Asset Management Strategy 2024 – 2028

Kingston City Council

Adopted 2 April 2024

community inspired leadership

City of
KINGSTON

Item	Details
Revision No / Adopted Date	Revision 1 – Adopted by Executive Leadership Team 2 April-2024
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Strategy Owner	Manager Infrastructure

Acknowledgement of Country

The City of Kingston proudly acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners and Custodians of this land, and we pay our respect to their Elders, past and present and emerging. Council acknowledges the Bunurong's continuing relationship to the land and waterways and respects that their connection and spiritual identity is maintained through ancient ceremonies, song lines, dance, art and living culture. Council pays tribute to the invaluable contributions of the Bunurong and other Aboriginal and Torres Strait Island elders who have guided and continue to guide the work we do.

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1.   Introduction

1.1.   THE ASSETS WE MANAGE AND THE SERVICES WE PROVIDE

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.

Kingston City Council is the custodian of an extensive portfolio of infrastructure, community, and operational assets. For our services to operate efficiently and effectively, it is important for us to identify the assets they need to support them. These assets assist us in delivering services to the community and include:

Asset Class	Description of Asset	Supported Services
	Transport Facilitate the safe and equitable movement of people and goods within and through our city and surrounding region.	• Transport Networks such as roads, footpaths, car parks, • Street Lighting • Garbage Collection • Parking • Meals on wheels • Emergency Management
	Buildings Provides suitable accessible, inclusive, and welcoming spaces in which we can provide services both to and for the community.	• Family & Youth Services such as Childcare, Kindergarten, Pre-schools, Maternal & Child Health, Playgroup & Immunisations, Disability & Youth Services, Meals on wheels • Active Recreational services such as Scouts, Swimming Pools, Sports & Leisure Centres, Pavilions, Life Saving Clubs • Libraries & Community Facilities such as Community centres and neighbourhood houses • Arts & cultural services such as museums, theatre & arts centres • Aged Care Services such as hostels and senior citizens clubs • Public toilets • Emergency Management
	Stormwater Drainage Provides protection to the community from flooding and enhances our natural environment through stormwater harvesting and water quality improvement.	• Coastal & Foreshore Management • Flood Mitigation • Stormwater management network such as Drainage pipe and pits • Stormwater harvesting for open space irrigation

	Open Space	Active Recreational services such as ovals, courts, fields, pitch and bowling greens
	Encourages physically active, engaged, and healthy communities through facilities that serve as common platform for community interaction and inclusion.	• Children & Family services such as Playgrounds • Passive Recreational services such as Parks, Gardens & Bushland • Health & Wellbeing services such as Open Space, Foreshore
	Fleet, Plant and Equipment	
	Supports the delivery of operations and maintenance programs as well as construction and renewal of city infrastructure	• All City services that require plant or equipment to operate, maintain or construct.

Today, like in many Australian communities, our assets are ageing and require significant ongoing maintenance and renewal, partly because most 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.

This requires the city to focus on and invest our asset management practices so that we can make prudent and efficient asset management decisions and plan for the maintenance, renewal, and improvement of assets wisely.

1.2.   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.

1.3.   WHY IS ASSET MANAGEMENT IMPORTANT

Asset management refers to the coordinated series of activities that monitor and maintain things of value — in this case, our physical and natural 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.

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.

1.4. OUR VISION FOR ASSET MANAGEMENT

Our vision for Asset Management is documented in our Asset Management Policy and supports the achievement of the key principles in our Community Vision:

"As custodian of community assets, Council will provide and manage its assets to enable a resilient, inclusive and diverse community. Council's assets are critical to the achievement of our Your Kingston Your Future Community Vision."

1.5. OUR ASSET MANAGEMENT PRINCIPLES AND OBJECTIVES

In support of our asset management vision, the asset management principles that underlie our asset management practices are:

Table 1 – Our Asset Management Principles and Objectives

Community Vision Principles	Asset Management Principles	Asset Management Objectives
Community Planning	We will be driven by understanding the needs and aspirations of our community so that our assets support demand, social and economic wellbeing	To align Asset Management Policy, and Strategy with Council Plan and Vision and respond to the needs and impacts of the city's diverse community including continuous improvement of asset management maturity addressing Strategic Risk & Opportunity 7 – INFRASTRUCTURE Agreed Risk Treatment Actions.
Keeping the community informed, empowered and engaged	Transparent, honest and performance-based reporting to the Community	To report to the community and Council on asset performance and levels of service delivered through the Asset Plan
Respectful, inclusive and diverse	We will work towards having safe, accessible, and functional assets that respond continuously to changing community needs	To ensure assets provided by Council provide acceptable levels of service to meet community needs by considering current and future demand and innovative and efficient solutions when making capital investment decisions and renewal planning.
Create a sustainable community	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.	To align Council's Asset Management practices with International Asset Management Standards and the National Asset Management Assessment Framework.

Prioritise the natural environment	We will plan and manage our assets to build climate resilience and mitigate our environmental impact	Utilise a risk-based approach to incorporate the impacts of climate change into asset management planning, decision making and collection of environmental indicators for asset data to support Strategic Risk & Opportunity 1 – ENVIRONMENT Agreed Risk Treatment Actions.
Safe, health and wellbeing of community	We will improve infrastructure that promotes safety and better accessibility and demonstrate compliance to legislated responsibilities	To ensure sustainable management of assets by applying best appropriate practice and adhering to all legislative and statutory requirements applicable to the management of all asset classes.
Lifecycle approach	We will take a whole-of-life approach to managing our assets that minimises risk, ensures compliance, and optimises our investment in assets.	To strive towards a life-cycle asset management approach and improving whole of life costs (including acquisition, renewal, maintenance, operational & disposal costs) are considered in all asset management decision making.
Financial sustainability	We will aspire to provide sustainable levels of funding and resources for the benefit of current and future generations	To improve asset data knowledge and develop funding prioritisation matrix for asset maintenance and renewal for all to sustain existing assets.
Integrated	Continued development of an integrated framework of service, asset and financial planning that supports better informed decision making	To have an Asset Plan and associated Asset Management Plans informed by community engagement and aligned with *Your Kingston Your Future* Community Vision, Council Plan and other long-term plans.

2. Our Assets

Our infrastructure assets, with a collective replacement cost of close to $2.3 billion, 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 Kingston City Council an inclusive, resilient and diverse community. This Asset Management Strategy provides guidance on all our infrastructure assets.

| Asset	Key Asset Quantities	Fair Value June 2023 ($m)
Roads, Bridges and Kerb	619 km sealed roads, 1165km of kerb and channel	$937.8
Footpaths and cycleways	1060km of footpaths and cycleways	$145.65
Buildings	327 buildings and facilities	$635.46
Stormwater Drainage	853km of stormwater pipes and 35,541 stormwater pits, culverts, water sensitive urban device assets, channels	$502.84
Open Space Assets	115 playgrounds and a range of open space assets such as sports fields, furniture, and equipment	$89.89
Plant and Equipment	Heavy machinery, fleet vehicles, mowers, trailers, and equipment.	$5.39
TOTAL		**$2,316.57**
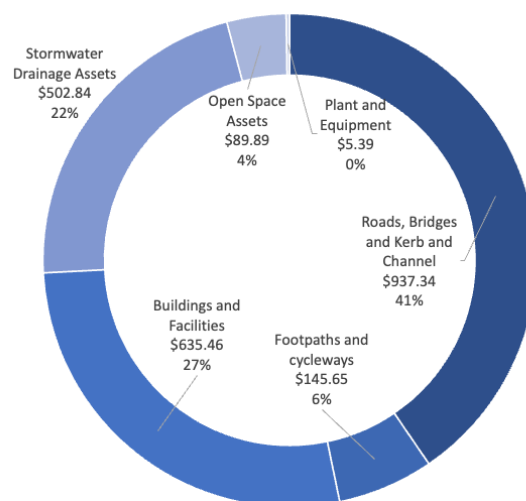
Figure 1 – Asset Summary by Fair Value ($ million)

The valuation of our assets is carried out based on 'Fair Value' The Australian Accounting Standards Board (AASB) prescribes in AASB 13 the definition for fair value as:

"…the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date".

The valuation approaches detailed in AASB 13 to determine the fair value are:

Market approach, which uses prices and other relevant information from market transactions involving identical or comparable (i.e., similar) assets to value assets.

Cost approach, which reflects the amount that would be required currently to replace the service capacity of an asset, often referred to as current replacement cost (CRC); or

Income approach, which converts future cash flows or income and expenses to a single current amount.

Currently land and buildings are valued using a market approach, whist infrastructure assets are valued using a Depreciated Replacement Cost (DRC) approach.

Further work is required to bridge the gap between the two approaches and to move to a singular cost approach (CRC) based on key characteristics such as condition, location and restrictions on the sale or use of the asset (i.e., zoning).

3.   Strategic Context

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

This vision is delivered through a set of strategic plans including the *Kingston City Council Community Vision Your Kingston Your Future* 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.

Our assets play a key role in the delivery of quality services and effective asset management helps us achieve our strategic directions.

3.1.   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:

STRATEGIC DIRECTION **LIVEABLE**	*Our city will be a vibrant, enjoyable and easy place to live*
STRATEGIC DIRECTION: **SUSTAINABLE**	*We prioritise our environment and our impact on the earth*
STRATEGIC DIRECTION: **PROSPEROUS**	*We will embrace the concept of a 20-minute neighbourhood, support the ongoing process of decentralisation and support people to live and work locally*
STRATEGIC DIRECTION: **HEALTHY AND INCLUSIVE**	*We are progressive, inclusive and prioritise the wellbeing of all members of our community*
STRATEGIC DIRECTION: **SAFE**	*Our community will feel safe, and be safe, in all aspects of their lives*
STRATEGIC DIRECTION: **WELL-GOVERNED**	*Council will be collaborative, accountable, transparent, responsive, well-informed and efficient*

3.2.   LEGISLATIVE CONTEXT

Section 92 of the Local Government Act 2020 specifies the requirement for good asset management practices across the local government sector in Victoria. Under the Act, councils must adopt a revised Asset Plan following each election and the plan must be developed in accordance with deliberative engagement practices.

In addition, the Victorian Auditors General Office (VAGO) regularly conduct asset management performance audits on Local Governments to assess the health and maturity of asset management practices.

The focus of this Asset Management Strategy is to meet and exceed the requirements of the Local Government Act 2020 and VAGO performance audit recommendations for all Victorian Local Governments. The Strategy has been informed by the International Asset Management Standards ISO55000:2014 and the National Asset Management Framework Assessment Framework (NAMAF) which are consistent with these obligations and broader objectives.

3.3.   KEY CHALLENGES

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

Figure 2 – Key challenges facing our Services and Assets

Key Challenge		What does it mean for service delivery and asset management
Ageing 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.	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.
Rising Cost of Service Delivery	Cost increases to items such as electricity, petrol, and raw materials impact all impact on our ability provide value for money services. Increasing cost of construction and maintenance services impacts our ability to deliver cost effective services and meet our current specified levels of service within a constrained financial environment. 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.	We will need to aim to continually balance the affordable provision of services against the needs of our community.
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 Council 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	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.

Population Growth and Demographic Change	Our present population is 166,212 people and is expected to grow to more than 195,819 people by 2041, This is a growth of around 17.8% 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.	We will need to expand our services and assets to cater for our growing community. The variable rate of growth across the city 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.
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.	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 Council's 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 City's future and the ability of the community to pay.
Climate Change	We are already experiencing the impacts of climate change. In the future, we can expect: increased vulnerability to sea level rise, increased intensity of storm events, wind velocity, increased coastal wave surge and grassfire resulting in: storm damage to infrastructure, decreased water quality and security of water supply and reduced summer outdoor activities due to higher temperatures. Sea level rise and tidal inundation continues to impact our low-lying coastal areas. Flood Modelling needs to consider fluctuations in event intensities. This is expected to further impact city infrastructure such as our stormwater/ flood mitigation asset and private property.	We will need to recognise climate change risks and examine the vulnerability of our asset network. When disasters occur, we will need to focus or energy and resources on supporting the recovery of our community. There is a need to further monitor, and upgrade assets impacted by sea level rise and tidal inundation such as coastal infrastructure, stormwater and flood mitigation assets to ensure they continue to exist in a safe and serviceable condition. Some 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 Council to make use of sustainable energy sources and to provide assets that are environmentally efficient.

4.   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.

4.1.   INTEGRATED STRATEGIC PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework links our asset management framework and all associated elements to our broader corporate plans and elements. This is shown 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.

Linking our Asset Management Framework to the Integrated Planning and Reporting Framework ensure that asset planning it conducted consistently with our Community Vision and Council Plan.

It ensures that all asset management planning outputs and requirements are integrated with other key corporate documents such as our Long-Term Financial Plan, Capital Works Program and budget and broader strategic and service planning.

4.2.   SCOPE OF THE ASSET MANAGEMENT FRAMEWORK

Key elements of our *Asset Management Framework* include the following:

Figure 3 – Our Asset Management Framework
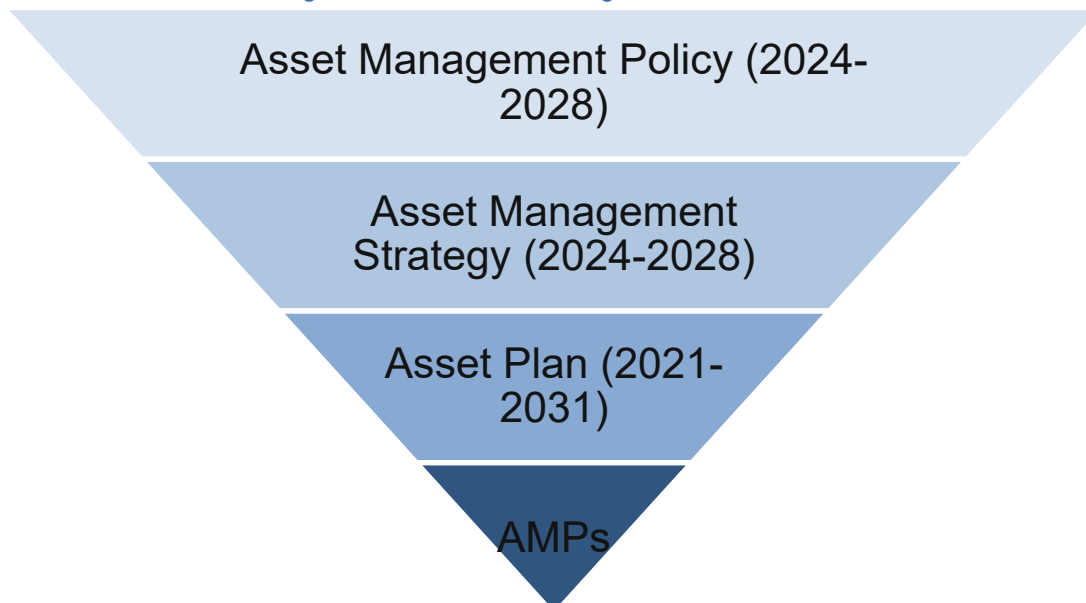
Asset Management Policy

To aid alignment of our asset management activities to our strategic goals, Council has adopted an *Asset Management Policy*. This Policy applies to all 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 thriving organisation known for inspiring, motivating, and equipping people for success.

https://www.kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/asset-management-policy

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.

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.

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.

https://www.kingston.vic.gov.au/council/council-documents/plans-policies-and-reports/asset-plan

5. Leadership and Commitment

5.1. LEADERSHIP AND CULTURE

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.

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. To ensure success and a positive change in our asset management practices, leadership will be paramount across the entire organisation.

The Council, the Chief Executive Officer, Executive Leadership Team, and all leaders aim to champion our ongoing commitment to sustainable asset management in their actions and messages to our staff, as well as effective mentoring. Our organisation structure showing the Community, Council, CEO and our senior leadership team is shown below:

Figure 4 – Our Organisation Structure
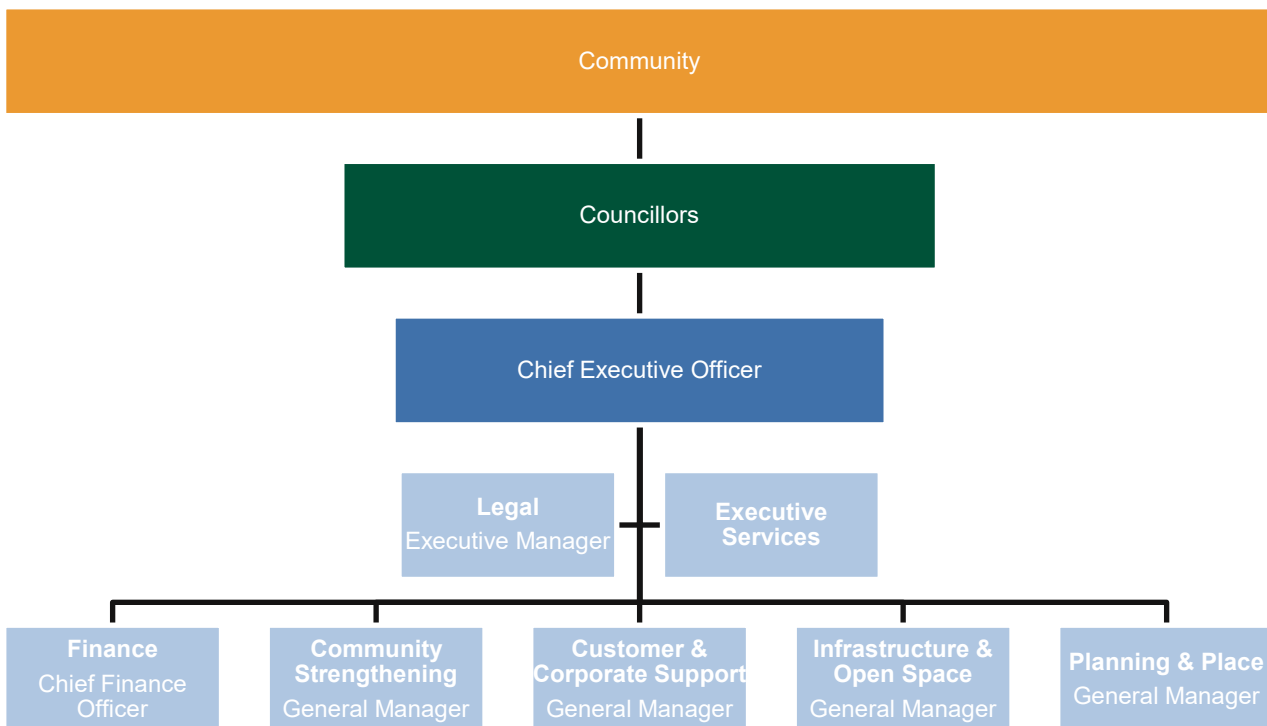
5.2. ROLES AND RESPONSIBILITIES

Asset management requires a whole-of-organisation approach. At a whole of organisation high level asset management roles and responsibilities are outlined in our *Asset Management Policy*. Delving into further granularity are the roles across all stages of the asset lifecycle for each asset category. These roles are defined broadly under the following role definitions:

The Service Owner or Service Planner is responsible for:
• determining the service need,
• determining the level of service,
• manages service risk and
• develops concepts, strategies and budgets.

SERVICE OWNER

The Renewal Planner is responsible for:
•technical standards
•undertaking condition audits, determining intervention standards determining renewal needs long term renewal modelling

RENEWAL PLANNER

The Asset Owner/Maintainer is responsible for:
• managing reactive maintenance, service standards,
• Scheduled, routine& safety inspections,
• decommissioning of assets,
• improve currency of asset data and
• undertaking operational activities, such as sweeping and asset cleaning to promote healthy, safe & presentable asset for the community

ASSET MANAGER

PROJECT MANAGER

The Project Manager is responsible for:
•managing the design, construction, commissioning, asset handover (including asset data information transfer, maintenance responsibilities & warranties)

5.3. 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.

5.4. TRAINING AND DEVELOPMENT

To ensure that Council's asset management capabilities are best appropriate practice, we are committed to:

- Clearly defining key asset management roles in the organisation.

- 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.

6. Our Asset Management Maturity

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

- ISO55000:2014. An international standard that provides an overview of principles, terminology, and definitions.

- International Infrastructure Management Manual (IIMM) that provides guidance on how to implement ISO55000.

- 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 an independent assessment against 11 elements (refer to **Appendix B**). We are not seeking ISO55000 accreditation but will use this standard as a guide our progress towards good practice.

The current state of our maturity assessment is approaching core capability, with a score of *813* out of 1,100. At the time of writing this report, the recent readoption of our Asset Management Policy and the development of this Asset Management Strategy has increased our score.

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 5 – Our Asset Management Maturity

6.1. IDENTIFED KEY IMPROVEMENT AREAS

In moving forward, we desire greater consistency and improved skills with respect to our asset management practices. Gaps in the delivery of each of the key elements and criteria of the NAMAF were identified along with the necessary improvement actions. These have been placed in the action plan that is detailed in **Appendix A**. The improvement actions noted in the NAMAF assessment have been used to develop Council's Asset Management Strategy Improvement Plan. The priority, resource needs, and timing of delivery for each action item have been collated and documented into *12 Work Packages* or projects in the improvement plan.

The work packages have been ordered in priority of impact to Council's overall asset management maturity assessment and where other improvement areas may be dependent on the completion of other improvement prior.

Our goal is to reach core maturity and progress towards advanced capability over the life of this strategy. 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 our progress.

Table 3 – Asset Management Strategy Improvement Areas (Work Packages)

Strategy Work Package	Asset Management Strategy Improvement Area	Related National Asset Management Assessment Framework Element/s	Priority
1	AM Policy and Strategy Development	Asset Management Policy, Asset Management Strategy	High
2	Annual Report/ Asset Accounting Policy Review	Annual Report, Skills and Processes	High
3	Asset Handover Improvement	Skills and Processes	High
4	Asset Renewal Modelling	Asset Management Plans Data and Systems	High
5	Asset Plan 2025-2034	Asset Management Plans	High
6	Roles, Responsibilities and Capability	Governance and Management	High
7	Condition Assessment Program Development	Data and Systems	High
8	Asset Valuations Improvement	Data and Systems	Moderate
9	Asset Systems Improvement	Data and Systems	Moderate
10	Asset Data Improvements	Data and Systems	Moderate
11	State of the Assets Reporting	Governance and Management	Moderate
12	Service Planning Integration	Levels of Service, Evaluation	Moderate

Appendix A - Asset Management Strategy Improvement Program

WP#	AM Strategy Improvement Area	Scope	2023 - 2024				2024 - 2025				2025 - 2026				2026 - 2027				2027 - 2028			
			Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
1	**AM Policy and Strategy Development**	Revision and redevelopment of Council's Asset Management Policy and Strategy		▓	▓	▓																
2	**Annual Report/ Asset Accounting Policy Review**	Review and update the Asset Accounting Policy and supporting documentation. Review and update all supporting procedures for asset valuations and financial reporting functions			▓	▓																
3	**Asset Handover Improvement**	Develop, update and implement the asset handover, disposal and update processes for both internally delivered and developer contributed assets.				▓	▓	▓	▓	▓	▓	▓										
4	**Asset Renewal Modelling**	Development of advanced renewal forecasts and models for each key asset type to inform the Asset Plan, Long Term Financial Plan and budget decisions	▓	▓	▓	▓	▓															
5	Asset Plan 2025-2034	Revision and readoption of Council's Asset Plan in accordance with Local Government Act 2020 requirements				▓	▓	▓	▓													
6	**Roles, Responsibilities and Capability**	Review of roles and responsibilities for Service and Asset Management. Identification of key AM roles, assessment of skills and development of training program					▓	▓	▓													
7	**Condition Assessment Program Development**	Development of a cyclic condition assessment program for all key asset types					▓	▓	▓	▓												
8	**Asset Valuations Improvement**	Implementation of the valuations module of Asset Information System to conduct all asset valuation activities				▓	▓	▓	▓													
9	**Asset Systems Improvement**	Complete outstanding Asset Information System Improvements. Further implementation of planned functionality and integration.				▓	▓	▓	▓	▓	▓	▓										
10	**Asset Data Improvements**	Complete outstanding identified asset data improvement actions.	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░ (*Ongoing*)
11	**State of the Assets Reporting**	Development of an annual state of the asset report to be present to the Executive Leadership Team and Council.								▓	▓	░	░	░	░	░	░	░	░	░	░	░ (*Ongoing*)
12	**Service Planning Integration**	Integration of Asset Management Planning and Service Planning Frameworks (Asset Management Planning to Service Planning).						▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓				

Work Package 1 - Asset Management Policy and Strategy Development

Project Scope:

Revision and redevelopment of Council's Asset Management Policy and Strategy

Project Timeframe:

- Phase 1: Qtr. 2 2023/24
- Phase 2: Qtr. 2 2023/24 – Qrt4 2023/2024

Project resourcing and delivery:

This project is to be completed with external consultant assistance. No additional operational funding is required.

Project Need/ Purpose:

The current Asset Management Policy has been reviewed and adopted. The Asset Management Strategy is under review. The prior format does not meet industry standards and a sperate policy and strategy is required to document key AM principles, roles and responsibilities. A revised AM Strategy is required to drive improvement in asset management practices over the next 5 years

Key Stakeholders:
- Council
- CEO and ELT
- Asset Managers
- Service Managers

Project Dependencies: NA

Key risks:
- Lack of support for revised Policy and Strategy
- Competing priorities
- Availability of key staff to participate in development and review of AM Strategy

Project Tasks

Phase 1: Revision of Asset Management Policy
- Redevelopment of Asset Management Policy in accordance with ISO55000 standards
- Presentation of revised Policy to Executive Leadership team
- Adoption of revised Policy by Council

Phase 2: Development and implementation of Asset Management Strategy
- Review NAMAF assessment results and identified improvement actions/ maturity gaps.
- Workshop key improvement actions with key stakeholders
- Develop draft revised AM Strategy
- Presentation of Draft AM Strategy to SAMS Group
- Presentation Executive Leadership team for adoption
- Communication of Asset Management Strategy to key stakeholders

Maturity Improvement

National Financial and Asset Management Framework - Core Competency

Work Package 2 – Annual Report/ Asset Accounting Policy Review

Project Scope:

Review and update the Asset Accounting Policy and supporting documentation. Review and update all supporting procedures for asset valuations and financial reporting functions.

Project Timeframe:

- Qtr. 3 2023/24 – Qtr. 4 2023/24

Project resourcing and delivery:

This project is to be completed with internal staff/ resources. No additional operational funds required.

Project Need/ Purpose:

Updates to the Annual Report Asset Accounting Policy and materiality thresholds are needed to achieve clear line of sight of key Council adopted financial reporting assumptions.

Key Stakeholders:
- CFO
- Manager Finance

Project Dependencies: NA

Key risks:
- Support to revise new Asset Accounting Policy from SAMS/ ELT
- Availability of key staff to participate in financial asset data standards review and documentation

Project Tasks	Maturity Improvement

Project Tasks

- Develop an Asset Accounting Policy to covering:
    a. Define financial asset classes (including asset types)
    b. Review of capitalisation/ materiality thresholds for each asset type (including maintenance and project costs included for asset capitalisation)
    c. Define allocation to renewal, expansion, new, upgrade for each asset type.
    d. Depreciation and indexation (desktop) methodology
    e. Define estimated useful life for each asset type.
    f. Develop a schedule to define the asset revaluation process for each asset class and responsibilities. – mid February
    g. Asset impairment

- Conduct key stakeholder engagement.
- Present Draft Policy to Manager Finance and CFO, ELT and CEO for adoption - March
- Review and documentation of asset capitalisation procedures in accordance with asset handover work package process development and implementation

Maturity Improvement

National Financial and Asset Management Framework - Core Competency

Work Package 3 – Asset Handover Process Improvement

Project Scope:

Develop, review, update and implement the asset handover, disposal and update processes for both internally delivered and developer contributed assets. Provide training to all key stakeholder on asset data standards and asset handover process updates/ changes.

Project Timeframe:
- Phase 1: Qtr. 4 2023/24
- Phase 2: Qtr. 1 2024/25 – Qtr. 4 2024/25
- Phase 3: Qtr. 1 2025/26 – Qtr. 4 2025/26

Project resourcing and delivery:

This project is to be completed with internal staff/ resources with some external consultant assistance.
OPEX within the current budget envelope will be utilised to engage a consultant to define asset data standards and process requirements for asset handover.

Project Need/ Purpose:

The project is needed to ensure asset data is recorded in Council's Asset Information Systems in a consistent manner and enable the timely registration of assets via a robust asset handover process. This is needed to ensure asset lifecycle management activities such as maintenance and condition assessment can be schedules and recorded against an asset in the AIM System

Key Stakeholders:
- PMO
- Project Managers
- Asset Managers
- Asset Data Managers
- Asset/ Financial Accounting Officers

Project Dependencies: Requires the Project Management Framework to be adopted and implemented

Key risks:
- Availability of key staff to develop in asset data standards development.
- Adoption of process by project management office and project managers
- Ability to configure AM Information system to suit defined data standards.
- Internal/ external entities not willing to submit as constructed information in accordance handover process requirements

Project Tasks	Maturity Improvement

Phase 1: As Constructed Data/ Information Specification

1. Define data standards and information standards for asset handover:
    a. Asset information requirements (as constructed plans)
    b. Operations manuals
    c. Warranties/ defect liability information
    d. Other information requirements
    e. Total project costs
2. Develop handover template/ form that meets all asset management and financial reporting requirements (consider sub forms for civil projects, buildings projects, open space projects) link to Asset Accounting WP

Phase 2: Internally Delivered Capital Works Process/ PMF Update

1. Define asset handover process (who receives asset handover information, when):
    a. Pre-Stage 5: PMs to prepare asset handover information in accordance with asset handover forms.
    b. Pre-Stage 5: Asset Manager and Service Manager, PM and Contractor walkthrough to approve PC and review information.
    c. Stage 5 (PC implementation completed)
    d. Gate 5: 0 - 3 months post PC to collate asset handover information and submit to Asset/ Service Manager.
    e. PM to issue Asset Handover Form and information to:
        i. Asset Management Team – asset registration
        ii. Finance – Asset Accounting – asset recognition, disposal
    f. Required Asset Closure Report (Gate 5):
        i. Review project expenditure categorisation (renewal/ upgrade/ expansion and new) post project completion for reporting,
        ii. Asset handover activities, timeframes

National Financial and Asset Management Framework - Core Competency

2. Update **Project Management Framework** methodology or process to include milestones for asset handover and acceptance hold points:
    a. Include asset handover process/ workflows.
    b. Define roles and responsibilities covering PM's, Asset Managers, Service Managers, Asset Management Team, Finance Team, Property (i.e., insurance requirements)
    c. Artefacts from Phase 1 – asset information.
    d. Asset/ Service Manager, Asset Management Team, Finance Team sign off/ approval to inform project closure report.
    e. Closure report requirements for asset handover.

3. Review asset data update process for data management staff (asset register data, GIS, condition index)
4. Review asset financial asset recognition, update, disposal process
5. Implementation (PMO Team):
    a. Provide training for project managers and capital works.
    b. Provide training for relevant asset and service managers.

Phase 3: Asset Handover form Maintenance Program

- Develop asset handover process for partial or full asset renewal/ replacement via asset maintenance programs (to be implemented via work order/ maintenance management processes)

Work Package 4 – Asset Renewal Modelling

Project Scope:

Development of advanced renewal forecasts and models for each key asset type to inform the Asset Plan, Long Term Financial Plan and budget decisions.

Project Timeframe:

- Phase 1: Qrt1 2023/24– Qrt2 2023/24
- Phase 2: Qtr. 3 2023/24 – Qtr. 4 2023/24
- Phase 3: Qtr. 1 2024/25 – Qtr. 2 20242/5

Project resourcing and delivery:

This project is to be completed with internal staff/ resources with external consultant assistance.

No further operational funds are required continue the development of renewal models following the commencement of this project.

Project Need/ Purpose:

Councils' current renewal models are based on asset age using simple modelling methods. More advance decision modelling is required to refine renewal forecasts for each key asset type.

Key Stakeholders:
- Council
- CEO and ELT
- Asset Managers
- Service Managers

Project Dependencies: Asset register and condition data must be available to run models.

Key risks:
- Insufficient data to undertake renewal modelling.
- Lack of appropriate skilled resources to analyse models and including in AMP's.

Project Tasks

Phase 1: Procurement and installation
- Procurement of modelling tool
- Preparation of data inputs

Phase 2: Development of models
- Data gathering/ literature review.
- Workshops
- Development of models
- Transport, Buildings and Open Space models developed.

Phase 3: Summary of outcomes and scenarios for Asset Plan
- Present summary of renewal outcomes, scenarios and findings Council

Maturity Improvement

National Financial and Asset Management Framework - Core Competency
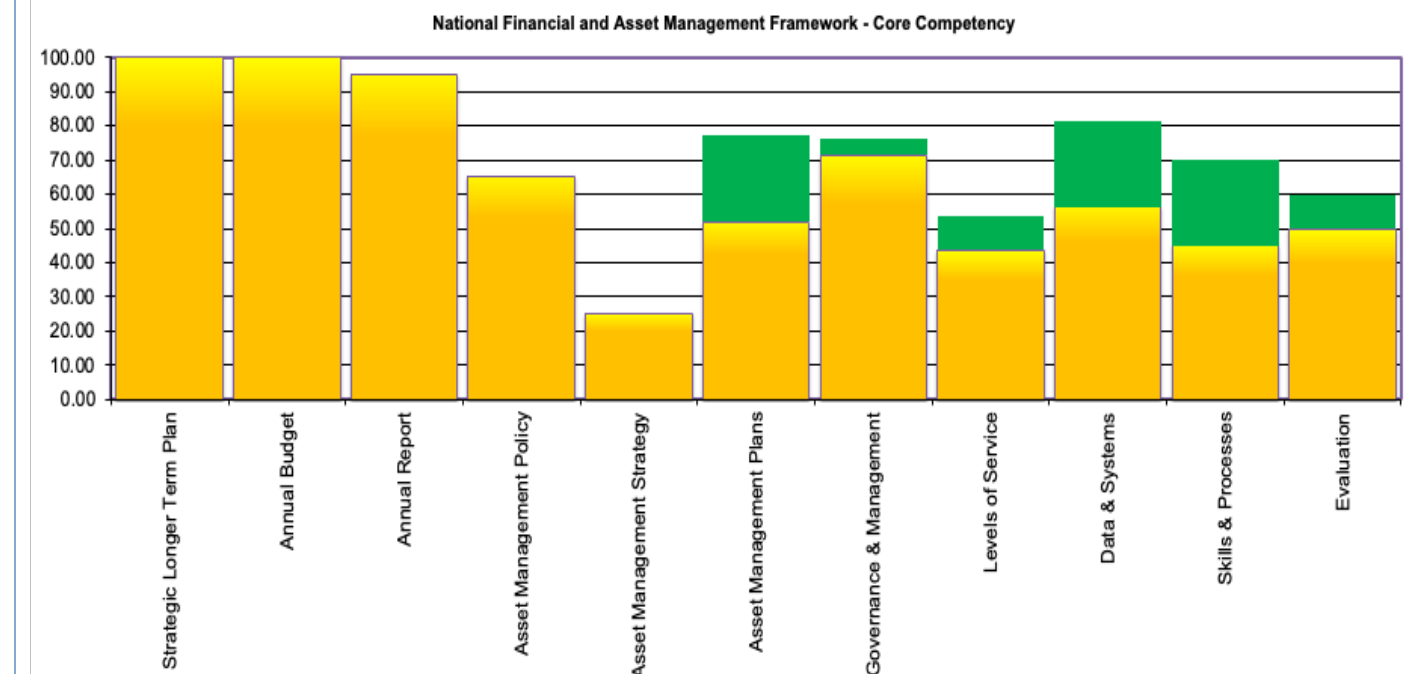
Work Package 5 – Asset Plan 2025 - 2034

Project Scope:

Revision and readoption of Council's Asset Plan in accordance with Local Government Act 2020 requirements

Project Timeframe:

- Phase 1: Qtr. 4 2023/24 – Qtr. 1 2024/25
- Phase 2: Qtr. 2 2024/25 – Qtr. 3 2024/25
- Phase 3: Qtr. 3 2024/25 – Qtr. 4 2024/25

Project resourcing and delivery:

This project is to be completed with internal staff/ resources with external consultant assistance.

AM budgeted OPEX will be utilised to engage a consultant assist with deliberative engagement and revision of the Asset Plan.

Project Need/ Purpose:

Local Governments are required to adopt a revised 10-year Asset Plan in October following each Council election. Deliberative engagement with the community is required in accordance with Council's Community Engagement Policy

Key Stakeholders:
- Council
- CEO and ELT
- Asset Managers
- Service Managers
- CFO

Project Dependencies: Updated Asset Management Plans, Updated Asset Renewal Forecasts and Models

Key risks:
- Lack of suitable resources
- Deliberative engagement
- Availability of key staff to participate

Project Tasks	Maturity Improvement

Phase 1: Prepare information for deliberative engagement:
- Asset summary types/ quantities/ values
- Condition information
- Current risks and issues
- Renewal models forecasts
- Renewal intervention levels (are they appropriate/ validation)
- New and upgrade forecasts
- Planned capital program/ key projects.
- Liveability study
- Draft investment principles

Phase 2: Conduct deliberative engagement:
- Develop deliberative engagement approach and plan.
- Conduct engagement/ community panel sessions
- Report draft outcomes/ provide feedback to community/ panel/ community engagement.
- Summarise community engagement outcomes for inclusion in Asset Plan

Phase 3: Develop and present Asset Plan for adoption:
- Revised Asset Plan Document
- Include outcomes from deliberative engagement priorities and guiding investment decision making principles.
- Influence 2025/26 budget onwards
- Present Asset Plan to Executive and Council for adoption

National Financial and Asset Management Framework - Core Competency
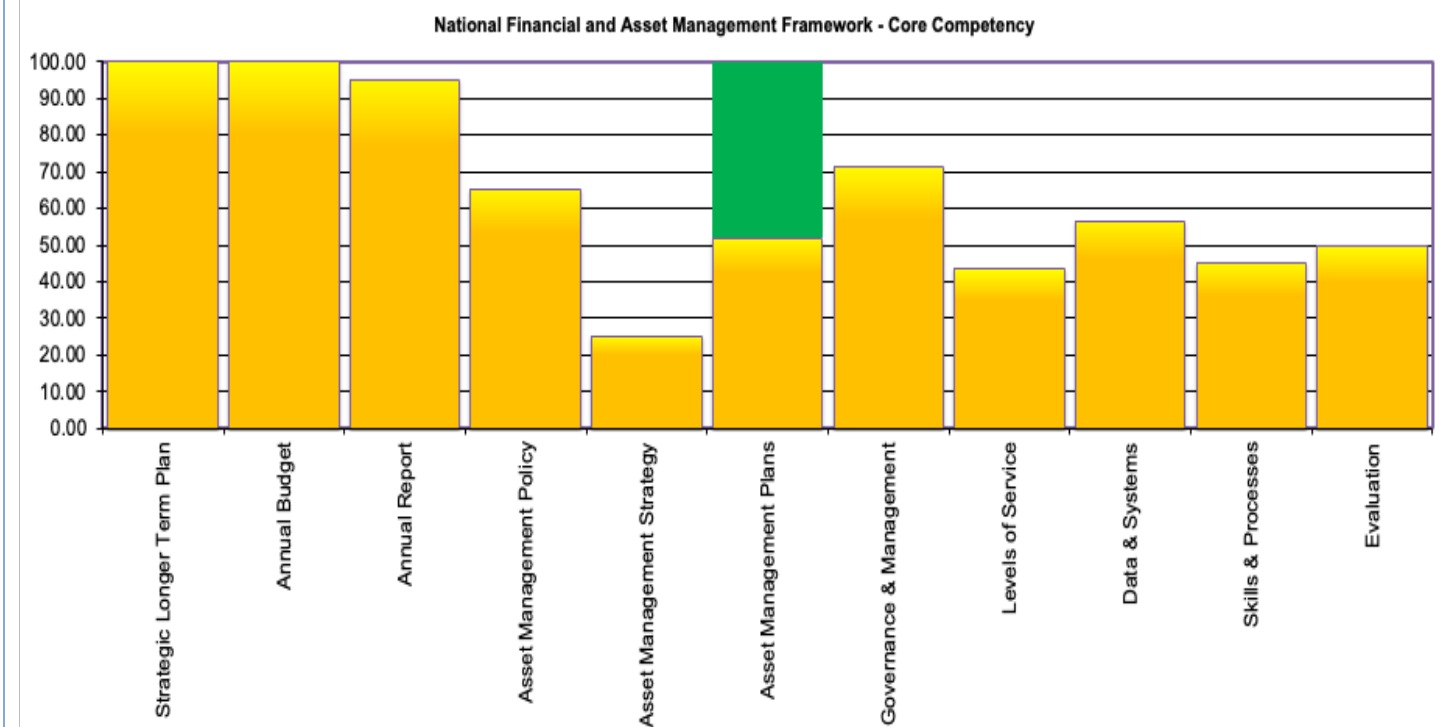
Work Package 6 – Roles, Responsibilities and Capability

City of KINGSTON

Project Scope:

Review of roles and responsibilities for Service and Asset Management. Identification of key AM roles, assessment of skills and development of appropriate asset management training program.

Project Timeframe:

- Phase1: Qtr. 1 2024/25 – Qtr. 2/ 2024/25
- Phase 2: Qtr. 3 2024/25 – Qtr. 4 2024/25

Project resourcing and delivery:

This project is to be completed with internal staff/ resources with external consultant assistance.

AM budgeted OPEX will be utilised to engage a consultant assist with independent review of responsibilities matrix and development of skills and capability matrix

Project Need/ Purpose:

Clear definition for all service and asset management lifecycle functions across all asset types is required. Identification and review of positions with asset management responsibilities is required including development of a skills matrix and training program.

Key Stakeholders:
- CEO and ELT
- Asset Managers
- Service Managers

Project Dependencies: NA

Key risks:
- Lack of executive support
- Training program coordination delivery is not corporately endorsed/ supported.
- Availability of key staff to participate

Project Tasks	Maturity Improvement

Phase 1: Roles and Responsibilities Matrix
- Define asset management roles and functions across Council (include asset data management)
- Update the existing 2021 roles matrix include service planning functions related to asset management. Need to expand matrix to all AM functions across Council and align with new PMO role definitions.
- Adoption of revise matrix by SAMS/ Executive Leadership Team.
- Review AM Advisory Group subgroup function/ purpose.

Phase 2: Skills and Capability:
- Develop asset management skills matrix developed and undertake gap analysis.
- Undertake training needs analysis.
- Implement ongoing asset management training programs for Councillors, Council Management and Officers.

National Financial and Asset Management Framework - Core Competency
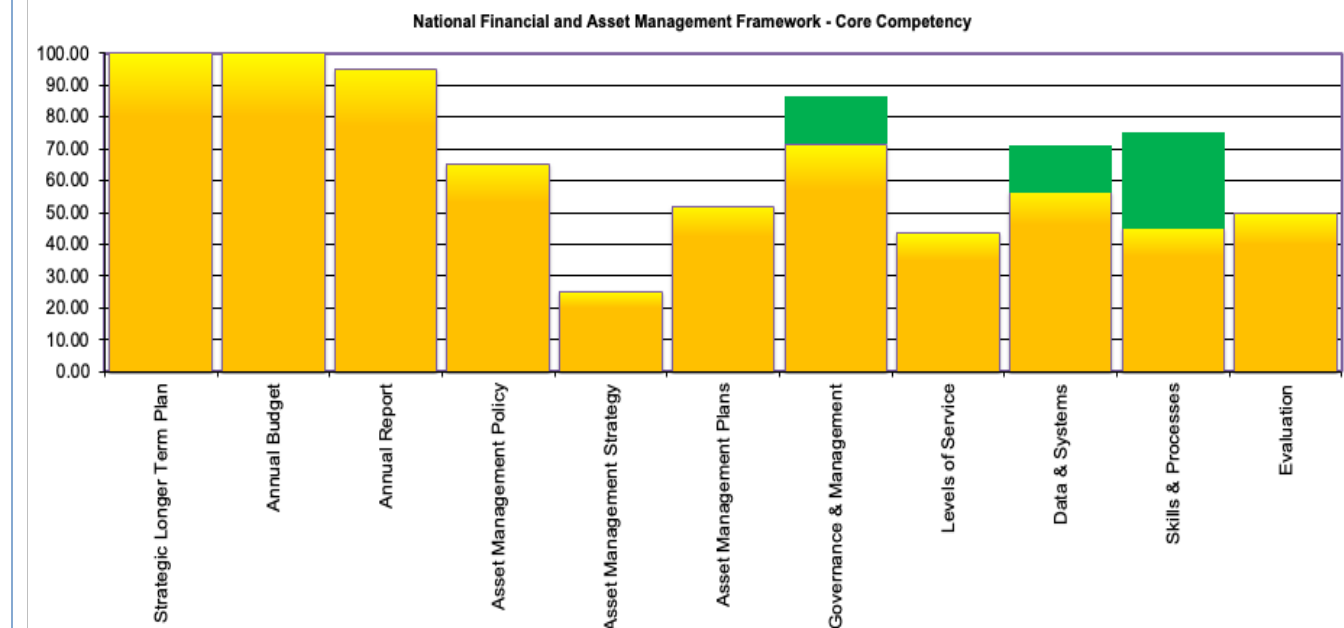
Work Package 7 – Condition Assessment Program Development

Project Scope:
Development of a cyclic condition assessment program for all key asset types.

Project Timeframe:

- Qtr. 3 2024/25 – Qtr. 2 – 2025/26

Project resourcing and delivery:

This project is to be completed with internal staff/ resources with external consultant assistance.
Infrastructure budgeted OPEX will be utilised to engage a consultant assist with independent review of responsibilities matrix and development of skills and capability matrix

Project Need/ Purpose:
Cyclic asset condition assessment is critical to inform current and future works programs, renewal forecasting, asset planning and long-term performance analysis. A structured, risk based cyclic condition assessment program for all key asset types is required to inform future asset planning.

Key Stakeholders:

- Asset Managers
- Service Managers

Project Dependencies: NA

Key risks:

- In appropriate resourcing to coordinate or oversee program development and implementation
- Lack of asset planning resourcing and skills to analyse results

Project Tasks	Maturity Improvement

Develop and implement overarching cyclic program:
- Develop overarching asset condition assessment program which defines the following:
- Including, frequency of assessment, assessment methodology and budget
- Integrate program with OPEX budget.
- Define roles and responsibilities for management and delivery condition assessment programs.

Transport:
- Define asset condition data standards to record asset condition information (including defect types and severities)
- Unsealed Footpaths
- Traffic Management Devices
- Signage
- Lighting

Drainage:
- Define asset condition data standards to record asset condition information (including defect types and severities)
- Define process and methodology for condition assessment (define percentage of network to be assessed p.a. or frequency)
- Drainage pumps
- WSUD's

Open Space:
- Define asset condition data standards to record asset condition information (including defect types and severities)
- Define process and methodology for condition assessment (currently have methods for turf and play spaces)
- Turf/ synthetic turf
- Furniture
- Lighting

Buildings:
- Define asset condition data standards to record asset condition information (including defect types and severities)
- Define process and methodology for condition assessment.

National Financial and Asset Management Framework - Core Competency
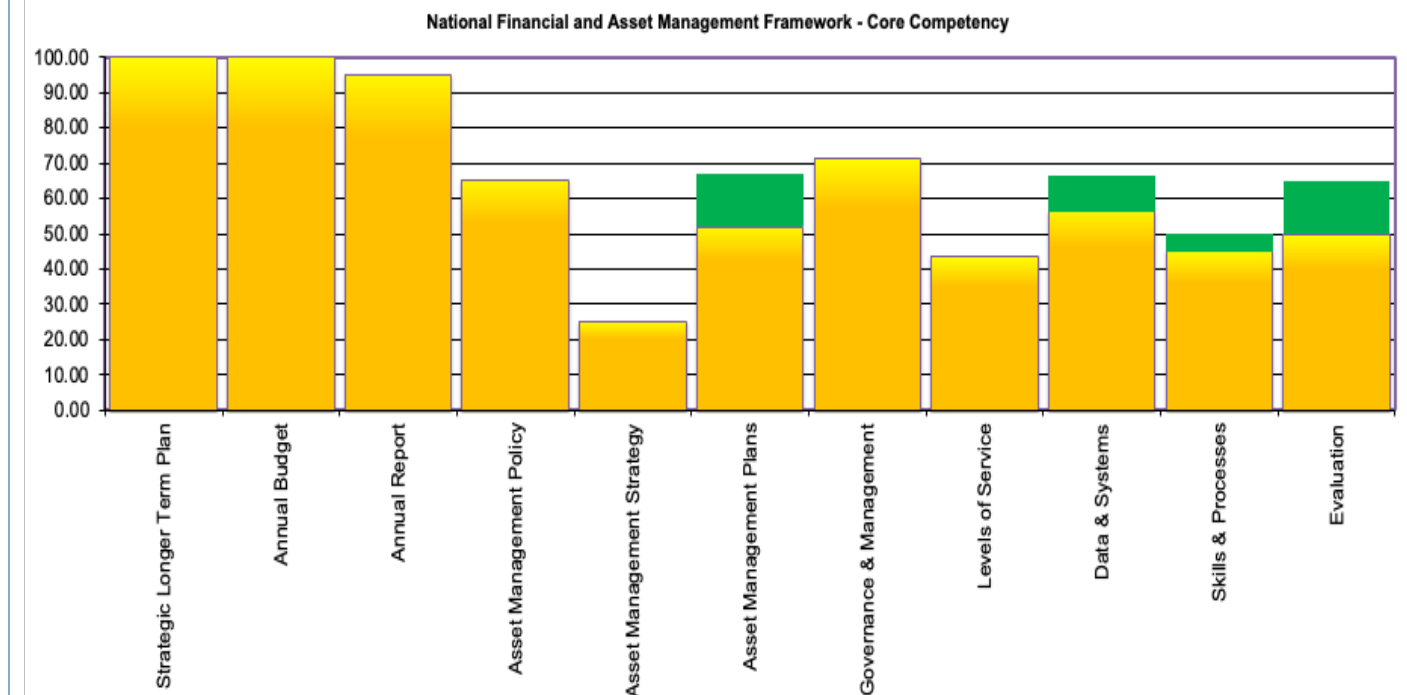
Work Package 8 – Asset Valuations Improvement

City of KINGSTON

Project Scope: Implementation and configuration of the Asset Information Management System to conduct asset valuation activities and provide training to all key stakeholders.	**Project Timeframe:** • Phase 1: Qtr. 4 2023/24 – Qtr. 4 2023/24 • Phase 2: Qtr. 1 2024/25 – Qtr. 4 2024/25	**Project resourcing and delivery:** This project is to be completed with internal staff/ resources with external consultant assistance. AM budgeted OPEX will be utilised to engage the software vendor to implement identified system improvements.

Project Need/ Purpose: Improve asset valuation reporting in the Asset Information Management System to reduce reliance on spreadsheets and integrate asset financial reporting into lifecycle management functions	**Key Stakeholders:** • Asset Managers • Service Managers • CFO and Corporate Finance
Project Dependencies: Asset registers consolidated into Asset Information Management System to record valuations against	**Key risks:** • Support to revise new Asset Accounting Policy from SAMS/ ELT • Availability of key staff to participate in financial asset data standards review and documentation. • Ability to configure AM Information system to suit defined financial data standards

Project Tasks	**Maturity Improvement**
Phase 1: Investigate valuation functionality and develop an approach to the integration between the Asset Information Management System and the Fixed Asset Register (FAR) 1. Demonstration of valuation functionality within TechOne/ Asset Information Management System 2. Develop approach for integration between physical asset register Asset Information Management System and FAR 3. Reconcile between existing asset valuation data and the physical asset registers in the Asset Information Management System **Phase 2: Configuration and implementation of valuations Asset Information Management System** 1. IA37 - Set up/ configuration to cater for asset unit replacement rates and valuations (Implement IPS asset valuation and link to TechOne 2. Develop a valuation implementation schedule by asset type. 3. Progressively implement valuations by asset class as per schedule	

Project Scope:
Complete outstanding Asset Information System Improvements. Further implementation of planned functionality and integration.

Project Timeframe:

- Qtr. 4 2023/24 – Qtr. 4 2025/26

Project resourcing and delivery:

This project is to be completed with internal staff/ resources with external consultant assistance.
AM budgeted OPEX will be utilised to engage the software vendor to implement identified system improvements

Project Need/ Purpose:

The functionality of Councils currently Asset Information System should be improved to enhance data and system integration to improve process efficiency, reporting and analysis of asset data and information.

Key Stakeholders:
- Asset Managers
- Service Managers

Project Dependencies: NA

Key risks:
- Lack of support for further implementation of AMS
- Competing priorities
- Availability of key staff to participate in design and configuration of asset valuations module

Project Tasks	Maturity Improvement

Note: Some previously identified Asset Management System improvements have been included in other Asset Management Strategy Improvement Plan Work Packages i.e.:
- Asset Valuations
- Asset Data Framework Actions

Key actions:
- IA28 - Establish interoperability between TechOne purchasing and IPS.
- IA69 - Review IPS for digital twin and IoT device compatibility
- Implement mobility solution (inspections and maintenance schedules/ response times (i.e., activity types, units of measure) for all assets.
- Provide training and support to key users.

National Financial and Asset Management Framework - Core Competency
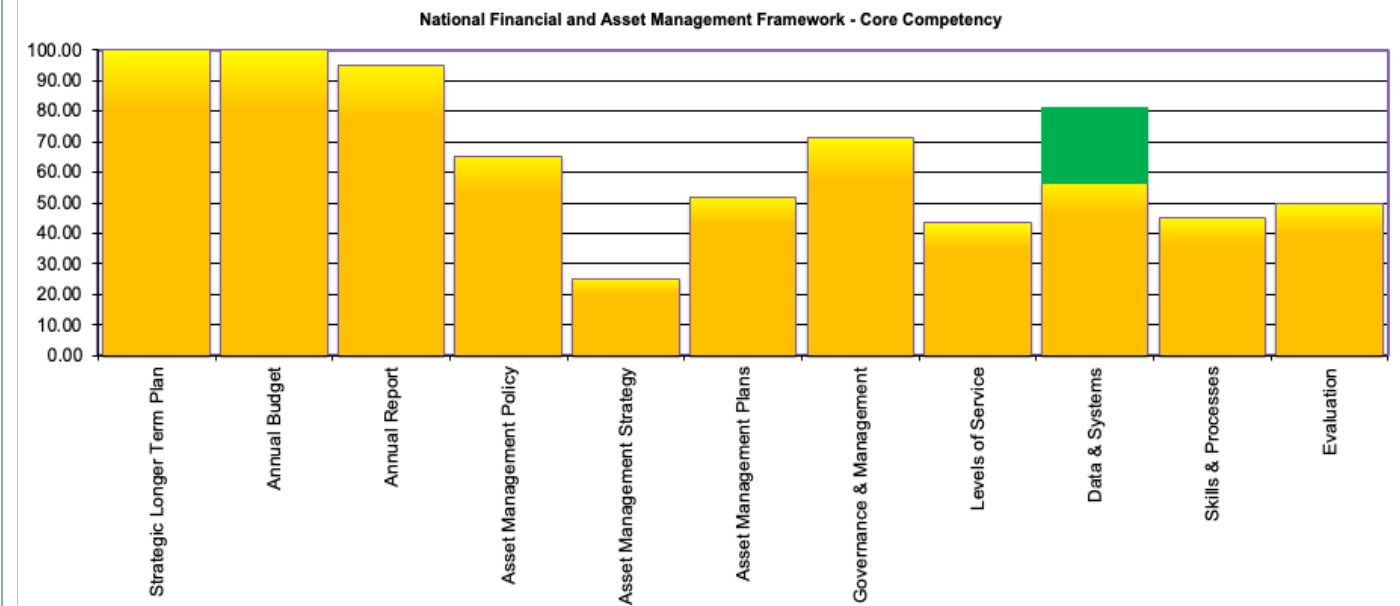
	Work Package 10 – Asset Data Improvement
City of KINGSTON	

Project Scope: Complete outstanding identified asset data improvement actions.	**Project Timeframe:** Ongoing	**Project resourcing and delivery:** This project is to be completed with internal staff/ resources with external consultant assistance. AM budgeted OPEX will be utilised to engage external consultants to assist with data capture and data validation/improvements.
Project Need/ Purpose: The improvement (existence, completion, accuracy) of Councils asset data and information	**Key Stakeholders:** • Asset Managers • Service Managers	
Project Dependencies: NA	**Key risks:** • Lack of support for revised Policy and Strategy • Availability of key staff to participate in asset data capture and validation projects	

Project Tasks	**Maturity Improvement**

Universal Data Improvements:
• IA5 - Map services to assets/asset managers and align to service managers in IPS and TechOne – (Dependant on Service Planning WP)
• IA61 - Document current configuration of IPS (ongoing)
• IA62 - Configure all Asset Master List (AML) data, valuations and historic information in IPS.
• IA66 - Set up IPS to cater for Unit Replacement Rate valuations (Dependant on Asset Valuations WP)
• IA67 - Review approach for recording documentation on Trim (ongoing)
Open Space:
• IA21 - Implement a Parks assets data capture program.
• IA22 - Parks Assets - Establish condition assessment regime and configure IPS.
• IA23 - Establish playground equipment register in IPS.
• IA24 - Data capture and establishment of sports fields asset register in IPS
• IA25 - Data capture and establishment of foreshore assets register in IPS.
• IA59 - Field verification of sports/parks lighting and accurate mapping and configuration in IPS
Transport:
• IA30 - Implement mobility solution for roads assets maintenance/inspections and link to IPS/costs.
• IA34 - Record maintenance works/costs against bridges in IPS
    o Data capture/ verification of bridges, major culverts, path structures
• IA51 - Data capture of street signage/furniture/lighting
• IA52 - Establish asset register in IPS for street signage/furniture/lighting.
Drainage:
• IA49 - Implement mobility solution for stormwater asset maintenance/ inspections and link to IPS/costs.
• IA56 - Update drainage data in IPS with as built data (ongoing)
Buildings
• IA50 - Implement mobility solution for building assets maintenance /inspections and link to IPS/costs.
• IA63 - Review/rationalise water tanks list and configure in IPS.
• IA64 - Establish contractors' ESM and HVAC inspections data in IPS.
    o Develop a schedule to update asset register in Uptick (Dependency Asset Handover Process) (June 2024 – December 2024)
 	
IA – Improvement Actions developed through internal audit review (CEO KPO)
	
	National Financial and Asset Management Framework - Core Competency
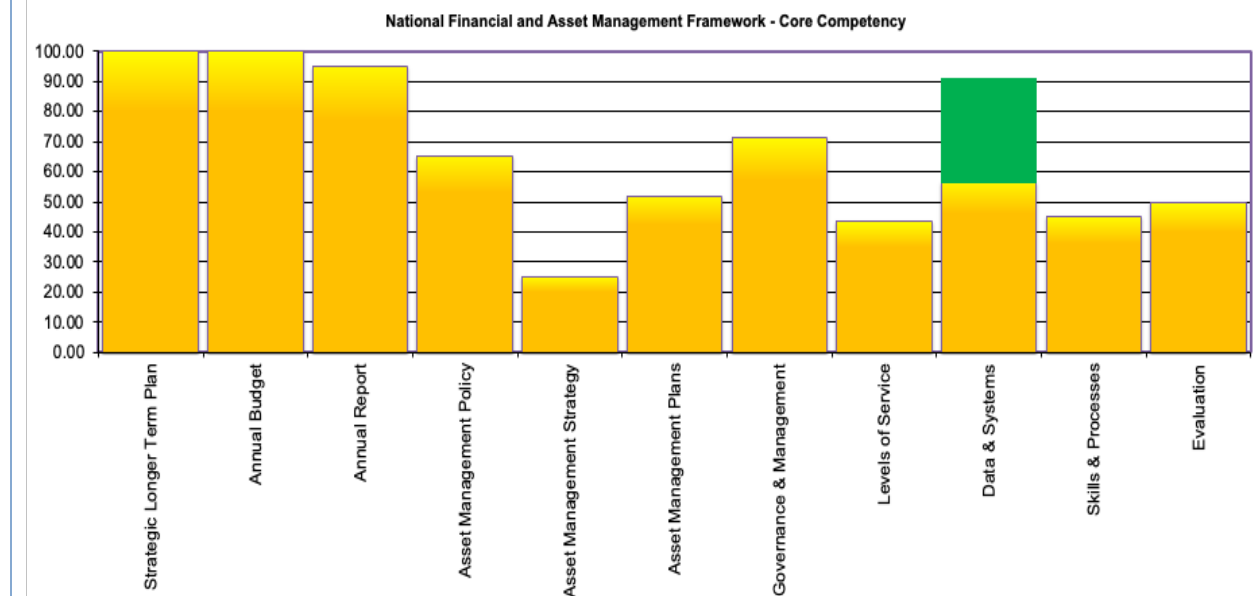
Project Scope:

Development of an annual state of the asset report to be present to the Executive Leadership Team and Council.

Project Timeframe:

- Phase 1: Qtr. 1 2025/26
- Phase 2: Qtr. 2 2025/2026 – Ongoing (annually)

Project resourcing and delivery:

This project is to be completed with internal staff/ resources. No additional operational funds are required.

Project Need/ Purpose:

There is a need to report the status, condition and performance of the city's assets annually including updated financial forecasts for operations, maintenance, capital renewal and capital new/ upgrade to inform Executive / Council and budget deliberations

Key Stakeholders:
- Council
- CEO and ELT
- Asset Managers
- Service Managers

Project Dependencies: NA

Key risks:
- Capacity of internal staff to populate report.
- Maturity of asset data and information available for report development

Project Tasks	Maturity Improvement

Phase 1: Development of State of the Assets Reporting Template
- Development of report template
- Presentation of template for adoption by SAMS Committee

Phase 2: Development of first State of the Asset Report
- Collation of Condition information
- Current risks and issues
- Renewal models forecasts
- New and upgrade forecasts
- Planned capital program/ key projects.

National Financial and Asset Management Framework - Core Competency

Project Scope:

Integration of Asset Management Planning and Service Planning Frameworks. Linkage of Asset Management Planning to Service Planning.

Project Timeframe:

- Phase 1: Qtr. 4 2025/26 – Qtr. 2 2025/26
- Phase 2: Qtr. 3 2025/26 – Qtr. 2 2026/27

Project resourcing and delivery:

This project is to be completed in conjunction with the corporate / service planning area with internal staff/ resources. No additional operational funds are required

Project Need/ Purpose:

Need to link Asset Management Planning with Service Planning Framework to ensure Asset Management decision making is informed by service demand, strategy and levels of service.

Key Stakeholders:
- Council
- CEO and ELT
- Asset Managers
- Service Managers
- Corporate Planning

Project Dependencies: NA

Key risks:
- Lack of support for development of service planning framework
- Capacity of Service Managers and Asset Managers
- Availability of key staff to participate

Project Tasks	Maturity Improvement

Phase 1: Develop service catalogue and map services to supporting assets.
- Develop corporately endorsed service catalogue and map all assets to respective supporting service.
- Link existing asset management plans services catalogue.

Phase 2: Review Asset Management Plans in conjunction with the development of Service Plans
- Develop and updated Asset Management Plans to include reference to respective service profiles and plan outputs.
- Incorporate demand analysis and current and desired levels of service from respective Service Plans.
- Conduct impact analysis for assets and revise level of service and financial forecasting accordingly.
- Incorporate updated Asset Management Plan outputs into respective Service Plans and associate financial forecasts.

National Financial and Asset Management Framework - Core Competency

Appendix B: 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:

Strategic Planning	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.
Annual Budget	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.
Annual Report	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.
Asset Management Policy	A high-level document that describes how Council intends to approach asset management within the organisation.
Asset Management Strategy	A strategy for the implementation and documentation of asset management practices, plans, processes, and procedures within an organisation.
Asset Management Plans	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
Governance and Management	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.
Levels of Service	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.
Data and Systems	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.
Skills and Processes	The level of skill and knowledge within the organisation relating to Asset Management, along with a set of interrelated tasks that endeavour to increase awareness and learning.
Evaluation	How Council internally evaluates and monitors its performance in Asset Management.