Improvement plan

Great Lakes Council

Great Lakes 2030

asset management improvement plan

version 1

april 2015

high level asset management improvement plan

High Level Asset Management Improvement Plan

Task	Deliverable	Priority
Identify activity types so that costs can be allocated against individual assets in all asset classes	List of maintenance and operational activity types	High
Develop a program of ongoing asset condition assessment for all asset classes	Details time line of asset inspections	High
Document the process and assumptions around the valuation and depreciation of all assets classes	Ongoing as part of valuation exercise	High
Review the existing Road and building valuation process and ensure that accurate asset valuations are being undertaken	Reliable road and building asset valuations	High
Review, develop and implement data capture strategy, guidelines and processes including collection frequency and guidelines/ processes for data collection/ asset representation in spatial format	Procedure for data capture for all asset classes and types and all types of data	High
Document the existing condition rating system within Council and provide guidelines to how assets are condition rated in each asset class	Corporate policy and procedure for condition rating, used to prepare condition ratings for each asset class by asset owners	High
Ensure all Levels of Service are measurable and monitored.	Measurable service levels	High
Develop lifecycle planning/costing guidelines and processes. Ensure clear understanding of lifecycle activities and applications. Undertake lifecycle planning for all major assets and develop robust long term financial forecasts	Funding projections and life cycle costing models	High
Develop robust long term financial strategy/ forecasts for all assets including funding/ revenue forecasts	Long term financial forecast	High
Long term financial forecasts for assets to be reviewed on an annual basis	Long term financial forecast	High
Asset Hierarchy exists but limited corporate knowledge of its structure and existence, All Asset staff should review the existing asset hierarchy and determine its suitability, and document	Documented Asset hierarchy supported by asset and corporate teams	High
Identify activity types so that costs can be allocated against individual assets in all asset classes	List of activity types	High

Task	Deliverable	Priority
Develop a program of ongoing asset condition assessment for all asset classes	Details time line of asset inspections	High
Document the process and assumptions around the valuation and depreciation of all assets classes	Ongoing as part of valuation exercise	High
Review the existing road valuation process and ensure that accurate asset valuations are being undertaken	Reliable road asset valuations	High
Review, develop and implement data capture strategy, guidelines and processes including collection frequency and guidelines / processes for data collection / asset representation in spatial format	Procedure for data capture for all asset classes and types and all types of data	High
Document the existing condition rating system within Council and provide guidelines to how assets are condition rated in each asset class	Corporate policy and procedure for condition rating, used to prepare condition ratings for each asset class by asset owners	High
Asset based service levels are to be determined and measured. The service levels shall initially be based on existing service provision	Defined service levels for each asset class	High
Ensure all levels of service measurable and monitored	Measurable service levels	High
Develop levels of service and performance measures based on legislative, operational and community needs / requirements	Communications plan	High
Develop lifecycle planning / costing guidelines and processes; ensure clear understanding of lifecycle activities and applications; undertake lifecycle planning for all major assets and develop robust long term financial forecasts	Funding projections and life cycle costing models	High
Asset Management plans to be reviewed for all major asset classes	Asset management plans for each asset group	High
Asset Management strategy to undergo a minor review every two years and a major review every four years with the development of Council's Delivery Plan	Plans reviewed and adopted	High
Identify critical assets and develop basic emergency management / response plans	Critical Asset register	High
Identify critical assets and develop basic emergency management / response plans	a) Overall policy regarding the identification of critical assets b) Identification of critical assets for each asset class	High

Task	Deliverable	Priority
Undertake risk analysis / assessment for all assets and implement risk management systems and processes including condition monitoring / inspection systems for critical / major assets	Risk register	High
Review AMIS; review and rationalise asset registers / databases; complete organisation review / upgrade of systems considering business requirements	Audit of existing asset registers. Documented organisational system requirements	High
Develop links between AM&M systems and corporate systems including CRMS and FMIS	Systems information plan for asset management	High
Review system requirements / capabilities as part of systems review with a view to maximising integration / interfacing capability for sharing / transfer of data and information	Systems information plan for asset management	High
Review depreciation and capitalisation processes to ensure full reconciliation between the asset management systems and the corporate finance system	Documented processes for valuation and capitalisation of all assets	High
Review AM policy	Asset management policy adopted, asset management strategy adopted	High
Develop AM status reporting processes for reporting to management, corporate team and Council	Reporting and monitoring plan developed	High
Develop process for asset management monitoring / review including annual formal in-house review; develop AM steering group	Reporting and monitoring plan developed	High

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Detailed Asset Management Improvement Plan

A. 1.1 Asset Knowledge

Table A1-1

	Asset Knowledge / Data	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.1	Asset Classification / Hierarchy	Asset Hierarchy exists but limited corporate knowledge of its structure and existence, All Asset staff should review the existing asset hierarchy and determine its suitability, and document	Documented Asset hierarchy supported by asset and corporate teams	Ongoing exercise	Asset owners		Ongoing	High
1.2	Physical Attributes and Location	Review and collect required asset location and attribute data for all assets with target 98% coverage and 95% confidence with data across all assets	Database of asset data with acceptable coverage and confidence levels	Identify missing or incomplete data	Asset owners		December 2015	Medium
1.3	Physical Attributes and Location	Collect base level data for all outstanding asset classes. Minimum attribute data only	Completed asset database	Verification of asset data	Asset owners		December 2015	Medium
1.4	Physical Attributes and Location	Collect information of missing assets	Completed asset database	Collecting information on existing assets and loading it on to database	Asset owners		Ongoing	Medium
1.5	Operational / Maintenance Data	Identify activity types so that costs can be allocated against individual assets in all asset classes	List of activity types	Workshop to be arranged to determine activity list acceptable to group	Asset owners	Road segments have unique project numbers	Completed	High
1.6	Condition Data	Develop a program of ongoing asset condition assessment for all asset classes	Details time line of asset inspections	Develop condition collection strategy for all asset classes	Asset owners	Roads Completed	December 2015	High

	Asset Knowledge / Data	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.7	**Performance Utilisation Data**	Decide on what utilisation data is required for major assets and arrange to collect the data as required	Corporate policy and procedure for performance and utilisation data collection, used to prepare procedures defining data to be recorded and frequency for each asset class by asset owners	Identify data to be recorded. Review data already recorded and fill gaps	Asset owners		As resources permit	Medium
1.8	**Performance Utilisation Data**	Collect and record performance data for all assets against defined service / performance criteria	Performance data for all assets	Identify data to be recorded. Review data already recorded and fill gaps.	Asset owners		As resources permit	Medium
1.9	**GIS / Spatial Data**	Review, collect and record location and attribute data in spatial system for major assets	All assets identified in GIS	Spatial data to be collected	Asset owners	Roads Completed	December 2015	Medium
1.10	**Lifecycle Cost Data**	Develop guidelines as to how lifecycle costs will be recorded and measured on an ongoing basis	Procedure on lifecycle costing to be used by organisation	Examine the structure of the cost ledger to determine the most appropriate structure to obtain usable data	Finance / Asset owners		December 2016	Medium
1.11	**Lifecycle Cost Data**	Record and manage operations and maintenance work type and cost data	Detailed life cycle cost data for all asset classes	Manage asset data effectively	Finance / Asset owners		December 2016	Medium
1.12	**Lifecycle Cost Data**	Review the existing Cost ledger to ensure that asset information and lifecycle cost data is easily collected and is made available	Cost ledger that supports asset management reporting	Review the cost ledger with finance staff	Finance / Asset owners		December 2016	Medium

	Asset Knowledge / Data	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.13	**Lifecycle Cost Data**	Record and manage historical lifecycle cost data	Historical cost data is available	Manage and review existing asset data	Finance / Asset owners		December 2016	Medium
1.14	**Valuation, Depreciation and Effective Life Data**	Document the process and assumptions around the valuation and depreciation of all assets classes	Ongoing as part of valuation exercise	Ongoing as part of valuation exercise	Asset owners / Finance	In progress.	June 2015. Input to PROMAPP	High
1.15	**Valuation, Depreciation and Effective Life Data**	Review the existing road valuation process and ensure that accurate asset valuations are being undertaken	Reliable road asset valuations	Document the ongoing road valuation methodology and assumptions	Asset owners / Finance	In progress.	June 2015. Input to PROMAPP	High

A. 1.2 Asset Data Processes

Table A1-2

	Data Processes	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.16	**Asset Identification / Clarification Processes**	Develop / document and implement ID system for all assets in line with organisation asset identification system; develop organisation wide asset ID system	Corporate Policy and procedure for ID system, used to generate ID systems for each asset class by asset owners	Document all the existing systems in use in the organisation, prepare corporate policy and procedure based on current practice as far as possible	Asset Owners		December 2016	Low
1.17	**Data Capture Strategies and Processes**	Review, develop and implement data capture strategy, guidelines and processes including collection frequency and guidelines / processes for data collection / asset representation in spatial format;	Procedure for data capture for all asset classes and types and all types of data	Review existing procedure for the capture of data for new assets and migration to REFLECT, and use as basis for overall procedure	Asset Owners		June 2016	High
1.18	**Condition Assessment Processes / Rating Systems**	Document the existing condition rating system within Council and provide guidelines to how assets are condition rated in each asset class	Corporate policy and procedure for condition rating, used to prepare condition ratings for each asset class by asset owners	Document a common condition rating matrix	Asset Owners	In progress	June 2016	High
1.19	**Performance Utilisation Processes**	Identify what performance and utilisation measures are appropriate for each asset class and document how this information will be collected	Corporate policy and procedure for performance and utilisation measures, used to prepare specific measures for each asset class by asset owners	Review existing practices within organisation and use as basis for corporate procedure	Asset Owners		As resources permit	Medium

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	Data Processes	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.20	**Asset GIS Mapping Systems**	Document the process for linking assets in the GIS to the AM system	Procedure for linking assets in GIS to AM System	Use the existing flow of data procedure as the basis for corporate procedure. Procedure to include for maintaining database	Asset Owners	Roads Completed	December 2015	Medium
1.21	**Asset Handover Procedure**	Refine and document the asset handover procedure to ensure that data entry into all AM systems is carried out at asset handover stage	Single procedure to cover developer, externally procured and internal assets	Use existing procedure for handover of developer assets as basis for overall procedure	Asset Owners		June 2015	Medium
1.22	**Data Management Processes**	Document and detail responsibilities for asset data management in all asset classes. Set in place corporate data management practices that ensure the integrity and security of all asset data	Corporate asset data management policy and procedure	Review all existing practices for data management / storage. Procedure needs to take existing practices into account as much as possible	Asset Owners		As resources permit	Low

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A. 1.3   Asset Strategy

Table A1-3

	Asset Strategy	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.23	**Levels of Service**	Asset based service levels are to be determined and measured. The service levels shall initially be based on existing service provision	Defined service levels for each asset class	Undertake detailed service analysis of each asset class	Asset Owners	Community Survey undertaken in October 2014 to determine Service Levels.	Completed	High
1.24	**Levels of Service**	Ensure all levels of service measurable and monitored	Measurable service levels	Report on service delivery for assets	Asset Owners	Road condition reported annually.	As resources permit	High
1.25	**Levels of Service**	Develop levels of service and performance measures based on legislative, operational and community needs / requirements	Communications plan	Consult with the community on asset service delivery	Asset Owners		As resources permit	High
1.26	**Demand Forecasting**	Review demographic and demand factors for the Council and determine the impact on existing and new assets	Demand management Plan	Determine asset requirements as a result of growth and changing demographics, ensuring consistent projections across the organisation	Asset Owners	In NAMS growth model.	Completed	Medium
1.27	**Risk Management**	Develop and implement risk analysis / assessment processes for asset management, asset operations / maintenance management and capital works planning / evaluation	Asset related risks identification methodology developed	Document the asset based risk assessment process	Asset Owners		As resources permit	Low

	Asset Strategy	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.28	Risk Management	Undertake risk analysis / assessment and develop risk registers for all assets and implement risk management systems and processes for critical / major assets	Asset related risk register	Undertake risk assessment	Asset Owners		As resources permit	Low
1.29	Optimised Decision Making / Predictive Modelling	Council should continue to update and calibrate its decision making tools to ensure long term asset requirements	Optimised decision making reports	Develop optimised decision making tools	Asset Owners		As resources permit	Low
1.30	Lifecycle Planning and Funding Projections	Develop lifecycle planning / costing guidelines and processes; ensure clear understanding of lifecycle activities and applications; undertake lifecycle planning for all major assets and develop robust long term financial forecasts	Funding projections and life cycle costing models	Detailed analysis of asset funding requirements	Asset Owners	NAMS model Asset Plans adopted December 2014.	Completed	High
1.31	Financial Planning and Capital Investment	Develop robust long term financial strategy / forecasts for all assets including funding / revenue forecasts	Long term financial forecast	Work with finance staff to fully integrate asset expenditure requirements into the LTFP	Finance / Asset Owners		April 2015	Medium
1.32	Financial Planning and Capital Investment	Long term financial forecasts for assets to be reviewed on an annual basis	Long term financial forecast	Review asset expenditure projections	Finance / Asset Owners		April 2015	Medium
1.33	Asset Capital Processes	A capital works prioritisation model be developed to help prioritise capital works projects	Capital works prioritisation model	Develop prioritisation methodology	Asset Owners	Roads Completed	December 2015	Medium

	Asset Strategy	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.34	**Asset Capital Processes**	Identified Priority Infrastructure Projects be included in asset based financial projections and asset man agent plans	Priority Projects in asset management plans and financial forecasts	Review all capital works projects utilising the prioritisation tools	Asset Owners		As resources permit	Medium
1.35	**Asset Management Plans**	Asset Management plans to be reviewed for all major asset classes	Asset management plans for each asset group	Review and update asset management plans	Asset Owners	Adopted December 2014	Completed	High
1.36	**Asset Management Plans**	Asset Management strategy to undergo a minor review every two years and a major review every four years with the development of Council's Delivery Plan	Plans reviewed and adopted	Review and update asset management strategy	Director Engineering Services		April 2015	High

A. 1.4   Asset Operations and Maintenance

Table A1-4

	Asset Operations	Activity	Deliverables	Actions	Responsibility	Comment	Due Date	Priority
1.37	**Maintenance Strategies**	Develop formal operations and maintenance strategy to link with asset related levels of service and service agreements with a focus on planned maintenance and risk management	Documented maintenance Strategy	Review current maintenance strategies	Manager Operations		As resources permit	Medium
1.38	**Emergency Response Plans**	Identify critical assets and develop basic emergency management / response plans	Critical Asset register	Identify factors that will make assets critical and identify critical assets	Asset Owners		As resources permit	High
1.39	**Contract Administration**	Identify opportunities for developing supply contracts that will enhance and productivity and performance improvement in works delivery	Improved supply agreements and improved value for money	Review existing supply contracts	Manager Operations		As resources permit	Low
1.40	**Contract Administration**	Introduce performance requirements in contracts	Improved contract delivery	Review existing practices	Manager Operations			Low
1.41	**Critical Assets**	Identify critical assets and develop basic emergency management / response plans	a) Overall policy regarding the identification of critical assets b) Identification of critical assets for each asset class	Review current assessment of critical assets in all asset classes	Asset Owners		December 2015	High

	Asset Operations	Activity	Deliverables	Actions	Responsibility	Comment	Due Date	Priority
1.42	Critical Assets	Undertake risk analysis / assessment for all assets and implement risk management systems and processes including condition monitoring / inspection systems for critical / major assets	Risk register	Undertake risk assessments	Asset Owners	Roads Completed	December 2015	High

A. 1.5   Asset Information Systems

Table A1-5

	Asset Information Systems	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.43	**Asset Register**	Review Asset Management Systems / Databases review and rationalise asset registers / databases; complete organisation review / upgrade of systems considering business requirements;	Audit of existing asset registers. Documented organisational system requirements	Review existing asset register and [map strategic linkages]	To be completed as part of the Corporate ICT Strategy		As resources permit	High
1.44	**Asset Costing Systems**	Review the existing Cost ledger to ensure that asset information and lifecycle cost data is easily collected and is made available	Improved cost ledger that deals with assets in an appropriate manner	Review existing cost ledger and document asset requirements with finance staff	Manager Finance		As resources permit	Low
1.45	**Plans & Records**	Review and develop plans / records management system	List corporate documents	Review existing plan registers	To be completed as part of the Corporate ICT Strategy		As resources permit	Low
1.46	**Plans & Records**	Link plans and records to spatial system	GIS link to records and Plans	Review possibility of scanning plans and linking to the GIS	To be completed as part of the Corporate ICT Strategy		As resources permit	Low
1.47	**Works / Maintenance Management**	Develop links between AM&M systems and corporate systems including CRMS and FMIS	Systems information plan for asset management.	Review existing systems	To be completed as part of the Corporate ICT Strategy		As resources permit	High

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	Asset Information Systems	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.48	Works / Maintenance Management	Implement a works order system that supports improved works management and better asset management planning	Implementation of works order system	Identify works management, systems and asset requirements for works order systems	Manager Operations		As resources permit	Medium
1.49	GIS	Increase utilisation of spatial system for asset data and information for all assets down to asset component level as appropriate	All assets have layers available in GIS	Link all asset to the GIS system	ICT / Asset Owners		Ongoing	Medium
1.50	Asset Management System / Modules	Develop and implement asset rationalisation guidelines and processes for all assets; include asset rationalisation consideration in asset lifecycle planning	Rationalisation guidelines	Review exiting assets needs and community expectations	Asset Owners		Ongoing	Medium
1.51	Systems Integration	Review system requirements / capabilities as part of systems review with a view to maximising integration / interfacing capability for sharing / transfer of data and information	Systems information plan for asset management	Map out and plan the existing system and data processes and document	To be completed as part of the Corporate ICT Strategy		As resources permit	High
1.52	Systems Integration	Review depreciation and capitalisation processes to ensure full reconciliation between the asset management systems and the corporate finance system	Documented processes for valuation and capitalisation of all assets	Review current valuation requirements and document the organisational needs	Asset Owners		June 2015	High
1.53	Availability / User Friendly	Review system access and security arrangements	System review	Review system and survey users	To be completed as part of the Corporate ICT Strategy		As resources permit	Low

	Asset Information Systems	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
1.54	**Availability / User Friendly**	Provide systems training and facilitate systems skills development on an ongoing basis	Develop ongoing training plan for asset management	Undertake training	To be completed as part of the Corporate ICT Strategy		As resources permit	Low

A. 1.6   Corporate / Organisational Commitment

Table A1-6

	Asset Commitment	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
2.1	**Organisational Strategy**	Review corporate / organisation strategies and enhance AM focus as opportunities arise; include AM focus in long term vision / strategies	Asset management strategy a key focus in Council's corporate management plans	Ensure that asset management plays an important part in all organisational strategies	MANEX		Ongoing	Medium
2.2	**Organisational Strategy**	Review Asset Management Policy	Asset management policy adopted, asset management strategy adopted	Review AM Policy on annual basis	Director Engineering Services		April 2015	High
2.3	**Organisational Strategy**	Increase corporate commitment to asset management including infrastructure renewal focus and financial strategies and programs	Improved understanding of asset management within the organisation	Ensure that asset management plays an important part in all organisational strategies	MANEX		Ongoing	Medium
2.4	**Asset Management Review / Improvement**	Develop AM status reporting processes for reporting to management, corporate team and Council	Reporting and monitoring plan developed	Regularly report on asset performance to the executive and / or Council	Asset Owners		December 2015	High
2.5	**Asset Management Review / Improvement**	Develop process for asset management monitoring / review including annual formal in-house review; develop AM steering group	Reporting and monitoring plan developed	Implement the Asset Management improvement program	Director Engineering Services / General Manager		Ongoing	High
2.6	**Commercial Tactics**	Develop and implement basic asset management benchmarking processes including industry and local regional Council benchmarking	Participation in benchmarking programs	Determine the organisational benchmarking requirements	Asset Owners		As resources permit	Low

	Asset Commitment	Activity	Deliverables	Actions	Responsibility	Comments	Due Date	Priority
2.7	**Commercial Tactics**	Develop monitoring program for output in maintenance and construction works	Scheduled maintenance works to be carried out by Defect Reports (maintenance) or Work Instruction (Capital)	Monitor asset performance	Asset Owners		Ongoing	Medium
2.8	**Corporate Sponsorship / Commitment**	Ensure asset management has a strong corporate focus and support; engage corporate team in asset management development; inform and educate Councillors about asset management	Improved awareness or asset management within the organisation	Ensure that asset management plays an important part in all organisational activities	MANEX		Ongoing	Medium
2.9	**AM Roles and Responsibilities**	Review / clarify asset management roles / responsibilities	Clearly defined roles and responsibilities for all AM activities	Identify and asset roles and responsibilities and documents and include in position descriptions	MANEX		Ongoing	Low
2.10	**Training and Awareness**	AM training program developed and implemented for AM staff and support staff	Training program and plan developed	Identify training requirements	Manager HR and Asset Owners		As resources permit	Low
2.11	**Training and Awareness**	AM awareness programs developed and implemented for corporate team and elected representatives	Training program and plan developed	Implement training program	Manager HR and Asset Owners		As resources permit	Low
2.12	**Training and Awareness**	AM awareness programs developed and implemented for all staff	Training program and plan developed	Implement training program	Manager HR and Asset Owners		As resources permit	Low

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