



Sustainable Asset Management Strategy

January 2011



Sustainable Asset Management Strategy		Policy No:	09 08 001A
		Adopted by Council:	24 Feb 2011
Responsible Team	Asset Management Leadership Team	Review Date:	24 Feb 2014
Authorized Officer:	Chief Executive Officer	Expiry Date:	

Asset Management Strategy Vision

Council’s vision for its asset management function is to “provide and maintain assets in a sustainable manner to improve the quality of the life and safety of the Northern Grampians community”.

Northern Grampians Shire Council will achieve this vision by ensuring that,

- All Council assets exist to support service delivery or enhance the environment and/or quality of life of the residents.
- All assets are created, acquired, maintained, rehabilitated or made obsolete to enable Council to meet its Council Plan strategies and objectives.
- All Council asset management activities will take place within a strategic framework that is driven by service delivery needs within resource limitation.

To achieve these outcomes requires efficient and effective asset management practices supported by guiding principles. These principles includes,

- Practises and processes are consistently applies across the organisation.
- Information is readily accessible and able to be used to monitor and report on the performance of assets. (Better & informed decision making).
- There is an intrinsic link between asset information (CONFIRM) and other Council systems such as the Geographical Information System (GIS), Finance etc (greater resource efficiency through the use of integrated systems).
- Outcomes of asset management, including necessary funding to meet the required levels of service, are directly linked to Council’s annual budget, Council Plan & Financial Resources Plan; and

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Introduction

This Strategic Asset Management document has been developed to ensure that the Northern Grampians Shire Council continues to provide quality sustainable infrastructure services to meet the aspirations and needs of the present and future community. It is part of the fabric to implement the Northern Grampians Shire Council “Council Plan 2009 2013” and one of its key strategic objectives:

“A sustainable natural and built environment that meets current and future needs”

Asset Management focuses on the four key components that drive all organisations and gaining the full benefits of asset management requires an appropriate balance between these four components.

- Customer Service
- Asset Functionality
- Lifecycle Economy
- Risk Management

Council needs to have a formalised approach to asset management so that it can maximise the function of its assets while minimising potential risk (presentation) & financial liability of ownership for Council. Council needs to know what affect the level of funding of asset maintenance, asset renewal and asset improvement today will have on the assets in future years.

Asset Management is a systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its objective is to maximise asset service delivery potential and manage related risks and costs over their entire lives.

Northern Grampians Shire Councils’ physical assets comprising roads, bridges, drainage, buildings, parks and recreational facilities represent a major investment built up over many generations and infrastructure costs consume a large part of Council’s budget. They are frequently significantly higher in some periods than others and can have a substantial impact on Council’s budget and human and capital resource planning.

The long lived nature of many assets and the need for their ongoing renewal means that planning must be based on an understanding of the “whole of life” costs throughout each asset’s life cycle. This then provides a basis for the management of both short and long-term continuation of the assets capacity to function and to meet the Northern Grampians Shire Council’s vision of ***“Creating a better lifestyle and environment”***.

Northern Grampians Shire Council will continue to develop systems to understand and deliver services that are consistent with the Council Plan’s vision and key objectives and this Sustainable Asset Management Strategy forms part of the Councils management program to achieve this goal.

1. Scope

This strategy describes the current status, vision and actions for improving asset management (AM) within Northern Grampians Shire Council.

The Sustainable Asset Management Strategy establishes the framework that determines the nature and direction of Asset Management – its objective is to describe how Council will meet its commitment to asset management as documented in its Council Plan and Asset Management Policy. A structured set of actions aimed at enabling improved asset management by the organisation forms the measurable basis for delivering this objective. These structured actions are aimed (in the first instance) at providing Council with a Core level of asset management practice by December 2012 in line with the MAV Regional Asset Management & Services Program.

It is a strategic document with the objective of optimising the lifecycle cost of assets sustainably over the long term, ensuring capital investment is used effectively and in the best interests of the community.

2. Process & Relationships

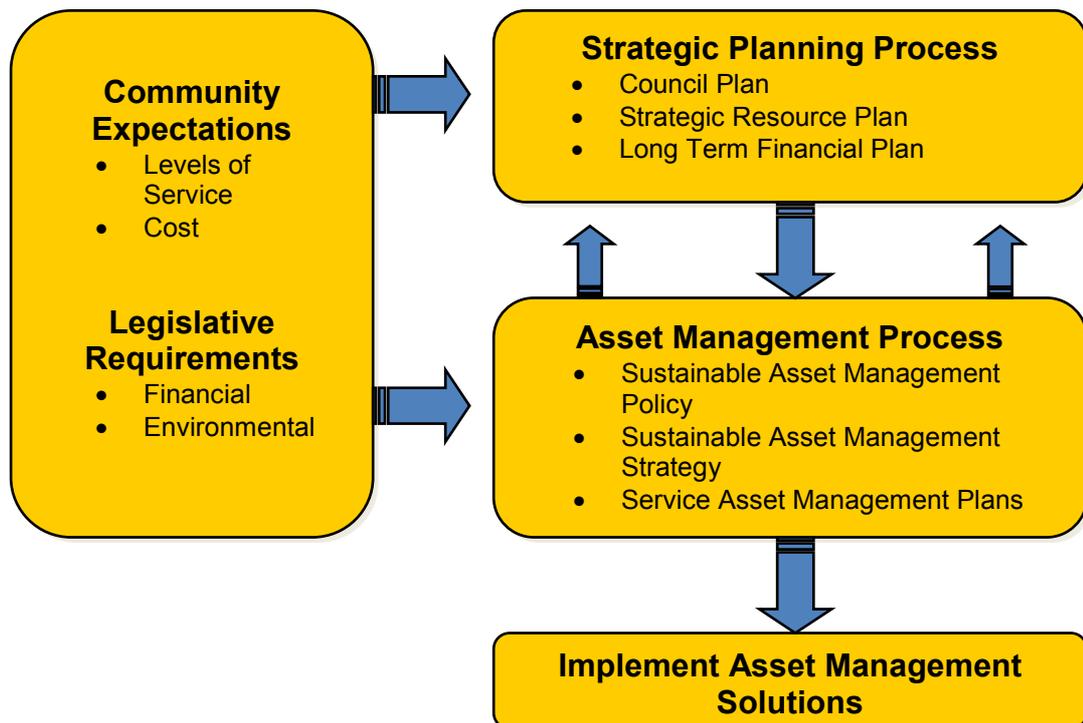


Figure 1 – Outline of the Asset Management Process

A broad outline of the asset management process is illustrated above. The following strategic documents are directly linked to the Asset Management Strategy:

- Council Plan: outlines the requirements for a *strong asset management Policy and Strategy*
- Strategic Long Term Plan: this strategy feeds into the Long Term Financial Plan and will, with associated service plans and asset management plans, drive the planning of New assets and asset Upgrades over the long term
- Long Term 10 Year Financial Plan: incorporates the long term funding requirements for the maintenance and renewal of Council's various asset classes and feeds directly into the annual budgeting process
- Asset Management Policy: the base policy document for the formulation of Council's Asset Management Strategy
- Asset Management Plans: when formulated will support Council's Asset Management Policy and Strategy.

3. Council Assets

Council is responsible for management of a wide range of assets. An indicative list of major assets is provided below,

Asset Category	Quantity
Sealed Roads	738 Km
Unsealed Roads	2,203 Km
Formed Roads & Tracks	540 Km
Foot Path	102 Km
Kerb & Channel	145 Km
Drainage Pits	2,296 Nos
Drainage Pipes	59 Km
Car Parks	16,956 Sq.m
Bridges & Major Culverts	543 Nos
Buildings	170 Nos

Table 1 – Asset Summary

4. Current Status of Asset Management

4.1 Asset Management Maturity

Council measures its asset management maturity in the context of the National Asset Management and Financial Planning Framework (NAMAF). The NAMAF makes an assessment against 11 elements, as drawn from the Local Government and Planning Ministers' Council National Local Government Sustainability Frameworks. The appendix B shows the current Council core maturity status and assessment matrix.

4.2 Asset Management Process

Council's asset management processes have not been historically integrated with its wider corporate planning and financial planning process. There is limited standardisation and documentation of asset management processes within Council, and limited understanding of asset related processes across the organisation.

5. Asset Management Targets

Council's objective is to achieve Core Maturity for each of the 11 NAMAF elements within the near future. This is defined as achieving at least an Advanced assessment score for each question for any given element, as part of the NAMAF core assessment.

An Asset Management Maturity Matrix is provided in appendix B, to demonstrate Council's performance towards achieving the Asset Management Targets over time and allow continuous monitoring of improvement activity outcomes.

The key targets for Council in improving current asset management practices are:

- Managing Council's asset to optimize the life of its assets;
- Implementing processes that will allow improved asset management and financial planning;
- Demonstrating sound governance of the Shire's assets;
- Allowing for environmental pressures without compromising service delivery;
- Monitoring asset performance and responding accordingly;
- Ensuring cost effective solutions for the management of the assets;
- Obtaining consistent and reliable data across asset groups;
- Implementing CONFIRM as an asset management system across the Council; and
- Providing the tools necessary to analyse the performance of assets and to determine future funding requirements required to deliver adopted levels of service.

6. Budgetary Framework for Asset Management

The current method for determining the annual budget allocations has been to view the budget expenditure items as either recurrent operational costs generally treated as ‘non – discretionary’ or capital expenditures, generally ‘discretionary’. If the asset management practices are to ensure the ability to sustain Council’s infrastructure asset base into the future, which is the basis of strategic financial planning, then a new perspective is required.

The new budgetary frame work will have four rather than the traditional two funding areas. The first two ‘Non-Discretionary’ areas are in recurrent and capital. The capital commitment is to fund the ongoing asset refurbishment and renewal requirements to ensure longevity of Council’s assets.

Recurrent Funding	Asset Management	Capital Works	Consequential Recurrent & Operational Cost
Maintenance & Operations	Renewal	Upgrade & New	Upgrade & New
Buildings Parks & Gardens Roads Bridges Drainage Footpath Kerb & Channel	Resheeting Reseal Rehabilitation Bridges Major Culverts Floodway	Streetscapes Urban Improvement Rural & Residential Improvement Town Street Sealing Buildings	New Assets Final Seal Additional Maintenance & Operational
Non-Discretionary	Non-Discretionary	Discretionary	Non-Discretionary

Table 2 – Asset Management Budget Process

It is essential that when Council considers its discretionary capital expenditures for new and upgrade assets that it also considers the consequential imposition of recurring operational and maintenance costs that will occur once the new or upgraded asset becomes operational. The consequential additional cost is ‘non-discretionary’ as it will be incurred if the new asset is provided.

As new and upgrade projects are brought forward for consideration with the annual budget, they will also have an assessment of whole of life costs presented to Council as part of the overall project cost projections.

6.1 Asset Evaluation

Life cycle asset management evaluation requires an asset to be replaced or refurbished when it reaches the end of its useful life and has effectively become economically unserviceable. This is when it no longer meets the standards or level of service that it was originally build to meet.

Evaluation of the renewal to an asset should also include,

- Need for the asset (short term / long term)
- Legislative requirements
- Opportunity for rationalisation
- Future liability of retention
- Opportunity for multiple use
- Improved efficiency

6.2 Acquisition of new assets & acceptance standards

Council can acquire new assets by the following means,

- Existing assets handed over, or taken over from other statutory agencies or community group with or with out ongoing funding support,
- Purchase of existing assets from a private sector by Council to fulfil a Council provided service,
- Creation or purchase of new assets by way of Council's own works program.
- Handing over of new assets created by a developer in a new subdivisions that once accepted by Council will have an ongoing maintenance & renewal responsibilities.

New assets place an ongoing asset management responsibility on Council and Council ensure that standards of those new assets are acceptable. These standards will either be consistent with Council's basic standards that minimise ongoing financial commitment or be higher than normal and impose additional financial demands.

6.3 Disposal of Assets

Consideration of disposal of assets is initiated when the economic life of the asset has expired, when its service specification is no longer relevant or when the need for the service provided by the asset has disappeared.

Decisions to dispose of an asset require thorough examination and economic and social appraisal. Like acquisition decisions, they need to be taken with in the intergraded planning framework that takes into account service delivery needs, corporate objectives, financial and budgetary constraints and Council's overall resource allocation objectives.

7. Addressing the Infrastructure Renewal gap

Council has conducted renewal gap modelling and estimated the amount of additional funding needed each year to maintain major assets groups.

To ensure that Council adequately manages the infrastructure renewal gap the following guiding principles are recommended as a part of this strategy,

- Asset management leadership (AMLT) team review the renewal gap modelling results annually to determine the allocation for the each major asset groups.
- The level of funding allocated each year for renewal is greater than the previous year including allowance for CPI. (i.e funding is provided each year to ensure that reducing the renewal gap gradually reduces)
- AMLT to review the required level of services based on long term sustainability and acknowledge that reducing the renewal gap may necessitate a reduction in level of service.
- Assets will be continually reviewed in terms of overall community benefit and asset with relatively low community benefit will be considered rationalisation or disposal. (eg back lanes)
- New assets will be designed to maximise multipurpose use and minimise life cycle costs. The new assets will also be energy efficient and environmentally friendly.
- Renewal priority will be given to assets to essential services opposed to discretionary services.
- The capital works evaluation process will give priority to renewal versus new capital funding.
- Continue to investigate and review maintenance priority to reduce life cycle costs. (E.g. greater use of primer seals to reduce unsealed road maintenance).

8. Improvement Implementation

An improvement plan has been prepared to address the improvement issues identified. Implementation of the plan will be generally managed by the relevant departments within Council and overseen by the Asset Management Leadership Team. The following figure illustrates the management of the improvement process.

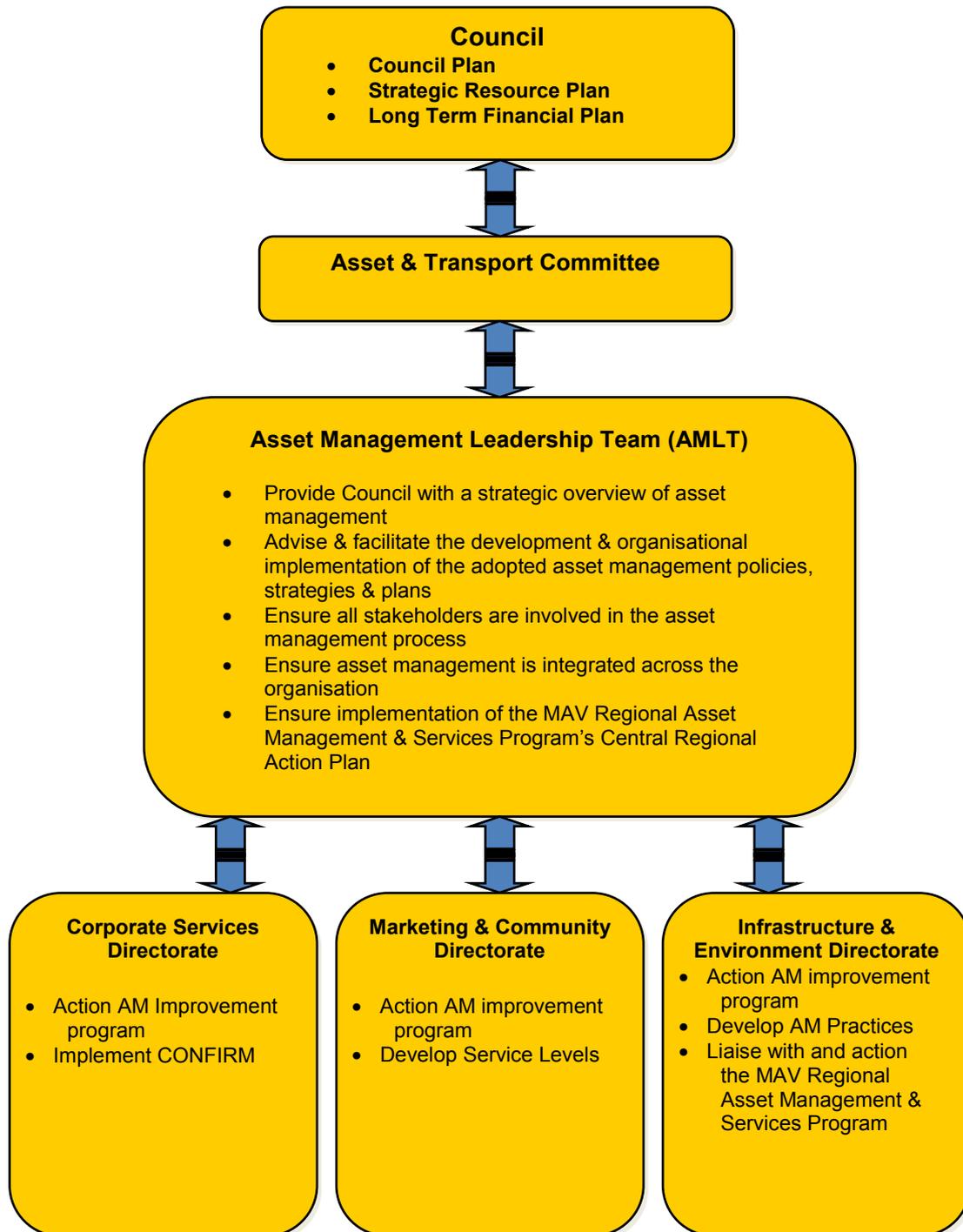


Figure 2 – Management Structure for Asset Management Improvement

9. Action Plan

Northern Grampians Shire Council has adopted the Central Region Asset Management Action Plan and determined to implement the plan within the time frame. This action plan is a constantly evolving document. The number of strategies and actions included in the plan with defined implementation timelines will be purposely restricted to those that are considered achievable within the limits of the time and resources available.

Appendix A Asset Management Strategy – Action Plan

The following actions for improving asset management in the Central Region are listed in order of priority. It is noted that the priority has been determined on the basis of a vote by the attendees at the regional meeting held on 15 October 2010. It is further noted that some actions have been allocated to other regions within the Regional AM Services program, following a program providers meeting held on 12 November.

ID	Priority	Date Adopted	Description	Actions / Scope	Responsibility	Timeline	Status / Comments
		22-Jul-2010	Assist Councils to complete their National Asset Management Assessment Identify Council AM improvement opportunities	<ul style="list-style-type: none"> Councils to complete NAMAf snap shot survey and return to MAV GR to visit Councils to complete NAMAf assessment Councils to attain NAMAf report card endorsement and return to MAV Councils to use NAMAf improvement opportunities to inform development of AM Strategy Action Plan 	Gary Rykers	Sep 2010	Complete
		22-Jul-2010	Assist Councils to complete their long term (minimum 15 year) asset renewal funding needs and renewal funding gap calculations (and validate 2010 data)	<ul style="list-style-type: none"> GR to visit Councils to assist Councils Councils to complete Moloney renewal modelling (using N2 Version) Councils to return completed model files to MAV 	Gary Rykers	Oct 2010	Complete
1	1	22-Jul-2010	Develop templates for Asset Management Policy and Asset Management Strategy	<p>Working Group 1 to:</p> <ul style="list-style-type: none"> Develop AM Framework flowchart Develop AM Policy Template Develop AM Strategy Template <p>Councils to:</p> <ul style="list-style-type: none"> Using agreed templates, develop AM Policy and AM Strategy for adoption by Council 	Working Group 1 All Councils	Dec 2010 Mar 2011	Complete In Progress All Councils to have Council adopted AM Policy and AM Strategy by Mar 2010

ID	Priority	Date Adopted	Description	Actions / Scope	Responsibility	Timeline	Status / Comments
2	2	15-Oct-2010	Develop Long Term Financial Plan template	Councils to participate in the LG Sustainability Program	LG Sustainability Program	Council Specific	In Progress To be addressed by the LG Sustainability Program
3	3	15-Oct-2010	Develop corporate process for linking AM Plan financial summaries to Council's Long Term Financial Plan	Working Group 2 to: <ul style="list-style-type: none"> Develop corporate flow chart with explanatory guidance notes Use AM Framework flowchart as starting point Councils to: <ul style="list-style-type: none"> Review and update for their specific needs Formally adopt and implement 	Working Group 2 All Councils	Oct 2011 Dec 2011	Not Started Liaison with LG Sustainability Program required
4	4	15-Oct-2010	Develop Skills Matrix to drive targeted Asset Management training	Working Group 1 to: <ul style="list-style-type: none"> Review available samples and agree on suitable template Councils to: <ul style="list-style-type: none"> Populate AM Skills Matrix Identify training needs Report back to Regional Group to determine any potential Regional training opportunities 	Gary Rykers All Councils	Feb 2011 Apr 2011	In Progress Working Group 1 agreed to deliver this improvement opportunity via email correspondence
5	5	22-Jul-2010	Develop templates for Asset Management Plans	Working Group 3 to develop: <ul style="list-style-type: none"> General Provisions AM Plan template Roads AM Plan template Drainage AM Plan template Other Regions to develop: <ul style="list-style-type: none"> Open Space AM Plan template Buildings AM Plan template 	Working Group 3 Gippsland Region North East Region	Jun 2011 Jun 2011 Jun 2011	In Progress Eamon Sullivan Ross Goyme

ID	Priority	Date Adopted	Description	Actions / Scope	Responsibility	Timeline	Status / Comments
6	6	22-Jul-2010	Develop a Valuation / Revaluation Policy template and associated guidelines to drive consistent development of valuation inputs	<p>Working Group 2 to develop:</p> <ul style="list-style-type: none"> Valuation / Revaluation Policy Business processes template for determination of Valuation / Revaluation core inputs (i.e. Useful Life, Remaining Useful Life, Current Replacement Cost, and Salvage Value) <p>Councils to:</p> <ul style="list-style-type: none"> Review and update for their specific needs Formally adopt and implement 	Working Group 2	Jun 2011	Not Started
7	7	22-Jul-2010	Develop a Levels of Service framework document, to assist with development of Levels of Service.	<p>Central Region to provide comments on outputs received from South West Region</p>	All Councils	Dec 2011	To be delivered by Other Region Don Phillips Also refer ID 13 & 23 Note existing IPWEA Guideline
8	8	15-Oct-2010	Develop a Roles and Responsibilities Matrix	<p>Working Group 1 to:</p> <ul style="list-style-type: none"> Review available samples and agree on suitable template <p>Councils to:</p> <ul style="list-style-type: none"> Consult with relevant Council managers to populate Role and Responsibilities Matrix Seek approval from Council AM Steering Committee (as necessary) Attach as appendix to AM Strategy 	Gary Rykers	Dec 2010	In Progress Working Group 1 agreed to deliver this improvement opportunity via email correspondence
9	9	22-Jul-2010	Develop a Capitalisation Policy template	<p>Working Group 2 to develop:</p> <ul style="list-style-type: none"> Advanced Capitalisation Policy Incorporate guidance notes regarding management of data in corporate systems 	All Councils	Mar 2011	In Progress
					Working Group 2	Feb 2011	In Progress

ID	Priority	Date Adopted	Description	Actions / Scope	Responsibility	Timeline	Status / Comments
10	10	22-Jul-2010	Develop a standard Asset Handover Process and associated Data Standards for each asset class.	<p>Councils to:</p> <ul style="list-style-type: none"> upload suitable samples / examples to the mc2 share point website Utilise available samples / examples to develop their Council specific asset handover process Implement handover process 	All Councils	Jun 2011	In Progress Data specs are likely to be Council specific. 'ASpec' operating in this space.
11	11	15-Oct-2010	Develop standard Terms of Reference for an Asset Management Steering Committee	<p>Councils to:</p> <ul style="list-style-type: none"> upload suitable samples / examples to the mc2 share point website Utilise available samples / examples to develop their Council specific Asset Management Steering Committee Terms of Reference 	All Councils	Dec 2010	In Progress All Councils to have an active Asset Management Steering Committee by Dec 2010.
12	12	15-Oct-2010	Develop a standardised Councilor / CEO Education Framework.	Central Region to provide comments on outputs received from North East Region	North East Region	TBD	To be delivered by Other Region Ross Goyne
13	13	15-Oct-2010	Develop template for Service Plans	Central Region to provide comments on outputs received from South West Region	South West Region	TBD	To be delivered by Other Region Don Phillips Also refer ID 7 & 23
14	14	15-Oct-2010	Develop framework to facilitate prioritisation of renewal investment between different asset classes	Central Region to provide comments on outputs received from Gippsland Region	Gippsland Region	TBD	To be delivered by Other Region Eamon Sullivan Utilise DPCD guideline Also refer ID 22

ID	Priority	Date Adopted	Description	Actions / Scope	Responsibility	Timeline	Status / Comments
15	15	22-Jul-2010	Develop standardised Condition Data Collection Manuals for all major asset classes	<p>Develop a document detailing references to existing best practice industry guidelines.</p> <p>Current position (where gaps exist):</p> <ul style="list-style-type: none"> • Scope is considered too large for current Regional AM Services project • This improvement opportunity is best completed as a state based project • Alternative delivery mechanisms to be considered (such as separate MAV project or development of IPWEA Practice Note) 	<p>Gary Rykers</p> <p>Gary Rykers to refer to IPWEA via MAV</p>	<p>Feb 2011</p> <p>TBD</p>	<p>Not Started</p> <p>Not Started</p> <p>Can leverage off existing industry docs (E.g. IPWEA Practice Notes)</p>
16	16	15-Oct-2010	Develop Functional Specification for Asset Management System	<p>Attain copy of MAV AM System function specification and upload to mc2 share point website</p> <p>Councils to:</p> <ul style="list-style-type: none"> • upload suitable samples / examples to the mc2 share point website • Utilise available samples / examples to develop Council specific AM System function specification 	<p>Gary Rykers</p> <p>All Councils</p>	<p>Dec 2010</p> <p>Dec 2010</p>	<p>In Progress</p>
17	17	15-Oct-2010	Implement an Infrastructure Risk Register to determine list of critical assets	<p>Central Region to provide comments on outputs received from Gippsland Region</p>	<p>Gippsland Region</p>	<p>Year 2 priority</p> <p>For post Jun 2011</p>	<p>To be delivered by Other Region</p> <p>Eamon Sullivan</p>

ID	Priority	Date Adopted	Description	Actions / Scope	Responsibility	Timeline	Status / Comments
18	18	22-Jul-2010	Standardisation of Asset Data	<p>Submit MAV position paper to the Essential Services Commission (ESC), encouraging the ESC to liaise with various government authorities to develop a single data framework covering all Local Government reporting submission requirements</p> <p>Current position:</p> <ul style="list-style-type: none"> Scope is considered too large for current Regional AM Services project This improvement opportunity is best completed as a state based project ICT Shared Services project may fill this space 	Ian Mann	TBD	In Progress
19	19	15-Oct-2010	Develop a process/matrix to facilitate effective community consultation	<p>Regional Group to:</p> <ul style="list-style-type: none"> Review available samples and agree on suitable template <p>Councils to:</p> <ul style="list-style-type: none"> Conduct workshop with Council AM Steering Committee to seek approval and commitment (as necessary) Utilise to consult community regarding Levels of Service (post June 2011) 	Gary Rykers All Councils	Apr 2011 Jun 2011	Not Started
20	20	15-Oct-2010	Adopt a corporate Infrastructure Asset Hierarchy to drive consistent componentisation of assets (for both Asset Management system and Finance system Chart of Accounts)	<p>Current position:</p> <ul style="list-style-type: none"> Scope is considered too large for current Regional AM Services project This improvement opportunity is best completed as a state based project ICT Shared Services project may fill this space 	Gary Rykers to refer to ICT Shared Services group via MAV	TBD	Not Started

ID	Priority	Date Adapted	Description	Actions / Scope	Responsibility	Timeline	Status / Comments
21	21	15-Oct-2010	Collect up to data asset inventory and condition data	Regional group to establish if opportunities exist for letting of data collection contracts covering multiple Councils	Gary Rykers	Dec 2011	Not Started Although a low priority for Regional Action, this is a very high priority for each individual Council
22	22	22-Jul-2010	Develop a standardised Capital Works Evaluation Framework, including templates and associated project prioritisation processes	Central Region to provide comments on outputs received from Gippsland Region	Gippsland Region	TBD	To be delivered by Other Region Eamon Sullivan Utilise DPCD guideline Also refer ID 14
23	23	15-Oct-2010	Monitor and report on Levels of Service, in accordance with targets set in Asset Management Plans	Central Region to provide comments on outputs received from South West Region	South West Region	TBD	To be delivered by Other Region Don Phillips Also refer ID 7 & 13 Note existing IPWEA Guideline
24	24	15-Oct-2010	Annual Report Performance Reporting to detail the impact on the Council Plan, where Council Plan Actions have not been met	Central Region to provide comments on outputs received from North East Region	North East Region	TBD	To be delivered by Other Region Ross Goyne Annual Report standard format already exists

ID	Priority	Date Adopted	Description	Actions / Scope	Responsibility	Timeline	Status / Comments
25	25	15-Oct-2010	Monitor Road Management Plan compliance via internal reporting.	<p>Develop a reference sites list, detailing which Councils are currently monitoring Road Management Plan compliance via internal reporting from Maintenance Management Systems</p> <p>Councils to:</p> <ul style="list-style-type: none"> Implement Maintenance Management System functionality Monitor Road Management Plan via internal reporting 	Ian Mann	Feb 2011	Not Started
26	26	15-Oct-2010	Develop guidelines to assist with data management	<p>Working Group 2 to develop:</p> <ul style="list-style-type: none"> Data management principles to be included as part of Capitalisation Policy <p>Current position:</p> <ul style="list-style-type: none"> Scope is considered too large for current Regional AM Services project This improvement opportunity is best completed as a state based project ICT Shared Services project may fill this space 	Working Group 2	Feb 2011	In Progress
27	27	15-Oct-2010	Conduct a survey to compile a list of corporate systems (Finance and Asset Management) used by Councils	Survey of all Councils to be conducted and loaded onto the mc2 share point web site	Ian Mann	Feb 2011	Not Started

Appendix B

Asset Management Maturity Assessment

National Framework Core Competency Report Card

Based on 11 Key Framework Elements

Council:- Northern Grampians Shire Council

Review Date: 14/09/2010

Summary Sheet

Outcomes to be Achieved:

Meet National Assessment Framework 'core' requirements by December 2012.

Priority Council Actions: (maximum of 5 key actions to be identified)

Asset Management Strategy:

Action 1: Utilise improvement opportunity outputs from National Assessment Framework (NAF), to develop AM Strategy including identification of resources required to implement prioritised improvement opportunities - with focus on meeting 'core' NAF requirements by December 2012.

Implement 'Interplan' across Council and link to AM Strategy.

Linking of Core Asset Management Fundamentals:

Action 2: Develop process for linkage of AM Plans, Long Term Financial Plan and Budgets, to integrate multi disciplinary asset management responsibilities across Council.

Long Term Financial Plan:

Action 3: Review and update LTFP and develop linkages with AMP's and associated Levels of Service.

Participate in the MAV LG Sustainability program.

Levels of Service / Service and Asset Management Plans:

Action 4: Develop 'target' Levels of Service, including performance criteria for monitoring. Incorporate into Service and Asset Management Plans.

Asset Management and Financial Planning Stewardship:

Action 5: Training schedule to be developed and delivered for staff and Councillors.

Performance Scorecard:

	<u>Core</u>
1 Strategic Planning	40 Systematic
2 Annual Budget	56 Proficient
3 Annual Report	85 Excellence
4 Asset Management Policy	75 Proficient
5 Asset Management Strategy	25 Awareness
6 Asset Management Plans	55 Proficient
7 Governance & Management	71 Proficient
8 Levels of Service	50 Systematic
9 Data & Systems	56 Proficient

10 Skills & Processes

45
Systematic

11 Evaluation

33
Systematic

Agents

Signed:
CEO



Date:

20/9/2010

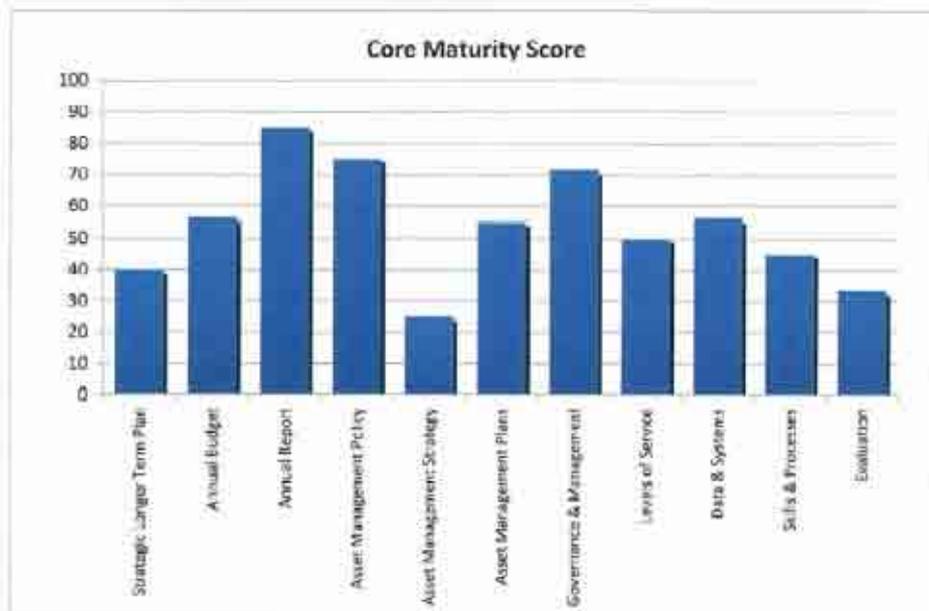
National Framework Core Competency Report Card

Based on 11 Key Framework Elements

Council:- Northern Grampians Shire Council

Review Date: 14/09/10

Council Performance - Core Competencies Gap Analysis (Basic Level)



National Framework Core Maturity Assessment Report

Based on 11 Key Framework Elements

Council:- Northern Gramplans Shire Council

Review Date: 14/09/2010

Summary Sheet

Framework Element	Assessment Opinion	Material Exceptions <i>(Assessor to Enter)</i>
1 Strategic Planning	Low Maturity	The Long Term Financial Plan (LTFP) does not reflect Council's current position and there is no process for regular update of the LTFP. Council has not linked Asset Management Plan financial summaries to LTFP.
2 Annual Budget	Intermediate	Council's Annual Budget has not been prepared in full consideration of the strategic objectives identified in other core Council documents, such as Asset Management Plans and the Long Term Financial Plan.
3 Annual Report	Core Maturity	
4 Asset Management Policy	Intermediate	Council's current Asset Management Policy does not adequately link to other Council strategic documents. Note that Council has a revised Asset Management Policy that will adequately demonstrate core maturity, following adoption by Council.
5 Asset Strategy	Low Maturity	Council does not have an Asset Management Strategy.
6 Asset Plans	Intermediate	Council has not completed Asset Management Plans for all major asset classes.
7 Governance and Management	Intermediate	Council does not consistently apply its Capital Works Evaluation Framework in the development of budgets.
8 Levels of Service	Intermediate	Council has not yet developed Levels of Service (with clearly defined performance indicators and associated 'targets') for all major asset classes.
9 Data & Systems	Intermediate	Council's Asset Management information system is not up to date for all major asset classes. Note that Council is currently undertaking a program to update their Asset Management information system and associated business processes.
10 Skills & Processes	Low Maturity	Council does not have clear processes in place for linking Asset Management Plan financial summaries to the Council Long Term Financial Plan.
11 Evaluation	Low Maturity	Council does not have an Asset Management Strategy. Council has not yet developed Levels of Service (with clearly defined performance indicators and associated 'targets') for all major asset classes.
Overall	Intermediate	

Management Response



Signed:
 CEO

Date: 20/9/2010

National Framework Core Maturity Assessment Report

Based on 11 Key Framework Elements

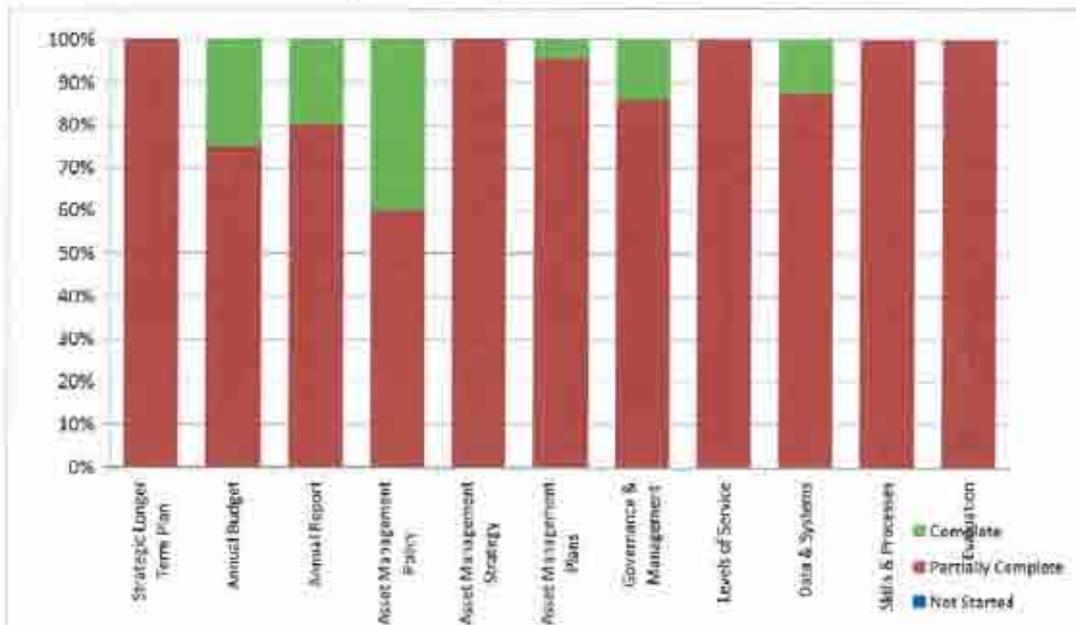
Council:- Northern Grampians Shire Council

Review Date: 14/09/2010

Core Maturity Assessment:

	Total Actions	Actions Complete	Actions Partially Complete	Actions Not Started
1 Strategic Planning	5	0	5	0
2 Annual Budget	4	1	3	0
3 Annual Report	5	1	4	0
4 Asset Management Policy	5	2	3	0
5 Asset Strategy	3	0	3	0
6 Asset Plans	23	1	22	0
7 Governance and Management	7	1	6	0
8 Levels of Service	4	0	4	0
9 Data & Systems	8	1	7	0
10 Skills & Processes	10	0	10	0
11 Evaluation	3	0	3	0
Total	73	7	70	0

Council Performance - Core Competencies Gap Analysis



Appendix C Roles and Responsibilities Matrix

AMP	Asset Types	Quantity	Asset Owner Department	Asset Owner Officer	Service Owner Department	Service Owner Officer	Maintenance Department	Maintenance Officer
B - Roads And Street Networks	Roads		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Operations	Mick McQueen
	Footpaths		Infrastructure Development	Sanjay	Infrastructure Operations	Mick McQueen	Infrastructure Operations	Mick McQueen
	Kerb and Channel		Infrastructure Development	Sanjay	Infrastructure Operations	Mick McQueen	Infrastructure Operations	Mick McQueen
	Roadside Vegetation		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Operations	Mick McQueen
	Driveways		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Public	Private
C - Bridges and Major Culverts	Bridges		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Operations	Mick McQueen
	Major Culverts		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Operations	Mick McQueen
	Footbridges		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Operations	Mick McQueen
D - Buildings	BI-Caravan Park, Camping	15	Infrastructure Development	Sanjay	Corporate Services	Keith White	Infrastructure Development	John Kindred
	BI-Child Care	3	Infrastructure Development	Sanjay	Community Planning	Di Hodder	Infrastructure Development	John Kindred
	BI-Depot, Animal Bldgs	20	Infrastructure Development	Sanjay	Infrastructure Operations	Peter Rogers	Infrastructure Development	John Kindred
	BI-Factory, Commercial	1	Infrastructure Development	Sanjay	Corporate Services	Keith White	Infrastructure Development	John Kindred
	BI-Halls	8	Infrastructure Development	Sanjay	Corporate Services	Keith White	Infrastructure Development	John Kindred
	BI-Offices, Libraries	5	Infrastructure Development	Sanjay	Corporate Services	Keith White	Infrastructure Development	John Kindred
	BI-Public Toilets	22	Infrastructure Development	Sanjay	Infrastructure Operations	John Hunt	Infrastructure Development	John Kindred
	BI-Residential Housing	11	Infrastructure Development	Sanjay	Community Planning	Greg Little	Infrastructure Development	John Kindred
	BI-Seniors, Aged Care	3	Infrastructure Development	Sanjay	Community Planning	Melissa Mair	Infrastructure Development	John Kindred
	BI-Sporting Facilities	48	Infrastructure Development	Sanjay	Community Planning	Greg Little	Infrastructure Development	John Kindred
	BI-Tourist facilities	9	Infrastructure Development	Sanjay	Economic Development & Tourism	Paula Rathgeber	Infrastructure Development	John Kindred
E - Urban Stormwater Drainage System	Pits		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Operations	Mick McQueen
	Pipes		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Operations	Mick McQueen
	Irrigation		Infrastructure Operations	Peter Rogers	Infrastructure Operations	John Hunt	Infrastructure Operations	John Hunt
	Bores		Infrastructure Development	Sanjay	Infrastructure Development	John Kindred	Infrastructure Operations	Mick McQueen
F - Open Spaces	BBQ's		Infrastructure Development	Sanjay	Infrastructure Operations	John Hunt	Infrastructure Operations	John Hunt
	Fencing		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Development	John Kindred
	Furniture		Infrastructure Development	Sanjay	Infrastructure Operations	Parks - John Hunt, Street - Mick McQueen	Infrastructure Operations	Parks - John Hunt, Street - Mick McQueen
	Lamp Posts and Lighting		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Development	Sanjay
	Landscaping		Infrastructure Development	Sanjay	Infrastructure Operations	John Hunt	Infrastructure Operations	John Hunt
	Monument		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Operations	John Hunt
	Paving		Infrastructure Development	Sanjay	Infrastructure Operations	John Hunt	Infrastructure Operations	John Hunt
	Playgrounds		Infrastructure Development	Sanjay	Infrastructure Operations	John Hunt	Infrastructure Operations	John Hunt
	Structures		Infrastructure Development	Sanjay	Community Planning	Tony Dark	Infrastructure Development	John Kindred
	Signage		Infrastructure Development	Sanjay	Infrastructure Development	Sanjay	Infrastructure Development	John Kindred
	Trees		Infrastructure Development	Sanjay	Infrastructure Operations	Peter Rogers in conjunction with Justine Linley	Infrastructure Operations	Peter Rogers
	Road Furniture		Infrastructure Operations	Peter Rogers	Infrastructure Operations	John Hunt	Infrastructure Operations	John Hunt
	Ovals		Infrastructure Development	Sanjay	Infrastructure Operations	Peter Rogers	Infrastructure Operations	Mick McQueen
	Sale yards		Infrastructure Development	Sanjay	Community Planning	Tony Dark	Infrastructure Operations	John Hunt
Pools		Infrastructure Development	Sanjay	Community Planning	Marc Brilliant	Infrastructure Development	John Kindred	
G - Land and Improvements	Land		Corporate Services	Keith White	Infrastructure Development	Sanjay	Infrastructure Development	John Kindred
	Land held under resale		Corporate Services	Keith White	Corporate Services	Keith White	Corporate Services	Keith White
	Leasehold improvement		Infrastructure Development	Sanjay	Corporate Services	Mary Scully	Corporate Services	Mary Scully
	Gravel Pits		Infrastructure Operations	Peter Rogers	Infrastructure Operations	Peter Rogers	Infrastructure Operations	Peter Rogers
	Old transfer stations		Infrastructure Operations	Peter Rogers	Infrastructure Operations	Peter Rogers	Infrastructure Operations	Peter Rogers
	Cameloties		Infrastructure Development	Sanjay	Infrastructure Operations	Peter Rogers	Infrastructure Development	John Kindred
H - Plant and Equipment	Network Infrastructure		Information Systems	Keith White	Information Services	Murray Baokus	Information Services	Murray Baokus
	PC's		Information Systems	Keith White	Information Services	Matt Tulloch	Information Services	Matt Tulloch
	Printers		Information Systems	Keith White	Information Services	Matt Tulloch	Information Services	Matt Tulloch
	Servers		Information Systems	Keith White	Information Services	Murray Baokus	Information Services	Murray Baokus
	Software		Information Systems	Keith White	Information Services	Murray Baokus	Information Services	Murray Baokus
	Telephone Systems		Information Systems	Keith White	Information Services	Keith White	Information Services	Keith White
	Photocopiers		Information Systems	Keith White	Information Services	Keith White	Information Services	Keith White
	Community Equipment		Corporate Services	Keith White	Infrastructure Development	Sanjay	Infrastructure Development	John Kindred
	Community Furniture		Corporate Services	Keith White	Infrastructure Development	Sanjay	Infrastructure Development	John Kindred
	Office Equipment		Corporate Services	Vaughan Williams	Corporate Services	Vaughan Williams	Corporate Services	Vaughan Williams
	Office Furniture		Corporate Services	Vaughan Williams	Corporate Services	Vaughan Williams	Corporate Services	Vaughan Williams
	Historical/Cultural Art		Corporate Services	Keith White	Economic Development & Tourism	Vaughan Williams	Economic Development & Tourism	Vaughan Williams
	Minor Electric Equipment		Corporate Services	Vaughan Williams	Corporate Services	Peter Rogers	Corporate Services	Mick McQueen
	Heavy Plant and Equipment		Infrastructure Operations	Peter Rogers	Infrastructure Operations	Peter Rogers	Infrastructure Operations	Keith White
	Motor Vehicles		Corporate Services	Keith White	Corporate Services	Keith White	Corporate Services	Keith White
	Minor Equipment and Plant		Infrastructure Operations	Peter Rogers	Infrastructure Operations	John Hunt and Mick McQueen	Infrastructure Operations	Mick McQueen
	Master plans							
Aerodromes			Infrastructure Development	Sanjay	Infrastructure Operations	Peter Rogers	Infrastructure Operations	Mick McQueen