



Cootamundra – Gundagai
Regional Council

Asset Management Maturity Assessment

May 2025



shepherdservices.com.au





Cootamundra – Gundagai Regional Council

Asset Management Maturity Assessment

May 2025

Table of Contents

Abbreviations

1. INTRODUCTION	1
1.1. Good Asset Management	1
2. ASSET MANAGEMENT AUDIT	3
2.1. Managing the Organisation	9
2.2 Leadership and Culture	11
2.3. Context and Drivers	13
2.4. Enabling Framework	15
2.5. Strategic Planning	17
2.6. Tactical Planning	19
2.7. Operational Planning and Delivery	21
2.8. Information Systems and Support	23
2.9. Performance Evaluation and Improvement	25
2.10. Outcomes and Value Realisation	27
3. Improvement Plan	29
Appendix A – Detailed Assessment Criteria	31
Appendix B – Assessment Questionnaire Spreadsheet	39



DOCUMENT CONTROL

Document ID: Cootamundra-Gundagai Regional Council – Asset Management Maturity Assessment
March 2025

Rev No	Date	Revision Details	Typist	Author	Verifier	Approver
0.1	28/3/25	Document Development	KM	KM	PM	PM
1.0	17/4/2025	Draft Document	KM	KM	PM	PM
2.0	22/5/2025	Final Report	KM	KM	PM	PM

Version Control Protocol:

- 1. Primary number changes to Versions (e.g. V1.00 to V2.00) apply when the document undergoes its regular review and/or when significant changes are made.**
2. Secondary number changes to Versions (e.g. V1.00 to V1.01) apply to minor amendments that do not materially impact the documents and are intended only to clarify or update issues.

May 2025

Cootamundra-Gundagai Regional Council - **Asset Management Maturity Assessment Report**



Abbreviations

AM	Asset Management
AMP	Asset Management Plan
AMS	Asset Management System
SWMS	Safe Work Method Statement
LTFP	Long Term Financial Planning
CGRC	Cootamundra – Gundagai Regional Council



1. INTRODUCTION

Cootamundra-Gundagai Regional Council is strategically planning to ensure its long-term financial sustainability, while delivering required community services at an affordable cost. Council is looking at several strategies, one of which is ensuring Council is implementing good Asset Management principles and practices to achieve effective whole of life costing of its assets.

Council is also currently undergoing an overarching review of its operations, with a consideration being made of the option of de-amalgamation of the previously separated councils by the State Government.

To achieve this goal, Council has undertaken an Asset Management Review of its operations against an Asset Management Maturity Assessment Framework.

The Maturity Assessment aims to:

- Identify appropriate (or target) levels of AM practice
- Assess how it is currently performing against those targets
- Improve awareness of the maturity of Council's AM practices
- Provide simple and practical improvement plan

1.1. Good Asset Management

Good asset management practice involves a wide range of aspects of asset management and will dictate that all relevant processes and procedures are efficiently documented, promoted and used throughout an organisation that is looking to excel at asset management.

Good asset management needs to be in place across all disciplines to ensure the organisational goals of asset management can be achieved. Meanwhile good asset management practices sees an organisations commitment to an agreed upon asset management strategy document.

The outcomes Council will see for its community as it seeks to improve its asset management practices within its operations include:

- Reduction in unexpected asset failures allowing for proactive estimating, procurement and project management – which delivers better value for money
- Reduced whole of life costs through the alignment of financial and engineering practices, assumptions and models
- Decision making that considers a variety of factors to improve consistency and deliver best for community outcomes
- Increased access external funding as key projects are “shovel ready”, deliver value for money and are financially sustainable as due diligence has been undertaken
- Information is available to support service level discussions with the community
- Cost increases that increase pressure on rates can be managed proactively using a data driven / service level approach
- Increased communication, shared ownership and accountability across the organisation which improves understanding and ensures increased alignment.



- Improved culture as clarity of vision and purpose is understood and teams and individuals understand their contribution to the strategic direction of the organization and the community they serve.

In a practical sense these outcomes can only be achieved when the organization has adopted and committed to an Asset Management Strategy that clearly articulates the priority of Asset Management to the organisation and provides the resources to deliver on the strategy.

Good asset management should drive every aspect of service delivery of the Council's services to its community on a consistent basis. The fundamentals of good asset management within Councils operations include:

- Cross organisational communication and collaboration
- Data collection, storage and usage;
- Asset Management System (AMS) usage, processes and procedures;
- Asset Register design;
- Works Order processes and procedures;
- Safety procedures (SWMS for work on assets);
- Standard Operating Procedures;
- Asset Management Plans;
- Asset Management Strategy;
- Long-Term Financial Planning (LTFP);
- Community Engagement Planning;
- Sustainability Planning;
- Management decision making around assets;
- Council long-term decisions regarding assets; and
- Sustainable processes and procedures.



2. ASSET MANAGEMENT AUDIT

An Asset Management audit was carried out on Council's Asset Management systems and processes using the attached Maturity Model (Appendix B). The audit assessed whether Council is effectively managing their infrastructure assets to maximise service potential, while minimising the total cost of owning these assets.

This Asset Maturity Model was developed by Shepherd Services to assist local governments to contribute to the improvements to its asset management processes and management. The Maturity Assessment uses a series of criteria that have been developed around asset management maturity competencies, linked to the ten key elements and 28 aspects that can be applied to local governments of all sizes and structures. The assessment allows managers, executives and elected members to efficiently assess the level of asset management maturity achieved by Council.

The audit was undertaken as part of a number of workshops undertaken (18th -20th February 2025) with a number of Council staff within each of Councils branches, Senior Officers and two (2) representatives from Shepherd Services (Kylie Munn and Patrick McGuire). Council also provided a significant amount of data and documentation which was also reviewed to inform the maturity assessment.

Figure 1 shows the 10 elements and 28 aspects that were considered in the Maturity Assessment.



Organisation				Asset Management System					
Managing the Organisation	Leadership and culture	Context and Drivers	Enabling framework	Strategic Planning	Tactical Planning	Operational planning	Information and Support systems	Performance and improvement	Outcomes / Value Realisation
Management of the Organisation	Leadership	Risk management	Alignment with state and commonwealth frameworks	Corporate planning	AMP component - Asset management acquisition plan	AMP component - Performance and condition monitoring of assets	Data management	Asset performance reporting	Measurement of outcomes / value realisation
	Change Management	Sustainability management	Corporate Governance	Asset management policy	AMP component - Asset management operations plan	AMP component - Corrective and preventive actions of assets	Asset (including asset register) information	Ongoing Asset Management System evaluation	Optimisation and calibration
	Organisation Competence and Skills	Stakeholder engagement		Asset management objectives	AMP component - Asset management maintenance plan	AMP component - Procurement strategies and processes	Asset information system		
	Organisational culture			Asset management strategy	AMP component - Asset management disposal plan				

Figure 1 - Asset Management Maturity Assessment Framework



The maturity assessment categories each AM aspect of the maturity assessment into one of the five maturity levels detailed below:

- Advanced
- Intermediate
- Core
- Basic
- Aware

** Further explanation of each of these 5 levels for each step of the assessment framework is detailed within the assessment questionnaire spreadsheet, contained in Appendix A*

Beyond the base result, the assessment also considers Council's progress towards the next level of maturity. This provides more detailed information as to the true maturity status for the organization. The following progress status options are used with the percentage indicating current progress:

- Reflects current state (0%)
- Developing (25%)
- Well progressed (50%)
- Advanced (75%)

** Percentages following each status option details the state of transition to next level, as detailed in Appendix B. It is an estimate of how far Council has progressed to achieving its desired state.*

The "Desired State" referred to within the assessment is made to capture the level of maturity the organization is targeting in the next three to five years.

In setting a desired state it is important to consider the resources available to the organisation to achieve the desired state as well as the return on investment to the organisation and community. While "core" maturity should be considered as the target/minimum standard for each element and aspect the benefit to the organisation and community will vary depending on the element/aspect. Given Council's finite resources and competing priorities for those resources it is important to target improvements that will deliver the greatest outcomes, are realistically achievable and will create adequate return on investment.

It is also important that Council consider the benefits to the community of the more strategic elements of asset management as while not as visible as operations and projects the benefits to the community both in terms of service levels, sustainability, community benefit and financial are often the greatest.

Commentary that supports the assessment of each element as well as recommendations to improve to the desired competency are listed against each element. Some recommendations will provide improvement across multiple elements however have only been listed once.

A summary of the results obtained is displayed in the Asset Maturity Chart shown in figures 3 & 4.

Key Findings:



- Council will benefit greatly from increased coordination and collaboration around Asset Management.
- Reviewing data and systems with simplicity and value realization and accessibility principles applied will create shared benefit and knowledge.
- Reviewing the resourcing applied to strategic initiatives in the Asset Management space will enable how this is done (need to consider the realities associated with constant turn over and how best to manage the implications on the long term impacts on Council).
- Council's team is enthusiastic and the Senior Leadership Team Charter should provide a good basis of approaching improvement opportunities.
- Improving awareness of roles and responsibilities will drive ownership of long term/strategic renewal plans. Building on the existing awareness and support for asset data collection and condition rating, to support the ability to focus more on the forward works programming will add value to the organisation and increase participation across the organisation.



Cootamundra-Gundagai Regional Council Asset Management Maturity Assessment 2025 - AM Elements



Figure 4: Asset Management Maturity Assessment – Average AM Aspects- March 2025

Cootamundra Gundagai Regional Council Asset Management Maturity Assessment 2022- AM Aspects

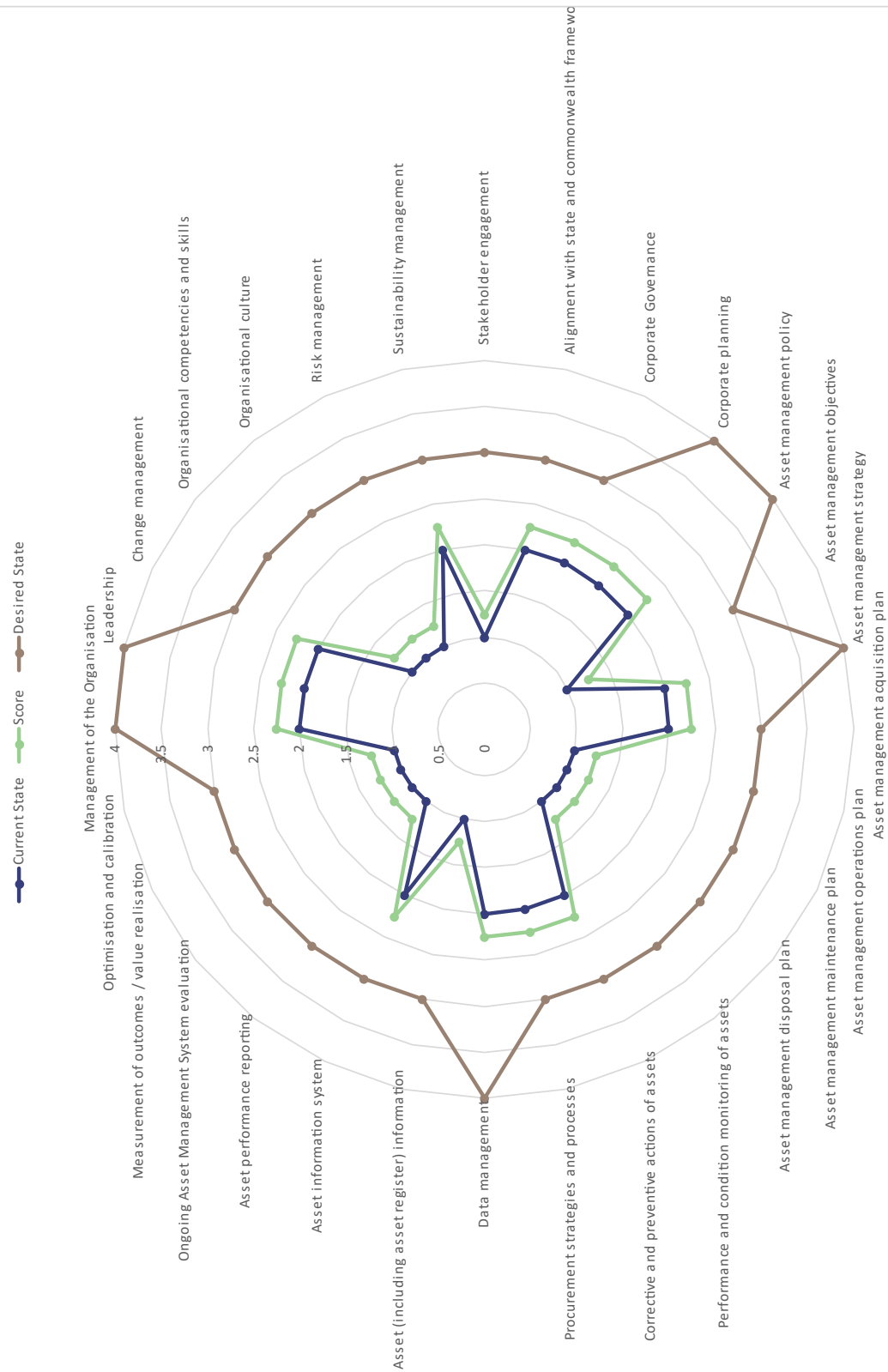


Figure 5: Asset Management Maturity Assessment – Individual AM Aspects- March 2025



2.1. Managing the Organisation

Element Description

The asset management system operates within the wider organisational structure. An effective management system enables the organisation to operate consistently and reliably whilst having the capability of providing evidence of delivering planned objectives. The processes should be appropriate, documented, understood and consistently applied throughout the organisation.

Corporate governance is the system of rules, practices and processes by which an entity is directed and controlled. Corporate governance essentially involves balancing the interests of all the stakeholders, such as the government, management, customers, suppliers, financiers and the community.

Assets may be tangible or non-tangible and include physical assets such as land, buildings, roads and water infrastructure but also include computer systems and information systems. Asset management is a critical component of the overall corporate governance framework.

Maturity Audit Assessment

Audit Outcome	Desired State
Basic	Intermediate

The organisation has a good understanding of AM, and also the benefits of AM for Council and their day to day activities. The fact that CGRC is post 10 years since initial amalgamation, the organisation still remains very disjointed across old Council boundaries, in particular organisational structure which appeared to limit sharing of information, systems. What AM progress is being made in relation to documented processes is also very siloed.

NOTE 1: But it should be noted that all participants involved in the workshops were extremely keen and actively involved in supporting operations within an AM data driven space.

NOTE 2: Which ever path Council takes in regards to the de-amalgation process, Councils focus should be on the collection of asset data across all classes of assets and their condition. Having this data is the underpin for AM for the entire Council and the ability to develop financial future work programs for these assets (or the review of the existing LOS based on available funding allocations each year. At present, budgets are based on a bulk \$ number often duplicated across teams and work types, and not on the condition of the asset and what is the priority on the network.



Recommendations

- Create a central “hub site” where the organization can begin to build a combined asset management knowledge base. The site should include links to the Financial Asset Register, Revaluation Reports, Strategies, Condition Assessments, GIS links etc.
- Once data is consolidated consider the need for any new procedures or updates to existing procedures that would add immediate and high levels of value to the organization.
- As part of the onboard process for new employees provide a simple awareness and education program covering off on Asset Management as an enabler for the organization (where data is, how the budget process works (AMP based) etc..
- Initiate regular reporting on progress against AM improvement initiatives to Councils Leadership Team.

2.2 Leadership and Culture

Element Description

Irrespective of the quality of information and outputs from technical aspects of the framework, if the leadership and culture of the organisation do not support effective asset management, the likelihood of positive outcomes will be very low.

The strategic asset management policy must align with the organizational objectives and plan and reflect the intent and commitment from senior leadership to support and resource asset management activities throughout the organisation.

Maturity Audit Assessment

Audit Outcome	Desired State
Aware	Core

Leadership support is shown at all levels of Council. It was evident that the teams understand the benefits of AM within their operations and also for Council. Each team is at different points of the AM journey and should be credited for the effort they have put towards commencing AM data collection, along with their day to day operations and role requirements.

Council like many Local Governments is grappling with the challenge of ageing assets and an expectation from the community to deliver new and improved assets and services.

There is tension created as Council seeks to manage risk associated with ageing and critical infrastructure while trying to deliver new services that are seen as important to community, while ensuring financial sustainability in the longer-term.

Council's leadership team have shown a strong level of support to Asset Management principals across the entire operations and this creates an excellent platform to drive AM improvement initiatives. There is a high level of enthusiasm within the team which is encouraging and should result in renewed leadership and positive change in this space being supported by the entire Council team.

It will be important for Council to be honest and transparent in communicating changes throughout the workforce in a way that encourages collaboration, information sharing and shared accountability.

Ongoing turnover has resulted in a significant amount of corporate/asset knowledge being lost. As the organisational structure places responsibility for the majority of strategic level asset management functions at a manager level, it exposes the organisation to higher levels of risk. This is expected to continue into the future, particularly in the roll-out post decision making of the current de-amalgamation review process.



Asset management leadership is required from all areas of the organisation with a key leader (AM role/champion) to be identified and empowered by the organization.

Recommendations

- Create an AM responsibilities matrix which clearly describes roles and responsibilities for various AM functions across the organization. Once created determine whether capability and capacity exists within each area and develop strategy to fill gaps as required. This assessment should also detail leadership requirements.
- Create senior business partner roles (or include within existing role descriptions) within AM and Finance teams to provide dedicated resources to support managers to deliver on strategic asset management planning. Resources should be at an appropriate level to meet the needs of the business unit or asset class.
- As part of routine update process of Position Descriptions capture in a simple way individual roles alignment with and contribution to organisational objectives (including Asset Management)
- As part of routine update process ensure greater consideration and effort is placed on the alignment of AM Objectives with Corporate strategic objectives
- As part of routine review process of strategies, policies etc ensure that linkages between documents is managed and clearly articulated.



2.3. Context and Drivers

Element Description

Appropriate solutions for service delivery depend on a range of stakeholders, which may include, for example, other government agencies, asset users and the broader community. Stakeholders exhibit a range of levels of interest, criticality, salience and influence, and some stakeholder requirements and needs cannot be addressed in the same way as for other stakeholder groups.

This situation means different approaches may be required for key stakeholders to properly consider the impact of assets on the community, the environment and society at large.

Maturity Audit Assessment

Audit Outcome	Desired State
Aware	Core

Limited documented risk management. Reviews being undertaken in regards to business continuity planning and management of those highlighted risks across Councils network.

Limited review and analysis of stakeholder feedback received through Council processes. Some discussion was had in regards to confirmation needed if allocation of customer feedback is allocated to correct sections of Council for actioning.

What is abundantly clear is the direction the Council wants to see for its community the ability to deliver on all of the strategies would appear beyond Council's workforces' capacity to achieve. While it is acknowledged that external grants currently contribute to the costs and expenditure of asset renewal/rehabilitation, the ongoing costs resulting from the required future works are beyond the ability of the community to afford.

With significant strategic risks in the area of water supply, sewer, stormwater, and transport asset management, Council should consider a prioritization process for its forward works programs based on asset condition based against available future funding by Council. This will help focus the organization and improve alignment with long term financial sustainability and asset management objectives.



Recommendations

- Create a forward works program based on asset condition data.
- Ensure future masterplans and asset strategies consider the long term financial plan through a lens of Councils financial situation.
- Develop a high level community engagement plan informed by the International Association of Public Participation (IAP2) engagement approach. This high level document should form the basis of future engagement with community on service levels and assets to ensure consistency in approach and language.
- Document and implement a process that ensures external grants are prioritised to align with Council's Asset Management Plans, with a focus on strategic outcomes and financial sustainability.

2.4. Enabling Framework

Element Description

This service delivery approach is achieved through a whole-of-government model comprising:

- legislation
- policies
- plans, service delivery strategies and standards
- capital and recurrent budgets
- government institutions; and
- partnerships, including with cross-sector or stakeholder working groups, community-based organisations and private providers.

Organisational strategic management gives effect to whole-of-government policy through service delivery. The organisation is responsible for delivering the service; therefore, it needs to determine how this service delivery should occur and what is required. This situation involves informed decision-making, considering the following components:

- service delivery strategy and planning, including identification of risks, whole-of-life operation and maintenance of the assets
- the need for new or reused built assets
- requisite budgetary allocation and monitoring
- organisational capability including skills, expertise and knowledge
- the ability to access and leverage existing social and organisational relationships; and
- the local environmental context (physical, social and political).

Maturity Audit Assessment

Audit Outcome	Desired State
Basic	Core

Council currently has an existing combined AM Plan for Council. The updated of this document (and creation of AM Policy and AM Strategy (along with this Asset Maturity Assessment) is an excellent pivot point for council to commence embedding AM culture into the organisation.

As highlighted previously there has been significant turnover within the organization which has impacted the ability for the organization to plan for the long term. Turnover has led to a diluted understanding of ownership for strategic and long term planning for asset management and renewal planning.



Council has an existing combined Asset Management Plan and currently updating this to individual AMP plans. Council should actively promote this more detailed management of certain assets based on risk, community priority, value etc, through development of Tactical/Operational level AM plans.

Recommendations

- Asset ownership, responsibilities and accountabilities to be defined in an Asset Responsibility Matrix.

2.5. Strategic Planning

Element Description

An asset management policy is the translation of the corporate strategy for the process area of asset management; as such, it is based on the corporate policy and corporate objectives. It has to be consistent with the government's policy framework and the government's objectives and has to help to satisfy the community's needs and expectations.

Asset management objectives are indicators for the implementation of the asset management policy and the achievement of the asset management strategy. They are derived from the government objectives and corporate objectives and, on a functional level, they describe the desired balance of cost, risk and performance and/or condition of an asset.

The asset management strategy follows the specifications of the asset management policy and sets out activities that help to achieve the asset management objectives. In essence, it defines the elements of the asset management system and supports the corporate strategy and the achievement of the corporate objectives.

Maturity Audit Assessment

Audit Outcome	Desired State
Basic	Core/Intermediate

The updated of this document (and creation of AM Policy and AM Strategy (along with this Asset Maturity Assessment)) is an excellent pivot point for council to commence embedding AM culture into the organisation.

While the development of the AM policy and AM strategy and their associated objectives are sound, there is currently some misalignment with how the organisation is resourced to deliver on the objectives of Council. While it is common and aspirational for organisations to reference '*best practice*' the level of resourcing required to achieve this objective is likely to be unaffordable to the community. The organization should develop its operational/tactical AM objectives in light of the need to improve but in the context of the organisations operating environment. Done well, this adds clarity and helps understand risk, which results in better management of critical assets.

The organisation would benefit from increasing the profile of these important AM documents with the creation of AM champions across the organisation. Where decisions/direction varies from the AM policy, strategy and objectives there should be courageous and honest discussion within the organisation and with Council to enable a shared position to be formed. Overtime these discussions will help the refinement of the AM tactical/operational documents to align not only with the aspirations of the Council, but also the realities of the operating environment.



Recommendations

- Encourage a culture where decisions/directions that are inconsistent with AM documents are respectfully and openly challenged so the organization and Council can learn and refine its tactical and operational AM strategies
- At the next review of both the corporate objectives and asset management objectives conduct a workshop with councillors to encourage alignment between the objectives with clarity and shared understanding and ownership being the goal.

2.6. Tactical Planning

Element Description

The tactical asset management elements include aspects relating to more defined plans and proposed actions to deliver the asset management objectives. They include the development of life cycle plans and asset management plans and form an organisation's asset management strategy.

Asset management plans define the activities, resources and timescales required to achieve the asset management objectives. An asset management plan incorporates acquisition, operations, maintenance and disposal.

Maturity Audit Assessment

Audit Outcome	Desired State
Aware	Core

Forecasting demand for Council is relatively low at this point in time. Development of renewals and maintenance programs based on asset condition, should be seen at the driver for Council in the short-term, not new assets.

At present, operations are principally driven through ad hoc, breakage maintenance works. Through the collection of asset data and condition information, the creation of maintenance/rehab programs (and associated funding allocated within each years budget) to undertake proactive works should be the focus for Council.

There was limited evidence that a prioritized and costed upgrade plan for each asset network was in place. Understanding and allowing for upgrade plans in council's long term financial plan is essential to ensure sustainability and continuity of critical services.

While some asset classes are more progressed than others there is a need for asset data collection and condition data, along with renewal/upgrade plans to be developed.



Recommendations

- Whole of Life Costing to be undertaken for New/Renewal/Upgrade projects with the funding estimate to include O&M costings as part of the project development/business case phase.
- Reviewing of desired level of service (LoS) Standards to align with a sustainable and affordable level of service in alignment with council financial situation.

2.7. Operational Planning and Delivery

Element Description

Operational planning and delivery deals with the implementation of strategic and tactical asset management and activities around the asset life cycle. Examples of activities and elements of operational asset management are:

- maintenance management
- facilities management
- inventory management
- performance and condition monitoring
- incident management
- continuous improvement
- stakeholder relationship maintenance
- asset register updating.

Maturity Audit Assessment

Audit Outcome	Desired State
Aware	Core

Council delivers such a wide ranges of services in an ever changing regulatory, financial and political environment. At present, operations are principally driven through ad hoc, breakage maintenance works. Through the collection of asset data and condition information, the creation of maintenance/rehab programs (and associated funding allocated within each years budget) to undertake proactive works should be the focus for Council.

There are some pre-amalgamation/area based practices that continues to potentially create inconsistent levels of service.

Council is undertaking some forward planning with bulk financial allocations.

No evident documented linkage between procurement processes and asset management systems or objectives at present. Across council, there are many staff who are relatively new to council or new to their position, so these processes should be documented for training and onboarding processes.



Recommendations

- As part of annual budget process ensure that any new assets that increase O&M have additional funding provide or seek council support for service level reductions in other areas/assets
- Review O&M job costing system to enable historical costing and better understanding of service level costs.
- Develop asset inspection, planning and scheduling functions as a basis for developing regionally consistent levels of service across all asset classes.
- Once forward works programs are developed based on asset condition data, and undertake forward survey and design activities to ensure projects are shovel ready with accurate estimates and clear scope. This will support Councils ability to apply for additional grants, (while also giving the added ability to reduce the risk of failing to deliver on grants within their stipulated timeframes).
- Once forward works/maintenance programs are developed, review future procurement requirements and undertake forward/bulk purchasing to encourage economies of scale in delivery.
- Review pre amalgamation nuances that still exist across the business and ensure they are optimal and resulting in regionally consistent service delivery. If they are not, then consider updating/changing/ceasing these.

2.8. Information Systems and Support

Element Description

In the current knowledge-rich environment, the management of information and information systems is a central task. Integrated information systems and effective knowledge management processes underpin the capacity to develop new ways of thinking and the creative responses necessary to track asset performance and optimisation, improve decision-making and increase productivity.

Information comprises the systematic collection and analysis of asset-related data (data management), the listing of this analysed data in the form of viable information (asset register), and the combination of this data and information with hardware and software (information systems).

Furthermore, information management includes policies and procedures for the connection of these factors and the interaction with people.

Maturity Audit Assessment

Audit Outcome	Desired State
Basic	Core

Decision needs to be made within Council on the 'one place of truth' for asset management. At present, information is located within the GIS system and also with Authority, but there was some discussion as to whether information is consistently missed between the system. Also need to produce documented processes for creation of GIS data information across the two Council offices and support the different branches to have available time to collect and upload new data obtained of the network.

Understanding across Council was high on the usefulness of correct asset data and condition information, and how this information would be beneficial for the development of future works planning and budget development.

Council's "Asset Owners" are all managers with very significant operational demands on their time.

Enterprise configuration does not align well with business and accessing information is difficult.

The greatest opportunities for Council lie in better configuration and use of its current systems and improving cross organization awareness of the system and the data within. The promotion of "data as an asset" and having staff at most levels of the organization wanting to access and maintain core asset data in a single location as they see that there is benefit to them and their community should be the goal.

Assets team have recognized that the greatest outcomes can be achieved taking a collaborative approach which is working at an operational level



Recommendations

- Develop a simple process to incorporate asset condition updates in the GIS into the 'Authority' and financial asset register including an update of remaining useful life if one is required prior to next comprehensive revaluation.
- Data ownership responsibilities to be defined. A collaborative and shared ownership/accountability model will enable those involved in asset management processes to have an understanding of the 'place of truth' for asset data, who is responsible for updating new/changed data and any associated processes (along with the finance team) in regards to new asset capitalization/removal.
- Review asset data and ask why are we capturing it? How does it help us make better decisions? Could we do it simpler and more efficiently?
- Review/Update asset hierarchies and 'Authority' configuration to enable capture of maintenance and operations expenditure.
- Review the 'Authority' and existing GIS system and implement a simplification process that align with services / businesses units and enables simple consistent management reporting.
- As part of annual asset revaluation processes update the condition assessment process to capture more detailed information on assets approaching end of life to inform renewal forecasting/works programming.
- Review capability of 'Authority system' as a data repository or develop a GIS based hubsite for the central storage(one place of truth) of asset related data
- Improve awareness of GIS data and systems so that it becomes the "go to" for teams looking to access asset information.
- Leadership to oversee the creation of a list of software and other "systems" including excel and paper based systems that are used in the management of assets. This list should be reviewed with some information being able to go into 'Authority' and GIS system



2.9. Performance Evaluation and Improvement

Element Objective

Evaluation is the measuring, reporting and reviewing of asset performance against asset management, organisational and government objectives. Contemporary evaluation now incorporates not only the evaluation of the asset but also the evaluation of the impact of the asset on the environment and society.

Assets deliver services to the community to meet demand. By measuring asset performance, agencies can determine how effectively assets support services. Agencies can measure costs, use, value, condition and objectives.

An evidence-based assessment provides the tool to affirm and assure quality service delivery and to support internal and external reporting. Performance also includes instances of non-conformity and corrective action. Continual improvement should be at the heart of strategic asset management.

Maturity Audit Assessment

Audit Outcome	Desired State
Aware	Core

Councils current technology systems are not producing suitable levels of reporting to assist management identify areas for improvement.

Overarching AM embedment program should be developed (framework) to align with Councils AM strategy to allow a further pathway for Council. This should be regularly reviewed across the leadership team. Each team should also be allocated time/finance available for asset data collection, or engagement of external operators to support this work to be completed. KPIs should also be developed to align with this proposed framework rollout across Council.



Recommendations

- Review Authority and GIS systems, and develop reports that assist in understanding service levels and service cost variance.
- Develop asset level cost reporting (not single WO numbers for asset classes/teams to enable historical trends of operations and maintenance expenditure to be reported on a regular basis to management.
- Develop reporting dashboards from Authority and/or GIS systems (potentially through APIs in the short term), and ensure resources are allocated to make process improvements where reporting identifies improvement opportunities.

2.10. Outcomes and Value Realisation

Element Objective

The aim of asset management is to provide an appropriate or adequate level of service to the community in the most cost-effective way. As such, it involves optimisation of the cost of delivering a service (including the cost of acquisition, maintenance, operation, renewal and disposal) with the quality and extent of services provided.

It is critical that the focus be maintained on the actual outputs or services delivered, ensuring that they continue to meet the needs of the community and the life cycle cost of delivering the services is optimised.

Maturity Audit Assessment

Audit Outcome	Desired State
Aware	Core

Reporting on AM framework embedment should be included within Council Leadership Meeting Agenda (discussion point) with associated KPIs reviewed.

There are informal processes in place but due to limited resources they are not applied regularly and data and systems don't readily support the assessment of cost optimisation. Some high level assessment of whole of life occurs with some projects however the budgeting for the new assets/services is not systematically managed meaning existing service levels are reduced within an asset class rather than a strategic consideration of where the additional funding will come from.

Lifecycle cost reviews are undertaken during AMP review/update (4 yearly) and also during financial revaluation processes. This information should be made available and confirmed with Asset owners during revaluation process.



Recommendations

- Ensure that whole of life costs for new assets results in increased O&M or agreed service level reductions prior to funding the project.



3. Improvement Plan

A summary of the high priority improvement recommendations provided in the report are provided below.

Recommendation and Improvement Plan
Create a central "hub site" where the organization can begin to build a combined asset management knowledge base. The site should include links to the Financial Asset Register, Revaluation Reports, Strategies, Condition Assessments, GIS links etc.
Initiate regular reporting on progress against AM improvement initiatives to Councils Leadership Group
Create an AM responsibilities matrix which clearly describes roles and responsibilities for various AM functions across the organization. Once created determine whether capability and capacity exists within each area and develop strategy to fill gaps as required. This assessment should also detail leadership requirements.
Create AM Champions within AM and Finance teams to provide dedicated resources to support managers to deliver on strategic asset management planning. Resources should be at an appropriate level to meet the needs of the business unit or asset class.
Ensure future masterplans and strategies consider the existing strategies and long term financial plan and are done through a lens of the organisations financial realities.
Implement a process that ensure external grants are prioritised to align with Council's Asset Management Plans (renewal and rehabilitation works), with a focus on strategic outcomes and financial sustainability.
Asset Ownership and responsibilities to be defined in an Asset Responsibility Matrix.
Develop a revised Asset Management Policy and Strategy (currently under development as part of this project).
Increase the profile of AM through the use of AM Champions and continued leadership support, as an enabler for sustainability and improved/value adding services to the community.
Whole of Life Costing to be undertaken for all New/Upgrade projects with funding strategy for additional O&M nominated as part of the project development phase (additional rates/charges or agreed service level reduction)
As part of annual budget process ensure that any new assets that increase O&M have additional funding provide or seek council support for service level reductions in other areas/assets
As part of annual asset revaluation processes update the condition assessment process to capture more detailed information on assets approaching end of life to inform renewal forecasting/works programming. Recued detail can be captured on newer assets with



Recommendation and Improvement Plan

sampling undertaken in a way that supports network/risk management principles.

Consider the develop of 'Authority' and GIS reporting dashboards for Leadership Team (through the use of API in the short-term) and ensure resources are allocated to make process improvements where reporting identifies improvement opportunities.



Appendix A – Detailed Assessment Criteria

Element	Aspect	Consider Points	Aware	Basic	Core	Intermediate	Advanced
Managing the Organisation	A1 Managing the Organisation	An effective management system enables the organisation to operate consistently and reliably whilst having the capability of providing evidence of delivering planned objectives. The processes should be appropriate, documented, understood and consistently applied throughout the organisation.	Limited informal control framework. Lack of established policies, procedures, roles and organisational structure with no formal monitoring and assessment.	Informal control framework. Sporadic or inconsistent documentation of policies and procedures. Understanding of governance and awareness of controls not communicated beyond management. Controls are perceived to be separate to business operations. Lack of formal monitoring and assessment of control framework.	Systematic control framework. Formal communication and training around controls. Controls considered integral to operations. Control procedures are formal and standardised but there is a lack of formal monitoring and assessment of the control framework.	Integrated, comprehensive and consistent control framework. Comprehensive training on control-related matters. Control processes considered as part of the strategy. Control processes are formal and standardised with periodic monitoring.	Optimised, comprehensive and consistent control framework. Comprehensive training on control-related matters. Strong commitment to continuous improvement. Control processes are formal and standardised with real-time monitoring.
Leadership & Culture	B1 Leadership	Consider how asset management is understood, communicated and adopted across all levels of management (from strategic to operational). Effective leadership includes bottom up and top down feedback and reporting on performance measures.	Leadership style at the operational level is not aligned with the tactical and strategic level.	Management understand asset management but there is no clear action plan/person to lead development.	Management support asset management and communicate requirements. Developing process and procedures across business units.	Leadership is transparent and consistent from top to bottom with asset management being coordinated across all functions.	Optimum methods of communication prevail from strategic to operational level. Clear support demonstrated from management.
Leadership & Culture	B2 Change Management	This question considers how change is managed across the organisation.	No change management procedures or practices exist. There is a poor audit trail of changes with changes rarely reviewed after they occurred.	Change management process exists, however they are not followed consistently. Changes are handled informally and reactively. Documentation record is poor with not all changes reviewed when occurred.	Processes exist and are followed consistently. Staff members share the same processes, but is manual. Audit trail is recorded and there is a requirement of review before a change is made.	Standard processes are adopted and followed consistently across all staff. Processes are efficiently implemented with the support of an IT tool. Most changes are managed proactively with all changes reviewed.	Performance evaluation matrices are developed and implemented. Processes are monitored and analysed for potential improvements with council taking advantage of technology support. Continuous improvement through learning is considered as an essential part of change management process.
Leadership & Culture	B3 Organisation Competence and Skills	This measures how resourcing and skills (and gaps) are identified, addressed and planned.	Reactive and fragmented across council with no consistent approach.	Assessment completed to determine competency and skill levels and gaps.	Contingency plans in case of staff turnover. Documented training program in place for internal capability building.	Defined strategy to use internal or external resources to build internal capability or skills.	Linked to performance reporting and service delivery plans. Using multiple scenarios to show best strategies of internal capability or skills.
Leadership & Culture	B4 Organisational culture	Consider the approach to asset management in terms of the overall organisational culture	Asset management is defined as a set of technical and procedural solutions plus compliance with regulations; it is not seen as a key business risk with asset failures seen as	Asset management is seen as a business risk but is solely defined in terms of adherence to techniques, rules and procedures. Asset failures are seen as preventable but asset	Asset failure rates are relatively low; management thinks frontline employees are critical to asset management; asset performance is actively monitored. There is a recognition for the need for	Managers and staff recognise that a wide range of factors cause asset failures and affect asset performance; the organisation puts effort into proactive measures to prevent	Sustained period of low asset failure rates with no feeling of complacency at any level; all staff are constantly striving to find better ways of improving asset performance. There is a



			unavoidable.	performance is inadequately monitored.	assessing asset management culture but no defined processes.	asset failures and enhance asset performance. There is a defined process for auditing asset management culture but may not be consistent across all business units.	defined process for auditing asset management culture and is consistent across all business units.
Context & Drivers	C1.1 Risk management	Risk management helps identify risks, and actions to mitigate or eliminate risks. It reduces the exposure to asset related risk, especially for critical assets and drives renewal and rehabilitation programs and decision making.	Ad hoc approach to measuring and managing risks. Minimal evidence of risk management processes being documented.	Inconsistent approaches to risk management at different levels. Tactical and operational levels have their own documented processes of measuring and managing risks.	Tactical and operational level risk management is maintained centrally and aligns with council's policy for managing risks.	Strategic, tactical and operational level risk management is working effectively and the value of risk management can be demonstrated. There is evidence of evaluation procedures of risk management processes in place.	Risk management is a part of organisational culture and supports all decision making by using scenario planning within projects. There is evidence of continual improvement.
Context & Drivers	C1.2 Sustainability management	Sustainability includes both financial and environmental sustainability.	Little to no recognition of sustainability issues and opportunities. Minimal evidence of resource acquisition, planning or management.	Ad-hocly deploying resources to address requests from various stakeholders. However, there is minimal evidence of consistency of approach.	Has a centrally defined and dedicated sustainability function, and has started to plan and pilot some ecoefficiency projects, although not rollout out yet.	Focused on driving sustainability into the core operations of the organisation through using sustainability to extend products/services.	Sustainability is a part of organisational culture and is fully integrated into all aspects of the business, from acquisition, operations and maintenance to disposal. The resulting transformation creates clear competitive advantage.
Context & Drivers	C1.3 Stakeholder engagement	"Stakeholder engagement enables asset planners to understand the needs of the end user.	No formal stakeholder engagement or engagement strategy in place.	Formal stakeholder engagement and engagment strategy in place but not widely agreed, accepted and processes implemented.	A comprehensive stakeholder engagement strategy and processes are developed and widely implemented.	The comprehensive strategy and processes are independently reviewed with formal monitoring, evaluating and corrective action undertaken. The community is informed of the draft engagement strategy and provided an opportunity to give feedback with all community feedback documented.	Stakeholders, including the community, have input to the engagment strategy and processes by way of a facilitated workshop(s).
Enabling Framework	C2.1 Alignment with state and commonwealth frameworks	A formally established strategic asset management system aligned with state and commonwealth processes for asset management. Functions, activities, roles and responsibilities are evident within the organisational structure.	Council does not have a formally established strategic asset management framework.	Council has awareness of the importance of having a strategic asset management framework but limited support is given (through resourcing or budget), to facilitate the development of a strategic asset management framework.	A well defined strategic asset management framework is in place.	Comprehensive auditing processes in place which are quantitatively managed and controlled. This includes defined review periods for all strategic asset management related documentation to ensure business needs are accurately reflected.	There is a strong management focus in place for the continuous process improvement of the organisation's strategic asset management framework and up to date with the whole of government policies, act and guidelines.
Enabling Framework	C2.2 Corporate	Evidence of a governance framework to support the management of assets consistent with the organisational	Councils have no decision making framework for investing in assets. Assets not	Decisions on capital and operational expenditure on assets still diffused throughout	AM Board being established, boundaries with other committee structures being worked through.	AM Board embedded within council. Appropriate executive and advisory functions	Executive Management Board & AM Board endorse integrated AM framework



	Governance	governance system with specialist input. Indicators of strong corporate governance includes: - establishment of an asset management committee and project decision framework - staff roles and responsibilities for asset management are clearly defined - Oversight of asset management by those charged with governance and relevant functions/committees (i.e. internal audit) via regular reporting from business areas to audit committee/council. - Optimum life cycle costs are known and supported by high levels of data, information and knowledge in all key areas. Political decisions are informed by multiple service level / cost / funding model data, information and knowledge on tradeoffs for economic, social, cultural and environmental consequences.	seen as important enablers of business delivery.	council. Bringing together investment decisions and AM at the strategic level is recognised. Visibility & transparency of relationships and decisions being developed for AM.	Linkages between time based investment decisions, AM policy & strategy, including sustainability, established within the council and located at AM Board level. Visibility & transparency of relationships and decisions established for AM.	established for AM Boards across council and embedded within Framework Agreements. Crosscutting initiatives undertaken. Intelligent client role also represented in AM Board. Visibility & transparency of relationships and decisions embedded.	comprising strategy, planning, delivery, and management of strategic and sustainable operational change. Appropriate governance, capacity & capability, policies & procedures, information systems, performance and audit enablers in place.
Strategic Planning	D1.1 Corporate planning	The main components of the ‘Strategic Planning’ process are: • The development of vision, mission, and value statements which describe the long-term desired position of council; • A review of the operating environment, to ensure that all elements that affect the council’s activities have been considered (e.g., financial, environmental and social factors); • Identification and ongoing evaluation of strategic options to achieve and maintain the strategic goals; • A clear statement of strategic direction, policies, risk management and desired outcomes. . Life cycle costs not known. Political decisions are not informed by multiple service level/cost/funding model data, information and knowledge tradeoff for economic, social, cultural and environmental consequences.	Corporate plan does not meet the legislative requirements	Corporate plan meets most of the legislative requirements	Corporate plan meets all the requirements	The development of the corporate plan included community consultation and reflects community service needs	The vision and objectives in the corporate plan are clearly linked to the long term financial plan, budget with performance measures that are measured and monitored.



Strategic Planning	D1.2 Asset management policy	Asset Management policy adopted by council or as an internal policy outlining the vision and commitment to sustainable organisational asset management. Consider the following characteristics for effective policies: - Is the policy guided by informed data, information and knowledge having considered economic, social, cultural and environmental consequences? - Does the policy provide a reasonable basis for long-term integrated decision making by the Council and for participative decision making by the community and subsequent accountability to the community about the activities of the Council? - Does the policy have a direct linkage with Council's Corporate Plan / Operational Plan and long term financial plan?	No written policy and no documented framework for asset management strategy; no alignment with corporate and operational plan, and the organisation's overall risk management framework. Not taken into account scale, size and life cycle of assets. No formal statement in relation to the organisation's approach to sustainable development.	Asset management policy and framework in place but inappropriate for scale, size and life cycle of assets. Some evidence of alignment with corporate strategy, policy and objective, and organisation's overall risk management framework. Formal statement in relation to the organisation's approach to sustainable development but not clear.	Appropriate asset management policy and framework in place for scale, size and life cycle of assets. Evidence of alignment with corporate strategy, policy and objective but not organisation's overall risk management framework. Clear link with council's approach to financial sustainability. Asset Management policy is developed or modified by top management team and includes consultation with relevant stakeholders.	Asset management policy is developed or modified by the management team and includes collaboration with relevant stakeholders. Asset management is reviewed periodically to make sure it is in lined with the organisational strategic plan.	Fully aligned with corporate strategy, policy and objective, organisation's overall risk management framework and with other organisational policies including sustainability and value for money. Asset Management policy is developed or modified by top management team and includes involvement with relevant stakeholders.
Strategic Planning	D1.3 Asset management objectives	Asset management objectives are linked to council's strategic objectives. They identify the assets required to support the delivery of these objectives.	May or may not exist and if they do they are not widely agreed, accepted or applied.	Exist but they are not yet truly representative of tactical level objectives.	Supported by some effective AM processes, accepted at the tactical level but not aligned with processes.	Supported and referred throughout all business processes.	All aligned, supported by the strategic level members and recognised as key factors in achieving organisational objectives.
Strategic Planning	D1.4 Asset management strategy	The asset management strategy describes what assets are required to support the delivery of the strategic objectives of the organisation, and how they will be managed and resourced. Effective asset management strategies should demonstrate how value is achieved for different service levels (including for example, high level scenario analysis to identify the best value options).	Not widely agreed, accepted or applied and not aligned with the asset management objectives and policy.	Outlines and develops an asset portfolio to support service delivery.	Sets asset management priorities.	Undertakes gap analysis to identify difference between the existing and required assets, including identifying risks impacting service delivery.	Sets asset performance levels needed to achieve efficient service performance and provides the basis for the more detailed Asset Management Plans (acquisition plan, operations plan, maintenance plan, and disposal plan).
Tactical Planning	D2.1 AMP component - Asset management acquisition plan	Forecasting demand (i.e. how much customers consume the services provided by the assets) enables an organisation to plan ahead and meet that demand, or manage risks of not meeting demand. Effective asset planning includes: - planning for asset renewal (based on optimal value options outlined in the	Reactive and informal, with price sensitive decisions taken adhocly.	Provides a statement of need and acquisition rationale, staff roles and responsibilities required to manage the acquisition, required acquisition activities such as contract management and other technical, legislative and	Describes timeframes and the key decision points throughout the acquisition plan, provides capital outflows amounts and timing.	Describes anticipated lifecycle costs.	Describes monitoring and other control processes to ensure the intended acquisition outcome.



		asset management strategy) - projected future demand based on forecasted population and demographics - financial requirements to meet target service levels for at least the next 10 years for each asset class. This should correlate with the data in the long term financial plan. - alignment of AMAP with LTFP and strategies to achieve generally accepted asset renewal ratios		management considerations.			
Tactical Planning	D2.2 AMP component - Asset management operations plan	Levels of service are critical to asset management and provide the basis for lifecycle decision making. Levels of service are the outputs an end user (customer) receives from the organisation, and are supported by performance measures. One of the first steps in developing asset management plans or processes is to find out what level of service customers are prepared to pay for, then understand asset performance and capability to deliver those requirements.	Ad hoc and fragmented process.	Not well documented. Availability, reliability and maintainability data not readily available from IT systems.	Well documented & under change control. New operation plans developed during asset build phases or updated during changes.	Operational activities are measured against performance objectives. Strategic ranking of assets. Risk processes developed and used.	Risk based operational activities aligned to AM strategies and objectives. Service delivery and service level agreements in place and well managed.
Tactical Planning	D2.3 AMP component - Asset management maintenance plan	The asset maintenance plan includes activities such as maintenance programs and asset maintenance strategies. It should identify maintenance requirements to meet service levels.	Not well documented. Availability, reliability and maintainability data not readily available from IT systems.	Well documented & under change control. New operation plans developed during asset build phases or updated during changes.	Operational activities are measured against performance objectives. Strategic ranking of assets. Risk processes developed and used.	Risk based operational activities aligned to AM strategies and objectives. Service delivery and service level agreements in place and well managed.	Not well documented. Availability, reliability and maintainability data not readily available from IT systems.
Tactical Planning	D2.4 AMP component - Asset management disposal plan	Process for planned disposals in place. Future disposals are identified in asset management plans.	reactive with no formal planned or preventative maintenance. Operate & Maintain seen as different functions.	mostly reactive with little planned or preventative maintenance for strategic assets only. Availability, reliability and maintainability data not readily available from IT systems.	mostly preventive maintenance with little reactive maintenance based on well documented, combined operation & maintenance plans & under change control. New O&M plans developed during asset build phases or updated during changes.	maintenance activities is measured against performance objectives. Strategic ranking of assets. Risk processes developed and used.	risk based operation & maintenance activities aligned to AM strategies and objectives. Service delivery & asset maintenance service level agreements in place & well managed.
Operational Planning	D3.1 AMP component - Performance and condition	Process established to monitor against identified minimum level of service requirements. This may include condition, utilisation, financial	reactive and informal, with price sensitive decisions taken on an ad hoc basis.	disposal decisions on a case by case basis with some awareness of the need for whole life evaluation but not	disposal driven by needs identification, full economic and whole life performance evaluation undertaken, including	disposal strategy integral to AM at business strategy level. Decisions on assets based on performance, sustainability and	long term strategic planning, social, environmental and technological and market forces considered at business



	monitoring of assets	performance, compliance, end user needs).		part of a managed integrated AM process.	sustainability. Productivity indicators considered. Supply chain strategies and project management structures embedded. Risk/sensitivity analysis used.	value for money. Integrated procurement strategies adopted where appropriate. Disposal monitored, reviewed and audited across all levels.	strategy and AM levels. Decisions on disposal fully embedded into long range strategic planning.
Operational Planning	D3.2 AMP component - Corrective and preventive actions of assets	Asset Maintenance Strategy.	ad hoc and fragmented.	inconsistent across asset types with no feedback.	documented performance monitoring and condition monitoring, inspection and reporting schedules, programs and schedules in place and used consistent condition assessment rating across council.	performance measures defined and measured.	linked to long term asset management plans, financial plans and risk management plans. Performance measured and reported for adopted scenarios.
Operational Planning	D3.3 AMP component - Procurement strategies and processes	Consider how procurement processes are integrated with asset management system and objectives.	ad hoc and fragmented procurement strategies and processes in place.	procurement strategies and processes in place but not consistent across council with fragmented data sets.	well documented and consistent procurement strategies and process in place with integrated data sets.	procurement strategies and processes are aligned with the AM strategies, objectives and overall corporate policies.	decision making on procurement strategies is based on the multiple scenarios analysis. Procurement strategies and processes are reviewed against the asset performance level.
Information & Support Systems	E1 Data management	An asset management system is an effective tool for managing assets. The system must be able to effectively support the analysis required relevant to the size and complexity of the assets and organisational needs. Asset data should be integrated and available to the relevant people in the organisation. Data should be used to inform key aspects of asset management such as lifecycle costing, maintenance and renewal programs.	a large amount of qualitative and quantitative data but poor coordination in providing meaningful reports.	data exists to support Asset Management but gathering it in correct formats is hard work and very costly. Poor systems integration.	focus on accuracy & timeliness but still represented in disparate systems with poor integration.	architecture and system integration working well to support Asset Management but lacking key data set e.g. total cost of service by asset to user.	organisation asset performance information available to staff on service performance, asset reliability, availability, maintainability, risks & costs. The system generates maintenance and renewal programs, works order and identifies criticality of assets based on predicted and input asset conditions.
Information & Support Systems	E2 Asset (including asset register) information	Consider completeness of asset data and use for financial and asset planning and decision making purposes	fragmented and incomplete component data driven by short term operations and maintenance forecasts and needs.	fragmented and incomplete component data driven by short term operations, maintenance and financial forecasts and needs.	component data is incorporated with long term financial forecasts and needs.	complete component data driven by long term operations, maintenance and financial forecasts and needs, supports advanced AM decision making with minimum data set.	linked to long term finance plan and informs service delivery forecasts and needs, supports service level analysis with required level of accuracy.
Information & Support Systems	E3 Asset information system	Consider what data is available and collected and how it is used to support decision making. Council's current Asset Information Management systems have the required functionality to meet asset	driven by the requirements of the short term operations and maintenance.	driven by the requirements of the short term operations, asset register reconciliations and statutory reporting.	component data is up to date and data integrity audits have been undertaken.	data is complete and supports advanced level asset management decision making.	data and systems are comprehensive meet council's current asset business needs and support to the service level performance analysis and optimisation.



		management business needs.					
Performance & Improvement	F1 Asset performance reporting	Consider the process for assessing how well assets meet regulatory requirements and support the effective delivery of organisational services. Effective performance reviews should incorporate the following: - performance against budget - monitoring and reporting on community levels of service and technical levels of service to the Executive Management Team and Council. - benchmarking against state and national indicators for performance	lack of any reviews to assess performance of assets and management to ensure alignment with asset management service delivery objectives	lack of any formal process. Occasional ad hoc reviews undertaken by operational staff but not necessary linked to or used by management to ensure alignment with asset management service delivery objectives.	irregular or ad hoc reviews undertaken to assess performance of assets and management to ensure alignment with asset management service delivery objectives. usually undertaken as a reactive measure following specific	annual formal review process to assess performance of assets and management to ensure alignment with asset management service delivery objectives. However, outcomes do not necessarily feed directly into annual budgets, long term financial planning and corporate and strategic planning.	annual formal review process to assess performance of assets and management to ensure alignment with asset management service delivery objectives. Outcomes feed directly into annual budgets, long term financial planning and corporate and strategic planning.
Performance & Improvement	F2 Ongoing Asset Management System evaluation	Well performing organisations give careful consideration of the value that can be obtained from improving AM information, processes, systems and capability. The focus is on ensuring AM practices are "appropriate" to the business objectives and government requirements.	driven by the requirements of the short term operations and maintenance.	driven by the requirements of the short term operations, asset register reconciliations and statutory reporting.	component data is up to date and data integrity audits have been undertaken.	data is complete and supports advanced level asset management decision making.	data and systems are comprehensive meet council's current asset business needs and support to the service level performance analysis and optimisation.
Outcomes / Value Realisation	G1 Measurement of outcomes / value realisation	Is there a process for measuring that asset management objectives are being delivered and/or that they are providing the expected value to stakeholders. Effective processes for measurement and value realisation include: - the annual report and/or published long term financial plan or sustainability strategy includes performance assessment of progress towards achieving the goals and objectives of long term asset management planning - Qualitative Key Result Areas (KRA's) set for Community levels of service. KRA's should be monitored, measured and reported to Council, against time based 'targets'. - Quantitative Key Performance Indicators (KPI's) are set for Technical levels of service. KPI's are monitored, measured and reported to	outcomes are not assessed to ensure they achieve objectives or realise value. Levels of service have not been set and confirmed via community consultation.	outcomes are not assessed to ensure they achieve objectives or realise value. Levels of service have been developed and confirmed via community consultation.	irregular and ad hoc assessment of whether or not the assets are delivering acceptable levels of service based on formal and agreed service levels.	formal process to assess whether or not outcomes and value delivered by the assets satisfy formal and agreed service levels.	formal process to assess whether or not outcomes and value delivered by the assets satisfy formal and agreed service levels supported by formalised public reporting of assessment against service levels and community consultation to revise service levels.



		Council against time based 'targets'.					
Outcomes / Value Realisation	G2 Optimisation and calibration	Consider whether any process is in place that measures the full lifecycle cost of assets required to deliver the level of service required by the end user. Optimum life cycle costs should be supported by high levels of data, information and knowledge in all key areas.	lack of processes to assess whether the whole of lifecycle cost of delivery of the service are optimised while providing an appropriate level of service to the community.	ad hoc models and assessment undertaken by operational staff. Generally limited to renewals forecasting and minimisation of whole of lifecycle cost. No linkage to optimisation against levels of service.	ad hoc models and assessments of specific asset classes aimed at optimising the whole of lifecycle cost against the level of services delivered.	regular modelling undertaken across all asset classes using advanced tools to optimise the whole of lifecycle cost against the level of service delivered.	advanced modelling tools used to optimise the whole of lifecycle cost against the levels of service delivered. Tools used to deliver a range of potential strategies and analysis of the strategies form a critical part of the overall strategic planning framework.



Appendix B – Assessment Questionnaire Spreadsheet



GPO Box 422, Brisbane Q 4001

P: (07) 4911 2716

E: info@sheperdservices.com.au

W: shepherdservices.com.au

Shepherd Services Pty Ltd ACN 611 140 946