

Asset Management Strategy 2024 -2027



Shire of
Serpentine
Jarrahdale

Table of Contents

Executive Summary	3
Asset Lifecycle Management.....	4
Major Objectives.....	5
Strategic Actions for Asset Management Improvement	5
Asset Management System	5, 6
1. Introduction	7
Vision.....	7
Asset Management Policy	7
Asset Management Framework	8, 9
Monitoring and Review	9
2. Current Status of Asset Management	10
2.1 Asset Management Plans	10
AMIP Improvement Plan.....	10
State of the Assets.....	11
Condition.....	11,12
Sustainability Ratio Performance.....	12, 13
Growth – Donated/ Gifted Assets.....	13
2.2 Levels of Service	14
2.3 Risk Management.....	15
2.4 Data and Information Systems	16
2.5 Governance and management arrangements	16
Asset Management Working Group (AMWG)	16
3. Strategic Actions for AM Improvement.....	17
3.1 Asset Management Plans	17
3.2 Levels of Service	18
3.3 Risk Management.....	19
3.4 Data and Information Systems	19
Data Management	19
Asset Condition Surveys and Revaluation.....	20,21
Asset Renewal Programs.....	21
Information Systems.....	22
Asset Lifecycle Management System	22
Strategic Asset Management (SAM).....	23
3.5 Governance and management arrangements	23
Asset Management Working Group.....	23
Roles & Responsibilities.....	24
4. Reference and Demographic Information.....	25
5. Definitions	25

Executive Summary

The Shire of Serpentine Jarrahdale (the Shire) relies heavily on assets to deliver its services to the community. It is therefore critical that the provision and management of assets is effective and sustainable to meet current and future community needs. Implementing sound asset management practices will also encourage better decision making on services and assets to optimise return on investment.

This Strategy outlines the implementation and integration of best practice Asset Management planning, management, systems and processes into the organisation's operations.

The Strategy is linked to the Shire's Asset Management Policy and Asset Management Plans and is a key element of the Shire's Integrated Planning and Reporting Framework, to support the delivery of the Shire's Council Plan Pillars:

- **Thriving** – A well-planned Shire which supports our community to flourish through sustainable growth, partnership and leadership.
- **Liveable** – A protected, enhanced and safe natural and built rural environment, with access to services and facilities.
- **Connected** – Connected and vibrant neighbourhoods, celebrating our history and diversity

It outlines the current State of our Assets, with 55% in "Good" to "Very Good" condition due to significant subdivision development experienced in the past 15 years. Gifted assets taken over by the Shire through development will require consideration as to the financial implications to deliver a consistent level of service in the future.

There are three key performance indicators for financial sustainability as recommended in the Department of Local Government, Sport and Cultural Industries (DLGSC) Asset Management National Framework and Guidelines.

The Shire's ratios reported:

- **82%** Asset Consumption Ratio (ACR)
- **90%** Asset Sustainability Ratio (ASR)
- **104%** Asset Renewal Funding Ratio (ARFR)

The Asset Sustainability Ratio and Asset Renewal Funding Ratio meet the target ratios, which detailed in section 2.1 of this Strategy.

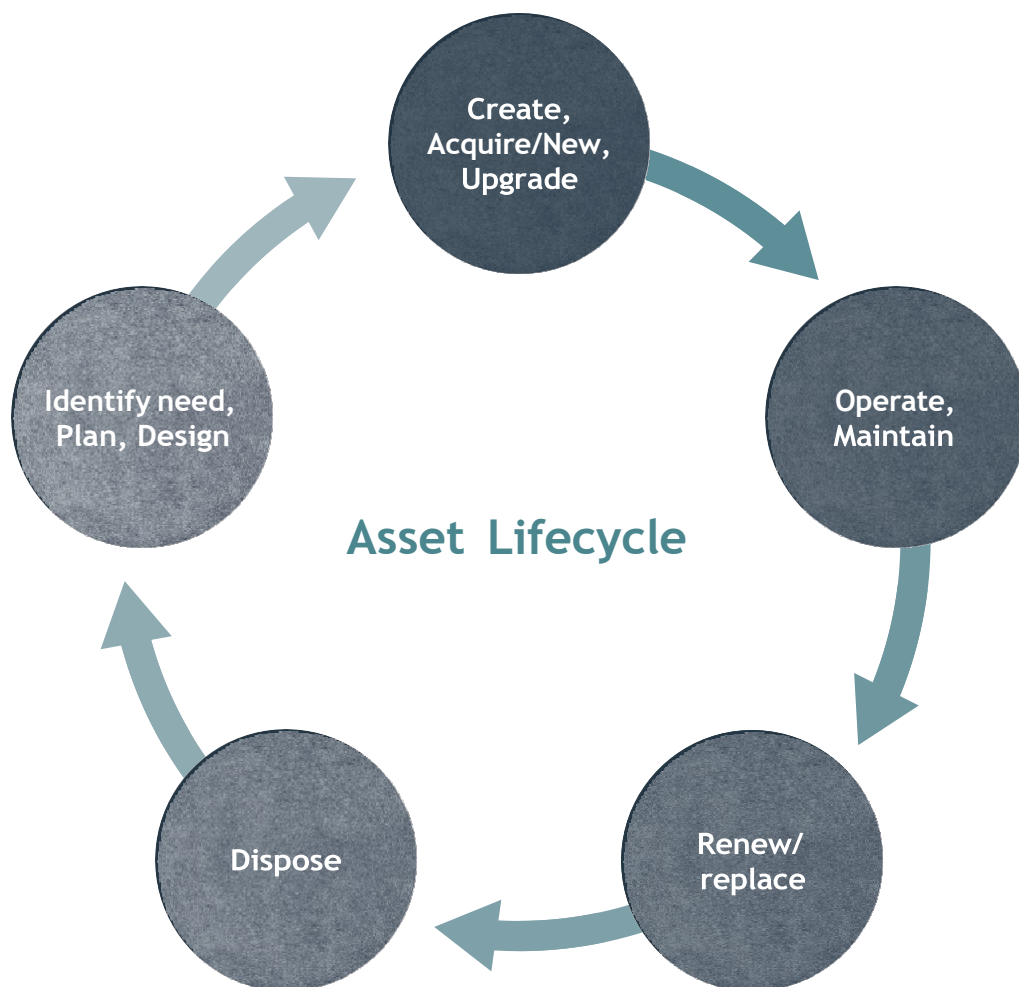
It should be noted that at present the Asset Consumption Ratio is 82% where it is recommended to be between 50% and 75%. While a ratio greater than 75% may indicate an over investment in the asset base, assets with a longer useful life or an organisation that is still experiencing growth may contribute to this ratio.

The implementation of the Strategy is to be principally managed and delivered by the Asset Management Coordinator along with the Asset Management Working Group (AMWG).

Asset Lifecycle Management

Asset Lifecycle Management (ALM) is the process of managing the lifecycle of an asset from conceptual design to disposal/decommission.

- Lifecycle management is a holistic approach to optimising the Lifecycle of an asset, its performance and usage.
- Thorough planning, analysis and timely execution, allows appropriate data-driven decision- making to occur and enable asset Lifecycle management to deliver optimum outcomes.
- Lifecycle cost is the total cost of an asset during the entirety of the asset's life.



A robust asset management solution/information system allows for the easier tracking of thousands of assets in each stage of the lifecycle.

To ensure effective asset decision-making and to achieve sustainable results in performance, the Shire must take a holistic approach that addresses not only infrastructure assets, but also the supporting resources, business processes, data and enabling technologies that are critical to success.

Major Objectives

Four major objectives will enable the Shire to improve its implementation of best practice asset management throughout the life of this strategy:

1. Service levels are set with the aim of achieving an acceptable standard that meets community expectations without over servicing and thus incurring unnecessary costs for the Shire.
The Shire recognises the importance of its responsibility to manage its assets to achieve optimum life whilst maintaining levels of service, and any risk monitored and managed in conjunction. The Shire also seeks to deliver infrastructure that is suited to its intended function.
2. Review and update the Shire's Asset Management Plans (AMP's) ensuring that AMPs, Capital Works Programs and Renewal projections for the Long Term Financial Plan (LTFP) are the very latest condition based asset data.
3. Maintaining an up-to-date asset register and asset condition assessments in order to show the current state of the assets and provide an indication of the extent of upgrade, or renewal required, to keep the asset at an acceptable level.
4. Realise Asset Lifecycle Management (ALM) system with the implementation and development of the Technology One, ALM will hold the Asset Register, Works Management and Capital Projects Management (for infrastructure) systems, providing the capital and operational asset management activities and costs for better financial reporting and understanding of the lifecycle costs.

These objectives are further broken down into key tasks and actions in Section 3 of this Strategy.

Strategic Actions for Asset Management Improvement

All Shire directorates have a role to play in asset management. The Asset Management Working Group (AMWG) includes representatives from all areas within the Shire, which have a direct relationship with assets and service delivery.

The AMWG has the crucial role of leading the implementation and delivery of asset management and ensuring continuous improvement and awareness is ongoing within the Shire and community.

The key tasks that the AMWG intends to focus on over the next four years is to ensure that the Shire's assets are managed in a sustainable manner are:

- Governance and management arrangements
- Levels of Service
- Data Management
- Condition Surveys
- Renewal Programs
- Revaluations
- Risk Management
- Asset Management Plans, Policy, Strategy

Details of these key tasks and the strategic actions of how we improve in these areas of asset management are provided in Section 3 of this Strategy.

Asset Management System

The Shire procured an Enterprise Resource Planning (ERP) system in 2020 from Technology One's software suite, also known internally as "OneComm". Implementation of the system has allowed integration to Financials, Property and Geographic Information System (GIS).

The system consists of registers of infrastructure assets, work systems, asset maintenance activities and infrastructure capital project management. Additionally, the system provides extensive reporting capability with work scheduling and mobile update functionality.

Developing mechanisms for determining the accurate cost of delivering services remains a significant undertaking for many local governments, as it requires structured operational activities and an asset management system that has the functionality to capture, report and monitor those activities to form a true and real life baseline of current and historical performance.

1. Introduction

Vision

The Shire's asset management vision is to:

“Develop and maintain asset management governance, skills, processes, 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 sustainable manner.”

Asset Management Policy

The Shire's Council Policy 2.1.1 - Asset Management has a key objective to:

“. . . ensure that it has the systems, people, resources, capability, knowledge and understanding of its assets to effectively provide the intended services to meet the objectives of the Council Plan and Corporate Business Plan. Through the Asset Management Framework, this Policy in conjunction with the Asset Management Strategy and Asset Management Plans determines the evolution of Asset Management within the Shire.”

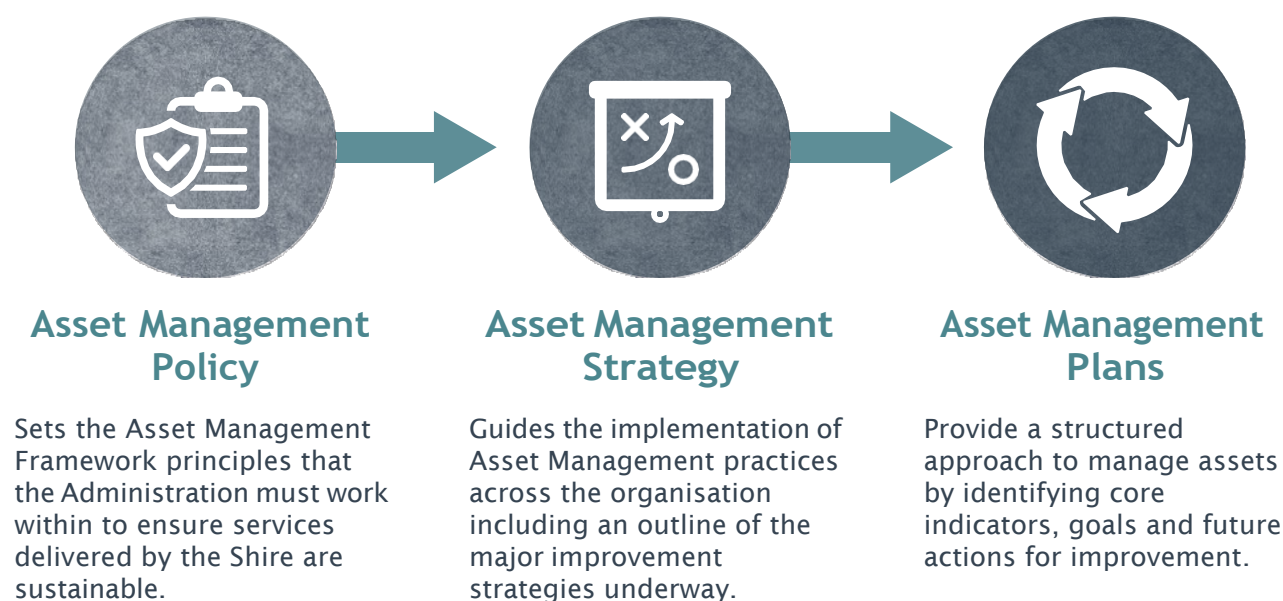
To achieve the Policy objectives, the Shire is committed to ensuring that Asset Management is recognised as a major corporate function of Council, and that staff are committed to supporting the function by implementation of the following:

- Development and application of consistent standards to infrastructure assets built by the Shire, Community, or the Land Developer.
- Council engagement with the community and key stakeholders on determining service standards when developing levels of service for infrastructure assets in accordance with the Asset Management Plans (AMP's).
- Allocation of appropriate resources to ensure the Infrastructure Asset Management (IAM) practices are undertaken effectively, including timely maintenance and renewal to ensure that lifecycle costs are optimised for both existing and new assets.
- Council will work towards adopting an annual Infrastructure Works Budget that reflects the objectives of IAM, with adequate funding allocated for maintenance, capital renewal and capital upgrade of existing assets.
- Recording and maintaining Asset data in the asset register contained within OneComm for accurate reporting and effective decision-making.

This Strategy outlines how the Shire will implement and integrate best practice Asset Management Planning into Shire operations to ensure systems and processes are robust and focus on continuous quality improvement.

Asset Management Framework

The Shire's Asset Management Framework comprises of Council's Asset Management Policy 2.1.1, and this Strategy. The Shire's Asset Management Plans (AMP's) are under review and are to be prepared as a high-level Executive Summary for Roads, Stormwater Drainage, Buildings, Parks & Reserves, Pathways, and Bridges. Supporting technical information will be prepared by key stakeholders to align with Infrastructure Asset Management (IAM). The hierarchy and purpose of each part of the Asset Management Framework is outlined below.



The Shire's Asset Management Policy, Asset Management Strategy and Asset Management Plans align to the Government of Western Australia, Department of Local Government, Sport and Cultural Industries (DLGSC) Asset Management Framework ensuring the direction and delivery of the Shire's Asset Management Strategies are best practice and Australian industry standards.

The Asset Management Framework is an intrinsic part of the Shire's Integrated Planning and Reporting Framework and works in tandem with the development of the Council Plan, Long Term Financial Plan, Corporate Business Plan and Workforce Plan. As the following infographic illustrates.



Council Plan (CP)

The Asset Management Framework links to the Council Plan which through extensive community consultation outlines the Shires strategic priorities and long term vision



Long Term Financial Plan (LTFP)

Ensures the Shire has the financial capacity to deliver asset management priorities into the future



Corporate Business Plan (CBP)

Details the projects and activities that will be undertaken to address the strategies contained within the Council Plan.



Organisational Development Roadmap

Develops a high performing, employee driven organisation to deliver the Asset Management Framework

Monitoring and Review

Monitoring and Reporting

This Strategy will be a standing item on the Asset Management Working Group (AMWG) meeting agenda, and it is a requirement for the AMWG to provide and record an update against the improvement actions detailed within this Strategy. On a quarterly basis, the AMWG will provide a progress report to the Executive Management Team. Any amendments to the improvement actions (such as timelines and/or additional actions) will be formally recorded within this strategy at the annual review process.

2. Current Status of Asset Management

2.1 Asset Management Plans

The five Asset Management Plans (AMP's) listed below, were endorsed by Council in April 2019 which included an Asset Management Improvement Plan (AMIP). The plans are under review and are to be prepared as a high-level executive summary for each asset class with supporting technical information prepared by key stakeholders to align with Infrastructure Asset Management (IAM).

Outstanding tasks from the AMIP have been incorporated into this strategy as follows:

1. Stormwater Drainage (E19/2941)
2. Roads (E19/2940)
3. Paths (E19/2939)
4. Parks and Reserves (E19/2938)
5. Buildings (E19/2937)

Asset Management Improvement Plan (AMIP)

Task No	Task	Timeline	Addressed in Strategy
1	Develop current and desired levels of service to understand sustainable levels of service. This includes improving the recording of customer requests and complaints against the measurable service.	2025/26	Section 3.1, 3.2
2	Review internal maintenance schedules to capture the costs for better reporting against the service level.	2024/25	Section 3.2
3	Undertake a review of the financial reporting prior to budget planning. Review process improvements to determine planned/unplanned expenditure, operating costs, and ratios.	2024/25	Section 3.4
4	Display future capital works programs on GIS Intramaps for the community to refer to and identify areas of concern.	2025/26	Section 3.1
5	Update the Risk Management Plan	Ongoing	Section 3.3

Five year Renewals Programs are to be established for the AMP's and incorporated into the Shire's 10 Year Long Term Financial Plan and reviewed for the annual budget preparation.

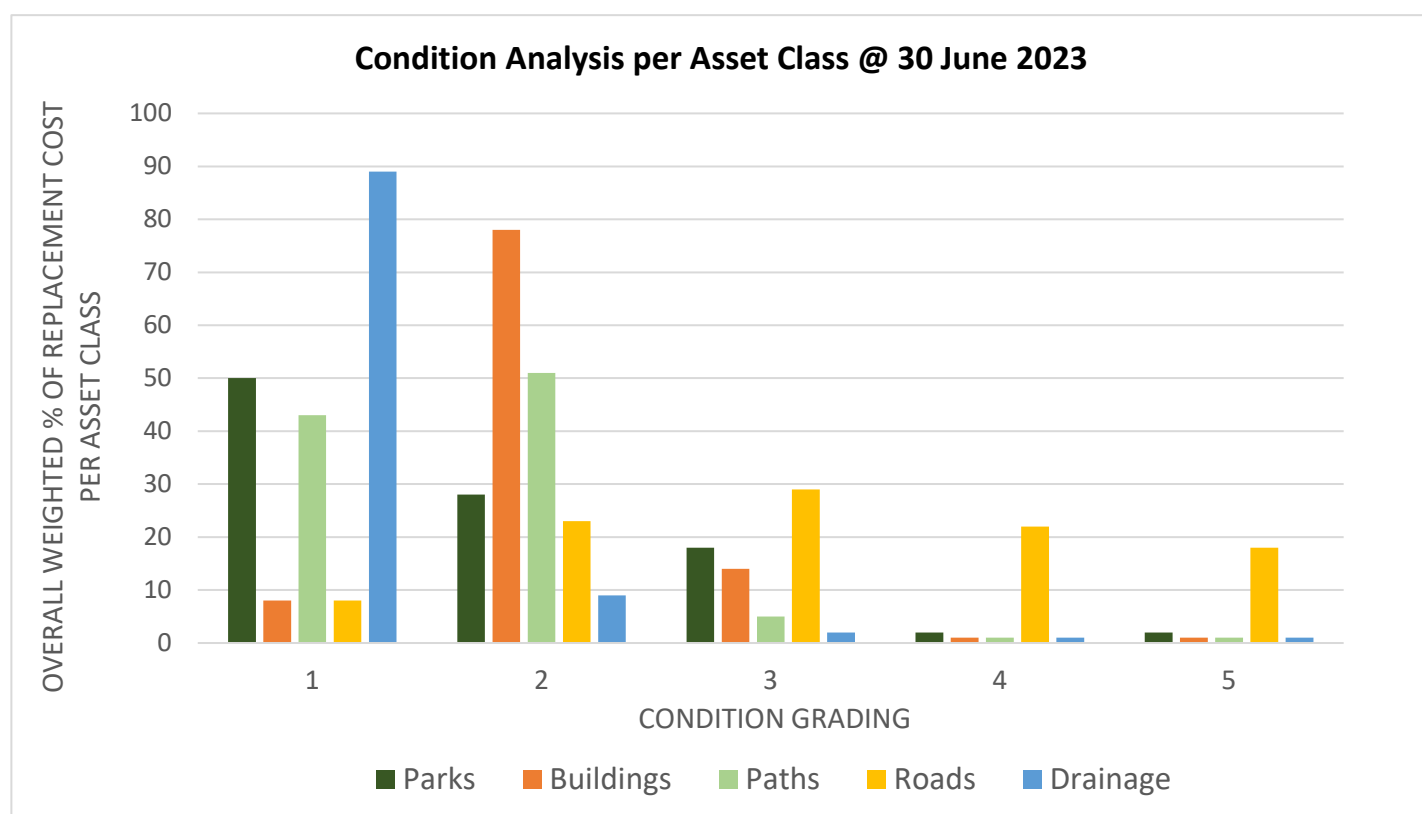
State of the Assets

The financial status of the Shire's owned assets as of 30 June 2023 is summarised in the table below.

Asset Class	Current Replacement Cost	Depreciation	Fair Value
Parks	\$41,457,394	\$16,137,665	\$25,319,729
Buildings	\$49,391,913	\$19,598,816	\$29,793,097
Footpaths	\$28,339,663	\$3,889,772	\$24,449,891
Roads	\$424,520,428	\$182,970,219	\$241,550,209
Drainage	\$154,206,152	\$24,787,766	\$129,418,386
TOTAL	\$697,915,550	\$247,384,238	\$450,531,312

Condition

The condition analysis graph of the Shire's owned assets according to their classes as of 30 June 2023 is shown in the table below.



The condition profile for the Shire's assets is measured using a 1 to 5 grading system 1 = Very Good, 2 = Good, 3 = Fair, 4 = Poor and 5 = Very Poor as outlined below.

Condition Grading	Description of Condition
1	Very Good: A new asset or an asset of sound physical condition
2	Good: Some superficial deterioration evident. Serviceability may be impaired slightly
3	Fair: Significant deterioration evident. Asset serviceability is now affected, and maintenance costs are rising
4	Poor: Serviceability is heavily affected by asset deterioration. Maintenance cost is very high, and the asset is at a point where it requires major reconstruction or refurbishment
5	Very Poor: Level of deterioration is such to render the asset unserviceable

The graph on page 11 shows that 55% of the Shire's assets are in Very Good and Good condition primarily due to the significant subdivision development experienced over the past 15 years.

The aging condition of assets in older areas where historically insufficient expenditure on intervention works to increase the life of assets has taken place, has resulted in 20% of the Shires assets now being in Fair condition and 25% in Poor and Very Poor condition. The most noticeable example of this is the road network, where 40% of the roads surveyed in the 2023 Road Condition Survey were in Poor and Very Poor condition. Forward work programs for the next five years are currently under development which will reflect current market cost based on design which may be significantly higher than the current replacement costs identified.

The basic principle of asset renewal is to intervene at strategic points in an asset's normal Lifecycle to extend the expected service life, and thereby maintain its performance. Typically, a long-life-cycle asset requires multiple intervention points including a combination of repair and maintenance activities and even overall rehabilitation. Costs decrease with planned maintenance rather than unplanned maintenance. Yet, excessive planned maintenance increases costs. Thus, a balance between the two must be recognised.

While each improvement raises an asset's condition curve, each rehabilitation resets an asset's condition curve, and complete replacement returns the condition curve to a new or upgraded level. Therefore, strategically timing these interventions will aid in extending an asset's Lifecycle.

Sustainability Ratio Performance

There are three key performance indicators for financial sustainability as recommended in the DLGSC Asset Management National Framework and Guidelines.

The aim of the Framework is to enhance the sustainable management of local government assets by encouraging 'whole of life' and 'whole of organisation' approaches and the effective identification and management of risks associated with the use of the assets.

The following results extracted from the annual financial report as of 30 June 2023 are displayed on the next page.



82%

Asset Consumption Ratio

- This ratio shows the written down current value of the Shire's depreciable assets relative to their 'as new' value in up to date prices.

It is calculated by dividing the written down value, also known as the Fair Value, by the current replacement cost from the Shire's operational and financial asset registers.

The target ratio should be between 50% and 75%. A ratio of less than 50% indicates a rapid deterioration of the asset base, whilst a ratio greater than 75% may indicate either an over investment in the asset base, assets with a longer useful life or an **organisation that is still experiencing growth**.



90%

Asset Sustainability Ratio

- This ratio indicates whether assets are being replaced or renewed at the same rate that the overall asset stock is wearing out.

It is calculated by dividing the annual capital expenditure spent (funding) on renewals by the annual depreciation expense

- The ratio is calculated based on a projected yearly depreciation increase of 1.75% from the Long Term Financial Plan (LTFP).

The target ratio should be between 90% - 110%.



104%

Asset Renewal Funding Ratio

- This is an indicator as to the ability of the Shire to fund the projected asset renewals in the future and therefore continue to provide existing levels of service, without additional operating income or reductions in operating expenses, or an increase in net financial liabilities above that currently projected.

It is calculated by dividing the projected capital expenditure on renewals (condition based) over the 10 years by the LTFP budget allocation on renewals over the same period.

The target ratio should be between 95% and 105%. A ratio of between 50% and 75% indicates that adequate provision is not being made for the future renewal of assets.

Growth – Donated/Gifted Assets

The Shire continues to experience growth in its assets across all infrastructure areas through its own construction works and from external sources arising from developer handover of new subdivisions and other donated/gifted assets.

The Shire has had a significant number of assets contributed by developers over the past 15 years. This growth will need to be managed and balanced to available funding if it is to sustainably deliver a consistent level of service.

The total replacement cost for donated/gifted assets for the year ending 30 June 2023 has been valued at \$10.1 Million.

2.2 Levels of Service

Levels of Service are the defined service qualities for a particular activity (e.g. road maintenance) or service area (e.g. street lighting) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental considerations, acceptability and cost.

The Works Management system will be used to schedule maintenance and capture the allocation of costs. It is currently under development by the Operations, Asset Services and ICT business units and will include the establishment of Levels of Service.

2.3 Risk Management

The risk that the Shire does not implement Asset Lifecycle Management (ALM), in order to obtain quality long- term asset life is a key strategic risk identified on the Shire's Strategic Risk Register.

In addition, the Shire has identified that the following will be vital to risk management in order to achieve the objectives of this Strategy:

<i>We must...</i>	<i>which links to strategy objective...</i>	<i>and has the following uncertainties that require risk management...</i>
Set the level of service and understand our community's needs.	1	<ul style="list-style-type: none"> • Councilor buy-in • Gifted assets • Population growth • Suitability of historical assets • Changes to community group leaders
Recognise whole of lifecycle costs.	3	<ul style="list-style-type: none"> • Methods of calculation (ratios) • Methods of communication (reports)
Have sound financial management.	All	<ul style="list-style-type: none"> • Future rate strategies • Ability to match grant funding • Management of Developer Contribution Plans
Ensure best practice processes are in place for record keeping, inspections, maintenance, renewal and decision-making.	All	<ul style="list-style-type: none"> • Staff retention • Legislation amendments
Understand what assets we do have.	2, 3	<ul style="list-style-type: none"> • Data gaps and missing assets • Roles and responsibilities • Process of identification
Have a clean, accurate and complete data source.	2,3,4	<ul style="list-style-type: none"> • Staff resources
Communicate effectively across business units and departments.	All	<ul style="list-style-type: none"> • Roles and responsibilities • Individual accountability

Further information on these risks, including their ratings, controls and mitigation strategies are detailed on the Asset Management Working Group (AMWG) Risk Management Register. AMWG is responsible for ensuring the risk register is reviewed at each meeting and continuously monitored for risk level changes, timely completion of actions and any new and emerging risks.

2.4 Data and Information Systems

The Shire currently maintains its asset data in an Enterprise Resource Planning (ERP) system from Technology One, known internally as “OneComm”. This asset database is represented in Intramaps, a Geographic Information System (GIS). The accessibility and display of data from OneComm to Intramaps is increased by a direct connection with GIS.

The Shire has embraced the international digital data specification “ASpec” for roads, drainage, and open space infrastructure, along with a consortium of local and state government agencies. This ensures the ‘As-Constructed’ data is captured in the correct format for importing into GIS and the asset register.

Building assets are not aligned to ASpec but are based on the Shire’s internal data requirements in relation to the Institute of Public Works Engineering Australasia (IPWEA) Asset Design As Constructed (ADAC) data format.

The Works Management system to schedule maintenance and capture the allocation of costs, currently under development will replace the remaining operational works maintenance programs managed using excel spreadsheets.

2.5 Governance and management arrangements

Asset Management Working Group (AMWG)

The purpose of the AMWG (previously the Asset Management Technical Advisory Group) was formed in 2018 to:

- 2.5.1 Support asset management by providing specialised asset information or reports and to make recommendations in terms of operational issues.
- 2.5.2 Allow representatives from specialised units to share valuable information relevant to specific asset classes that could impact on the Shire’s asset management strategy.
- 2.5.3 Consult with stakeholders to develop Levels of Service.
- 2.5.4 Support the implementation of asset management across each business unit including data collection and recording.

This Strategy will provide the AMWG with a list of tasks/actions to complete over the next 4 years. This group has the crucial role of leading the implementation and delivery of asset management ensuring continuous improvement and ongoing awareness to the Shire and community.

3. Strategic Actions for AM Improvement

3.1 Asset Management Plans

As the Shire’s Asset Management practices have become recognised in the Corporate Planning Framework, the Asset Management Plans (AMP’s) will be revised and updated in a five-year cycle to align with the Financial Revaluation process and Long Term Financial Plan, further reinforcing the plans as key informing strategies.

The five AMP’s completed in 2019 require improvements and will be prepared as a high-level Executive Summary for each major asset class following elements of the Institute of Public Works Engineering Australasia (IPEWA) and the International Infrastructure Management Manual (IIMM). Supporting technical information will be prepared by key stakeholders to align with Infrastructure Asset Management (IAM) which will include long term forward works programs for renewal, upgrade and new where appropriate.

A sixth AMP for Bridge Asset Management requires developing and programming in 2024/25.

Actions – Timelines

Development/Update of Asset Management Plans:

Timeline 2024/25	Timeline 2025/26
<ul style="list-style-type: none">• Roads• Pathways• Bridges	<ul style="list-style-type: none">• Parks & Reserves• Stormwater Drainage• Buildings

3.2 Levels of Service

Levels of Service are set with the aim of achieving an acceptable standard that meets community expectations with consideration of the ability for Council to support this sustainably.

Developing mechanisms for determining the accurate cost of delivering services remains a significant undertaking for many local governments, as it requires structured agreed operational activities and an asset management system that has the functionality to capture, report and monitor operational activities to form a true and real life baseline of current and historical performance.

For each asset class, the current technical and community levels of service should be established and documented in the relevant Asset Management Plans followed by community engagement with these results.

Actions – Timeline

Levels of Service	Timeline
Develop Maintenance Schedules for all Asset Classes to ascertain current service levels (Asset Management Improvement Plan task 2).	2025/26
Develop Levels of Service from Asset Management Plans (AMPs).	2025/26
Engage community with service level results and expectations	2025/26
Improve/ensure the capture of costs associated with service levels. (AMP's Improvement Plan task 3).	2025/26

3.3 Risk Management

Whilst the Shire's Corporate Risks associated with Asset Management are identified and managed (as outlined in section 2.3), there is work to be done to further develop the risk profiles of the Shire's individual assets and this will be the focus for improving the Shire's risk management processes in relation to assets over the duration of this strategy.

Actions – Timeline

Risk Management	Timeline
Review existing risk management procedures across the organisation.	2025/26
Record infrastructure risks and table for Risk Management Plan. (AMP Improvement Plan task 5).	Ongoing
Communicate risks to Leadership Team.	2024/25

3.4 Data and Information Systems

Data Management

The alignment of the "ASpec" specifications to our asset registers has been developed to ensure the handover of assets from surveyors into the Shire's asset register are simplified and streamlined.

Data validation is essential as part of this process to maintain the integrity and quality of information to assure that the asset register holds accurate data.

Outcomes:

- Procedure documentation for data management
- Data reporting to Main Roads
- Data maturity

Actions – Timeline

Data Management	Timeline
Written Procedures and Process Maps in relation to all asset management processing functions.	2025/26
Develop IRIS reporting process to Main Roads WA	2024/25
Improve data maturity of existing assets in relation to core attribute information	2025/26

Asset Condition Surveys and Revaluations

The Shire recognises the importance and its responsibility to manage its assets to achieve optimum life whilst maintaining levels of service. The need for the Shire to schedule five yearly surveys for major asset groups will ensure that the Shire has a greater understanding of what assets we have and how they are performing.

The scheduling of condition surveys will fall prior to the next revaluation financial year, as tabled below.

Development of the Shire's Asset Management Plans (AMP's) ensuring that AMP's, infrastructure capital work programs and renewal projections for the Long Term Financial Plan are formed from the very latest condition based asset data.

The audit process for condition surveys is to be developed and managed by Asset Services in conjunction with key personnel from Infrastructure Services, Operation Services and other business units to ensure the following.

Outcomes:

1. Alignment with ASpec Data Standards.
2. All assets condition rated on a 1-5 scale.
3. Data provided digitally to provide easy transition into the Shire's asset register.

The Shire is intending to carry out asset condition surveys typically on rolling five-year cycles for each of the major asset classes as displayed below:

	Bridges	Annually Level 1 Condition Survey <i>EOFY 2027/28 Revaluation</i>
	Buildings & Land	Yr 2025/26 Condition Survey <i>EOFY 2026/27 Revaluation</i>
	Parks & Reserves	Yr 2026/27 Condition Survey <i>EOFY 2027/28 Revaluation</i>
	Stormwater Drainage	Yr 2026/27 Condition Survey <i>EOFY 2027/28 Revaluation</i>
	Roads	Yr 2026/27 Condition Survey <i>EOFY 2027/28 Revaluation</i>
	Pathways	Yr 2026/27 Condition Survey <i>EOFY 2027/28 Revaluation</i>

Actions – Timeline

Condition Surveys	Timeline
Develop a condition survey program for each asset class, in line with revaluation timelines.	2026/27
Develop a condition assessment manual for all asset classes.	2026/27

Actions – Timeline

Revaluation	Timeline
Review finance revaluation methodology for all asset classes, conducted by external valuers.	2026/27
Review and create a methodology for the charge out rates/costs for all asset classes.	2026/27
Review and create methodology for useful life of assets.	2026/27
Develop and approve Revaluation program and process for all asset classes	2026/27

Asset Renewal Programs

The renewal programs provide 5-year projections based on asset condition, useful life and various asset attribute data to determine replacement costs depending on the projected year for replacement/rehabilitation.

Renewal programs have been integrated into the previous two Long Term Financial Plans from:

- Forward works programs for all major asset classes where appropriate.
- Asset revaluations for cost estimating purposes and long term planning.
- Development of renewal programs for inclusion in the Long Term Financial Plan.

Actions – Timeline

Renewal Programs	Timeline
Evaluate Renewal Programs for all asset classes to align with Corporate Business Plan	Annually
Establish a process for updating the Asset Register accordingly.	2024/25
Incorporate Year 1 of Renewal Program into Annual Budgets.	Annually
Display future Infrastructure capital works programs on GIS Intramaps (AMP Improvement Plan task 4).	2025/26

Information Systems

Asset Lifecycle Management (ALM) system.

The ALM module holds the Asset Register, Works Management and the Infrastructure Capital Projects Management systems, providing capital and operational asset management activities and costs for better financial reporting.

Functionality and Benefits:

1. A single corporate asset register, in which financial calculations including depreciation have one source of truth.
2. Works system to capture service levels and risk for planned and reactive maintenance activities.
3. Maintenance processing functionality for scheduled/planned maintenance.
4. System reporting including Asset Management Plan related data extracts and reports.
5. Work management mobility.
6. Scheduling of Inspections and defect management.

Works Management Mobility system

The OneComm project will continue to invest in the deployment of workforce mobility across Operations Services for undertaking work practices.

Expected Functionality and Benefits:

1. Removal of the daily paper based work orders.
2. Remove double handling of data entry for the completion of work orders.
3. Electronic processes for notifying crew of reactive works.
4. Electronically created work orders for scheduled maintenance.
5. Enhance the decentralised processes for capture/updating of asset data.

ALM Capital Project Management system

The targeted implementation for the ALM module, Capital Project Management system for infrastructure capital works will be to align with financial year commencement.

Expected Functionality and Benefits:

1. Staging of the capital works projects.
2. Work orders to capture the actual costs of the asset.
3. Creating and capitalising the asset in one register.
4. Better financial reporting against budget and timeframes.

Electronic Timesheets for Operational Activities

The electronic timesheets for Operational Services with the Crew Leaders responsible for capturing the actual hours electronically via the work order systems is being developed in OneComm.

Expected Functionality and Benefits:

1. Removal of the daily paper based timesheet.
2. Reduced resources required by Finance and Payroll Services to process operational staff timesheets.
3. Introduce a concept of weekly exception reporting signed off by supervisor and/ or lead staff.

4. Improved data accuracy as actual hours are entered electronically to work orders via tablets.
5. Remove double handling of data.
6. Integration to assets worked on.

Strategic Asset Management (SAM)

The implementation of the SAM module is to enhance and evolve the Shire's Asset Lifecycle Management (ALM) providing a higher level of visibility and confidence in terms of prediction modelling & optimisation of our assets.

During the life of this Strategy the Shire intends to invest in the Technology One Strategic Asset Management (SAM) prediction modelling & optimisation solution.

Expected Functionality and Benefits:

1. Manage asset lifecycle risk, renewal and maintenance costs.
2. Understand assets with pre-defined degradation curves for all asset groups for condition, risk, maintenance and renewal.
3. Annual review of degradation curves based on asset work history.
4. Asset optimisation and deterioration modelling.
5. Funding prioritisation for future rolling capital work programs and 10 year renewal funding projections for the Long Term Financial Plan.

3.5 Governance and management arrangements

Asset Management Working Group (AMWG)

All Shire directorates have a role to play in asset management. The Asset Management Working Group (AMWG) includes representatives from all areas within the Shire, which have a direct relationship with assets and service delivery.

The AMWG group has the crucial role of leading the implementation and delivery of asset management and ensuring continuous improvement and awareness to the Shire and community is ongoing.

The key tasks that the AMWG intends to focus on over the next 4 years is to ensure that the Shire's assets are managed in a sustainable manner are:

- 3.5.1 Governance and management arrangements
- 3.5.2 Levels of Service
- 3.5.3 Data Management
- 3.5.4 Condition Surveys
- 3.5.5 Renewal Programs
- 3.5.6 Revaluation
- 3.5.7 Risk Management
- 3.5.8 Asset Management Plans, Policy, Strategy

All the actions in the Strategy are to be monitored and reported annually as detailed in the introduction section of this Strategy.

Actions – Timeline

Asset Management Strategy, Policy	Timeline
Review AM Policy	2024/25
Update AM Strategy	2024/25

Roles & Responsibilities

Roles and Responsibilities have been established through the AMWG to determine the asset management processes. This is to be supported further by the creation and acceptance of documented processes with defined roles, responsibilities and ownership that is auditable and accountable.

The creation of process maps will provide clear roles across the organisation to ensure that data management is a fundamental element of day-to-day business. Process maps for Data Management have been identified in section 3.4 of the Strategy.

Outcomes:

- 3.5.9 Greater responsibility and ownership for the management of data by Managers & Asset Custodians

Actions – Timeline

Governance and management arrangement	Timeline
Update AMWG members - those required to complete these tasks	2023/24
Develop AMWG Roles & Responsibilities	2023/24
Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	2023/24

4. Reference and Demographic Information

1. Council Plan 2023 - 2033
2. Asset Management Policy 2.1.1
3. Asset Management Plans V5 2019
4. Western Australian Department of Local Government and Communities, Asset Management Framework and Guidelines

5. Definitions

ALM

Asset Lifecycle Management

AM

Asset Management

AMP's

Asset Management Plans

AMS

Asset Management Strategy

ASPEC

The key objective of the specifications is to record and provide "As Constructed" digital data in a GIS ready format

ADAC

Asset Design As Constructed

CRC

Current Replacement Cost

DLGSC

Department of Local Government, Sport and Cultural Industries

DSPEC

As constructed digital asset data specification
Drainage Infrastructure

GIS

Geographical Information System

IPWEA

Institute of Public Works Engineering Australasia

LG

Local Government

LTFP

Long Term Financial Plan

OSPEC

As constructed digital asset data specification
for Open Space Hard Infrastructure

RSPEC

As constructed digital asset data specification
for Road & footpath Infrastructure

