	PCO	PCO	PCO	PCO	PCO	PCO/COM	COM	PCO/COM	PCO
Asset Disposal	Disposal Proposal	MIPD/MW	MIPD/MW	MIPD/MW	MCR	MCR	DCS	DCS	MIPD	DEC	MIPD	MIPD	MCR	MIPD	MIPD
	Decommission	MIPD/MW	MIPD/MW	MIPD/MW	MCR	MCR	DCS	DCS	MIPD	DEC	MIPD	MIPD	MCR	MIPD	PCO

Terminology

Term	Explanation
Strategic planning	the development of Asset Management Plans or other strategies
Asset Condition	inspection & allotting of a condition score between 0 (new) & 10 (unserviceable) for use in renewal analysis, program development and asset valuation.
Asset Register Maintenance	includes regular updating of asset details
Commissioning	includes confirming asset in accordance with plans then putting into service
Operations Management	includes cleaning, utility services, vegetation management on roadsides and grass mowing
Property Management	the management of leases, user agreements and delegations of authority.
Maintenance Inspections	inspections for defects as distinct from asset condition inspections above.
Decommissioning	actions to take asset out of service
Responsibility	may include organising or supervising service from internal or external resources

Responsible Officer Legend

Department or Position	Code		Position	Code		Position	Code
Operations Department			Director Operations	DO		Manager Infrastructure Policy & Strategy	MIPS
Economy and Community Department			Economic Development Officer	EDO		Manager Organisation Development	MOD
Corporate Services Department			External Valuer	EV		Manager Planning	MP
Assistant Manager Works	AMW		Manager Community Planning	MCP		Manager Records / Local laws	MRLL
Building Surveyor	BS		Manager Community & Recreation	MCR		Manager Tourism	MT
Chief Executive Officer	CEO		Manager Community Services	MCS		Manager Works	MW
Committee of Management	COM		Manager Environmental Health	MEH		Not Applicable	NA
Director Corporate Services	DCS		Manager Financial Services	MFS		Property / Contracts Officer	PCO
Director Economy & Community	DEC		Manager Infrastructure Program Develop't	MIPD		Team Leader Engineering	TLE

3.4　　　Infrastructure Asset Hierarchy

Infrastructure Asset Hierarchy			
Asset Group.	Asset Category	Asset Component	Asset Class
Roads	Sealed Roads	Sealed Surface	Sealed Surface
		Sealed Roads Pavement	Sealed Roads Pavement
		Sealed Roads Formation	Sealed Roads Formation
	Unsealed Roads	Unsealed Pavement	Unsealed Roads Pavement
		Unsealed Roads Formation	Unsealed Roads Formation
	Kerb and Channel	Kerb & Channel	Kerbs
Footpaths	Footpaths	Footpaths	Footpaths
Bridges	Bridges(including Footbridges, Major Culverts & Floodways)	Bridges	Bridges
Urban Drainage	Urban Drainage	Pipes & constructed open drains	Urban Drains
		Pits and Endwalls	
Buildings	Buildings	Structure	Buildings
		Roof	
		Building Services	
		Fit Out	
Swimming Pools	Swimming Pools	Pool Shells	Buildings
		Buildings & structures	
		Circulation Systems	
Parks	Parks	Park Structures, Play Ground Equipment	Buildings