



GLEN EIRA
CITY COUNCIL

ASSET MANAGEMENT STRATEGY

2014–2018



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1. INTRODUCTION

Council has done much to improve its asset management practices since adopting its first Asset Management Strategy in 2006. With Council's asset management practice now at a mature stage this new strategy focuses on continuous improvement so that, within four years, Council will have reached an advanced level of asset management maturity.

1.1. PURPOSE OF ASSET MANAGEMENT

Asset management enables Council to provide the desired level of service in the most cost effective manner for the present and future.

Poor asset management can lead to deteriorating levels of service, higher council rates and an increased financial burden on future generations. Good asset management demonstrates to the community that Council is a responsible steward of their assets.

Asset management involves all activities associated with the managing of our community infrastructure including planning, creating, operating, maintaining, replacing, renewing, disposing and financial planning.

1.2. CONTEXT

Council manages its community infrastructure in the context of local needs and local, state and national plans, policies, legislation and standards. By managing its assets this way, Council can ensure it continues to deliver services that meet the needs of the Glen Eira community while ensuring compliance with relevant legislation and standards.

1.2.1. COMMUNITY NEEDS AND EXPECTATIONS

Nine out of ten Glen Eira residents rate their quality of life as excellent or good¹. To complement their lifestyle, the community expects that Council provides a high standard of service delivery. Council's diverse range of services include home and community care, maternal and child health care, recreation and leisure, waste and environment management, transport and economic development.

The quality of Council's services are intrinsically linked to the condition of Council's community infrastructure, be they open spaces, buildings, roads, footpaths or drains.

1.2.2. ASSET MANAGEMENT FRAMEWORK

Council guides the delivery of services to the community through a range of plans and policies. Many of these documents drive Council's approach to asset management. The relationship between these documents is illustrated in in Figure 2.

¹ Glen Eira Community Plan 2012, p.10

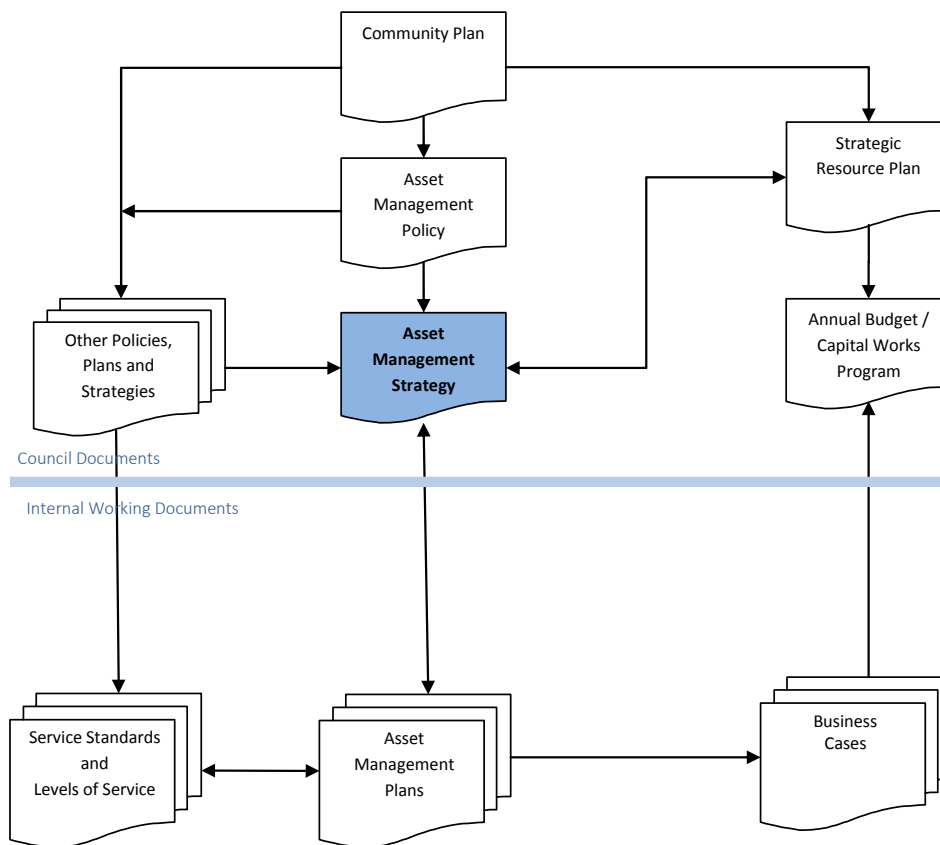


FIGURE 2: COUNCIL'S ASSET MANAGEMENT FRAMEWORK ²

1.2.3. NATIONAL ASSESSMENT FRAMEWORK – CORE AND ADVANCED MATURITY

The Federal Government's policy regarding local government assets is set out in National Assessment Framework (NAF).

NAF was established in 2009 on behalf of the Local Government and Planning Ministers' Council. The NAF aims to assist local government to better understand and/or better plan to meet short and long term financial commitment for managing community infrastructure.

Key attributes of the Framework are:

- Through a series of questions, a council is able to assess and score its own level of asset management maturity against 'Core' and 'Advanced' levels of maturity (refer to Section 3.2.4 for details);
- It encourages councils to continually improve asset management to reflect current best practice; and
- Sets targets for councils to achieve Core Maturity by 2015 and Advanced Maturity by 2018.

The Municipal Association of Victoria 'STEP Program' has been assisting Victorian councils, including Glen Eira, to implement asset management since the early 2000s. The Program was brought into alignment with the NAF in 2009. Both now help shape Council's approach to asset management.

² From Council's Asset Management Policy

1.2.4. OTHER LEGISLATION AND POLICY

There are a range of Australian standards and government legislation that influence how Council manages its assets. These include:

Accounting Standards

The standards provide guidance on financial reporting including reporting related to assets.

Institute of Public Works Engineering Australasia, "International Infrastructure Management Manual" (IIMM), 2011

The manual is a how-to guide for developing good asset management practices within an organisation. This Strategy generally accords with the Manual.

International Standard for Asset Management, ISO 55000

ISO 55000 is a suite of international standards that set requirements for achieving good asset management practice. The standards were released in February 2014 during the development of the Strategy. Due to the timing of the release the standards have not been considered for this Strategy.

Road Management Act 2004 (Victoria)

The Act allows councils to develop and implement Road Management Plans for the purpose of setting standards for the inspection, maintenance and repair of roads and road related infrastructure.

2. METHODOLOGY

Development of this strategy has involved a desk top review of relevant documents, interviews and production of the strategy with the assistance of specialist consultants. Steps included:

- A review of existing Council Asset Management (AM) documents;
- Interviews with key Council personnel across departments to obtain information on current AM processes and practices;
- A review of the National Assessment Framework (NAF) to identify potential improvements to Council's AM capabilities;
- Using the above, analysis of where Council is now and where it would like to be to identify gap; and
- Identification and development of the Strategy and associated Action Plan.

3. MATURING OF COUNCIL'S ASSET MANAGEMENT PRACTICE

3.1. OUR ASSETS

Council is responsible for community infrastructure with a replacement value of about \$752 million:

Physical Infrastructure Asset Group	Description	Replacement Value as at 30 June 2013 (\$'000) ³	% of all Infrastructure Assets
Roads	Road pavement, road surface, kerb & channel, car parks, Right of Ways and Local Area Traffic Management devices (LATMs) are included in this asset group.	223,312	29.7%
Pathways	Street footpaths and shared paths on local and arterial roads.	88,206	11.7%
Drainage	Drainage pits, drainage pipes, open drains and culverts are included in this asset group.	148,334	19.7%
Open Space	Sports grounds, synthetic playing surfaces, playgrounds, cricket nets, tennis courts, netball courts, bowling greens, play equipment, park furniture etc.	59,567	7.9%
Buildings	Council buildings, swim centres, libraries, community centres, child care centres, maternal and child health care, kindergartens, accommodation buildings, pavilions, toilets, pergolas, rotunda, sheds.	232,545	31.0%
Total Value:		751,964	100%

TABLE 1: COMMUNITY INFRASTRUCTURE

3.2. OUR PROGRESS TO-DATE

Council adopted its first Asset Management Strategy in 2006. It included a comprehensive action plan to guide improvements to Council's asset management capabilities. Council's progress in implementing the action plan is discussed below.

3.2.1. ASSET AGE AND CONDITION

Council uses an asset renewal model to assess the general condition and remaining useful life of its roads, footpaths, drains and buildings. The assessment includes some recreation assets as there is insufficient data on all open space assets to do so.

The assessment shows that Glen Eira's assets are generally in reasonable condition. By dollar value, there are now more assets in the first half of their lifecycle than in the latter half. Ninety-two percent of assets are in excellent, very good or good condition. Only about eight percent of the assets are in fair to poor condition.

In 2006, Council had less data on the condition of its assets so it is not possible to directly compare the result from then to now. It is likely however, with the extra investment in renewing assets, the proportion of assets in fair to poor condition is now much less than 8 years ago.

³ Refer Annual Report. Including land, the value of Council's community assets is over \$1billion.

3.2.2. ASSET RENEWAL GAP

The Asset Renewal Gap describes the difference between what Council spends on renewing its assets versus what it needs to spend to maintain the current average condition and service level of its assets. Many councils in Australia struggle to address this gap.

Over a decade ago, Council recognised the need to address a large backlog of assets in poor condition. Since then it has substantially increased its annual capital works program, ensuring that a large proportion is spent on renewing existing assets. Today, Council's Capital Works Program averages about \$25m to \$30m of which Council spends about \$15m to \$17m renewing assets. Council spends the balance on upgrading or creating new assets to raise the standard and/or introduce new services to meet the community's current and future needs.

By increasing its capital works program, Council has reduced its long term average annual Asset Renewal Gap in the order of \$5 million to \$6 million in 2006 to a much more manageable level today.

Whether Council's renewal funding is sufficient depends on many variables including how long individual assets actually last. Through ongoing investigation including period condition surveys, Council is gaining a better understanding of how much it needs for renewal. Indications at present suggest that \$15m to \$17m per annum should be in the right order.

3.2.3. INFORMATION SYSTEMS

Council now has a comprehensive system for managing asset data, planning asset works and identifying infrastructure funding gaps. These include an asset management system, pavement management system, customer request tracking system, financial management system, geographic information system and an asset renewal model.

3.2.4. OTHER KEY ACHIEVEMENTS

Asset Management Plans Prepared for all Assets

Asset Management Plans have been developed for:

- Buildings and structures⁴;
- Roads⁵;
- Pathways;
- Stormwater; and
- Recreation Assets;

Asset Management Policy Adopted

The Asset Management Policy was first adopted in 1997, with a review and update adopted by Council in 2013.

⁴ There are two in this category; one for Glen Eira Sports and Aquatic Centre and another for other buildings and structures.

⁵ The 2006 Strategy identifies the need to develop AM plans for pathways and street signage and furniture. Pathways are a separate AM Plan and this Strategy recommends the Roads AM Plan also include street signage and furniture.

Governance - Asset Management Internal Committee Structure

Council now has an internal Strategic Asset Management Committee Structure (see Figure 4). The structure helps achieve the synergy between the various asset management roles and formalises the involvement of staff involved in service delivery in asset renewal and upgrade planning.



FIGURE 4 - STRATEGIC ASSET MANAGEMENT INTERNAL COMMITTEE STRUCTURE

The Committee Structure also allows for high level oversight and governance by the Council, CEO and Executive Management Team.

Appendix B shows the current status of all improvement action from the 2006 Strategy.

3.2.5. STATE AND NATIONAL LEVEL PERFORMANCE

As outlined in section 1.3, the National Assessment Framework (NAF) has been a key driver for enhancing asset management capabilities in Australian Local Government through setting the goals to improve AM maturity.

For NAF's Core Maturity, Council only needs basic asset management systems and procedures in the areas of strategic and financial planning. To achieve Advanced Maturity, Council needs comprehensive asset management systems and procedures in place. With Advanced Maturity, Council is expected to have strong linkages between service and asset management planning and the ability to predict assets condition and impacts on service levels for differing levels of capital works funding over time.

Every year, Council assesses itself against the eleven NAF functions scoring itself from '0' – Not Started, to '100' – Core Capability (see Figure 5 for details) against each function. The Municipal Association of Victoria defines Core Maturity when a Council's aggregate score against all functions approaches 1,000 from a possible 1,100. With a current score of 972, the MAV categorises Glen Eira City Council as having reached Core Maturity.

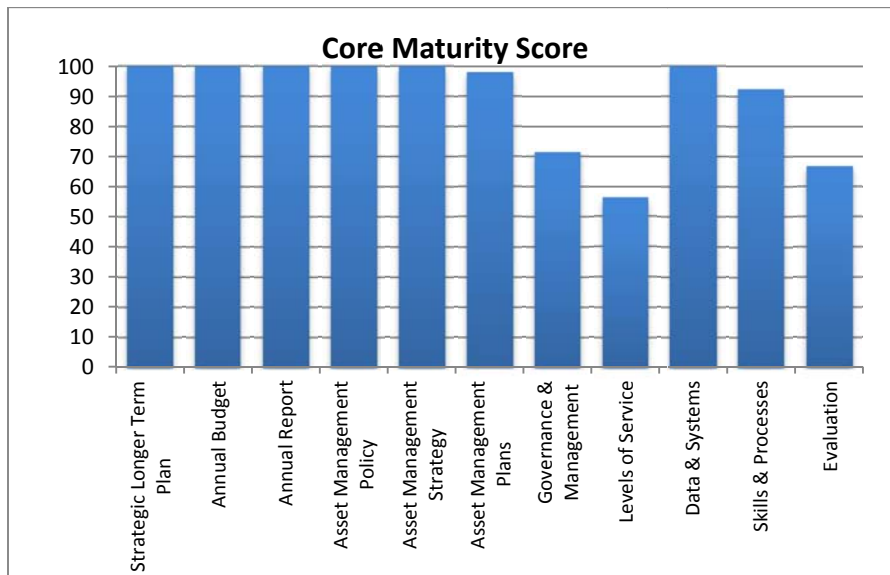


FIGURE 5 –CORE ASSET MANAGEMENT MATURITY

In summary, Council’s Community Plan, Strategic Resource Plan, Annual Budget, Asset Management Policy, 2006 AM Strategy, Plans data and software systems met NAF minimum requirements for Core Maturity. Council still has some more work to do on governance and management of its assets; documenting its levels of service; managing staff skills and experience; documenting AM related processes; and evaluation and monitoring of asset performance. These gaps are explored in section 5.

4. WHERE DO WE WANT TO BE?

Council’s AM Policy sets out Council’s long term vision and objectives for its community infrastructure:

Asset Management Vision

‘Sustainable community assets that meet the needs of future generations’

Council plans to achieve this vision by enhancing and developing community assets and infrastructure in a way that is sustainable and meets the needs of current and future generations.

Asset Management Objectives

- to have a strategic and informed program to renew, upgrade and build community assets that meets current and future needs of the community;
- to maintain, renew and upgrade footpaths, street signs and local roads that ensure safe movement of traffic, bicycles and pedestrians;
- for major activity and retail precincts to be cleaner and of higher quality to meet the needs of business, visitors and the community; and
- to have cleaner, safer, more attractive leafy green streetscape, road reserves and public places.

Over the life of this Strategy, it is proposed that Council use the NAF to work towards achieving its Asset Management vision and objectives. This would include achieving Advanced maturity by 2018.

5. HOW DO WE GET THERE

5.1. IDENTIFYING OPPORTUNITIES

Figure 5 illustrates the gap between Council's current practice and the goals of the NAF. To see how Council may bridge the gap an analysis has been completed to identify opportunities for improvement (refer to Table 3).

COMMENT	OPPORTUNITY
STRATEGIC LONGER TERM PLAN; ANNUAL PLANS, BUDGET AND REPORT; AND ASSET MANAGEMENT POLICY	
Council has a comprehensive strategic asset management system including financial planning as documented in Section 3.2.3	
ASSET MANAGEMENT STRATEGY	
<p>The Strategy meets current best practice.</p> <p>A new International Standard for Asset Management (ISO 55000) has recently been released. The Municipal Association of Victoria and the Institute of Public Works Australasia recommend councils consider updating their AM practices to conform to ISO 55000 in due course.</p>	<ul style="list-style-type: none"> Consider use of ISO 55000 for its applicability to Council's future AM practices.
ASSET MANAGEMENT PLANS	
<p>Council now has AM Plans for all classes of infrastructure except for the low value street furniture and signs.</p> <p>To aid forward planning Council should keep AM Plans up to date.</p>	<ul style="list-style-type: none"> Keep AM Plans current. Include street furniture and signs in the next update of the Road AM Plan.
GOVERNANCE AND MANAGEMENT	
<p>Council has comprehensive governance and management systems in place for its assets with roles and responsibility assigned.</p> <p>To ensure individual roles and responsibilities align there is a need to review the same.</p>	<ul style="list-style-type: none"> Review position description of relevant roles, updating as necessary.
LEVELS OF SERVICE	
<p>Council has service plans that relate to many of its assets (eg. Recreational Needs Study, Open Space Strategy and Early Years Plan). Not all service plans link to AM Plans or specify levels of service and the cost of maintenance and operational activities.</p>	<ul style="list-style-type: none"> Review service plans and if necessary, update or develop new plans to ensure strong linkages between service and asset management planning.

COMMENT	OPPORTUNITY
	<ul style="list-style-type: none"> • Review AM Plans to ensure they align with service plans and nominate the required level of service.
<p>Council has organisational wide service levels and performance targets relating to most of its assets but these are spread over a large number of documents.</p>	<ul style="list-style-type: none"> • Collate asset related service levels and target and assess whether the range of measures are suitable for monitoring asset performance.
DATA AND SYSTEMS	
<p>Council currently has an enterprise wide risk management framework for a broad range of risk types including those related to assets. Council also has a range of systems for prioritising risk related capital works.</p> <p>The framework is used extensively for risk reporting and is capable of providing high level reporting of asset related risk.</p> <p>To ensure Council’s risk management framework is imbedded in AM Practice, AM Plans should include reference to same.</p>	<ul style="list-style-type: none"> • Include high level asset related risk assessment as part of an annual “State of the Assets” report (refer below). • Ensure Council’s risk management framework is referred to in all AM Plans.
<p>Council has predictive modelling software for its roads which helps Council optimise renewal and maintenance expenditure on this class of assets.</p> <p>For other assets, Council makes rudimentary use of predictive modelling. For example for buildings and properties, Council uses periodic condition assessments and the Moloney Model to determine renewal requirements at the network level. Council then undertakes renewal and maintenance work on a priority or reactive basis. For some classes of assets (eg Recreation) Council allocates funding on a priority and/or reactive basis only.</p> <p>Council’s long term planning would benefit from greater use of advanced predictive modelling.</p>	<ul style="list-style-type: none"> • Investigate greater use of advanced predictive modelling software for other asset classes.
<p>Council uses different software for managing its assets. In some instances this requires manually transferring information from one to another and some information is duplicated across systems. This can be inefficient.</p>	<ul style="list-style-type: none"> • Investigate greater seamless information interfacing between Council’s software systems. • Where possible, reduce duplication between software applications.
<p>Council collects a range of AM related data. The quality is generally very good but additional/better quality data for some asset classes would assist with better long term planning for renewal of assets.</p>	<ul style="list-style-type: none"> • Investigate if improvement to data quality is required for each class of asset.

COMMENT	OPPORTUNITY
<p>Staff are constantly finding new ways to improve the system and make more effective use of same. Mobile computing and greater integration of AM practice with Council’s GIS system has made Council’s AM practice more effective.</p> <p>There remain opportunities to further improve integration</p>	<ul style="list-style-type: none"> • Develop a plan to extend the rollout of mobile devices across asset groups. • Investigate options to enhance AM process through better integration with GIS system.
SKILLS AND PROCESSES	
<p>Where appropriate, Council’s business cases for capital works include an assessment of whole of life costs including the impact on operating and renewal budgets. At present, if business cases are implemented, changes to operating budgets do not always follow.</p>	<ul style="list-style-type: none"> • Document process for identifying changes in its operating budget in response to completing capital works.
<p>Council has a variety of handover processes in place for commissioning new work but this is not documented.</p>	<ul style="list-style-type: none"> • Document internal handover process for capital works
<p>Many business units within Council have Skills Matrix to assist with developing and implementing relevant training programs.</p> <p>At present there is no centralised AM skills matrix to help identify gaps in knowledge and skills to assist in developing and implementing a corporate wide AM training program.</p> <p>A review of documents and interviews suggest that knowledge of how to effectively use asset performance measures varies across the organisation.</p>	<ul style="list-style-type: none"> • Develop a centralised AM Skills Matrix and training program. • Develop and implement a corporate AM training program. • Where there is a need, rollout specific training relating to asset performance measuring and monitoring.
<p>NAF recommends that relevant staff have ready access to AM related information. To some extent, the internal intranet is already used for this purpose and there are opportunities to make even greater use.</p>	<ul style="list-style-type: none"> • Review information on the organisation’s intranet and consider enhancing to provide a more comprehensive knowledge base to assist Council staff with their AM related functions.
EVALUATION	
<p>Council regularly report progress in implementing a variety of initiatives.</p> <p>At present Council does not regularly report on the implementation of its AM initiatives or the state of its assets.</p>	<ul style="list-style-type: none"> • Produce and table annual “State of the Assets” report for Council to consider.
<p>To ensure AM Policy and Strategy remain current there is a need to periodically update them.</p>	<ul style="list-style-type: none"> • On completion of the Action Plan associated with this Strategy, review AM Strategy and Policy.

TABLE 3 – IMPROVEMENT OPPORTUNITIES

5.2. COMMENT ON THE OPPORTUNITIES

5.2.1. SERVICE PLANNING

The NAF recommends that councils have comprehensive service plans. Service Plans provide vital information for programming asset renewal works and setting levels of maintenance (service) of the asset. In reviewing existing plans and developing new plans, Council should address the following:

- The type of service and who is responsible for delivering the service;
- Reasoning for delivering the service;
- Users of the service;
- The method used to deliver the service;
- Current principles for delivering the service;
- Current and target service levels;
- Summary of assets utilised;
- Assets utilised in detail;
- Council plan references; and
- Related planning, policy and strategy documents.

5.2.2. EVALUATION

The NAF also recommends that councils have some form of ongoing monitoring of the performance of community infrastructure. For this purpose, some councils have introduced annual “State of the Assets” reports which Council consider at their formal Council meetings. There is merit in Council introducing something similar to help keep its community informed of the general condition of their community assets.

It is recommended that a State of the Assets report includes:

- Details of Council’s community assets including conditions and value;
- Current estimate of Renewal Gap and what Council is doing to address;
- Progress in implementing the Asset Management Strategy, including
- Commentary on establishment and ongoing monitoring of Levels of Service.

Council already has in place a comprehensive suite of monitoring programs including quarterly services reports, annual reports, community plan updates and internal and external audit programs. One or more of these could be extended to include monitoring of the implementation of this Strategy and other AM related initiatives.

6. ACTION PLAN

In recognising opportunities to improve in section 5, a four year action plan has been developed. For convenience actions have been grouped in five themes:

1. Finalise tasks to achieve full Core Maturity
2. Enhance AM Capabilities within Council
3. Integrate AM Workflow Processes across Council
4. Improve Performance Monitoring for Assets
5. Implement Continuous Improvement Practice.

Implementing themes 2 to 4 will help Council to achieve Advanced Maturity. Theme 5 will ensure that Council's AM capabilities remain best practice.

The proposed Action Plan is listed in Appendix A. It reflects that most of the actions will utilise existing in-house resources and therefore need to be spread over a number of years.

7. RECOMMENDATIONS

It is recommended that Council:

- Note its progress in development of Asset Management practices and opportunities for improvement identified in this Strategy; and
- Endorse the Strategy and associated action plan for implementation.

Appendix A – Four Year Action Plan

Colour Codes

	Short Term Goal
	Medium Term Goal
	Long Term Goal

Note in 'By Whom' column, SC refers to Strategic Asset Management Steering Committee, WG refers to Asset Management Information Technology Working Group, AM refers to the relevant Asset Manager and SM refers to the relevant Service Manager.

Strategy & Actions	By whom	Target date
1. ACHIEVE CORE ASSET MANAGEMENT CAPABILITIES		
1.1 Update AM Plans for primary asset classes to meet Core Maturity requirements (including nominating levels of service). Update Road AM Plan to include Street Furniture and Signs.	AM	Q2 2015
1.2 Review of service plans and if necessary, identify need to update or develop new plans.		
1.2.1 Review	SM	Q2 2015
1.2.2 Update as required	SM	Q3 2015 to Q4 2018
1.3 Develop a corporate framework/template to document and update Levels of Service for Council's assets.	AM/SM	Q2 2015
1.4 Ensure that AM related roles and responsibilities are assigned to staff positions within the organisation and that those roles and responsibilities are reflected in the relevant position descriptions.	SC	Q2 2015
1.5 Review International Asset Management Standards, ISO 55000 and consider whether Council should adopt its use.	SC	Q2 2016
1.6 Introduce an annual "State of the Assets" report.	SC	Q2 2015
2. ENHANCE AM CAPABILITIES WITHIN COUNCIL		
2.1 Develop a centralised AM Skills Matrix.	SC	Q4 2015
2.2 Using the AM Skills Matrix, develop and commence implementing a corporate AM training program:		

Strategy & Actions	By whom	Target date
2.2.1 Develop	AM	Q4 2015
2.2.2 Implement	AM	Q1 2016 to Q4 2018
2.3 AM training program to include training relating to asset performance measuring and monitoring.	SC	Q4 2015 to Q4 2018
2.4 Building on current information on the intranet, investigate establishing a comprehensive AM knowledge base and commence implementation as appropriate:		
2.4.1 Complete investigation	SC	Q4 2016
2.4.2 Implement findings	SC	Q1 2017 to Q4 2018
3. INTEGRATE AM WORKFLOW PROCESSES ACROSS COUNCIL		
3.1 Develop and commence implementing an internal communication plan to further enhance understanding of asset management practice within Council.	SC	Q4 2014
3.2 Document process changing maintenance budgets to reflect changes in workload resulting from the commissioning of new or upgraded assets.	AM	Q4 2014
3.3 Formalise the asset handover process.	SC	Q2 2015
4. IMPROVE PERFORMANCE MONITORING OF ASSETS		
4.1 Ensure all Council's Risk Management Framework is referred to in AM Plans.	AM	Q4 2016
4.2 Include high level asset related risk management reporting in proposed annual "State of the Assets" report.	AM	Q4 2016
4.3 Review configuration of the AM system to ascertain whether it can better provide desktop asset performance reporting.	SC/WG	Q4 2016
5. IMPLEMENT SYSTEM CONTINUOUS IMPROVEMENT PRACTICES		
5.1 Enhance AM processes through better integration with Geographical Information System:		
5.1.1 Identify opportunities to better integrate with GIS	SC/WG	Q2 2016
5.1.2 Rollout program to better integrate AM System with GIS, reviewing priorities annually.	SC/WG	Q2 2016 to Q4 2018

Strategy & Actions	By whom	Target date
5.2 To improve efficiency and effectiveness of in-field data collection: 5.2.1 Develop a plan to extend the rollout of mobile devices across asset groups 5.2.2 As resources allow, implement plan to rollout devices across assets groups, reviewing priorities annually	WG WG	 Q2 2015 Q2 2015 to Q4 2018
5.3 To better plan for the renewal of Council's assets: 5.3.1 Review available predictive modelling software in the market and assess suitability of such software for Council's use 5.3.2 As resources allow and as appropriate, phase in greater use of predictive modelling software across asset groups	WG/SC WG/SC	 Q2 2016 Q2 2016 to Q4 2018
5.4 Where possible, reduce double handling of data by: 5.4.1 Identifying all areas of double handling (eg between the AM, geographic information, pavement management and customer request systems) 5.4.2 Where appropriate, rollout a program to remove duplications	SC SC/WG	 Q2 2016 Q2 2016 to Q4 2018
5.5 Improve quality of data for relevant classes of assets by: 5.5.1 Reviewing quality of data for each asset class 5.5.2 Rolling out a program to improve quality of data as appropriate.	AM/SC AM	 Q2 2016 Q2 2016 to Q4 2018
5.6 Periodic update Service and AM Plans to ensure they remain current.	SM/AM	Q2 2015 to Q4 2018
5.7 Achieve Advanced Maturity in accordance with the National Assessment Framework	SC	Q4 2018
5.8 Update AM Policy and AM Strategy	SC	Q4 2018

Appendix B –

Achievements 2006 Asset Management Strategy

Theme	Status
AM Policy	
1. Update Council's Asset Management Policy to bring it in line with the MAV Step Program's requirements for Council to endorse.	Complete
2. Systematically review compliance of Council Policy 'Ownership of Property by Council'	Complete
AM Strategy	
3. Develop specific strategies for managing unique classes of assets which either have high risk or special needs, namely:	
a. Complete the Glen Eira Street Tree Strategy	Complete
b. Develop a Glen Eira Streetscape Strategy	Individual Plans Only
4. Address Renewal Funding Gap by:	
a. Review annually the 50 year asset performance projections using the MAV Step Model or similar modelling tool.	Complete
b. Using outcomes of asset performance modelling develop long-term financial plans that address the renewal gap to inform Council's five year resource plan.	Complete
AM Plans	
5. Develop asset management plans for the following categories of assets:	
a. Buildings and structures	Complete
b. Roads, laneways and carparks	Complete
c. Footpaths and trails	Complete
d. Furniture and signs	Not started
e. Stormwater drains	Complete
f. Parks and recreation	Complete
6. Review and update asset management strategy on a three year cycle.	This Strategy
AM Operational	
7. On rollout of new asset management system (AMS).	
a. Review accuracy and completeness of asset register; determine cost to bring to an appropriate standard and; refer to budget for funding consideration.	Complete
b. Establish master asset management register that identifies location, internal ownership, management arrangements and condition of assets.	Complete
8. Purchase and rollout risk management and modelling modules for new AMS.	Complete
9. On rollout of modelling modules, undertake community surveys (such as focus groups and questionnaires) to determine the community's expected service levels for key assets.	Ongoing (Roads and footpaths complete)
10. Develop and implement capital works handover process to record and sign off asset details and maintenance requirements etc. to ensure whole of life costs are minimised.	Complete
11. Lead a review of organisational roles and responsibilities to ensure we have assigned an asset manager and service provider to all assets.	Complete

Theme	Status
12. Continue to increase staff awareness of asset management across the whole of the organisation. Including the following:	
a. Present findings of annual Step Program update to the Senior Management Group	Complete
b. Include asset management awareness training with the rollout of the new asset management system.	Complete
13. Further develop and refine ongoing monitoring and reporting for asset management including:	
a. Participate in the MAV Advanced Step Program to demonstrate continuous improvement and report findings of annual review to Council.	Complete
b. Develop corporate key performance indicators that measure asset management performance across the organisation.	Complete