

# ASSET MANAGEMENT STRATEGY 2024



GOLDEN PLAINS SHIRE

## DOCUMENT CONTROL

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	Project Manager: Alfonso Della Monica
	Author: Adam Lehmann
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# 1 Introduction

## 1.1 The Assets We Manage

Golden Plains Shire Council is the custodian of an extensive portfolio of infrastructure, community, and operational assets. These assets assist us in delivering services to the community and include our:

- Roads, both sealed and unsealed.
- Bridges and major drainage structures.
- Footpaths and shared paths.
- Buildings including community halls, libraries, sporting pavilions, public toilets, and administrative and operational facilities.
- Stormwater drainage assets including open drains, pits and underground pipes.
- Open space and recreation assets covering skate & bike parks, playgrounds, park furniture and amenities, sports fields, conservation reserves, waterway reserves and playing courts.

Today, like in many Australian communities, many of our assets are aging and require significant ongoing maintenance, partly because many of our assets were built decades ago. The needs of our community are also changing, including increased expectations and demand for new and improved services. Our assets are vulnerable to climate change impacts and other unexpected events. At the same time, new advancements in technology and engineering need to be understood to plan for the future.

All of these issues means that it is critical that we are good asset managers and invest in the maintenance, renewal, and improvement of assets wisely.

## 1.2 What is Asset Management

Asset management refers to the coordinated series of activities that monitor and maintain things of value — in this case, our physical assets. This involves balancing risk, cost, opportunities, and performance to realise the value of an asset fully and effectively over its entire lifespan.

Ultimately, asset management is a way to align strategic planning with infrastructure and service delivery in the real world. What assets do people need? How can these assets be made to last the longest and perform the best?

## 1.3 Why is Asset Management Important?

Infrastructure is at the heart of everything that we do. As infrastructure assets can provide services over extended periods of time, the choices we make today can impact the quality of life of future generations.

Asset management provides us with the ability to understand the immediate, medium, and long-term impacts of decisions and provide solutions on how to mitigate potential risks.

The benefits of good asset management include:

- Improved cost efficiency by looking at the costs of assets over their entire lifecycle.
- Being able to target critical assets to ensure performance is maintained and risks are managed.
- Better understanding of what levels of service can be achieved for different costs.
- Ensuring infrastructure networks are appropriately funded for the long term.
- Improving customer satisfaction by matching the services and assets we provide to the community's expectations and willingness to pay.

## 1.4 Our Vision for Asset Management

As trusted stewards of the community's assets, we will sustainably maintain, improve, and grow our assets to support services in a way that minimises risk and impact on the environment, and which demonstrates best value.

In doing this we will comply with all legal, regulatory, safety and environmental requirements placed upon us and we will not compromise the safety of our employees or the public.

## **1.5 What is the Purpose of this Asset Management Strategy?**

The purpose of this *Asset Management Strategy* is the development, implementation, and administration of service centric, community focused and sustainable asset management across our organisation.

The principles and strategies outlined in this document will help shape our decision making and planning, to ensure sustainable service delivery for both current and future generations.

## 2 Our Assets

All our infrastructure assets, with a collective replacement cost of close to **\$627.3 million**, belong to our ratepayers and are managed and operated by us on their behalf.

Ensuring our assets are appropriate for the community's needs enables us to deliver the services that make the Golden Plains Shire a great place to live, work and visit.

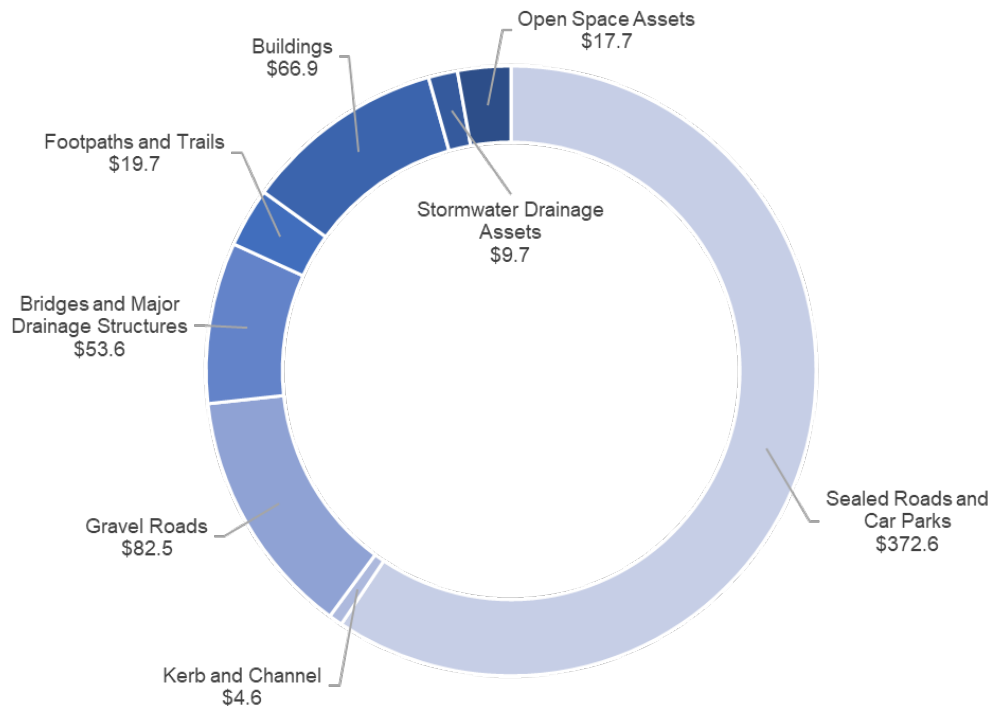


Figure 1 - Asset Value Summary (\$ million)

This *Asset Management Strategy* provides guidance on all our infrastructure assets, which are grouped into the following key asset classes:

Asset Class	Quantity	Replacement Value (\$'000)
Sealed roads and car parks	1034 km sealed roads (including pavement and sealed surfaces), 16 on-street and off-street car parks	372,613
Kerb and channel	58 km of kerb and channel	4,607
Gravel roads	705 km Unsealed roads	82,454
Bridges and major drainage structures	143 bridges & major culverts	53,564
Footpaths and trails	162 km of footpaths and other trails	19,716
Buildings	174 buildings ranging from public halls, pavilions, libraries, corporate buildings, heritage buildings, public toilets, etc	66,908
Stormwater drainage assets	2,056 stormwater pits, 54.4 km of underground drains, open drains	9,681
Open space assets	Playgrounds, skate parks, lighting, park furniture, playing courts, sporting ovals, fencing, irrigation systems, etc	17,734
<b>Total</b>		<b>627,278</b>

Table 1 - Asset Summary

### 3 Asset Management Framework

Our *Asset Management Framework* allows us to develop the strategies that match the quality, quantity, and the type of assets we have and need to meet defined service needs.

It allows us to make sure that decisions we make about our assets are supported with structured processes and decision-making tools that consider the total lifecycle of our assets.

Our Asset Management Framework follows the principles of the National Asset Management Assessment Framework (NAMAF) and the ISO:55000 series of asset management standards with the aim of achieving the following benefits:

- Lower asset management costs over the long term.
- Alignment of strategic initiatives across the Asset Management Framework.
- Increased engagement of our people, including leadership, communications, and cross-disciplinary teamwork.
- Alignment of processes, resources, and functional contributions.
- Better understanding and use of data and information to provide consistent and informed decisions.
- Consistent, prioritised, and auditable risk management.
- Improved asset management planning.

Our *Asset Management Framework* and its relationship with our broader corporate planning is presented in Figure 2.

The *Asset Management Framework* aims to ensure that a systematic approach to asset management delivers prudent and efficient outcomes that meet our objectives.

#### 3.1 Scope of the Asset Management Framework

Key elements of our *Asset Management Framework* include:

- Asset Management Policy.
- Asset Management Strategy.
- Asset Management Plans.
- Asset Plan.

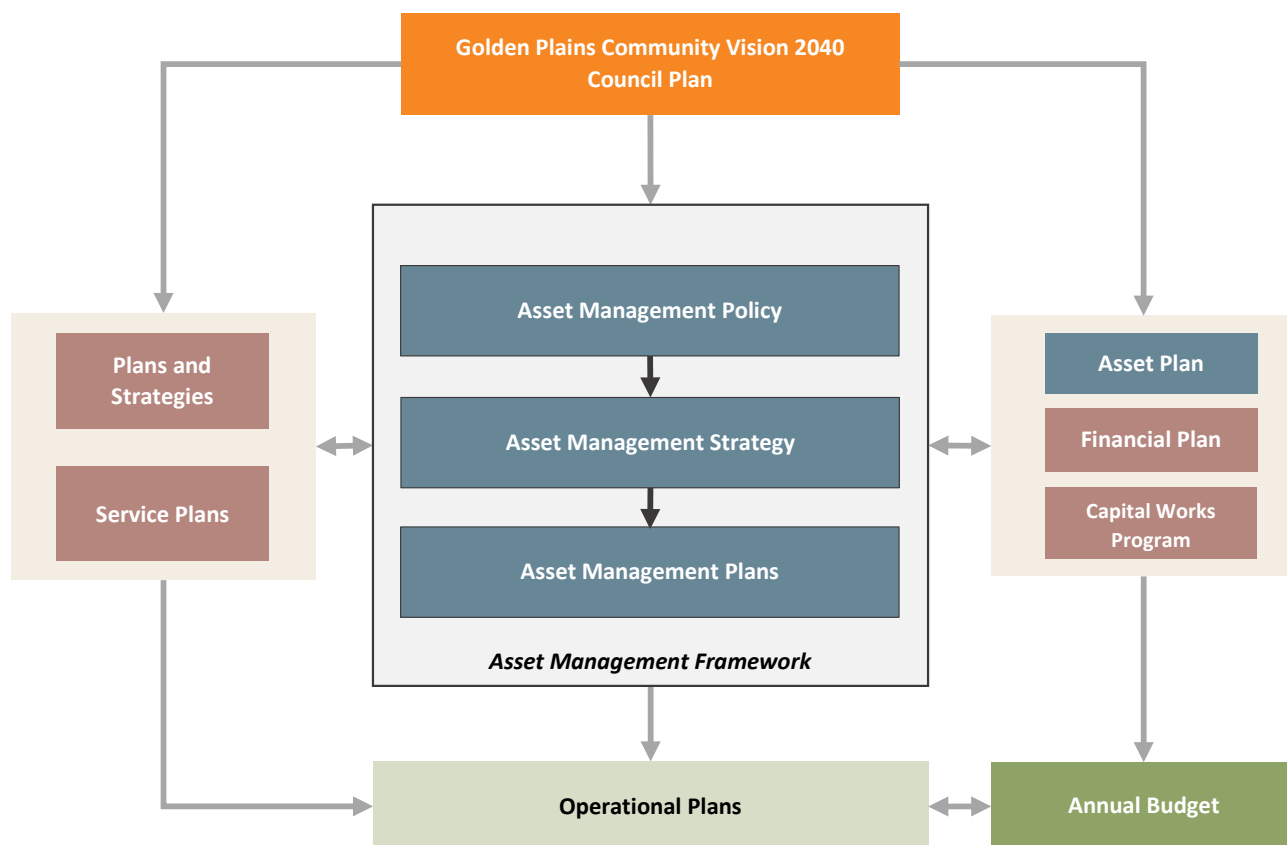


Figure 2 - Asset Management Framework

### 3.1.1 Asset Management Policy

To aid alignment of our asset management activities to our strategic goals, we have adopted an *Asset Management Policy*.

This Policy applies to all of our assets and associated activities and is the overarching document that guides our asset management framework. It provides a critical platform for us to deliver our vision to be a healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships.

### 3.1.2 Asset Management Strategy

This *Asset Management Strategy* outlines how we will deliver our asset management policy intentions. It does so by establishing the direction and actions necessary for improvement of relevant asset management practices to achieve the Council's vision and organisational objectives.

### 3.1.3 Asset Management Plans

Most of our asset management activities are managed at an asset class level. We have prepared individual *Asset Management Plans* that each cover a 10 year planning horizon to assist in the management of our assets over their lifecycle. They summarise the operating and capital expenditure requirements for each asset class.

### 3.1.4 Asset Plan

Under the *Local Government Act 2020*, we are required to prepare an Asset Plan.

The *Asset Plan* is part of our Integrated Strategic Planning and Reporting Framework and sets out how we will acquire, build, look after, and use assets over the next 10 years and beyond. It summarises the key elements of the individual *Asset Management Plans* that we have developed for each of our major asset classes.



## 4 Strategic Context

We are committed to sustainably planning for the future of Golden Plains. We do this by working directly with our community to understand their vision for the shire and its people.

This vision is delivered through a set of strategic plans including the *Golden Plains Shire Community Vision 2040* and *Council Plan*.

These plans inform and guide our decision making and set out the outcomes and priority initiatives that compel action towards a thriving future.

### 4.1 Council's Strategic Directions

Our assets play a key role in the delivery of quality services helping us to achieve our goals and aspirations set out in the *Community Vision* and *Council Plan*.

The Council Plan's objectives, strategies, and indicators to support the Community Vision are organised around the following themes:



#### Community

- > Safe, resilient, and proud communities.
- > Celebrating and Connecting Communities.
- > Community participation, engagement, and ownership.



#### Liveability

- > Connected and accessible roads, crossings, paths, and transport.
- > Supporting healthy and active living.
- > Provide for a diversity of lifestyle and housing options.
- > Attractive and well-maintained infrastructure and public spaces.



#### Sustainability

- > Valuing and protecting nature, cultural heritage, and the environment.
- > Effective and responsive waste services and education.
- > Responsibly maintaining and managing natural landscapes and resources.
- > Mitigating climate change and promoting clean / green technology.



#### Prosperity

- > Education, learning and skill development.
- > Supporting local producers, agriculture, and business.
- > Improved options for shopping, hospitality, tourism, and events.
- > Local employment and training.
- > Partnerships, advocacy, and opportunities for investment.



#### Leadership

- > Information and engagement to involve our community in decision making.
- > Accountable and transparent governance and financial management.
- > Responsive service delivery supported by systems, resources, and an engaged workforce.
- > Planning, advocating, and innovating for the future.

In looking at how we manage our assets into the future, it is important that we have strong links with these objectives, to ensure that our asset management practices align with the goals of the community and organisation.

## 4.2 Integrated Strategic Planning and Reporting Framework

Our strategic plans are developed in accordance with the integrated approach to planning and reporting driven by the *Local Government Act 2020*.

The *Integrated Strategic Planning and Reporting Framework* (ISPRF) outlines our commitment to building a strategic planning and reporting system that is connected, inter-dependent, and outcomes focused.

The framework is designed to give us and the community a clear picture of:

- The long term vision for our shire – Golden Plains Shire Community Vision 2040
- What we will deliver to get there – Council Plan
- The resources we need to deliver – Financial Plan and Asset Plan
- How progress towards the vision is measured - Annual Reporting

Strategic planning provides us with a clear direction, informs our resource planning, and helps to ensure we deliver on our commitments.

## 5 Our Services

### 5.1 The Need for Assets

Everything that we do is focused on achieving community outcomes. We seek to achieve these outcomes through the delivery of a wide range of services to the community, always seeking to provide those services efficiently and effectively.

The services we provide rely upon physical assets for their delivery. This means that we need to manage our assets to realise their value and to meet the objectives of the community.

### 5.2 Assets for Community Benefit

Our assets enable the provision of services to our community in the following ways:



#### Transportation

Facilitates the safe and equitable movement of people and goods within and through our shire and surrounding region.



#### Buildings

Provides suitable accessible, inclusive, and welcoming spaces in which we can provide services both to and for the community.



#### Stormwater Drainage

Provides protection to the community from flooding and enhances our natural environment through stormwater harvesting and water quality improvement.



#### Open Space

Encourages physically active, engaged, and healthy communities through facilities that serve as common platform for community interaction and inclusion.

For our services to operate efficiently and effectively, it is important for us to identify the assets they need to support them. This makes sure we are providing the right assets in the right places and to the right standard.

### 5.3 Levels of Service

Levels of service are used to define the quality of assets and services delivered. Clear levels of service give us the ability to monitor and report on our performance.

Our service levels are generally set based on legislated requirements and historical standards. When determining appropriate levels of service, we focus on the following key considerations:

- Do they protect public safety?
- Are they accessible to all?
- Do they contribute to the wellbeing of the community?
- Is their impact on the environment minimised?
- Do they reliably meet the informed expectations of our community?
- What is the ongoing investment needed to fund them?
- Do they comply with relevant legislation and technical standards?

We are continuously looking to improve the ways that we plan our services. This is to make sure that they are aligned with our goals, have clear and measurable outcomes, and respond to community

expectations and affordability. The development and monitoring of service levels will be one of the foundations of future improvements through our broader service and asset management planning processes.

## **5.4 Community Stakeholders**

In understanding how we need to provide assets, it is important to identify the stakeholders within the community. There needs to be ongoing engagement with these stakeholders on levels of service and our asset management practices in general.

Key community stakeholders include:

- Residents and visitors.
- Community groups.
- Local businesses.
- State and Federal Government departments and organisations.
- Special interest groups (freight industry, disability advocates, etc.).
- Emergency services.
- Utility agencies.
- Neighbouring municipalities.

## 6 Organisational Roles and Responsibilities

Our senior leadership is committed to asset management, and to providing the necessary resources and support so that we can effectively implement our *Asset Management Framework*.

This will be led by our Management Team, who will oversee and ensure that there is organisational support for asset management.

### 6.1 Organisational Structure

Figure 5 shows our organisational management structure.

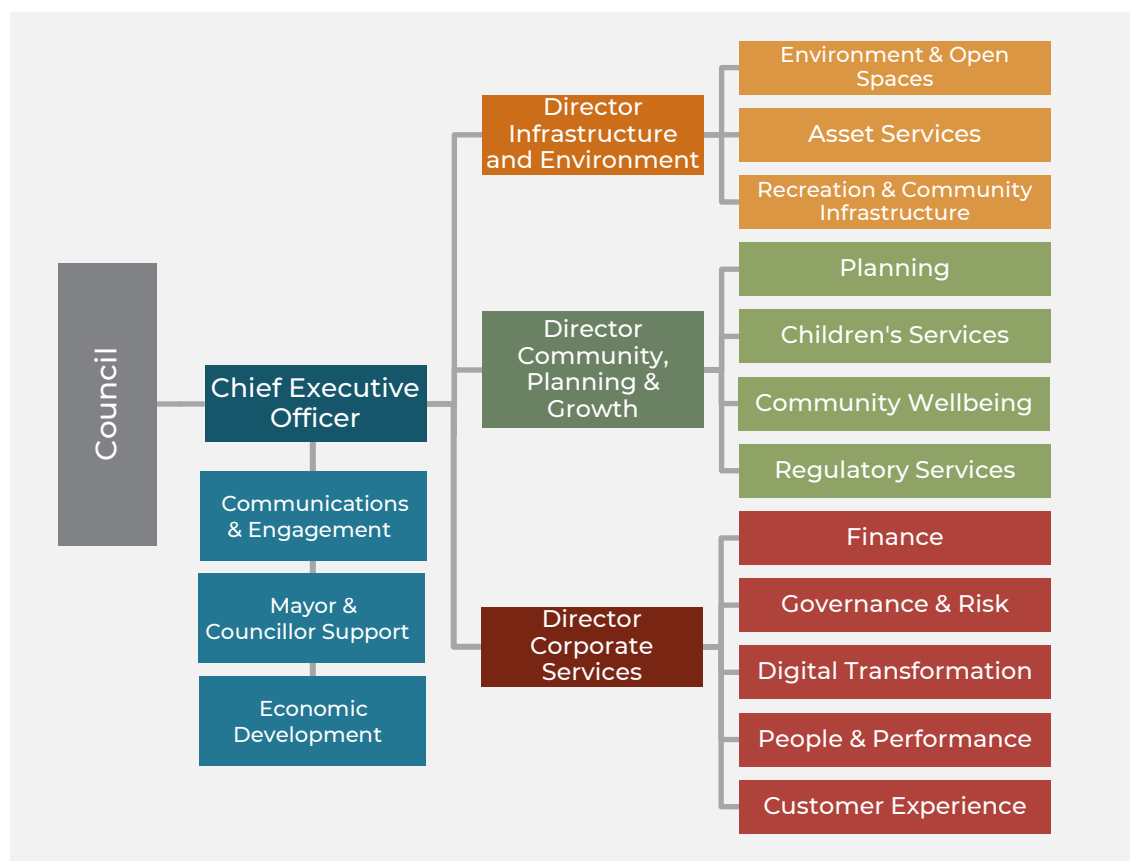


Figure 5 - Organisational Structure

### 6.2 Organisational Oversight

Our *Asset Management Steering Committee* works to ensure that there is a coordinated and integrated approach to asset management across our organisation. This group is responsible for promoting an understanding of asset management issues and to help make sure that investment into physical infrastructure supports our strategic directions.

### 6.3 Leadership and Culture

Building a high-performance culture and high levels of employee engagement is essential to supporting the achievement of our strategic objectives and to enable us to be sustainable.

To drive our culture, we invest in the development of our people at all levels to build self-awareness and leadership capability, focusing on communication, teamwork, business improvement, and change.

Our capacity to implement the *Asset Management Strategy* and framework will rely on the continued

leadership, commitment, and involvement of our management and staff. Leadership will form the major influence in the development and application of this *Asset Management Strategy* together with strategic and operational continuous improvement plans.

The Chief Executive Officer, Senior Management Team, and all leaders aim to champion our ongoing commitment to sustainable asset management in their actions and messages to our staff, along with effective mentoring.

## **6.4 Roles and Responsibilities**

Asset management requires a whole-of-organisation approach. Our high level asset management roles and responsibilities are outlined in our *Asset Management Policy*.

We are in the process of finalising the various roles and responsibilities that exist across all stages of the lifecycle for our assets. We will document these asset management roles and responsibilities, along with a skills and competency requirement assessment, as we begin to update our *Asset Management Plans*.

## **6.5 Resourcing**

Competency and capability gaps will be identified as we start to better document and implement roles, responsibilities, and processes for asset management.

Any gaps in organisational capabilities will help us to determine training and development for our own staff or allow us to identify where we may need help from external resources.

## **6.6 Training and Developing our People**

To ensure that our asset management capabilities follow good practice, we are committed to:

- Clearly defining asset management roles, and continuously recruit staff accordingly.
- Continuously encourage innovation to improve the way we manage our assets.
- Reviewing skills and development needs in asset management related areas as part of employee performance planning and providing appropriate development opportunities.
- Providing relevant staff with appropriate briefings in relevant asset and financial management principles, practices, and processes.
- Providing and allocating resources for training to support asset management across the organisation.

## 7 Our Changing Shire

### 7.1 External Challenges

Local, national, and global trends all have the potential to impact the future outlook of our shire. We need to understand these trends, harness their benefits, and adaptively respond to preserve the health, vibrancy, resiliency of Golden Plains. We have identified a number of key areas with the potential to significantly impact our ability to manage our assets. These challenges also provide opportunities which we can leverage to our advantage and include:



#### Population Growth and Demographic Changes

Our present population is 24,249 people and is expected to grow to more than 42,193 people by 2041. This is a growth rate of around 2.6% per annum.

By 2026, forecasts indicate a 15.0% increase in population under working age, a 45.6% increase in population of retirement age, and a 20.3% increase in population of working age.



#### Aging Infrastructure

One of the biggest financial challenges facing us is the cost of renewing our ageing infrastructure.

Our assets have been built and developed in the past. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.



#### Rising Cost of Services

Cost increases to items such as utilities, labour, contractor costs, petrol, and raw materials impact all impact on our ability provide value for money services.

For us, this occurs within an expectation of doing more with less or improving our efficiency to ensure more can be achieved with less money.

#### ***What does this mean for asset management and service delivery?***

We will need to expand our services and assets to cater for our growing community.

The variable rate of growth across the Shire will impact the rate of demand for services and infrastructure across different districts.

A changing demographic will mean that we will need to maintain a focus on providing assets that promote access and equity.

There is a critical need to introduce systems and processes to ensure that our spending on our existing assets is optimised.

As our assets continue to age, more investment in maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered.

We will need to aim to continually balance the affordable provision of services against the needs of our community.



### Meeting Current and Future Needs

The community expects us to be able to quickly respond to emerging needs which can be influenced by numerous drivers such as generational change, legislation, environmental standards, facilities experienced elsewhere, and new technology.

There is ongoing pressure from the community for higher quality assets and services to be provided for most of our activities. More advanced and functional buildings, enhanced open space areas, modern technology and convenience are some examples. The expectation is for a higher level of service for the same amount of money – in other words doing more with less.



### Natural Environment

We are already experiencing the impacts of climate change. In the future, we can expect; increased vulnerability to bushfire; storm and flood damage to infrastructure; decreased water availability, quality and security of water supply, decline in biodiversity in our conservation reserves, reduced summer outdoor activities and liveability of our townships due to higher temperatures.



### Legislative and Policy Influence

We operate in a complex legislative and policy environment that directly influences the way we do business:

- There is an expectation that we will continue to deliver services, even when State and Federal government funding is withdrawn.
- The cap on rate increases means our ability to control revenue is constrained.
- Compliance and reporting requirements are increasing

### ***What does this mean for asset management and service delivery?***

We will need to plan assets that are responsive and adaptable to meet shifting community needs. We will continue to strongly advocate to other levels of government for support in meeting the current and future needs of the community.

We will look to form service delivery partnerships with organisations where appropriate for non-asset service delivery solutions in turn optimising the use of our asset portfolio.

Our assets must cater for the expectations of the community by remaining accessible, well maintained, and fit for purpose. This must be balanced and prioritised against investment in new and expanded assets to support the shire's future and the ability of the community to pay.

Climate change will challenge our ability to deliver some of our services. A range of climate hazards are predicted to place significant stress on our assets. We need to build an understanding of our key business wide climate risks and their impacts on our assets to ensure our ability to deliver services to our community.

We need to adapt to future predicted climate changes by embedding climate change considerations in the asset management strategic framework, building resilience in our assets and management approaches to the actual or expected climate and its effects.

We need to meet our statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.

Cost shifting by the Victorian and Federal Governments to the entire Victorian local government sector will continue. This will push us to increasingly to rely on rates and charges only to fund existing and new services and programs.



If and when disasters occur, we will need to focus our energy and resources on supporting the recovery of our community.

Our assets will need to be rebuilt to a higher standard in the expectation that risks will only increase in the future.

There may also be increased expectation for leadership from us to make use of sustainable energy sources and to provide assets that are environmentally efficient.

## 8 Our Asset Management Story

A key element of this *Asset Management Strategy* is to review the current status of our asset management practices in order to identify key gaps and opportunities for improvement.

### 8.1 Our Asset Management Maturity

Asset management maturity is our level or ability to achieve best contemporary asset management practices.

We are guided by three recognised standards as benchmarks for asset management best practice:

1. ISO55000:2014. An international standard that provides an overview of principles, terminology, and definitions.
2. International Infrastructure Management Manual (IIMM) that provides guidance on how to implement ISO55000.
3. National Asset Management Assessment Framework (NAMAF), the Australian framework used to measure local government asset management capability and maturity.

We use NAMAF to measure our asset management maturity. The framework is a self-assessment against 11 elements (refer to **Appendix 1**). We are not seeking ISO55000 accreditation but will use this standard as a guide our progress towards good practice.

Our current state of maturity is approaching core capability, with a score of **848.5** out of 1,100.

The figure below shows how we score on each of the maturity elements and the improvement that is anticipated to be made as we progressively implement this strategy.



Figure 7 - Asset Management Maturity

## 8.2 Our Goal

In moving forward, we desire greater consistency and improved skills with respect to our asset management practices.

Our goal is to reach core maturity and progress towards advanced capability over the life of this strategy. We will assess our maturity each year to track and report on our progress.

Reaching a 'Core' level of asset management maturity will mean that quality systems, processes, and data will support the development of long-term cash flow predictions and will drive our decision making.

We will assess our maturity each year to track and report on the progress we are making towards achieving our goal.

## 9 The Way Forward

### 9.1 Guiding Principles

To align our asset management practices to the community's priorities and improve them to cope with the future challenges we are facing, we are committed to making all decisions relating to assets in accordance with our asset management principles.



#### **People First Approach**

We will be driven by understanding the needs and aspirations of our community so that our assets support social and economic wellbeing.



#### **Access, Inclusion, and Equity**

We will work towards having safe, accessible, and functional assets that respond continuously to changing needs.



#### **Environmental Sustainability**

We will plan and manage our assets to build climate resilience including carbon mitigation, energy efficiency and healthier communities and mitigate our environmental impact.



#### **Lifecycle Approach**

We will take a whole-of-life approach to managing our assets that minimises risk, ensures compliance, and optimises our asset spending.



#### **Financial Responsibility**

We will aspire to provide sustainable levels of funding and resources for the benefit of current and future generations.



#### **Leadership and Innovation**

Through innovation and good governance, we will embed good practice where the whole organisation plays an integral role in the overall management of our assets.

### 9.2 Asset Management Objectives and Improvement Actions

Using our asset management principles as a basis and considering our current state of asset management we have established the following asset management objectives.

These objectives set out the results we need to achieve to progress our asset management capability and realise maximum value from our assets. Linked to these objectives are our strategic actions which provide the direction on how we will continue to improve our asset maturity.

To supplement this strategy, we will formulate an improvement roadmap which will describe the detailed improvement items we need to implement to support our strategic actions over the next five years. This roadmap will set out the specific actions that need to be undertaken, when they will be delivered, and how success will be measured.

#### 9.2.1 Implementing the Improvement Roadmap

Effective asset management requires a whole of organisation approach. This strategy and improvement roadmap will be driven by our *Asset Management Steering Committee*.

The improvement roadmap will be delivered either through Business as Usual improvements or as discrete projects funded through our annual budget.

Continued leadership and a commitment to providing the necessary resources will ensure the success of the *Asset Management Strategy*.

## 1 People First Approach

### Objectives

1.1 We will maximise the value and benefit that our assets bring to the community through:

- Providing fit-for-purpose facilities and infrastructure that provide a foundation for delivering quality services and programs.
- Continuing to work with our community to understand their needs and expectations.

### Strategic Actions

- Develop an approach for assessing asset function and capacity/utilisation
- Develop a community engagement strategy for deliberative engagement on future revisions of the Asset Plan
- Consult the community to understand the level of importance and satisfaction ratings for major asset types.

### Indicators of Success

Asset Plan engagement strategy	Understanding of community perceptions of asset delivery
Enhance asset performance measurement.	

### Link to Our Strategic Themes

Community

Liveability

Prosperity

## 2 Access, Inclusion, and Equity

### Objectives

2.1 We will manage our assets with a focus on achieving community outcomes.

2.2 We will measure current performance and future asset needs based on service requirements, by:

- Ensuring assets are clearly linked to the services they support.
- Having levels of service for our assets based on community needs and expectations balanced against what they are willing to pay.
- Engaging the community in decision making to reflect their needs and define value.
- Measuring and reporting on the performance of our assets.

### Strategic Actions

- Develop service plans to document present levels of service based on existing Council plans, strategies, etc. Priority should be given to services that are asset intensive/reliant.
- Evaluate and document current costs associated with current levels of service to understand and report on a sustainable service delivery model.

### Indicators of Success

Levels of service prepared with community input	Understanding of long term service costs
Asset base that responds to community needs	

### Link to Our Strategic Themes

Community

Liveability

### 3 Environmental Sustainability

#### Objectives

3.1 We will embed climate change resilience into our asset management planning and operations:

- We will develop an understanding of our climate vulnerability by identifying key business wide climate risks that impact our assets.
- We will continue to provide our services in the face of a changing climate whilst reducing our greenhouse gas emissions.
- We will develop ways we can help address our impact through the ways we plan and manage our assets.
- We will understand how to manage the effects climate change will have on our current assets.
- We will plan for our future assets to be more resilient to climate change.

#### Strategic Actions

- We will evaluate climate change risks and identify critical and high risk impacts to our assets (including environmental assets) to directly inform and prioritise actions, and commence implementation of recommendations.
- In consultation with staff and in alignment with key Council policies and strategies we will define our goals and key action areas, based on the risk assessment outcomes
- Embed climate change resilience into the asset management lifecycle (planning, design and materials selection, operations, maintenance, and planning for the transition to zero net emissions).
- Embed Environmentally Sustainable Design principles including energy efficiency into the design, construction, operation and decommissioning of our facilities.
- Plan and manage infrastructure assets to help with the aim of being a zero-net emissions organisation, in line with corporate targets.
- Develop effective governance, monitoring and tracking processes.
- Continue the emergency management program and uplift.

#### Indicators of Success

An understanding of business wide of key climate risks to our asset base is confirmed  
Key actions (based on key risks) will be identified and adopted.  
Reduction in asset vulnerability to climate change  
Best practice climate risk management is demonstrated through effective governance

Climate change impacts to our environmental assets is understood.  
Progress towards net zero emissions is demonstrated through implementation of Climate Emergency Plan key actions

#### Link to Our Strategic Themes

**Sustainability**

**Liveability**

## 4 Lifecycle Approach

### Objectives

- 4.1 We will collect and maintain quality data on our assets, that is:
- Consistent, appropriate, and current.
  - Regularly reviewed for accuracy.
  - Made widely available for informing decisions on our assets and services.
- 4.2 We will maintain an information system to store and analyse asset data and make resultant information available.

### Strategic Actions

- Investigate enhancement of the Asset Management System to improve integrations and interfaces with GIS, CRM, Financial systems and data analytic tools and systems.
- Implement mobile computing for field asset maintenance
- Implement asset data quality review and governance procedures.
- Improve asset handover procedures
- Identify critical assets within each major asset class, consider what is serviced by these assets, and the social, environmental, economic, and financial impact of failure.
- Prepare strategies to mitigate risk of critical asset failure and include in Asset Management Plans.
- Continue to improve asset data quality managed and maintained in our GIS and Asset Management Information System.

### Indicators of Success

Optimised lifecycle cost for each asset type  
High quality data on which is used to inform decisions

Systems that efficiently support business processes  
Contingency plans exist for all critical assets

### Link to Our Strategic Themes

Community

Leadership

## 5 Financial Sustainability

### Objectives

- 5.1 We will develop Asset Management Plans for all of our major infrastructure asset classes. Asset Management Plans will cover a period of at least 10 years.
- 5.2 We will aim to deliver long-term financial sustainability by integrating the outcomes of asset management planning into our Financial Plan.

### Strategic Actions

- Review and update existing Asset Management Plans and incorporate financial forecasts into the Financial Plan.
- Review and update the Asset Plan to meet our statutory obligations.
- Develop and implement frameworks to improve and further develop lifecycle asset management processes to ensure that all lifecycle costs are identified and included in all capital investment decisions.
- Develop and embed a capital works and major projects evaluation process which is driven by Council Plan priorities, the Financial Plan, and includes consideration of asset lifecycle costs.
- Prepare a long term capital works program for infrastructure assets to inform the Financial Plan.

### Indicators of Success

Financial Plan informed by asset funding forecasts	Strategies to manage underlying gaps in asset renewal
Long term Capital Works Program	Investment plans informed by strategic direction

### Link to Our Strategic Themes

Leadership

Prosperity

## 6 Leadership and innovation

### Objectives

- 6.1 Asset management will be service driven and will align with the strategic priorities and directions of Council.
- 6.2 We will implement a best appropriate practice asset management framework and be accountable to the community for asset management outcomes
- 6.3 We will commit to providing leadership support and adequate resourcing for asset management, through:
  - Maintaining clearly defined roles, responsibilities for asset lifecycle functions.
  - Ensuring that employees are supported and are provided with necessary resources.

### Strategic Actions

- Integrate asset management into corporate governance including enterprise planning, reporting, and risk management frameworks.
- Prepare and implement a communications strategy to uplift understanding of the importance and benefits of effective asset management
- Undertake regular asset maturity assessments and asset performance monitoring.

### Indicators of Success

Increased understanding of asset management at all levels	Alignment between strategic outcomes and asset management outcomes
Continued improvement in asset management capability	

### Link to Our Strategic Themes

Leadership



## 10 Monitoring and Review

### 10.1 Reporting

The progress of implementing the improvement roadmap will be monitored and reported to the Senior Management Team by our *Asset Management Steering Committee* annually.

Reporting on service levels and other performance measures will be undertaken as part of our *Annual Report*.

### 10.2 Review

This *Asset Management Strategy* is a long term vision with a 5 year focus. A comprehensive review of this *Asset Management Strategy* will be completed no later than June 2029.

Intermediary reviews of the *Asset Management Strategy* may be undertaken from time to time as improvements are implemented or major financial decisions are made. This is to make sure that it retains consistency with our strategic directions. having regard to:

- Our available financial resources.
- Long term works programs that are reviewed annually.
- The consideration of any external factors that are likely to influence this *Asset Management Strategy*.

## Appendix 1: National Asset Management Assessment Framework

There are eleven core elements of asset management under the National Asset Management Assessment Framework (NAMAF). These elements are defined as:

<b>Strategic Planning</b>	Council's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy; including its capital and people.
<b>Annual Budget</b>	Council's budget prepared for a 12-month period. The Annual Budget outlines both the income and expenditures that are expected to be received and paid over the coming year.
<b>Annual Report</b>	A comprehensive report on Council's activities throughout the preceding year. Local Government annual reports are intended to give ratepayers and other interested parties information about the Council's activities and financial performance.
<b>Asset Management Policy</b>	A high-level document that describes how Council intends to approach asset management within the organisation.
<b>Asset Management Strategy</b>	A strategy for the implementation and documentation of asset management practices, plans, processes, and procedures within an organisation.
<b>Asset Management Plans</b>	Plans developed for the management of one or more infrastructure asset classes with a view to operating, maintaining, and renewing the class in most cost-effective manner possible, whilst providing a specific level of service
<b>Governance and Management</b>	A set of rules and policies designed to ensure that responsibilities within an organisation are well defined, and that the business runs smoothly. While Management are the staff in charge of authorising and delivering such rules. It is very important that Asset Management is intertwined into this framework.
<b>Levels of Service</b>	Defined as the service quality for a given activity. Levels of Service are often documented as a commitment to carry out a given action or actions within a specified time, or the provision of infrastructure to meet a desired level.
<b>Data and Systems</b>	Asset Data is qualitative and/or quantitative information used to identify and describe an asset group or group of assets. The Systems are the framework in which the data is processed and stored.
<b>Skills and Processes</b>	The level of skill and knowledge within the organisation in regard to Asset Management, along with a set of interrelated tasks that endeavour to increase awareness and learning.
<b>Evaluation</b>	How Council internally evaluates and monitors its performance in Asset Management.

*Table 3 - NAMAF Assessment Element*

2 Pope Street, Bannockburn, VIC 3331  
19 Heales Street, Smythesdale, VIC 3351  
PO Box 111, Bannockburn, VIC 3331

☎ 5220 7111  
@ enquiries@gplains.vic.gov.au  
💻 goldenplains.vic.gov.au

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8.30am to 5pm, Monday to Friday

The Well, Smythesdale  
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