

Tatiara District Council



ASSET MANAGEMENT STRATEGY



Version 5

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Document Control

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The Institute of Public Works Engineering Australasia.

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Executive Summary

This asset management strategy is prepared to assist council in improving the way it delivers services from infrastructure including roads, bridges, paths, stormwater drainage, parks and recreation, buildings and community wastewater systems (CWMS). These infrastructure assets have a replacement cost of \$334,817,000 as at 30 June 2025.

The asset management strategy is to enable Council to:

- show how its asset portfolio will meet the service delivery needs of its community into the future,
- enable Councils' asset management policies to be achieved, and
- ensure the integration of Councils' asset management practices with its long-term strategic plan.¹

Adopting this asset management strategy will assist council in meeting the requirements of national sustainability frameworks and *South Australia Local Government Act 1999*, by demonstrating what level of service can be delivered in a financially sustainable manner.

The asset management strategy is prepared following a review of the council's service delivery practices, financial sustainability indicators, asset management maturity and fit with council's vision for the future outlined in the [Tatiara District Council Strategic Plan 2024-34](#). The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring council to a minimum 'core' level of asset maturity and competence.

¹ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

1. Introduction

Assets deliver important services to communities. A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and sewerage and public buildings present unique challenges. Their performance and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services also adds to the planning and financing challenges.²

The acquisition of new assets also presents challenges in funding the ongoing operating costs necessary to provide the needed service over the assets' full life cycle.³

The national frameworks on asset planning and management and financial planning and reporting endorsed by the Local Government and Planning Ministers' Council (LGPMC) require councils to adopt a longer-term approach to service delivery and funding comprising:

- A strategic longer-term plan covering, as a minimum, the term of office of the councillors and:
 - bringing together asset management and long-term financial plans,
 - demonstrating how council intends to resource the plan, and
 - consulting with communities on the plan
- Annual budget showing the connection to the strategic objectives, and
- Annual report with:
 - explanation to the community on variations between the budget and actual results,
 - any impact of such variances on the strategic longer-term plan,
 - report of operations with review on the performance of the council against strategic objectives.⁴

Framework 2 Asset Planning and Management has seven elements to assist in highlighting the key management practices that promote prudent, transparent, and accountable management of local government assets that introduce a strategic approach to meet current and emerging challenges.

- Asset management policy,
- Strategy and planning,
 - asset management strategy,
 - asset management plan,
- Governance and management arrangements,
- Defining levels of service,
- Data and systems,
- Skills and processes, and
- Evaluation.⁵

² LGPMC, 2009, Framework 2 Asset Planning and Management, p 2.

³ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 2-3.

⁴ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 4-5.

⁵ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

The asset management strategy is to enable Council:

- to show how its asset portfolio will meet the service delivery needs of its community into the future,
- to enable Council's asset management policies to be achieved, and
- to ensure the integration of Council's asset management practices with its long-term strategic plan.⁶

The goal of asset management is to ensure that services are provided:

- in the most cost-effective manner,
- through the acquisition, maintenance, operation, renewal, and disposal of assets,
- for present and future consumers.

The objective of the Asset Management Strategy is to establish a framework to guide the planning, construction, maintenance, and operation of the infrastructure essential for council to provide services to the community.

1.1 Legislative requirements

There are many legislative requirements relating to the management of assets. South Australian legislative requirements that impact the delivery of the service provided by Council's infrastructure include:

- *Aboriginal Heritage Act 1988*
- *Development Act 1993*
- *Disability Inclusion Act 2018*
- *Environment Protection Act 1993*
- Environmental Protection (Water Quality) Policy 2015
- *Essential Services Commission Act 2002* and Regulations 2019
- *Heavy Vehicle National Law (South Australia) Act 2013* and associated regulations
- *Highways Act 1926*
- *Landscape South Australia Act 2019* and associated regulations
- *Local Government Act 1999* and associated regulations
- *Motor Vehicles Act 1959*
- *Natural Resources Management Act 2004*
- *Public Health Act 2011* and Regulations (Wastewater) 2013
- *Road Traffic Act 1961*
- *South Eastern Water Conservation and Drainage Act 1992*
- *Water Industry Act 2012* and Regulations 2012
- *Work Health and Safety Act 2012* and Regulations 2012

⁶ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

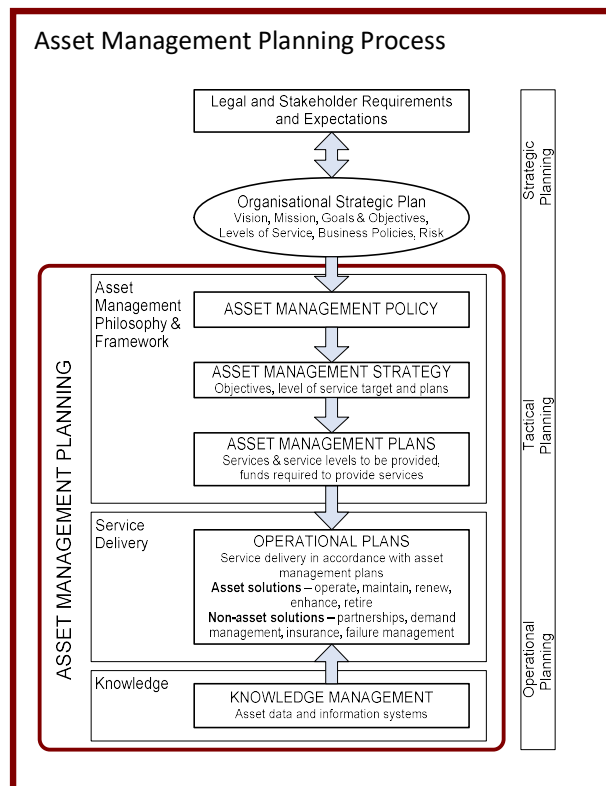
There are a wide range of codes, standards, policies and guidelines relating to the management of Council infrastructure. Where practical, Council seeks to operate within these guidelines. These include but are not limited to:

- Australian Accounting Standards
- Australian Standards
- Building Code of Australia
- Plumbing Code of Australia
- Local Government Association of South Australia publications
- Institute of Public Works Engineering Australasia publications
- Water Services Association of Australia publications

1.2 Asset Management Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset management plan and operational plans, linked to a long-term financial strategy and funding plan.



2. What Assets do we have?

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 1.

Table 1: Infrastructure Assets used for providing Services

Asset Class	Description	Services Provided
Bridges	Bridges and culverts owned or under the control of Council	Safe transportation of people and goods
Buildings	Council owned buildings including halls, civic centres, libraries, swimming pools etc	Recreational and social services
Carparks	Off street car parks owned or under the control of Council	Access
CWMS	Pipe and pump network within townships ⁷ used for the collection and transport of wastewater and the lagoons for wastewater treatment	Disposal of wastewater
Kerbing	All constructed kerb and channel	Water drainage
Parks & Gardens	Open spaces, play equipment, park lighting, garden beds, park furniture, street furniture and irrigation systems. Includes cemeteries and associated infrastructure to provide this service.	Recreational and social services
Paths	Formed and constructed footpaths, shared use paths, walking tracks and cycleways owned or under the control of Council	Safe transportation and access along linked network Recreational and exercise services
Plant & Machinery	All items of Council Plant, Fleet, Machinery and Equipment	Supports Council to provide services through transportation of people and materials Provide services e.g. grading and mowing
Roads	Gazetted roads owned or under the control of Council and internal roads located within Council managed and controlled sites such as cemeteries, caravan parks, reserves, and parks. Infrastructure associated with roads including; signage (street/road name signage, traffic management signage), traffic management devices such as traffic islands and street lighting	Safe transportation of people and goods

⁷ Council manage only four CWMS schemes in Bordertown, Keith, Mundulla and Wolseley

Asset Class	Description	Services Provided
Stormwater	Pipe and pumping network used for the disposal of stormwater runoff water	Water drainage
Aerodromes	Keith, Bordertown and Padthaway aerodromes.	Authorised small aircraft landing areas.
Wolseley Non-potable Water Scheme	Bores, tanks and pipes that make up the tank replenishment scheme in Wolseley for non-potable water.	Non-potable water supply.
Caravan Park & Hawke House	Although these could be captured within Buildings, due to the unique nature of these assets and the hospitality business they represent these have been captured separately.	Hospitality and tourism

Council also manages assets that are not infrastructure related, but assist in providing services to the community as detailed in Table 2.

Table 2 Non-infrastructure Assets used for providing Services

Asset Description	Description	Services Provided
Land	Community and other land under the care and control of Council.	Recreation
Art Collection	Council holds collections of artistic works that were either donated or purchased.	Recreation and tourism

3. Our infrastructure assets and their management?

3.1 State of the Assets

The financial status of the organisation's assets is shown in Table 3.

Table 3: Financial Status of the Assets as at 30 June 2025

Asset Class	Replacement Cost (\$000)	Depreciated Replacement Cost (\$000)	Accumulated Depreciation (\$000)	Depreciation Expense (\$000)
Aerodrome	\$750	\$324	\$426	\$18
Bridges	\$4,767	\$2,974	\$1,820	\$86
Buildings & Structures	\$31,510	\$10,713	\$20,797	\$479
Bordertown Caravan Park + Hawke House	\$4,049	\$2,532	\$1,517	\$79
CWMS	\$35,429	\$12,795	\$22,634	\$598
Roads + Carparks + Kerbing	\$229,634	\$169,440	\$60,194	\$4,090
Parks & Gardens	\$2,347	\$1,098	\$1,249	\$65
Paths	\$5,627	\$4,229	\$1,398	\$141
Plant & Machinery	\$8,550	\$5,180	\$3,370	\$572
Stormwater	\$12,109	\$7,499	\$4,610	\$133
Wolseley Water System	\$45	\$42	\$3	\$1
Total	\$334,817	\$216,826	\$118,018	\$6,262

Figure 1 shows the percentage of replacement costs of Council's assets by Asset Class.

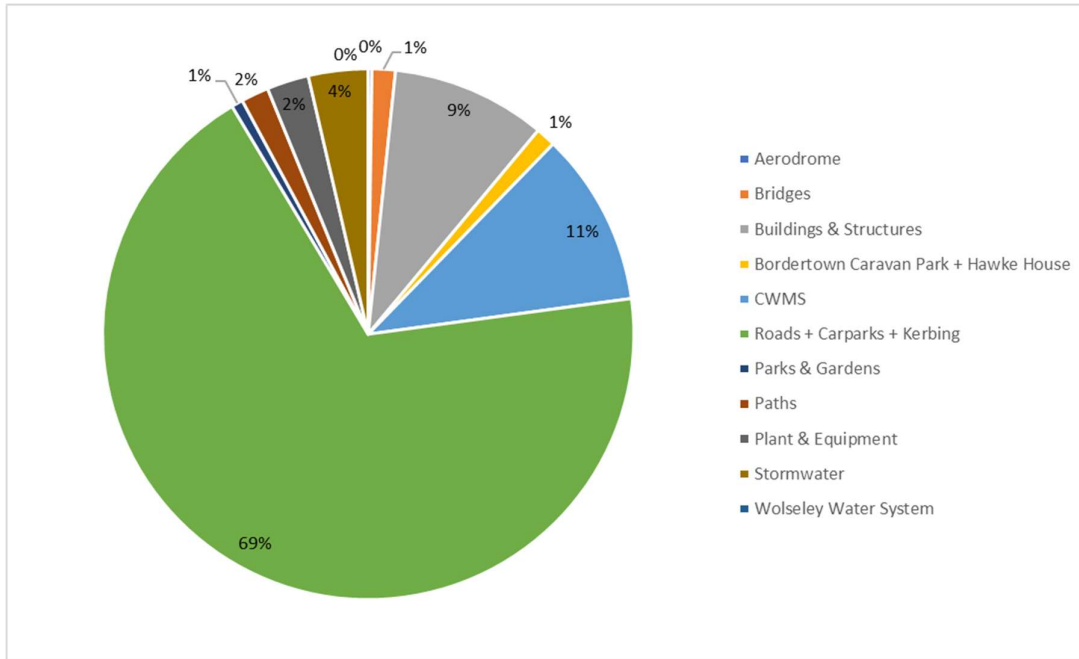


Figure 1: Asset Replacement Values as at 30 June 2025

The state of assets in relation good, fair, and poor condition, function, and capacity is detailed and documented within Council's Asset Management Plans.

3.2 Lifecycle Costs

Lifecycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Lifecycle costs include operations, maintenance, renewal, and acquisition costs. The lifecycle cost for the services is covered in the Council's Asset Management Plans.

Lifecycle costs can be compared to the lifecycle funding allocated in the financial plan to give an indicator of sustainability in service provision. The lifecycle planned budget includes operations, maintenance, capital renewal and acquisition expenditure annualised over the planning period. The lifecycle planned budget can vary depending on the timing of asset renewals. The annualised life cycle planned budget is captured in Council's Asset Management Plans and Long-Term Financial Plan.

The lifecycle costs and planned budget comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the lifecycle budget is less than the lifecycle cost, it is most likely that outlays will need to be increased in the budget or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is unavailable will assist council in providing services to their communities in a financially sustainable manner. This is the purpose of integrating the Asset Management Plans with the Long-Term Financial Plan.

A shortfall between lifecycle costs and planned budgets gives an indication of the lifecycle gap to be addressed in the Asset Management and Long-Term Financial Plans.

The lifecycle gap and lifecycle indicator for services are covered by the asset management plans and the targeted asset renewal ratio is greater than 90% but less than 110% as per the [Long Term Financial Plan 2023/24 to 2032/33](#).

3.3 Asset Management Structure

Council's organisational structure is available on Council's website ([Organisational Chart](#)). Council acknowledge that asset management and service delivery is the responsibility of all roles within the organisation.

A matrix of asset management roles and responsibilities for key staff involved in Council's asset management processes is included in Appendix B: Staff Roles and Responsibilities Matrix.

3.4 Corporate Asset Management Team

A 'whole of organisation' approach to asset management can be developed with a corporate asset management team. The benefits of a corporate asset management team include:

- demonstrate corporate support for sustainable asset management,
- encourage corporate buy-in and responsibility,
- coordinate strategic planning, information technology and asset management activities,
- promote uniform asset management practices across the organisation,

- information sharing across IT hardware and software,
- pooling of corporate expertise
- championing of asset management process,
- wider accountability for achieving and reviewing sustainable asset management practices.

The role of the asset management team will evolve as the organisation maturity increases over time in several phases.

Phase 1

- strategy development and implementation of asset management improvement program,

Phase 2

- asset management plan development and implementation,
- reviews of data accuracy, levels of service and systems plan development,

Phase 3

- asset management plan operation
- evaluation and monitoring of asset management plan outputs
- ongoing asset management plans review and continuous improvement.

Council's corporate asset management team includes the following roles,

- Chief Executive Officer,
- Director Corporate & Community Services,
- Director Infrastructure & Operations,
- Asset Manager,
- Finance Manager,
- Operations Manager,
- Infrastructure Delivery Manager,
- GIS & Asset Management Officer,
- Technical Support Officer,
- Contracts & Asset Management Officer,
- Asset Administration Officer,
- Construction Supervisor,
- Maintenance Supervisor,
- Parks & Gardens Supervisor.

Further detail on the corporate asset management team's roles and responsibilities is provided in Appendix B: Staff Roles and Responsibilities Matrix.

3.5 Financial & Asset Management Maturity

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. 11 practice areas have been developed from these elements⁸ to assess maturity under the National Frameworks. The core competencies are:

Financial Planning and Reporting

- Strategic Longer-Term Plan
- Annual Budget
- Annual report

Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

Council's maturity assessment for the core competencies is detailed in Appendix A: Asset Management Maturity Assessment and summarised in Figure 1. The current maturity level is shown by the blue bars. The maturity gap to be overcome for Council to achieve a core financial and asset management competency is shown by the red bars.

⁸ Asset Planning and Management Element 2 *Asset Management Strategy and Plans* divided into Asset Management Strategy and Asset Management Plans practice areas.

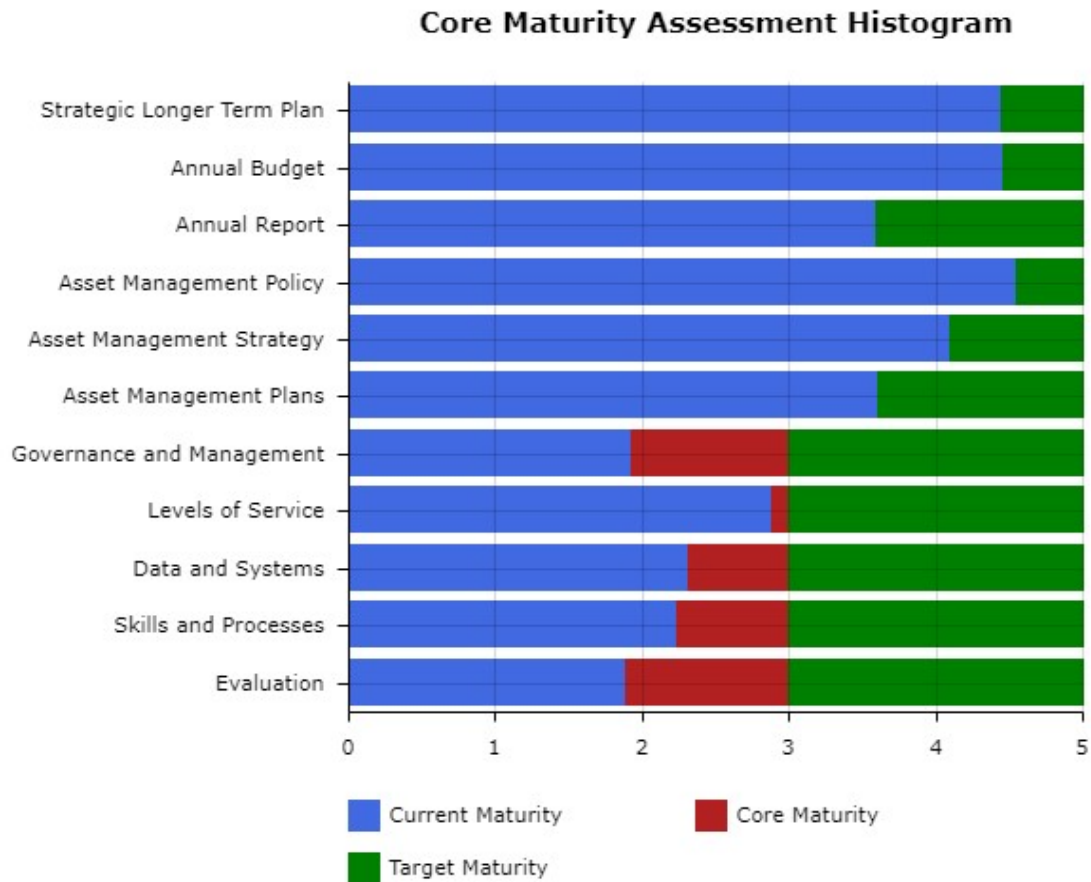


Figure 2: Current Financial and Asset Management Maturity

Current asset management maturity assessment results, Figure 2, compared to previous assessment results, Figure 3, demonstrates that the organisation has made significant improvements in its asset management practices. Whilst there have been significant gains made there is always room for improvement and where improvement has been identified to attain core maturity the actions are captured in the Asset Management Improvement Plan (AMIP), Table 9.

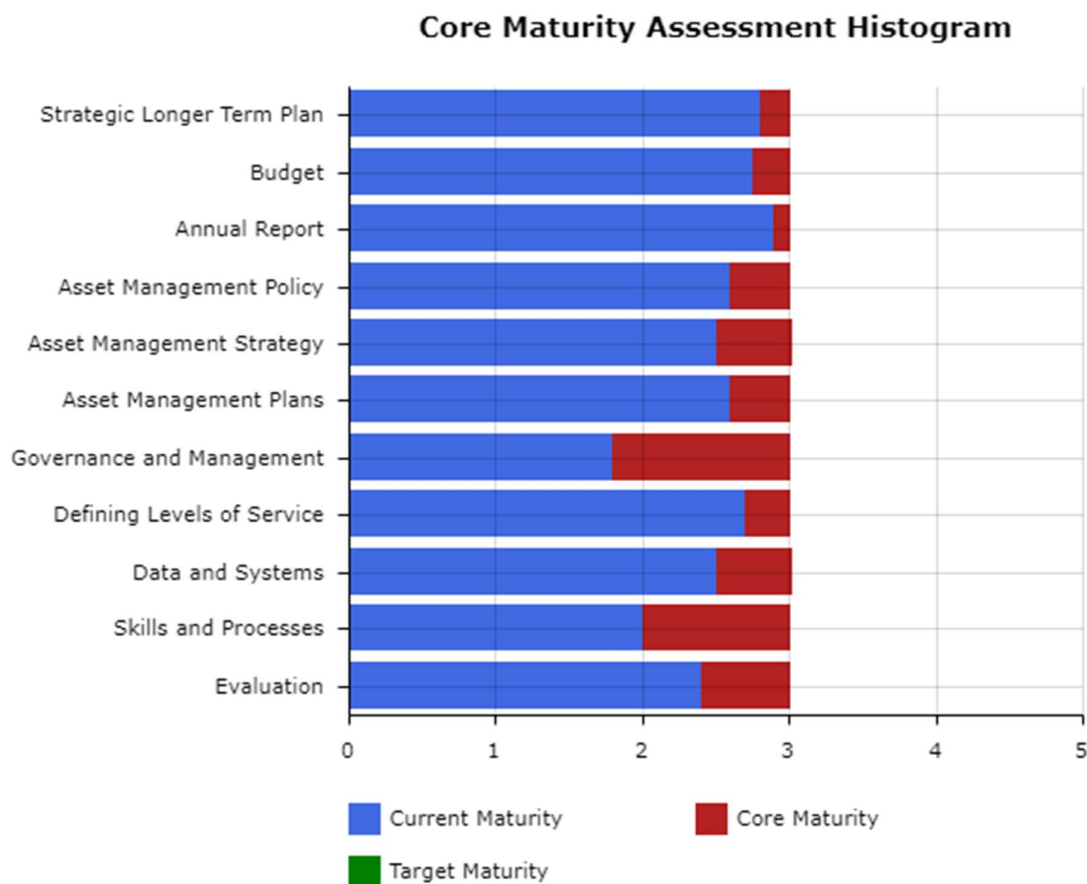


Figure 3: Previous Financial and Asset Management Maturity

3.6 Strategy Outlook

1. Prioritisation and investment are needed to complete asset management plans, improve governance, skills and processes and increase accountability and provide direction.
2. Further development of service levels is required with a better understanding of the associated costs and ability to report compliance.
3. Development of the knowledge of Asset Management principles and practices within the organisation is to be addressed along with staff roles and responsibilities in relation to Asset Management.

4. Where do we want to be?

4.1 Council's Vision, Mission, Goals and Objectives

Council has adopted a Vision for the future in the [Tatiara District Council Strategic Plan 2024-34](#).

A vibrant, prosperous and connected community building its own opportunities.

Council's purpose or reason for existence is set out in the adopted mission statement,

Visit for a day – Stay forever

The [Tatiara District Council Strategic Plan 2024-34](#) sets goals and strategies to be achieved in the planning period. The goals set out where the organisation wants to be. The strategies are the steps needed to get there. Goals and strategies relating to the delivery of services from infrastructure are shown in Table 4.

Table 4: Goals and Strategies for Infrastructure Services

Goals		Strategies	
Theme 1 – Strong Community			
1.1	Foster engaged communities with a shared vision and common purpose	1.1.1	Facilitate Community Planning in the Tatiara’s seven towns and settlements
1.2	Enable all members of our community to participate in a wide range of programs and activities	1.2.1	Support sporting groups in the Tatiara to develop master plans for key sporting precincts
		1.2.2	Facilitate strategic planning for community groups & facilities
		1.2.4	Implement the Disability Access and Inclusion Plan
Theme 2 – Built & Natural Environment			
2.1	Preserve and enhance our communities’ character and combination of rural landscape, scenic beauty, natural environment and heritage assets	2.1.1	Improve township amenity through main street beautification and improvements to visitor facilities
		2.1.2	Develop and implement a Tatiara Strategic Pathway Plan
		2.1.3	Promote the network of cycling and walking tracks in the district
2.2	Provide appropriate infrastructure that supports our district’s growth	2.2.1	Review transport network priorities to ensure safety risks and blackspots are addressed and the network supports and attracts economic growth
		2.2.2	Prepare and maintain infrastructure asset management plans
		2.2.3	Maintain, renew and upgrade infrastructure in accordance with asset management plans

Goals		Strategies	
Theme 3 – Thriving Economy			
3.1	Advance our economic position as a strong, diverse and innovative regional centre	3.1.2	Provide suitable land and infrastructure for industry and economic development
3.3	Grow the district’s share in the visitor economy	3.3.1	Review RV facilities in the district and support ongoing improvements
		3.3.2	Provide appropriate visitor services and accommodation at the Bordertown Caravan Park
Theme 4 – Leadership			
4.3	Build an agile, cohesive, customer focused organisation that provides value for money	4.3.1	Implement systems and programs that support effective management of assets, finances and operations

Council's Asset Management, Capitalisation and Materiality Thresholds Policy defines the council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

4.2 Asset Management Policy

Council's Asset Management, Capitalisation and Materiality Thresholds Policy defines the council's vision and service delivery objectives for asset management in accordance with the Strategic Plan and applicable legislation.

The asset management strategy is developed to support the asset management policy and is to enable council to:

- show how its asset portfolio will meet the affordable service delivery needs of the community into the future,
- enable Councils' asset management policies to be achieved, and
- ensure the integration of Councils' asset management practices with its long-term strategic plan.

A copy of Councils' Asset Management, Capitalisation and Materiality Thresholds Policy can be found on Council's [website](#).

4.3 Asset Management Vision

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to:

Develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the future, in the most cost-effective and fit for purpose manner.

In line with this vision, the objectives of the asset management strategy are to:

- ensure that the Councils' infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability,
- safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets,
- adopt the long-term financial plan as the basis for all service and budget funding decisions,
- meet legislative requirements for all Council's operations,
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated,
- provide high level oversight of financial and asset management responsibilities through Audit Committee/CEO reporting to council on development and implementation of Asset Management Strategy, Asset Management Plans and Long-Term Financial Plan.

Strategies to achieve this position are outlined in Section 5.

5. How will we get there?

The Asset Management Strategy proposes strategies to enable the objectives of the Strategic Plan, Asset Management Policy and Asset Management Vision to be achieved.

5.1 Asset Condition Audits

Council undertakes condition audits to inform works programmes and asset valuations and these are performed either internally, or externally through the engagement of a contractor who specialises in that asset category. The date of the latest condition audit and the proposed time frame for the following audits are detailed in Table 5.

Table 5: Asset Condition Audit Programme

Asset Category	Last Asset Condition Audit		Proposed Asset Condition Audit									
	Internal	External	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	
Aerodrome	Quarterly	Annually	Quarterly Internal Audits & Annual External Audits									
Buildings	Jun-24		F		I		F		I		F	
Bridges		2024				F				F		
Carparks	Apr-24			I					I			
Paths	Nov-25			I					I			
Roads	Apr-24			I					I			
Kerbing	Nov-25			I					I			
CWMS		Mar-24				E					E	
Parks & Gardens	2025		I			I			I			
Stormwater		2017	I			E					E	

Internal (I)
External (E)
Full (F)

Performed by external contractor as part of comprehensive valuation

Asset condition audits are performed on Plant and Machinery through pre-start checks and regular servicing that then inform the renewal programme of these assets. Due to Plant and Machinery assets being captured at cost and not revalued the condition audits are not programmed in Table 5.

Asset condition audits are not performed on the Walseley Non-potable Water System as these assets are not revalued. These assets were initially installed by the community themselves prior to them being handed over to Council and Council believe that they were not installed in accordance with Council's specifications therefore due to the nature of this group of assets they are not condition audited.

5.2 Asset Valuations

Councils' Asset Management, Capitalisation and Materiality Thresholds Policy states that asset valuation must be completed at minimum 5 yearly. Council has therefore adopted, as documented in Table 6, to perform an internal desktop asset valuations, unit rate review, and full asset valuations, unit rate and useful life reviews. In addition to valuations, Council may perform indexation on assets in years where a valuation is not occurring as documented in the Asset Management, Capitalisation and Materiality Thresholds Policy.

Table 6: Asset Valuation Programme

Asset Category	Last Revaluation		Proposed Revaluation^									
	Desktop	Full	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	
Aerodrome	1 July 2024	1 July 2025	F					F				
Buildings	30 June 2023	1 July 2025	F				F				F	
Bridges	1 July 2022	1 July 2024				F				F		
Carparks	1 July 2022	30 June 2024		D		F			D		F	
Paths												
Roads												
Kerbing												
CWMS	1 July 2024	1 July 2025	F				F				F	
Stormwater	1 July 2024	1 July 2025	F				F				F	

[^]Adoption of valuation is the 1 July of the year e.g. 25/26 = 1 July 2025

Desktop (D)	Rate review performed internally by Council staff.
Full (F)	Comprehensive rate and useful life review performed by external contractor.

As documented in, 5.1 Asset Condition Audits, asset valuations are not performed for Plant and Machinery and Wolseley Non-potable Water System.

Though Parks & Gardens have condition audits performed (Table 5) this is used to inform renewal programs and not asset valuations as these assets are captured at cost.

5.3 Asset Management Plans

Council utilises the Institute of Public Works Engineering Australasia (IPWEA) NAMS+ Asset Management Plan Template to develop it's AMPs as these templates provide guidance on how to meet the principles laid out in ISO 55000:2024, ISO 55001:2024 and ISO 55002:2018 that prescribe the international standards for asset management.

Council has determined to only develop AMPs for all major asset classes that represent 80% of asset value.

Council aims to meet of the *South Australian Local Government Act 1999* Section 122 (4) that sets out the following requirements for AMPs;

- annual review, and
- comprehensive review within 2 years after each general election of council.

Council acknowledge that the comprehensive review as required by the *South Australian Local Government Act 1999* Section 122 (4) will lapse for some of the AMPs. This has been due to resourcing constraints within the Asset Management team. Table 7 outlines the programme for AMP revisions to catch up the currency of the documents and to meet the revision requirements.

Table 7: Asset Management Plan Revision Programme

AMP	Asset Class	Current AMP Revision	Proposed Next AMP Revision								
			25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Aerodrome		Mar-21		Dec-26					Dec-31		
Buildings	Buildings	Nov-20		Dec-26					Dec-31		
Caravan Park & Hawke House	Buildings	Mar-26		Feb-27				Feb-31			
Transport	Carparks	Oct-20		Dec-26				Dec-30			
	Bridges										
	Paths										
	Roads										
	Kerbing										
CWMS	CWMS	Oct-24		Jun-27				Jun-31			
Parks & Gardens	Parks & Gardens	Mar-26			Mar-28				Mar-32		
Plant & Machinery	Plant	N/A		Jan-27				Feb-31			
Stormwater	Stormwater	Feb-21		Jan-27				Jun-31			

	General Election of Council in the November
	Revision date updated in latest review of programme

5.4 Asset Management Strategies

Table 8 captures Council's asset management strategies that perpetuate with the implementation of the asset management framework.

Table 8: Asset Management Strategies

No	Strategy	Desired Outcome	Lead Role	Support Role
1	Develop and annually review Asset Management Plans covering at least 10 years for all major asset classes (ideally for more than 80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs.	Director Infrastructure & Operations Asset Manager	Asset Administration Officer
2	Adopt a Long-Term Financial Plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide Council services.	Director Corporate & Community Services Finance Manager	Director Infrastructure & Operations Asset Manager
3	Incorporate Year 1 of Long-Term Financial Plan revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations.	Director Corporate & Community Services Finance Manager	Director Infrastructure & Operations Asset Manager

No	Strategy	Desired Outcome	Lead Role	Support Role
4	Review and update asset management plans and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.	Director Corporate & Community Services Director Infrastructure & Operations	Finance Manager Asset Manager
5	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability, and performance against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community.	Director Corporate & Community Services Finance Manager	Director Infrastructure & Operations Asset Manager
6	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.	Director Infrastructure & Operations	Asset Manager GIS & Asset Management Officer
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.	Director Corporate & Community Services Director Infrastructure & Operations	Finance Manager Asset Manager
8	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.	Director Corporate & Community Services Director Infrastructure & Operations	Asset Manager Executive Officer
9	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies within 2 years.	Improved financial and asset management capacity within Council.	Director Infrastructure & Operations Asset Manager	GIS & Asset Management Officer Technical Support Officer Asset Administration Officer

No	Strategy	Desired Outcome	Lead Role	Support Role
10	Report six monthly to Council by Audit Committee/CEO on development and implementation of Asset Management Strategy, AM Plans and Long-Term Financial Plans.	Oversight of resource allocation and performance.	Director Corporate & Community Services Director Infrastructure & Operations	Finance Manager Asset Manager
11	Review and update the Asset Management Strategy on a minimum 5 year cycle, however earlier reviews and updates may occur if material changes are undertaken in asset management within Council. This includes a review and update of the Asset Management Maturity Assessment.	Document is maintained to be fit-for-purpose and does not lapse.	Director Infrastructure & Operations Asset Manager	Asset Administration Officer

6. Asset Management Improvement Plan

The tasks required to achieve a 'core' financial and asset management maturity are shown in priority order in Table 9.

Table 9: Asset Management Improvement Plan

Task No.	Element	Asset Management Improvement Action	Accountable Officer	Target Date	Budget	Status	Comment
1	AMPs	Develop appropriate AMPs for remaining assets	Asset Manager	January 2027	Staff time	In progress	Table 7 identifies existing AMP revision dates and the planned programme for AMP review and revisions.
2	AMPs	Develop all future AMPs using the risk based approach	Asset Manager	January 2027	Staff time	In progress	Each AMP shall have an accompanying Risk Register when it is next updated
3	Reporting	Include in the annual report a review of Councils performance against its renewal obligations for individual asset classes, both from a budgetary and quantity perspective.	Director Corporate & Community Services	Annually	Staff time	Not started	
4	Governance	Document process for making capital investment decisions	Director Infrastructure & Operations Asset Manager	Refer to Table 7	Staff time	In progress	To be documented in all future revisions of AMPs
5	Levels of Service	Determine existing levels of service and cost associated with increasing or reducing levels of service	Director Infrastructure & Operations Asset Manager	December 2026	Staff time	Not started	

Task No.	Element	Asset Management Improvement Action	Accountable Officer	Target Date	Budget	Status	Comment
6	Levels of Service	Investigate options to engage the community in developing levels of service	Director Infrastructure & Operations Asset Manager	December 2026	Staff time	Not started	Need to determine existing levels of service and cost associated with increasing or reducing levels of service before seeking community engagement
7	Data & Systems	Develop and document appropriate condition assessment methodologies	Asset Manager GIS & Asset Management Officer	June 2027	Staff time	In progress	Roads and footpath condition assessment methodology has been developed.
8	Data & Systems	Implementation of mobile works management system to create maintenance tasks and close them out	Director Infrastructure & Operations Asset Manager	June 2027	Staff time	In progress	Council currently undertaking procurement of a new Asset Management Information System
9	Skills & Processes	Develop training plan / programme	Director Infrastructure & Operations	June 2026	Budgeted annually	In progress	
10	Skills & Processes	Develop training programs for Councillors, council management and officers on key asset management topics	Director Infrastructure & Operations Asset Manager	June 2027	Staff time	Not started	
11	Maturity	Research other maturity assessment methodologies that may be more detailed/relevant to Council	Asset Manager	December 2026	Staff time	Not started	
12	Reporting	Understand the requirements of 'State of the Assets' statement and investigate how this can be incorporated into the Annual Report	Asset Manager	December 2026	Staff time	Not started	

Task No.	Element	Asset Management Improvement Action	Accountable Officer	Target Date	Budget	Status	Comment
13	Maturity	Implement an organisation wide focus on asset management priorities and practices with regular reviews	Asset Manager	December 2026	Staff time	Not started	
14	Maturity	Align actions and incorporate consideration of Council's Disability and Inclusion Plan into the AMPs as they are revised	Asset Manager	January 2027	Staff time	In Progress	To be documented in all future revisions of AMPs
Actions completed from prior versions of this document (these will be removed in the next version of the document)							
N/A	Data & Systems	Organise and cleanse Council's GIS databases to streamline the use of the databases and also enable users to find data and know what data is available	GIS & Asset Management Officer	March 2026	Staff time	Completed	ArcGIS Online has been implemented and AM are providing support to staff who are starting to use it

Appendix A: Asset Management Maturity Assessment

Framework	Financial Planning & Reporting		
Element	Strategic Longer Term Plan		
Current Score	4.44	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Medium
Advanced Target	5	Risk of Target Maturity	Low
Observations	Council has a strategic longer term plan that meets all the requirements, however, the data and some of the assumptions could be improved. The public consultation process receives very little feedback and changing the methodology should be considered to encourage more feedback from the public and improved understanding of what the public wants.		
Implications			
Recommendations	Asset management plans need to be updated and should have appropriate service levels and resultant expenditure projections that positions Council in a sustainable position. This may mean a number of iterations for the various plans. Public consultation processes should be reviewed and if necessary changed to gain more public feedback.		
Maturity Score	Characteristic	Result	
1	Plan covers a minimum three year period.	Complete	
2	Plan details what the asset custodian intends to do in the period of plan	Complete	
2	Plan includes vision and strategic objectives	Complete	
2	Plan reflects needs of the community for the foreseeable future	Complete	
2	The draft strategic plan has been advertised for public comment	Complete	
2	The Strategic Plan covers a minimum 10-year timeframe	Complete	
3	The Long Term Financial Plan has been prepared based on the resource requirements and strategic objectives	Complete	

	detailed in the asset custodian's Long Term Strategic Plan and Asset Management Plans.	
3	The asset custodian has a sustainable Long Term Financial Plan covering the period of the Strategic Longer Term Plan (at least 10-years)	Complete
3	The Strategic Longer Term Plan incorporates priorities and performance measures and indicates how they will be monitored and measured.	Complete
3	The development of the Strategic Longer Term Plan included community consultation and reflects community needs.	Complete
3	The asset custodian has a Strategic Longer Term Plan (planning horizon of at least 10-years) that incorporates a vision, strategic outcomes, mission, values and service outcomes that the asset custodian wants to achieve.	Complete
4	The Strategic Longer Term Plan includes strategies for achieving objectives	Complete
4	The Strategic Longer Term Plan includes a current position statement and discussion	Complete
4	The Long Term Financial Plan clearly identifies the ongoing maintenance, operational and renewal impacts arising from capital works and contributed assets.	Not Started
4	The Long Term Financial Plan clearly separates 'recurrent expenditure' under the categories of operations and maintenance and clearly separates 'capital works expenditure' under the categories of renewal, upgrade and new.	Well Progressed
4	The asset custodian's Long Term Financial Plan is directly aligned with its Service Plans.	Complete
4	The asset custodian has a sustainable Long Term Financial Plan (ideally 20 years - at least 10years) which establishes its prudential limits on debt, revenue raising, reserve funding, asset management funding and capital works to support its Long Term Plan.	Complete

4	The development of the Strategic Longer Term Plan included community engagement and reflects community/customer needs.	Complete
4	The asset custodian has a Strategic Longer Term Plan (ideally 20 years - at least 10 years) that incorporates a vision, mission, values and long term service outcomes that reflects how the asset custodian plans to provide for community needs.	Complete
5	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.	Partially Complete

Characteristic	Result
Does your organisation have an adopted strategic longer term plan?	Meets requirements

Framework	Financial Planning & Reporting		
Element	Annual Budget		
Current Score	4.46	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Low
Advanced Target	5	Risk of Target Maturity	Low
Observations	The current finance system used by the organisation does not enable the granularity for reporting purposes that is currently desired by the organisation. There is currently an investigation occurring regarding what options are available to replace the system.		
Implications	The current budget process meets a suitable level of sophistication for the organisation.		
Recommendations			
Maturity Score	Characteristic	Result	

1	Annual budget is available to those who ask	Complete
2	Budget is adopted after public advertising and consideration of comments received	Complete
2	Budget includes an explanation of the asset custodian's financial position and performance	Complete
2	Budget contains estimates of revenue and expenditure for year	Complete
2	Budget is publically available and readily accessible to all interested readers	Complete
3	The asset custodian's Annual Budget includes resources to implement the Strategic Longer Term Plan objectives.	Complete
3	The Annual Budget aligns with Year 1 of the Long Term Financial Plan, and was adopted following community consultation.	Complete
3	The Annual Budget reflects the asset custodian's strategic objectives and contains a statement of how the asset custodian will meet the goals and objectives of its Strategic Longer Term Plan.	Complete
3	The Annual Budget contains estimates of revenue and expenditure with an explanation of the assumptions and methodologies underpinning the estimates, an explanation of the financial performance and position of the asset custodian and has been prepared based on the resource requirements and strategic objectives detailed in the asset custodian's Strategic Longer Term Plan, Asset Management Plans and Long Term Financial Plan.	Complete
4	The Annual Budget clearly indicates the ongoing maintenance, operational and renewal impacts arising from capital works and contributed assets.	Partially Complete
4	The Annual Budget clearly separates 'recurrent expenditure' under the categories of operations and maintenance and clearly separates 'capital works expenditure' under the categories of renewal, upgrade and new.	Partially Complete

4	The Annual Budget is prepared based on 'service levels' as reflected in the Strategic Longer Term Plan and contains indicators and measures to assess performance against achieving the asset custodian 's strategic objectives.	Complete
4	The Annual Budget financial ratios (liquidity, debt, underlying operating position) align with the asset custodian's Long Term Financial Plan.	Complete
5	Budget contains indicators of achieving the asset custodian's strategic objectives	Complete

Characteristic		Result
Does your organisation prepare an annual budget?		Meets requirements
Framework	Financial Planning & Reporting	
Element	Annual Report	
Current Score	3.59	Core Maturity Meets Requirements
Core Target	3	Risk of Current Maturity Low
Advanced Target	5	Risk of Target Maturity Low
Observations		
Implications		
Recommendations	Continue to improve linkages between the Annual Report and Long Term Financial Plan. Understand the requirements of 'State of the Assets' statement and investigate how this can be incorporated into the Annual Report.	
Maturity Score	Characteristic	Result
1	Annual report is published each year	Complete
2	Annual report contains explanation on variations between budget and actual results	Complete

2	Annual report reports on the asset custodian's operations for the year in terms of goals and objectives for preceding year	Complete
2	Annual report is widely available to the general public	Complete
2	Annual report contains audited financial statements	Complete
3	In relation to the financial reporting framework in the Annual Report, the Annual Report addresses the following issues in accordance with relevant statutory policies, Accounting Standards and other best practice guidelines: a. Asset valuations and revaluations, b. Asset acquisitions including capitalisation policy, c. Asset disposals	Complete
3	The Annual Report includes details of any major changes in functions of the asset custodian, organisation structure and/or policy initiatives and how these changes might impact on the asset custodian's Strategic Longer Term Plan.	Complete
3	The Annual Report reviews the performance of the asset custodian against its strategic objectives and explains variations between the budget and actual results and how these variations impact on the Strategic Longer Term Plan.	Well Progressed
3	The Annual Report includes independently audited financial statements that are prepared on an accrual basis in accordance with applicable statutory financial reporting requirements.	Complete
3	The Annual Report complies with all statutory requirements including publication by the due date and is made widely available to the public.	Complete
4	The asset financial reporting within the Annual Report, is based on the following:	Well Progressed
4	A statement on the "State of the Assets" and the financial sustainability of services provided by its infrastructure assets including any proposed adjustment to services/assets to address issues as they arise.	Not Started

4	Distinguishes between 'recurrent expenditure' under the categories of operations and maintenance and 'capital works expenditure' under the categories of renewal, upgrade and new.	Partially Complete
4	Includes a statement of actual performance for the year as measured against the Long Term Financial Plan, including reporting on measures of actual financial performance against short and long term financial sustainability indicators.	Partially Complete
4	Includes a performance assessment of progress towards achieving the goals and strategic objectives of the Strategic Longer Term Plan.	Complete
5	Annual report includes results of Value for Money audit	Not Started

Characteristic	Result
Does your organisation publish an annual report?	Meets requirements

Framework	Asset Management & Planning		
Element	Asset Management Policy		
Current Score	4.55	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Medium
Advanced Target	5	Risk of Target Maturity	Low
Observations	Council has an adopted asset management policy which satisfies the major competencies to meet core asset management maturity.		
Implications	Lack of asset management knowledge and understanding throughout the organisation.		
Recommendations	Update policy to refer to relevant training requirements as captured by human resources and position descriptions.		
Maturity Score	Characteristic	Result	
2	AM Policy adopted by the asset custodian's executive.	Complete	

3	AM Policy identifies a process for meeting training needs in financial and asset management practices for the asset custodian's executive and operational staff.	Not Started
3	AM Policy defines asset management roles, responsibilities and reporting framework.	Complete
3	AM Policy requires the adoption of Asset Management Plans informed by community consultation and applicable financial reporting frameworks.	Complete
3	AM Policy has a direct linkage with the asset custodian's Strategic Longer Term Plan and Long Term Financial Plan.	Complete
3	The asset custodian has an adopted Asset Management Policy which defines the asset custodian's vision and service delivery objectives for asset management.	Complete
4	AM Policy includes audit and review procedures, specifies review dates and has a sunset clause.	Complete
4	AM Policy identifies the need for the asset custodian reporting to be in terms of operational, maintenance, renewal, upgrade and new expenditure classifications.	Complete
4	AM Policy has appropriate context and acknowledges the importance of asset management in supporting services provided by the asset custodian .	Complete
4	AM Policy provides a reasonable basis for long-term integrated decision making by the asset custodian and for participative decision making by the community and subsequent accountability to the community about the activities of the asset custodian	Complete
5	Policy guides informed political decisions informed by data, information and knowledge on tradeoffs for economic, social, cultural and environmental consequences	Complete

Characteristic	Result
Does your organisation have an adopted asset management policy?	Meets requirements

Framework	Asset Management & Planning		
Element	Asset Management Strategy		
Current Score	4.09	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Low
Advanced Target	5	Risk of Target Maturity	Low
Observations	Asset Management Strategy has gone through several iterations and largely meets core competencies. Service levels and risk management goals are captured in the Asset Management Plans not the Asset Management Strategy.		
Implications	Continuing to make progress in the right direction and increasing accountability in asset management processes		
Recommendations	Continue to progress on implementation of asset management strategy improvement tasks		
Maturity Score	Characteristic		Result
1	Draft AM Strategy Prepared but not adopted.		Complete
2	Strategy implements the service level and risk goals set out the asset custodian's strategic plans aligned with ISO 55000.		Well Progressed
2	Strategy shows what assets the asset custodian has under its control.		Complete
3	The asset custodian's Asset Management Strategy documents the current status of asset management practices (processes, asset data and information systems) and what actions must be taken to implement the Asset Management Policy, including resource requirements, timeframes and accountabilities.		Complete
3	The asset custodian's Asset Management Strategy is linked to the Asset Management Policy and integrated into the Strategic Longer Term planning and annual budgeting processes.		Complete
3	The asset custodian has an Asset Management Strategy which shows how the asset portfolio can meet		Complete

	the service delivery needs of customers and defines the future vision of asset management practices.	
4	Strategy details service level and risk management goals.	Well Progressed
4	Strategy details how the asset custodian gets to where it wants to be including comparison with current situation and proposed future scenarios to highlight where strategies will need to be developed to cater for any changes.	Complete
4	Planning for new assets and the upgrade of assets is driven by the asset custodian's Strategic Longer Term Plan, Service Plans and Asset Management Plans.	Complete
5	Strategy drives asset management planning and service delivery aligned with ISO 55000	Complete
5	Strategy includes analysis of cost/benefit options for service delivery	Not Started

Characteristic	Result
Does your organisation have an adopted asset management strategy?	Meets requirements

Framework	Asset Management & Planning		
Element	Asset Management Plans		
Current Score	3.61	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Medium
Advanced Target	5	Risk of Target Maturity	Low
Observations	There is currently no AMP for Plant & Machinery asset class. Current Community Engagement process does not gain much feedback from the community therefore consideration of options to better engage with the community could be investigated.		
Implications	Financial projections are improving in accuracy with more complete asset data.		

Recommendations	Review and update all AMPs to meet the SA Local Government Act 1999 requirements. Develop and implement a Plant & Machinery AMP.	
Maturity Score	Characteristic	Result
1	Stated intention to develop AM Plan(s)	Complete
2	AMPs Include an improvement plan	Complete
2	AMPs include all assets on asset register	Well Progressed
2	AMP's in place but not regularly reviewed or adopted	Well Progressed
2	Separate AMP's for each asset group - high level overall framework but not consistent	Well Progressed
3	AMPs have all been prepared in association with customer/community consultation.	Complete
3	AMPs link to the asset custodian's AM Policy, AM Strategy, Strategic Longer Term Plan, Long Term Financial Plan and other relevant policy objectives.	Complete
3	a. Refer to the asset custodian's Asset Management Policy and Asset Management Strategy;	Complete
3	b. Include all assets and document asset inventory information for the asset group/category as recorded in the asset register;	Complete
3	c. Document the asset hierarchy within each asset group;	Well Progressed
3	d. Document the current condition function capacity and use of assets;	Well Progressed
3	e. Document the adopted useful lives of assets;	Well Progressed
3	f. Include risk assessment and criticality profiles;	Partially Complete
3	g. Provide information about assets, including particular actions and costs to provide a defined	Complete

	(current and/or target) level of service in the most cost effective manner	
3	h. Include demand management forecasts;	Complete
3	i. Address life cycle costs of assets;	Complete
3	j. Include forward programs identifying cash flow forecasts projected for:	Complete
3	i. Asset Renewals;	Complete
3	ii. New Assets and Upgrades of existing assets;	Complete
3	iii. Maintenance expenditure;	Complete
3	iv. Operational expenditure (including depreciation expense);	Complete
3	k. Address asset performance and use measures and associated targets as linked to levels of service;	Partially Complete
3	l. Include an asset consolidation and disposal program; and	Complete
3	m. Include an asset management improvement plan.	Complete
3	n. Include consideration of non-asset service delivery solutions (leasing private/public partnerships)	Complete
3	o. Identify changes in service potential of assets through projections of asset replacement costs, depreciated replacement cost and depreciation expense.	Well Progressed
3	AMPS cover at least 10 years and	Complete
3	AMPs define which asset groups are covered by each Plan in accordance with a clearly documented Infrastructure asset hierarchy.	Complete
3	AMPS adopted by the asset custodian for all significant asset groups in a consistent format in accordance with industry best practice (E.g. International Infrastructure Management Manual (IIMM)) and are available to all relevant staff across the organisation.	Complete
4	AMPs include Infrastructure Risk Management Plan	Complete

4	Asset Management Plans include a process for ensuring decisions to obtain the best value outcome for defined levels of service and risk by use of scenario modelling and tradeoffs.	Not Started
4	Asset Management Plans include the financial requirements to meet target levels of service levels for at least the next 10 years for each asset class and are correlated with the data in the Long Term Financial Plan.	Complete
4	Asset Management Plans are influenced by the level of community enquiry – feedback on customer levels of service.	Partially Complete
4	Asset Management Plans include future demand projections and forecasts based on population and demographic projections.	Partially Complete
4	Planning for new and upgraded assets driven by Asset Management Strategy and AMP. Highly responsive to policy direction with scenarios showing cumulative consequences of decision scenarios.	Not Started
5	AM Strategy & AMP provide optimum value for defined service using scenarios to inform service performance. Multiple scenarios to show best value options.	Not Started
3	Include consideration of possible effects of climate change on asset useful lives and maintenance costs	Partially Complete

Characteristic	Result
Does your organisation have adopted asset management plans?	Meets requirements

Framework	Asset Management & Planning		
Element	Governance and Management		
Current Score	1.92	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Medium

Advanced Target	5	Risk of Target Maturity	Low
Observations	Asset management governance remains an area that needs improvement. There is a greater corporate emphasis on asset management but this needs a more coordinated approach.		
Implications	Still unclear direction to improve asset management processes and fragmented asset management functions across the organisation.		
Recommendations	Consider development of asset management awareness training program.		
Maturity Score	Characteristic		Result
3	There are internal processes to promote Asset Management across the asset custodian		Not Started
3	The asset custodian has an Asset Management Steering Committee, with cross functional representation and clearly defined and documented terms of reference, focussed on coordinating the linkages between service delivery and asset management implementation.		Well Progressed
3	The asset custodian involves all its departments in Asset Management.		Partially Complete
3	The asset custodian has a documented process for making capital investment decisions, which is driven by the Strategic Longer Term Plan, Long Term Financial Plan and the Service Plan and explicitly details the impacts on the future operations and maintenance budgets, "Whole of Life" costs and risk management assessments.		Well Progressed
3	The staff structure and position descriptions clearly define asset management functions, responsibilities and skill requirements for managing all asset classes.		Well Progressed
3	Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible for managing the assets to meet service delivery needs.		Complete
3	The asset custodian has mechanisms in place to provide high level oversight by the CEO/GM and Executive Management Team, for development and		Complete

	implementation of the Asset Management Strategy and Asset Management Plans.	
4	The asset custodian has an Internal Audit Committee or equivalent with competency to understand the risk aspects of advanced asset management and the Internal Audit Committee provides an independent review and annual report on asset risk management performance.	Partially Complete
4	Key decision makers are provided with an annual 'State of the Assets' report covering asset condition, risk, performance, intervention levels, level of service monitoring and future financial sustainability options and consequences.	Not Started
4	When considering the annual Capital Works Program, project priority is based on cost/benefit assessments (including risk) with resource implications reflected into the Long Term Financial Plan.	Well Progressed
4	Strategic levels of service and technical levels of service are monitored are reported to the Executive Management Team and key stakeholders .	Not Started
4	The asset custodian uses their Infrastructure Asset Hierarchy as a basis for consistent reporting.	Not Started
4	Accountability mechanisms are maintained to ensure that the asset custodian's resources are used optimally to implement strategic asset management objectives, as detailed in the Asset Management Strategy and Asset Management Plans aligned with ISO 55000	Complete
5	Bottom up and top down feedback on performance with defined measures for service delivery and governance aligned with ISO 55000/01.	Not Started
5	Common purpose and focus on service delivery with agreed nexus between funding and service level and risk outcomes.	Partially Complete

Characteristic	Result
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Does your organisation have good management practices linking AM to service delivery?	Partially meets requirements
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Framework	Asset Management & Planning		
Element	Levels of Service		
Current Score	2.88	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Medium
Advanced Target	5	Risk of Target Maturity	Low
Observations	Service levels vary across the asset classes. Most of the major asset classes have defined and documented technical and community levels of service within the AMPs. Minor asset classes service levels are often the result of annual budget allocations.		
Implications	Most of the major asset classes have clear links between service levels and budget outcomes documented in the AMPs.		
Recommendations	Continue to develop levels of service for all asset classes based on current budget expenditure. Link LOS with cost of providing the service and seek community feedback to determine acceptable LOS.		
Maturity Score	Characteristic	Result	
1	Service levels are consequences of annual budget allocation and poorly defined.	Complete	
2	Customer Groups defined and requirements informally understood.	Complete	
3	Technical levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal procedures.	Partially Complete	
3	Current and target levels of service (for both community levels of service and associated technical levels of service) are clearly defined in each Asset Management Plan.	Complete	
3	The asset custodian has undertaken the process of defining, quantifying and documenting current community levels of service and technical levels of	Well Progressed	

	service, and costs of providing the current levels of service.	
3	The asset custodian has Service Objectives for each of its services which have been developed in consultation with the community.	Complete
4	The asset custodian , in conjunction with the community, regularly reviews its community levels of service and technical levels of service, to determine the financial impact of a change in service levels. If a change occurs this is then reflected into the Asset Management Plan and Long Term Financial Plan.	Complete
4	The cost of maintenance and operational activities are reported against adopted levels of service.	Partially Complete
4	The asset custodian has a communication plan to communicate information on infrastructure service levels and the management of service levels against set targets to internal and external stakeholders.	Not Started
4	Target community levels of service are defined through community consultation, considering population and demographic change projections, trend analysis and customer feedback and requests.	Complete
4	The asset custodian has undertaken the process of identifying the costs associated with each level of service, including the increased cost or decreased cost associated with increasing or decreasing each level of service respectively to assist in scenario modelling.	Partially Complete
5	Documented feedback on long term cumulative impacts of decisions on service levels.	Partially Complete
5	Optimum life cycle costs known and supported by high levels of data, information and knowledge in all key areas. Political decisions informed by data, information and knowledge on tradeoffs for economic, social, cultural and environmental consequences.	Not Started

Characteristic	Result
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Does your organisation have a defined process for determining current and target levels of service and costs?	Well progressed
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Framework	Asset Management & Planning		
Element	Data and Systems		
Current Score	2.31	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Medium
Advanced Target	5	Risk of Target Maturity	Low
Observations	Council has established a corporate data framework with the use of AssetFinda and ArcGIS across all asset groups. Currently there is no direct link to the financial register but there is a good level of compatability.		
Implications	Confidence levels in asset and financial data have improved significantly and registers are being updated regularly.		
Recommendations	Continue to develop functionality of AM software and incorporate condition inspections and maintenance and renewal planning functionality.		
Maturity Score	Characteristic		Result
1	The asset custodian has a basic inventory of fixed assets (e.g. location, size, type) for all its major asset classes listed in an asset register.		Complete
2	Data attributes are documented and prioritised for the Asset Management Information System		Complete
2	The asset owner has a corporate asset register supported by technical asset registers with regular validation of data.		Complete
3	The asset custodian has a defined process for operations, maintenance, renewal and acquisition (upgrade, new and expansion) planning for its existing assets.		Complete

3	The asset custodian has defined and documented procedures for determining asset replacement costs and a table of unit rates, which are stored in the Asset Management Information System.	Partially Complete
3	The Asset Management Information System has the ability to generate maintenance and renewal expenditure forecasts.	Partially Complete
3	The asset custodian's systems, procedures and processes allow it to benchmark its asset management performance against similar organizations over time.	Not Started
3	The asset custodian's asset financial reporting functionality is comprehensive and includes audit trails, depreciation calculations, reporting thresholds and records of acquisition and disposal of assets	Complete
3	The asset custodian has documented repeatable methodologies to carry out consistent asset condition surveys and defect identification assessments, as documented in a Condition Rating Assessment Manual for applicable asset classes.	Complete
3	There is a common corporate data framework used across all asset groups, which is defined by the asset custodian's Infrastructure Asset Hierarchy.	Partially Complete
3	The asset custodian has a consolidated, integrated, accurate, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Partially Complete
4	Data and systems allow projections which inform a range of service provision scenarios and costs. Adopted scenarios are incorporated into Asset Management Plans and the Long Term Financial Plan with an annual review in line with applicable statutory requirements.	Partially Complete
4	Data is available and accessible to enable performance measurement and reporting against Key Performance Indicators used to measure levels of service. Processes and information are driven by an asset knowledge management strategy linked to the Asset Management Plans and the Long Term Financial Plan.	Well Progressed

4	The asset custodian's Asset Management System used to manage operations and maintenance functionality is driven by an asset knowledge management strategy, with specific functionality for each service area to monitor operations and maintenance costs and trends.	Not Started
4	The asset custodian benchmarks its infrastructure funding gap against relevant industry indicators.	Not Started
4	The asset custodian has a documented data standards for inclusion in Asset Management systems upon the commissioning of new (and/or modified) assets.	Complete
4	The asset custodian's Asset Management Systems is used to monitor asset performance over time.	Well Progressed
4	Functionality of the asset custodian's Asset Management systems includes the ability to generate maintenance and renewal programs based on available budget and future condition profiles, to generate scenario specific cash flow forecasts and to generate optimized programs.	Not Started
4	The asset custodian's Asset Management system is integrated with other corporate knowledge systems such as the finance, GIS and property information systems.	Partially Complete
4	The asset custodian's Asset Management System can generate works orders based on intervention levels and customer requests which are also linked to the asset register. It has the capacity to monitor completion targets and perform facilities management functions.	Not Started
4	Asset Management systems are able to predict asset life based on various assessment factors and compare actual against predicted deterioration behaviour.	Not Started
4	The asset custodian records the results of asset condition surveys and defect assessments against individual assets, linked to the component inventory in the asset register. Time series condition data is maintained to allow monitoring of asset performance.	Partially Complete
4	Asset Management systems have risk management functionality available to predict criticality of assets,	Not Started

	record risk assessments, risk treatment, treatment costs and residual risk.	
4	Asset renewal funding requirements and funding gaps are determined to achieve the lowest life cycle costs with consideration of the service level and risk tradeoffs.	Complete
4	Asset data is available to operations, design and planning staff across services areas when planning and undertaking works.	Complete
5	Asset data is integrated and responds to required decision support information needed for optimum service delivery	Well Progressed
5	Annual skills and knowledge audit on capacity and capacity needed to deliver corporate plan with linked service provision plan.	Partially Complete

Characteristic	Result
Does your organisation have the data and systems to perform asset management activities?	Well progressed

Framework	Asset Management & Planning		
Element	Skills and Processes		
Current Score	2.23	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Medium
Advanced Target	5	Risk of Target Maturity	Low
Observations	Council needs to adopt a whole of Council approach to asset management which includes increasing awareness of AM with Councilors and staff. Many processes are implicit requiring thorough review, definition and documentation.		
Implications	Disjointed focus on asset management across the organisation and uncertainty in asset management roles, responsibilities and processes.		

Recommendations	Complete audit to determine current skills and knowledge levels and develop ongoing training programs for Councilors and staff. Complete documentation of processes for assessing asset condition and remaining useful lives.	
Maturity Score	Characteristic	Result
1	Leadership is supportive of delivering the essential asset management activities	Complete
2	Skills & knowledge requirements determined	Complete
2	Audit completed to determine current skill & knowledge levels	Not Started
2	Position descriptions incorporate an asset management knowledge requirement	Well Progressed
3	The asset custodian provides ongoing training programs for executive leaders and elected members on key asset management topics.	Well Progressed
3	The asset custodian has a process to communicate the financial implications of the Asset Management Plans to internal and external stakeholders.	Complete
3	The asset custodian has formal processes for the handover of assets to asset custodians/owners.	Not Started
3	The asset custodian has a process to collect and record asset data into an Asset Management system upon the commissioning of new (and/or modified) assets, including built and contributed assets.	Partially Complete
3	The asset custodian has a defined methodology for assessing the Remaining and Useful Life, Residual Value and Depreciation Method of assets.	Partially Complete
3	The asset custodian has assessed the skills and knowledge required to perform asset data management activities, conduct financial reporting valuations and develop Asset Management Plans. The asset custodian has a current asset management skills matrix. Staff training needs have been identified and training scheduled.	Partially Complete

3	The asset custodian has a process to annually review and update the financial forecasts for all asset classes and update the Long Term Financial Plan.	Well Progressed
3	The asset custodian has a process to identify operational risks, assign responsibilities and monitor risk treatment actions all recorded within a risk register.	Well Progressed
3	The asset custodian has a process to review and update Asset Management Plans for all asset groups on a maximum of a 3 to 4 year cycle consistent with the asset custodian election cycle. Asset Management Plans are formally adopted by The asset custodian .	Complete
3	The asset custodian has a process to review and update the Asset Management Strategy on a maximum of a 5 year cycle. The Asset Management Strategy is to be formally adopted by the executive.	Complete
4	Asset Knowledge Management Strategy identifies data framework requirements	Not Started
4	Contingency plans in place to ensure continuity of activities when staff turnover occurs	Partially Complete
4	Staff are trained in best practice operating and maintenance procedures and activities.	Well Progressed
4	Capital Works priority is based on the application of business cases incorporating whole of life costing, risk and benefit quantification and all data used in decision making is documented and recorded.	Well Progressed
4	The asset custodian has an Optimum Decision Making framework to ensure consistent decision making. The Optimum Decision Making framework considers multivariable criteria linked to service and performance standards. There is a shift in emphasis from asset condition to service performance and value.	Well Progressed
4	The asset custodian has a process whereby community enquiry and operational response issues are linked to individual assets.	Not Started

4	Asset failures and causes of failures are recorded and analysed to identify failure trends and asset group rectification strategies.	Partially Complete
4	There is a process to analyse risks and incorporate risk mitigation strategies into contingency plans within the planning cycle.	Partially Complete
4	When undertaking operations and maintenance activities there is a process to allow staff to communicate asset related issues to other service areas.	Well Progressed
4	The asset custodian has a documented process that identifies the outcomes of service delivery reviews for input into Asset Management Plans and the Long Term Financial Plan.	Partially Complete
4	The asset custodian has a process linked to a Disposal Policy that identifies any services (and associated assets) that are surplus to future service level needs.	Complete
4	The asset custodian has a process which incorporates research into the determination of asset lives based on condition and consumption rates.	Not Started
4	Following each Annual Budget cycle, Asset Management Plans and the Long Term Financial Plan are updated to reflect the current financial position and to maintain alignment between all documents.	Partially Complete
5	Annual skills and knowledge audit on capacity and capacity needed to deliver corporate plan with linked service provision plan.	Well Progressed

Characteristic	Result
Does your organisation have the skills & knowledge to perform the asset management activities?	Well progressed

Framework	Asset Management & Planning
Element	Evaluation

Current Score	1.88	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Medium
Advanced Target	5	Risk of Target Maturity	Low
Observations			
Implications	Inconsistent improvement in asset management priorities and practices resulting from a lack of accountability across the organisation.		
Recommendations	Need for organisation wide focus on asset management priorities and practices with regular reviews by senior management and an ongoing training for Councillors and staff.		
Maturity Score	Characteristic		Result
1	No formal evaluation process		Complete
2	Improvement tasks are included in staff performance plans and reviews		Complete
3	Community levels of service are monitored and performance reported.		Partially Complete
3	Technical levels of service are monitored and performance reported.		Partially Complete
3	The asset custodian has a documented evaluation process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Executive Management Team and/or CEO/GM.		Well Progressed
4	The asset custodian benchmarks its asset management performance improvement against relevant industry indicators and reports annually on its asset management improvement performance against set targets.		Not Started
4	Quantitative Key Performance Indicators (KPI's) are set for technical levels of service. KPI's are monitored, measured and reported to The asset custodian against time based 'targets'.		Partially Complete

4	The asset custodian has a documented evaluation process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Internal Audit Committee (or equivalent) and the executive.	Partially Complete
5	Qualitative Key Result Areas (KRA's) are set for Community levels of service. KRA's are monitored, measured and reported to The asset custodian , against time based 'targets'.	Partially Complete
5	The asset custodian undertakes an annual audit within the entity to report on trends on ISO 55000 / Triple Bottom Line / Quadruple Bottom Line service delivery and accompanying financial sustainability compared to the Strategic Longer Term Plan.	Not Started

Characteristic	Result
Does your organisation have a process to evaluate progress and use of resources on implementation of the Frameworks?	Well progressed

Core and Advanced Maturity Assessment Spider



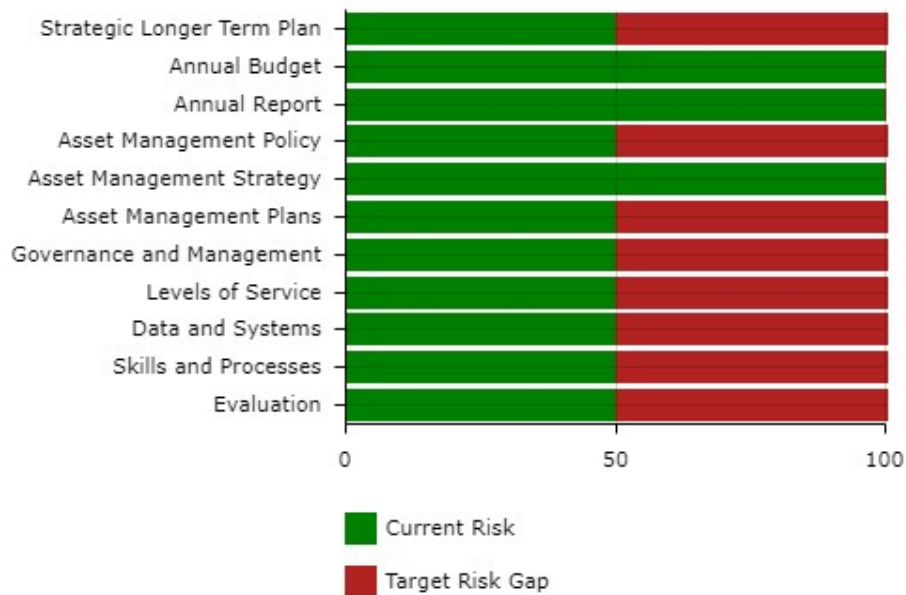
Current and Target Risk Spider



Core Maturity Assessment Histogram



Core Maturity Risk Assessment Histogram



Appendix B: Staff Roles and Responsibilities Matrix

		Staff														
Function	Activity	CEO	DCCS	DIO	AM	FM	OM	IDM	CAMO	GAMO	TSO	AAO	CS	MS	PG	
Planning	Resourcing of Asset Management Requirements	S	P	A	K											
	Strategic Planning	S	K	A	P	P	P	P								
	Long-Term Financial Plan	S	A	K	K	K	P	P		P						
	Asset Management Strategy & Improvement Program	S	P	A	K		P	P	P	P	P		P	P	P	
	Asset Management, Capitalisation and Materiality Thresholds Policy	S	A	P	K	K										
	Asset Management Plans	S	K	A	K	P	P	P		P	P	K	P	P	P	
	Asset Management Steering Committee	S	P	A	K	P		P								
	Annual Works Programs	S	P	A	K		P	P	P	P	P		P	P	P	
	Project Cost estimates for AM planning (valuation) and budgetary purposes			A	K	K	P	P	P	K	K		K	K	K	
	Asset Management Lifecycle cost optimisation			A	K	P	P	P	P	K	K	K	P	P	P	
Systems/Data	Asset Registers and Data Management			S	A				P	K	K	K				
	Asset Mapping and Analysis			P	A					K	K	K				
	Works and Maintenance Records			P	K		A	A	P	K	K		K	K	K	
	Development of Council's Asset Management systems		K	A	K					K	K	P				
Service Delivery	Plan Delivery - Project Management			S	P		K	A	P	P	K		K	K	K	
	Asset Maintenance & Operation Delivery		K	S	K		A	A	K	P	P		K	K	K	
	Project design and as constructed drawings			S	P		A	A	P		K		P	P	P	
	Final project costings			A	P	P	K	K		K	K		K	K	K	

CEO Chief Executive Officer

DCCS Director Corporate & Community Services

DIO Director Infrastructure & Operations

AM Asset Manager

FM Finance Manager

OM Operations Manager

IDM Infrastructure Delivery Manager

CAMO Contracts & Asset Management Officer

GAMO GIS & Asset Management Officer

TSO Technical Support Officer

AAO Asset Administration Officer

CS Construction Supervisor

MS Maintenance Supervisor

PG Parks & Gardens Supervisor

S Signoff responsibilities - ultimate responsibility

A Accountable - responsible for overseeing processes and result.

K Key participant - often responsible for major outputs

P Participant - provides input and participates in the process