

IPSWICH CITY COUNCIL



ASSET MANAGEMENT STRATEGY



Version 1

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1 Executive summary

Ipswich City Council (ICC) has a well developed long term community plan which identifies the aspirations of the community and the ways council will deliver them in a series of themes, goals, strategies and actions. It is supported by a 5 year corporate plan, and an annual operational plan, budget and annual report as part of a comprehensive suite of governance documents and processes.

The Asset Management Strategy (AM Strategy) has been identified as a key element of the Strategic Asset Management Framework (SAMF) and has been prepared to assist council in defining and improving the way it delivers services from infrastructure such as roads, bridges, footpaths, stormwater drainage, parks, sporting and other facilities, and buildings.

The goals of the AM Strategy are to:

- ensure the council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to council's financial sustainability
- safeguard council's assets including physical assets and employees by implementing appropriate asset management processes and providing appropriate financial resources for those assets
- be linked with the long term financial forecast to guide the basis for all service and budget funding decisions
- meet legislative requirements for all council's operations
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated.

2 Introduction

Council is responsible for service delivery in a number of areas including, but not limited to, transportation, drainage, waste collection and disposal, cultural, health and recreational services. Council has acquired and constructed an extensive range of assets include roads, bridges, footpaths, stormwater drainage, parks, sporting and other facilities, and buildings. These infrastructure assets have a current replacement value of over \$3 billion.

Assets exist to deliver services to communities, by supporting a program and service delivery model.

The key issues facing local governments throughout Australia are growing service demand and the management of ageing assets in need of renewal and replacement. Their condition and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services further adds to the planning and financing complexity.

The creation of new assets also presents challenges in recognising not just the initial capital costs of purchase or construction, but also the need to include in the decision making process the funding of future operating and replacement costs which are necessary to provide the service over the asset's full lifecycle.

In order to deliver these services and assets effectively and efficiently for the benefit of both current and future customers, a structured, systematic approach is needed for the management of all assets involved in service delivery.

Council has traditionally had a strong commitment to asset management (AM) since its involvement in the *Local Government Association of Queensland's LG Asset Program 2006* and the subsequent *State Government's Asset Management Advancement Program (A-MAP)*, and it is continuing to develop a range of measures to further improve its capability in this area.

2.1 Purpose

The purpose of the AM Strategy is to specify objectives and outcomes to provide the link between the high level aspirations and guiding principles articulated in the Infrastructure Asset Management Policy (IAM Policy) and the operational and tactical aspects of council's Asset Management Framework (AM Framework) especially the development of Asset Management Plans (AMPs). It does this by specifying asset management outcomes, timeframes and dependencies (i.e. why and what council proposes to achieve).

The purpose of the AM Strategy is to develop a set of actions aimed at improved asset management practices by the whole organisation through:

- improved stewardship and accountability for assets
- improved asset data information and ongoing data management
- ensuring more effective utilisation of assets and appropriate service levels
- improved financial effectiveness by implementing more effectively works programs that are based on objective and risk assessment.

2.2 Scope of this strategy

The scope of the AM Strategy is limited to infrastructure assets and those classes of green assets specifically requiring AM. These scope restrictions have been imposed because:

- Council's remaining asset base, non-infrastructure assets such as fleet and plant, Information Communication Technology (ICT) assets and cultural assets represent less than 2 per cent of council's total written down asset value.
- The focus of the National Asset Management and Planning Framework is on infrastructure assets (specifically the financial viability of these assets).

2.3 Links to other corporate documents

Council's AM Strategy is an internally focused enabling strategy designed to work in conjunction with council's other strategies and plans. It is focused on building asset management capability to support the delivery of services to the community.

Council has corporate documents which set its strategic direction, and are reviewed on a regular basis to ensure they embody the current and future aspirations of the community.

- Advance Ipswich 2015 (The Plan)
- Corporate Plan
- Operational Plan

These documents collectively and individually articulate the vision, mission, goals and objectives of council, and are enabled by the annual budget, annual report and other supporting documents.

Not all goals set in the Corporate Plan rely on infrastructure assets for their delivery, however a significant number of actions do involve assets, and robust AM practices are essential to ensure the achievement of these goals.

The Advance Ipswich 2015 (The Plan) builds on the programs and strategies in the previous i2020 and i2031 Community Plans and provides a renewed and contemporary focus for the future of the city. The Plan responds to the current and future changes in the city and the related opportunities and challenges. The Plan is intended to inform and be reflected in council's plans, strategies and community programs. The Plan also sets goals and objectives to be achieved in the planning period. It frames the actions in a structure which links back to the corporate themes. Each theme has a number of broad goals, to be achieved through a range of strategies, each with specific actions planned to deliver a part of the goal. Goals and actions in The Plan which relate specifically to the delivery of services from infrastructure assets are shown in Appendix A.

AM Strategy activities are directed towards addressing the following key focus areas of Advance Ipswich 2015 and Corporate Plan:

Goals	Strategy
Goal 2 Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.	Strategy 2 Provide adequate land and infrastructure to support community development and economic activity.
	Strategy 3 Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.
	Strategy 4 The city's heritage is conserved.
	Strategy 5 Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.
Goal 3 Create a city that values its past and embraces opportunities to work together for the betterment of the community.	Strategy 7 Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.
Goal 4 Important areas of native habitat and vegetation are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.	Strategy 1 Secure and protect areas of native habitat and vegetation.
	Strategy 2 Develop and implement an integrated approach to planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.
	Strategy 3 Protected and manage waterways to achieve enhanced environmental, ecological and water quality outcomes.
	Strategy 4 Enhance urban greening.
	Strategy 5 Use resources effectively and sustainably.
Goal 5 Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.	Strategy 2 Provide comprehensive and meaningful community engagement to inform council decision making.
	Strategy 4 Maintain a financially sustainable and resilient approach to budgeting.
	Strategy 6 Maintain a consistent and efficient approach to laws and compliance activities across the city.

Source: Ipswich City Council Advance Ipswich and Corporate Plan 2017-2022

2.4 Asset management planning process and hierarchy

AM planning is a comprehensive process to ensure assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal and sustainable manner. The process incorporates a framework of documents in a hierarchy:

- linking organisational strategic objectives with the IAM Policy and enablers needed to deliver them
- linking organisational strategic objectives with the levels of service that the assets are required to deliver
- guiding AM priorities, operational activities required on and by the assets to achieve those objectives, and the finances needed to support that work.

Its aims are to achieve short and long term business and stakeholder objectives, including:

- meeting community service requirements and expectations
- minimisation of lifecycle costs
- achievement of operating strategies
- maintenance of asset value.

AM planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing the levels of service, IAM Policy, AM Strategy, Asset Management Plans (AMPs) and operational plans, linked to a long term financial forecast with a funding plan.

The organisational strategic direction is provided by the Long Term Community Plan, Corporate Plan and Operational Plan.

Those elements of these strategic organisational documents which are delivered through infrastructure assets and services are managed through the processes shown in Figure 1. The service delivery part of the AM process includes a wide range of procedures and is built on a sound knowledge base which includes data registers and information systems.

The diagram below illustrates ICC's AM planning process, including inputs, outputs, documents and interactions.

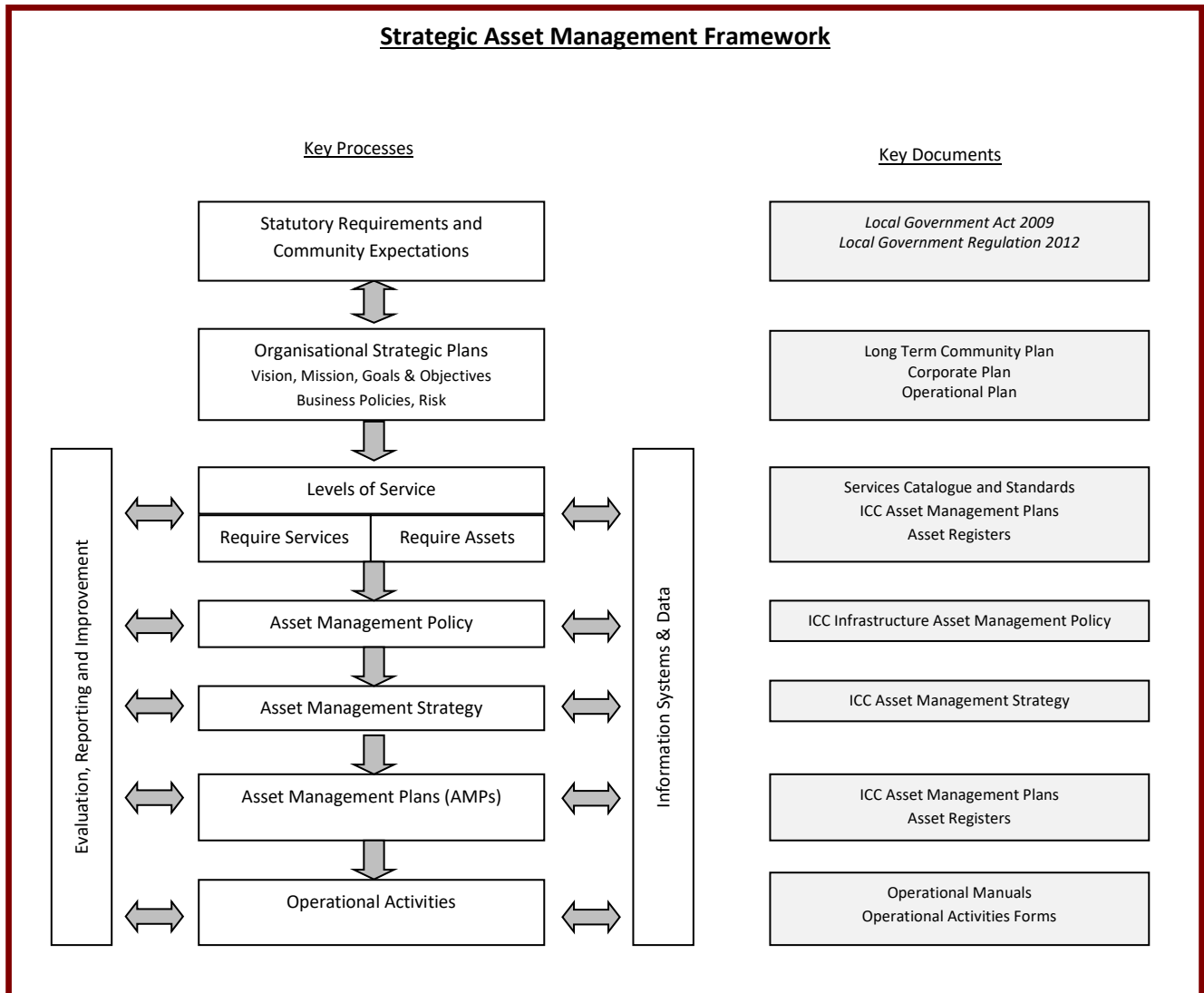


Figure 1: Strategic Asset Management Framework

3 The strategy

3.1 Our asset management vision

To ensure ongoing sustainability of council services it is essential to balance the community's expectations with their willingness and capacity to pay for the infrastructure underpinning these services. Maintenance of service levels of infrastructure assets requires appropriate investment across the whole of the asset management lifecycle. In recognition of the need to establish an appropriate balance between developing new assets and maintaining its existing asset base, council is committed to managing its assets in accordance with industry recognised best practice.

Consequently, council aspires to the following:

'To operate and manage Ipswich City Council (Council) infrastructure assets in accordance with defined levels of service, whilst minimising lifecycle costs.'

Source: *Infrastructure Asset Management Policy*

3.2 Strategic objectives

In keeping with the above, the objectives of this strategy are to:

- develop and maintain effective asset management accountability and direction across the organisation
- capture and maintain relevant and reliable asset related information for effective decision making
- effectively and efficiently manage all physical assets under council's control through each phase of their lifecycle
- maintain strong linkages between the AMPs and the development of the annual budget and long term financial forecast
- engage the community in discussions on desired service levels and ensure asset investment decisions consider the whole-of-life cost and balance the funding for investment in new/upgraded assets with the investment in asset renewal.

3.3 Strategic outcomes

Council's responses to the internal and external drivers discussed in Appendix C will generate a number of actions, however it is important to first identify the specific outcomes this strategy is designed to achieve. Essentially these outcomes can be classified according to the four asset management capabilities identified in the improvement plan:

- accountability and direction
- asset information management
- asset lifecycle management
- service level management.

3.3.1 Accountability and direction

This component of the strategy relates to council's organisational approach to asset management governance and the leadership required to achieve this.

Desired Outcome:

- AM accountabilities are defined, understood and accepted along with clear direction for AM improvement.

3.3.2 Asset information management

The asset information management component of the strategy relates to the requirement to capture and maintain relevant and reliable asset data to allow council to make informed AM decisions.

Desired Outcome:

- Quality asset information informs AM decision making and supports improved AM.

3.3.3 Asset lifecycle management

The strategic lifecycle component recognises the importance of council managing its assets from a whole of asset life perspective.

Desired Outcome:

- Assets are managed from a whole of asset life perspective (i.e. from planning & design through to disposal).

3.3.4 Service level management

In addition to managing the asset base from a whole of life perspective, the service level management component of the strategy commits council to engaging the community in discussions on desired service levels and to ensure asset investment decisions balance the funding for investment in new/upgraded assets with the investment in asset renewal.

Desired Outcome:

- A service level approach is taken to ensure long term infrastructure and financial sustainability.

3.4 Strategic outcomes, key actions, performance measures and reporting

3.4.1 Performance of the strategy

The success or otherwise of this strategy will be determined by the analysis of performance measure information relating to the asset management actions undertaken as part of the implementation plan.

The Asset Management Strategy will be successful when:

1. independent assessment reveals council has achieved a core level of AM practice across all its AM practice areas
2. the corporate AM risk level is reduced to an acceptable level through appropriate mitigation and/or treatment
3. sufficient evidence of ongoing sustainability in both financial and infrastructure asset terms can be obtained (e.g. sustainability indicators).

3.4.2 Strategic outcomes, key actions and performance measures

The following provides a summary of the AM strategic outcomes, performance indicators and key actions that form the basis of this strategy.

Strategy	Performance target	Key actions
Accountability and direction		
AM accountabilities are defined, understood and accepted along with clear direction for asset management improvement.	Governance documents and processes which complement each other, and provide consistent direction to council operations.	<p>Review and update IAM Policy that accurately defines council's intentions and guiding principles in relation to infrastructure AM.</p> <p>Develop an AM Strategy that defines council's AM strategic objectives and key actions.</p> <p>Develop an AM Framework that defines the AM processes and systems that will be used to implement the IAM Policy, Strategy and Plans.</p> <p>Develop a detailed action plan with clear responsibilities and transparent accountabilities.</p> <p>Provide high level oversight of financial and AM responsibilities through the audit committee or CEO reporting to council on development and implementation of SAMF, AMPs and long term financial plan.</p>
Ensure council is meeting all legislative and statutory requirements.	Council meets legislative and statutory requirements.	Review and updating procedures as part of a commitment to continuous improvement.

Strategy	Performance target	Key actions
Asset lifecycle and financial management		
Ensure that the council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to council's financial sustainability,	Adopt the long term financial plan as the basis for all service and budget funding decisions, Asset lifecycle costs and long term financial planning drives budget deliberations.	Identification of services needed by the community and required funding to optimise whole-of-life costs. AMPs for all infrastructure assets. Develop a sustainable funding model to provide council services.
Implement an improvement plan to ensure long term financial and AM sustainability.	Adopt an improvement plan and report to key stakeholders on the implementation of the improvement plan.	Develop an improvement plan to ensure continuous improvement of AM practices, information and financial management. Undertake AM maturity assessment on a regular basis to support continuous AM improvement.

Strategy	Performance target	Key actions
Asset information management		
Quality asset information informs AM decision making and supports improved AM.	Information on work history, cost, condition and performance at asset type level. Systematic and fully optimised asset system. Improved decision making and greater value for money.	Continue to integrate data and information systems to support informed decision making and AM activities.

Strategy	Performance target	Key actions
Service level management		
Ensure that a service level approach is taken to deliver all infrastructure assets and financial sustainability.	Levels of service and performance measures in place covering a range of service attributes.	Level of service defined for all assets.
Safeguard council's assets including physical assets and employees by implementing appropriate AM processes and providing appropriate financial resources for those assets.	Services delivery is matched to available resources, management processes and operational capabilities.	Ensure resources and operational capabilities are identified and available to implement necessary AM activities..

3.4.3 Corporate governance and asset management

To sustain improvements in AM practice, it is essential council integrates the AM considerations articulated in this strategy with organisational planning, resource allocation and performance management systems governing council's operations.

3.4.4 Budget and long term financial forecasts

To provide quality outcomes in the developing the annual budget and long term financial forecast, the AMPs are a key consideration and input to the annual process. Conversely the outcomes of the budget and long term financial forecast are to feedback into the ongoing review and update of the AMPs.

3.4.5 AM Strategy reporting

The Corporate Performance Management Framework requires quarterly and annual reporting of strategy implementation and progress. This process monitors progress against stated performance measures and informs the annual report and the corporate performance report. As part of the review of the corporate governance framework, consideration will also be given to reporting which draws together all aspects of integrated, long term planning (i.e. AM, community and financial plans).

3.4.6 AM Strategy review arrangements

The AM Strategy will be reviewed biannually to ensure that it is consistent with the current organisational direction, policies and goals. The strategy's implementation plan will be reviewed annually to ensure it aligns with the improvement plan actions of the AMPs.

4 Strategy implementation plan

The implementation of this strategy will require the coordination of related activities across a range of new and existing initiatives/projects. Due to the complexity of these inter-relationships, a Program Evaluation Review Technique (PERT) chart will be developed to show the timing and dependencies between the various activities of the strategy. It is expected that a comprehensive implementation plan that will map council progress from its current level of AM capability to target capabilities (Core level as detailed in International Infrastructure Management Manual (IIMM)) (Table 2 in Appendix B).

The AM Improvement Plan within each AMP is a key component of this strategy. The improvement plan covers identified deficiencies in systems, processes and data, as well as capturing opportunities for improvements. Actions identified in each of the improvement plan will be included in the strategy implementation plan for delivery.

The implementation change management and communications activities of this strategy will be primarily coordinated by AM section of council. Full implementation of the strategy will require an increased level of integration and coordination of asset management considerations throughout council.

4.1.1 Financial and resource requirements

Where possible, existing operational capacity and/or approved programs of work will be used to offset the implementation costs of this strategy. The implementation plan PERT chart will identify activities already part of currently approved projects or could reasonably be considered business as usual activities. It is assumed these activities will not require additional funding therefore no preliminary estimate will be provided. Activities identified as new activity in the implementation plan will require additional funding.

4.1.2 Responsibility and accountability

A coordinated approach is required to achieve the full implementation of the AM Strategy. This coordination will be provided by the AM section of council with performance reporting supplied to the organisation on regular intervals.

The actions described in the strategy implementation plan will require input from all departments across council. A more detail action plan with clear AM activity responsibilities and transparent accountabilities will be developed as per Appendix D for enacting the various elements of this strategy.

5 Appendix A Asset management contribution to corporate goals

Theme: Managing growth and delivering key infrastructure

Goal 2: Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.

Strategy 2: Provide adequate land and infrastructure to support community development and economic activity.

Key Actions:

- 2.2 Facilitate infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development.

Strategy 3: Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.

Key Actions:

- 3.1 Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the city being well connected for business, freight and visitors; a convenient and competitive public transport system; and more compact and mixed land uses to reduce trip lengths and make public transport, walking and cycling more viable.

Strategy 4: Conserve the city's heritage.

Key Actions:

- 4.1 Places of cultural heritage significance are identified, protected and used appropriately.
- 4.2 Council continues to provide a heritage awareness, education and promotions program, including a free heritage adviser service for owners of listed historic properties.

Strategy 5: Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.

Key Actions:

- 5.1 Implement an integrated open space plan that provides land and facilities to meet the community's active and passive recreation and leisure needs.
- 5.2 Provide access to major waterways through waterside parks and linear open space.
- 5.3 Utilise the design of open space to provide urban form and to create clearly identifiable urban areas.

Theme: Caring for community

Goal 3: Create a city that values its past and embraces opportunities to work together for the betterment of the community.

Strategy 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.

Key Actions:

- 7.1 Develop and implement an Arts and Culture Strategy to reflect the current and future needs of the city.
- 7.2 Develop a new Regional Performing Arts Centre in the Ipswich Central Business District (CBD).
- 7.3 Undertake a feasibility study to inform the establishment of a Children's Museum.
- 7.4 Ensure the library service is a core element of council's Digital Strategy.
- 7.5 Provide new and enhance existing council libraries as integrated community hubs providing life-long learning opportunities.

Theme: Caring for environment

Goal 4: Important areas of native habitat are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources.

Strategy 1: Secure and protect areas of native habitat and vegetation.

Key Actions:

- 1.1 Develop and implement Ipswich Enviroplan to secure critical areas of native habitat and vegetation, particularly where such areas form or enhance key conservation corridors.
- 1.2 Ensure natural area estates are appropriately managed to protect wildlife and environmental values, enhance public awareness and education, and avoid pest infestation and bushfire risk.
- 1.3 Seek the active involvement of the state government in providing national parks investment in the Ipswich Local Government Area.

Strategy 3: Protect and manage waterways to achieve enhanced environmental, ecological and water quality outcomes.

Key Actions:

- 3.3 Council maintains a key focus on customer service and meeting the needs of the community.
- 3.4 Ensure effective catchment and floodplain management.

Strategy 4: Enhance urban greening.

Key Actions:

- 4.1 Increase tree planting and create urban forests on land under council ownership or control.
- 4.2 Undertake street tree planting and landscaping and protect significant vegetation within road reserves.

Strategy 5: Use resources efficiently and sustainably.

Key Actions:

- 5.1 Waste is treated as a resources and is minimised through reducing, reusing and recycling.
- 5.2 Provide leadership and advocacy in the promotion of renewable and sustainable technologies.
- 5.3 Water is treated as a precious resource within a total water cycle management framework.

Theme: Listening, leading and financial management

Goal 5: Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.

Strategy 2: Provide comprehensive and meaningful community engagement to inform council decision making.

Key Actions:

- 2.3 Council maintains a key focus on customer service and meeting the needs of the community.

Strategy 4: Maintain a financially sustainable and resilient approach to budgeting.

Key Actions:

- 4.1 Aim to operate council's finances with a modest surplus.
- 4.2 Manage and reduce the city's debt on the basis of do not spend more than you earn, and borrow for assets only.
- 4.3 Focus on achievements that are socially, environmentally and economically sustainable.
- 4.4 Where possible, provide equitable investment and expenditure across the city, subject to meeting real community needs.

Strategy 6: Maintain consistent and efficient approach to laws and compliance activities across the city.

Key Actions:

- 6.2 Council will undertake programmed inspections and patrols and will respond to requests made by the community to ensure quality of life is being maintained across the city.

6 Appendix B – Asset management maturity assessment

There are four key asset management capabilities (domains) recommended in the International Infrastructure Management Manual (IIMM). An assessment of the AM maturity level was undertaken in 2009 during the original development of the AMPs. The assessment focused on identified AM domains and practice areas. The domains and practice areas are listed in Table 1 below.

Table 1: AM practice areas

Domains	AM practice areas
Accountability and direction	Policy development Improvement planning AM teams Decision making Risk management Quality management
Service level management.	Levels of service and performance management Demand forecasting
Asset lifecycle management	Operational planning Maintenance planning Capital works planning (new/upgrade and renewal) Forward planning (asset management plans) Financial and funding strategies (long term financial plan) Service delivery mechanisms
Asset information management	Asset and financial data registers Asset condition Information systems

The original result of the AM maturity assessment was presented in figure 2 below. It is expected that as part of the development of the strategy implementation plan, a new AM maturity will be perform to map council progress from its current level of AM capability to the target capabilities as list in Table 2 below.

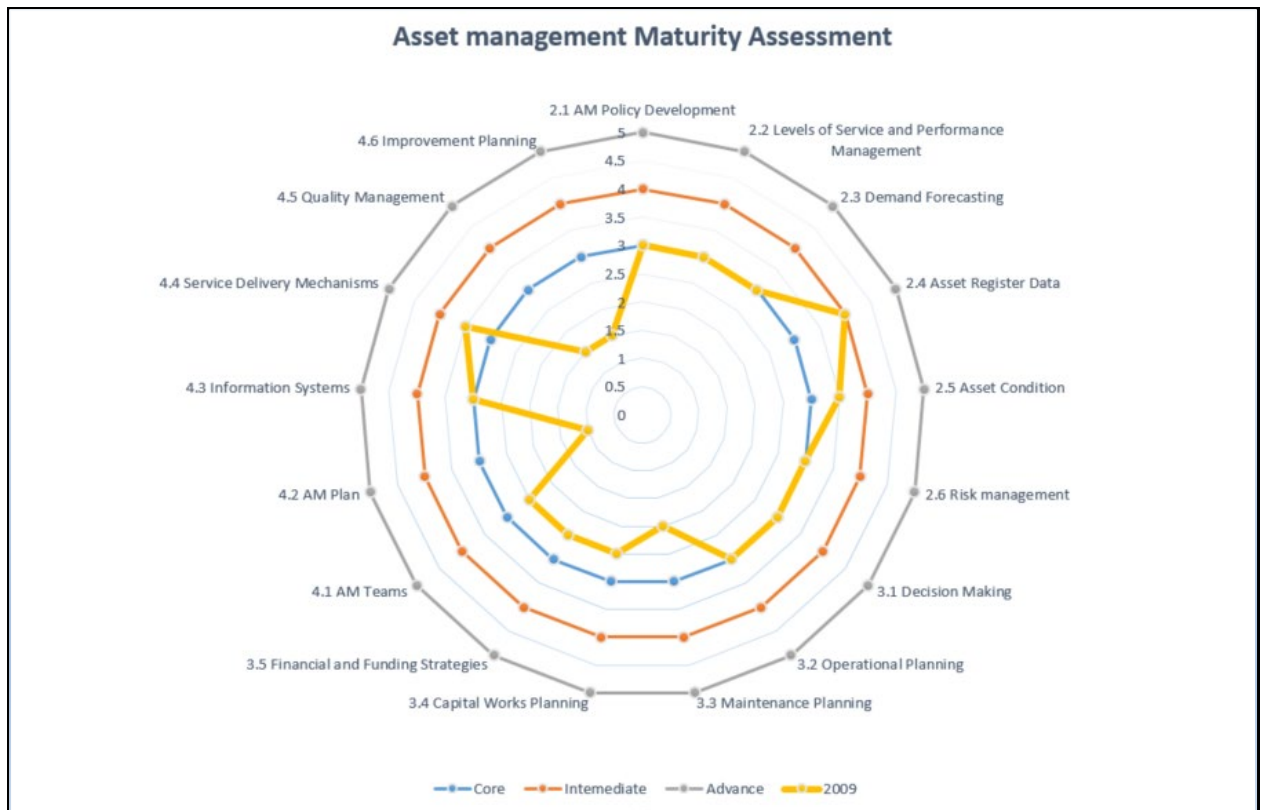


Figure 2: Asset maturity assessment results

Table 2: Target Core Asset Management Competency

+Criteria	Target Core Competency
2.1 IAM policy development	Defined policy statements for all significant activities. Clear linkages to corporate goals. Policy supported by high level action plans with defined responsibilities for delivery.
2.2 Levels of service and performance management	Customer groups defined, and requirements informally understood. Levels of service and performance measures in place covering a range of service attributes. Annual reporting against performance targets.
2.3 Demand forecasting	Demand Forecasting based on robust projection of primary demand factor (e.g.: population growth) and extrapolation of historic trends. Risk associated with demand change broadly understood and documented.
2.4 Asset register data	Sufficient information to complete asset valuation. Basis physical information recorded in spreadsheet or similar (e.g. location, size, type plus asset age/life. Asset hierarchy, asset identification and asset attribute systems documented.
2.5 Asset condition	Condition assessment programme in place for major asset types, prioritised based on asset risk. Data supports asset life assessments. Data management standards and processes documented. Programme for data improvement developed.
2.6 Risk management	Risk framework developed. Critical assets and high risks identified. Documented risk management strategies for critical assets and high risks.
3.1 Decision making	Formal decision making techniques (MCA/BCA) are applied to major projects and programmes.
3.2 Operational planning	Emergency response plan is developed. Demand management is considered in major asset planning. Asset utilisation is measured for critical asset groups and is routinely analysed.
3.3 Maintenance planning	Asset criticality considered in response processes. Fault tracking and closure process. Strategy for prescriptive versus performance based maintenance developed. Key maintenance objectives established and measured.
3.4 Capital works planning	Projects have been collated from a wide range of sources such as hydraulic models, operational staff and risk processes. Capital works projects for the next three years are fully scoped and estimated.
3.5 Financial and funding strategies	Asset revaluations have a C grade data confidence*. 10+ year financial forecasts based on current AMP outputs. Significant assumptions are specific and well-reasoned. Expenditure captured at the level useful for AM analysis.
4.1 AM teams	Cross council coordination occurs through a Steering Group or Committee. AM training occurs for primary staff. The executive team have considered options for AM functions and structures.
4.2 AM plan	Plans contain basic information on assets, service levels, planned works and future improvements. The plans include executive summary, description of services and key/critical assets. Top down condition and performance description, future demand forecast, description of supporting AM processes, 10 year financial forecasts, and 3 year AM improvement plan.
4.3 Information systems	Asset register enables hierarchical reporting (at component level to facility level). Customer requests tracking and planned maintenance functionality enabled. System enables manual reports to be generated for valuation, renewal forecasting.
4.4 Service delivery mechanisms	Contracts in place for external service provisions. Core functions defined.
4.5 Quality management	Defined quality policy and basic quality management system. All critical activity processes documented.
4.6 Improvement planning	Current and future AM performance assessed, and gaps used to drive the improvement actions. Improvement plans identify objectives, timeframes, deliverables, resource requirements and responsibilities.

7 Appendix C – Internal and external asset management drivers

Examples of internal and external drivers impacting asset management practices within council include:

- financial sustainability
- environmental sustainability
- social sustainability
- integrated planning
- current state of infrastructure asset management
- legislation
- population growth
- changing demographics/aging population
- visitor population
- alternatives to assets
- technological change
- risk acceptability.

8 Appendix D –Asset management roles and responsibilities

Council

- to act as stewards for all physical assets owned or controlled by council
- to set and approve corporate IAM Policy and direction
- to approve the Total AMP and monitor outcomes
- to set levels of service, risk and cost standards based on the community's needs and council's ability to fund
- to set (and where required vary) acceptable standards of construction and levels of service for council's assets
- to be aware of and commit to funding infrastructure renewal requirements stated in the annually updated AMP, to ensure the sustainability of the city's infrastructure base
- to ensure investment decisions for new/upgraded infrastructure consider whole-of-life costs, including additional annual operations and maintenance costs.

Chief Executive Officer (via Executive Leadership Team)

- to approve corporate AM Strategy
- to champion asset management practices across the organisation
- to steer the implementation of the IAM Policy, AM Strategy and the AM improvement program, including monitoring outcomes and performance measures
- to review and monitor the preparation, implementation and outputs of AMPs.

Asset custodians

- to develop, update and implement AMPs for the assets under their control, including determination of asset renewal requirements i.e. proposed timing and estimated costs of end of life renewal using the principles of good AM practice
- to determine the whole-of-life costs of proposed new/upgraded infrastructure, including additional annual operations and maintenance costs
- to implement the assigned components of the AM Strategy with agreed resources and review the performance of those strategy elements
- to implement tactical plans (such as maintenance programs and capital works programs) in accordance with the IAM Policy, AM Strategy, approved AMPs and other asset related plans
- to deliver asset based services to agreed levels of service, risk and cost standards
- to present information to the CEO (via Executive Leadership Team) and council relating to asset service levels, lifecycle costs, risks and opportunities
- to record the levels of service set by council, including decision date and reference number, for assets under its control (i.e., in a service level register or similar).

Asset service provider

- to undertake operations devolved by agreement
- to undertake maintenance tasks devolved by asset custodians
- to provide maintenance tasks performance and cost reporting to asset custodians as defined in the service level agreement or suitable alternative form of written agreement
- to provide cost estimates for maintenance specifications to asset custodians
- to develop and implement maintenance schedules based on maintenance specifications
- as required, to undertake detailed operations and maintenance planning (allocation of tasks, plant and materials/services) based on maintenance specifications
- to consult with asset custodians when scheduling works that require the asset to be taken out of service or impact the operation/use of the asset, as defined in the service level agreement or suitable alternative form of written agreement
- to undertake project manager role and associated responsibilities
- to ensure as constructed information that is compliant with council's as constructed data standards, and any other data requirements as specified in the asset custodian's project brief, is provided to the asset custodian at the time of practical completion.

Asset management section of council

- to develop corporate IAM Policy and AM Strategy for consideration by the CEO (via Executive Leadership Team) and council
- to implement assigned components of the AM Strategy with agreed resources and review the performance of those strategy elements
- to coordinate the AM improvement program
- to ensure the IAM Policy and AM Strategy and AMPs are integrated into the corporate governance framework
- to guide and support the development of AMPs
- to annually produce the Total AMP, including renewal requirements, for council adoption
- to provide asset management governance.

Whole of city sources:

- Whole of city funding sources will be used for infrastructure renewal requirements stated in the AMP.
- Whole of city funding sources will be used for operations and maintenance costs of infrastructure assets.