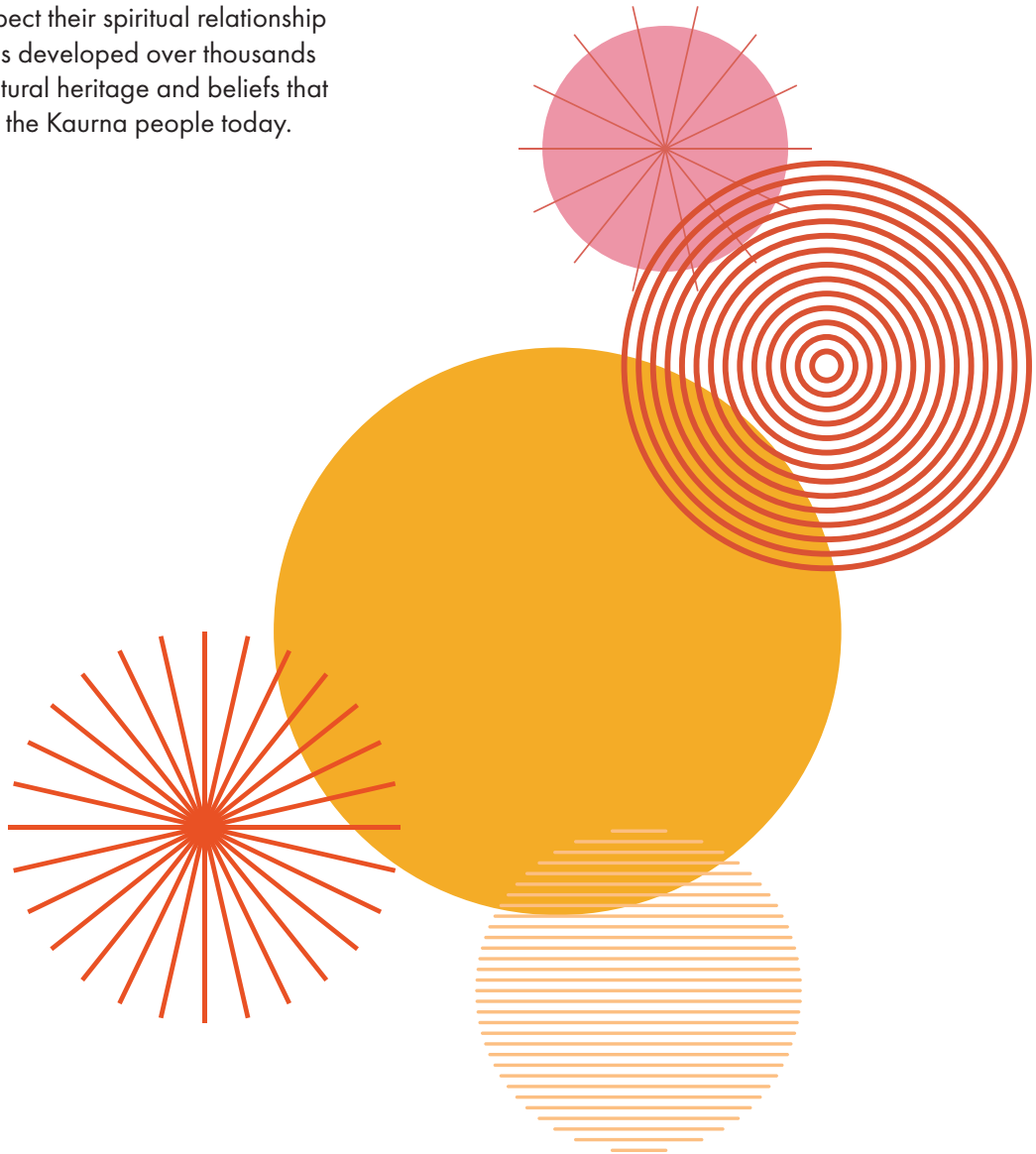


# Asset Management Strategy 2024

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## Acknowledgement to Country

The City of Holdfast Bay acknowledges the Kaurna People as the traditional owners and custodians of the land. We respect their spiritual relationship with country that has developed over thousands of years and the cultural heritage and beliefs that remain important to the Kaurna people today.



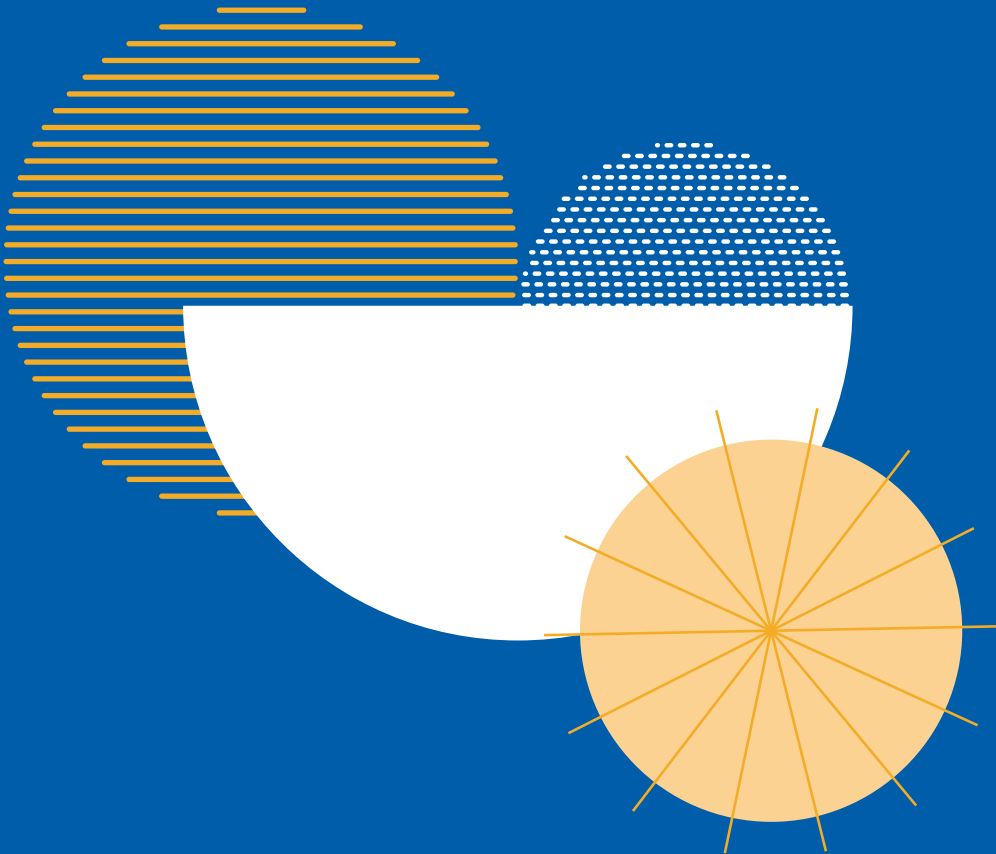
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# 1. Document Purpose and Scope



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## This Asset Management Strategy will assist Council to achieve its strategic ambitions as outlined in its *Strategic Plan Our Holdfast 2050+*.

In doing so it will ensure City of Holdfast Bay's assets are managed in the most cost-effective and sustainable way, so we can continue to deliver valuable services for our community now and into the future.

City of Holdfast Bay owns and maintains a diverse asset portfolio, worth over \$600 million. To manage these assets effectively we must consider:

- › The existing network - how it is performing and whether it meets the agreed service levels, now and into the future
- › When the existing assets should be renewed and how/when they should be maintained
- › Whether we should expand the asset network through new projects
- › How management of assets is funded and prioritised
- › How asset data is collected and managed.

Our goal is to provide assets that meet the community's demands, comply with the agreed service levels, provide value-for-money services that maximise asset life, and ensure budgets are allocated appropriately for new assets.

The City of Holdfast Bay has developed asset management plans to ensure assets meet the required level of service in the most cost-effective way, through the creation, acquisition, maintenance, operation, renewal, and disposal of assets for present and future community needs.

These plans align with Council's other strategic documents including the Long Term Financial Plan (LTFP) and the *Strategic Plan Our Holdfast 2050+*.

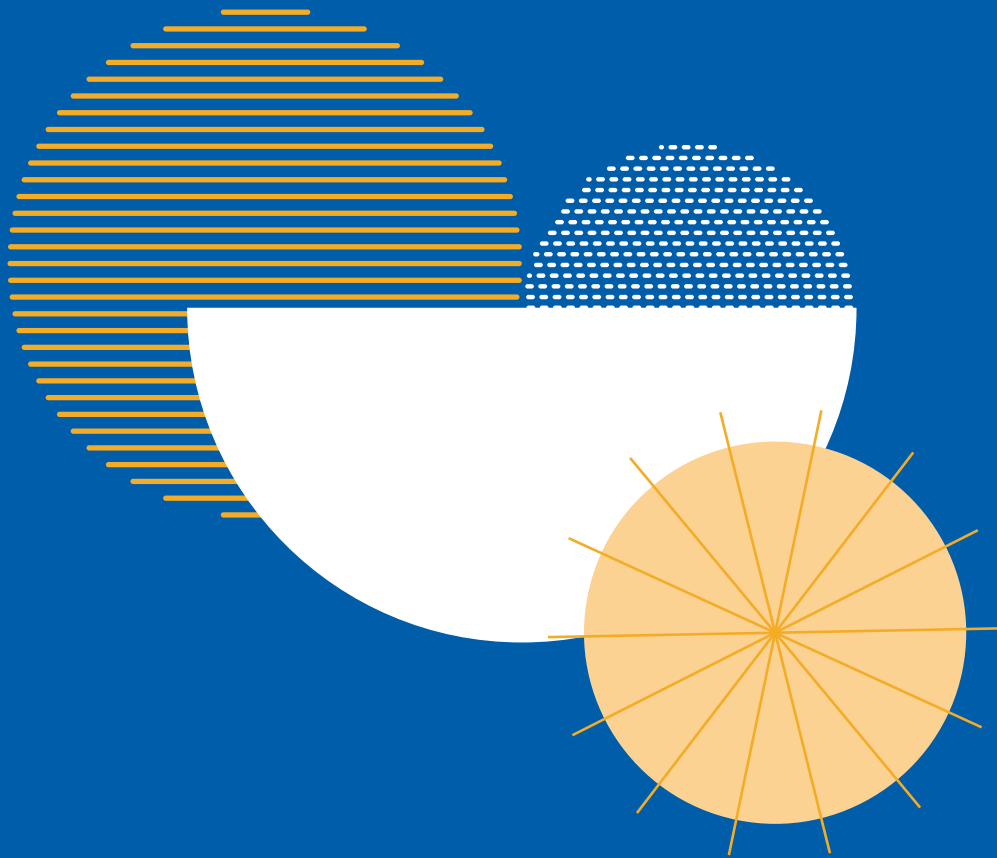
The Asset Management Strategy's scope includes all assets that are owned, managed, or under the care and control of Council. Council's assets have been categorised into five groups with associated asset management plans They are:

- › Buildings
- › Open space
- › Plant and equipment
- › Stormwater
- › Transport.

This document will outline how asset management is performed within Council to deliver on our strategic objectives. Asset management activities aim to align with industry best practice (International Infrastructure Management Manual) and ISO 55000 international standard for asset management. Within this document, Council's asset management maturity is defined against in terms of process and practices to identify areas of improvement to ensure our systems reflect best-practice asset management.

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## 2. Organisational Context



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## 2.1 Strategic Context

In accordance with the *Local Government Act 1999* and the Strategic Plan (*Our Holdfast 2050+*), the Council provides a range of community services to the local community and visitors.

Assets are the foundation stones of the Council, and the management of assets is essential to achieve our Council's vision of:

Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city.

The plan is developed and implemented in conjunction with the following plans, strategies and policies:

- › Strategic Plan (*Our Holdfast 2050+*)
- › Corporate Plan (Four-year delivery plan)
- › Long Term Financial Plan (LTFFP)
- › Asset Management Plans (AMPs)
- › Asset Management Policy.

City of Holdfast Bay's planning framework is outlined in Figure 1.1.

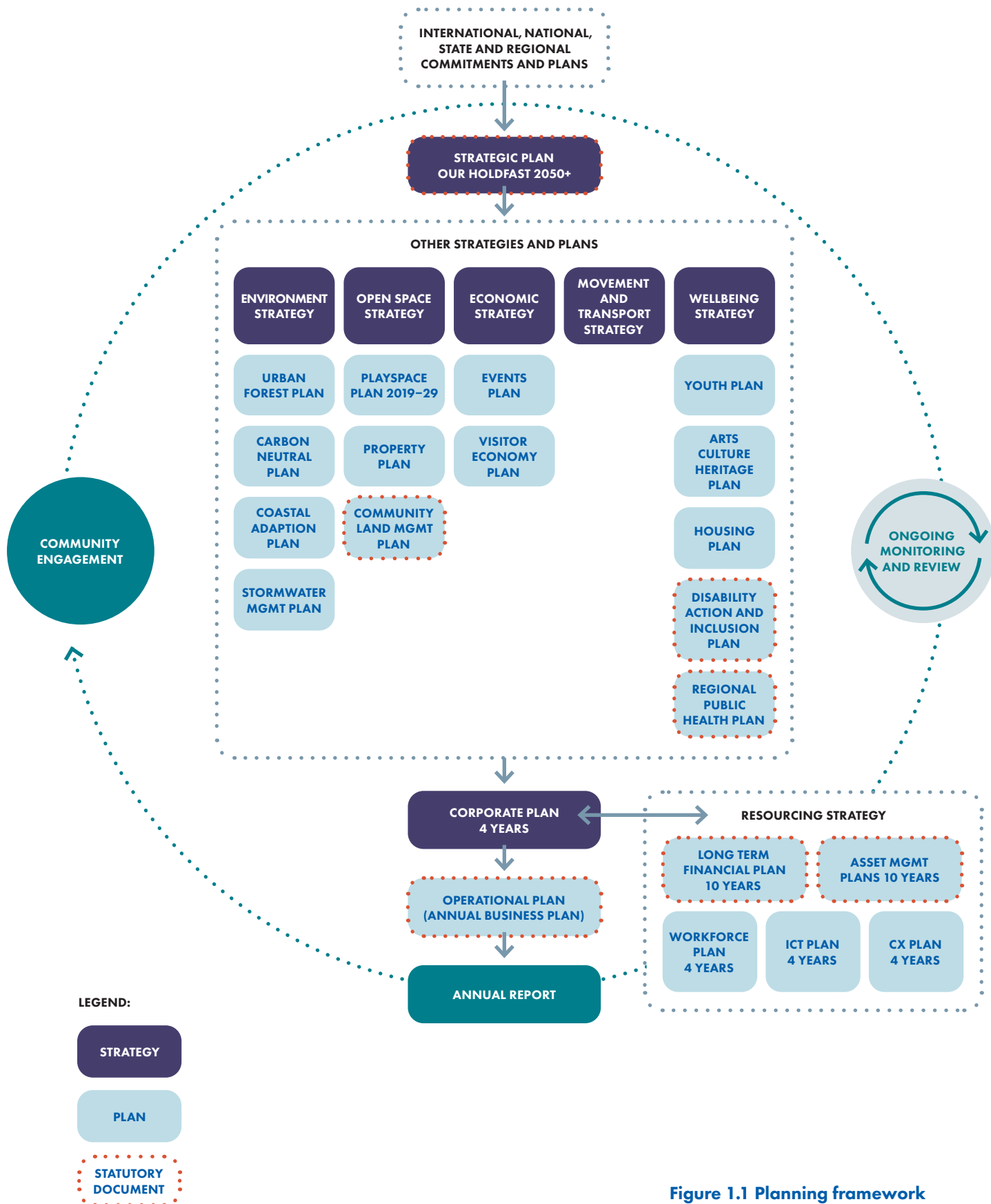


Figure 1.1 Planning framework





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## 2. Organisational Context

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### 2.2 Integration with Organisational Strategies

Council's strategies/plans define the services we provide across all areas of the organisation. Table 2.1 defines these documents and how they affect asset management.

| Strategy/plan                               | Description  | Integration with asset management  |
|---|--|--|
| Strategic Plan<br>(Our Holdfast 2050+)      | The Council's shared vision for 2050+ and key strategies to achieve the vision.  | Provides strategic direction and organisational objectives.  |
| Corporate Plan<br>(Four-year delivery plan) | Four-year operational and capital plan linking the strategy to annual programs.  | Outlines key new initiatives to be delivered in the next four years. Cyclic relationship with the AMP and LTFP. All three documents to be aligned in terms of financial planning and project delivery. |
| Long Term Financial Plan (LTFP)             | Demonstrates financial sustainability in the medium to long term, while achieving the objectives in the Strategic Plan.  | Financial projections in the LTFP adopted by Council must be consistent with those in the AMP adopted by Council.  |
| Annual Business Plan                        | Outlines Council's activities progressing towards the Strategic Plan objectives. Outlines how Council plans to allocate its budget and what services and projects will be delivered in the financial year. | The AMP informs the annual capital and operational budgets associated with the creation, renewal and maintenance of Council's assets in the Annual Business Plan.                                      |

## 2. Organisational Context

| Strategy/plan                    | Description   | Integration with asset management  |
|----------------------------------|---|--|
| Environment Strategy             | Sets the direction for Council's activities and resource allocation as we strive to protect and enhance the region's environment for future generations.  | Provides direction in terms of Council's strategy for the environment. This includes emissions reduction, climate resilience, coastal impacts, water quality and use, water-sensitive urban design (WSUD), biodiversity management, and urban forest management. |
| Carbon Neutral Plan              | Outlines the actions the organisation will take to become carbon neutral by 2030.   | Decision-making on all aspects of the asset lifecycle to consider emissions.   |
| Coastal Adaptation Plan          | Addresses risks and impacts associated with sea level rise.   | Creation and management of assets to be informed by the plan.  |
| Urban Forest Strategy            | Our commitment to the urban forest to ensure the city is beautiful, healthy and cool for future generations.  | Our urban forest must be considered in all stages of infrastructure management to ensure infrastructure and natural assets can coexist.  |
| Stormwater Management Plan (SMP) | A coordinated approach to managing stormwater. The SMP sets out strategies, actions and programs to minimise flooding, harness stormwater, reduce urban temperatures, and improve waterway health and landscapes. | Informs the upgrade and expansion of the stormwater network for renewal and new capital stormwater projects.   |
| Open Space Strategy              | Guides development and management of parks, reserves, recreation facilities and other public spaces until 2030.   | Informs the Open Space AMP new capital projects to ensure coordinated delivery of new and renewal projects.  |

| <b>Strategy/plan</b>                                  | <b>Description</b>   | <b>Integration with asset management</b>  |
|---|--|---|
| Playspace Plan  | Developed to prioritise investment for playspaces across the city. This plan outlines short, medium and long-term actions over the next 10 years.  | Informs the Open Space AMP new capital projects to ensure coordinated delivery of new and renewal projects. |
| Property Plan   | To be developed.   | To be developed.  |
| Community Land Management Plans (CLMP)                | Outlines what the land will be used for, how it will be managed, and what activities will be permitted on the land to assist Council's ongoing management of the land.   | Determines the high-level use of Council's open space to inform future development of the land.             |
| Economic Activation Plan (EAP)<br>(Economic Strategy) | Sets a five-year plan to deliver actions through five key economic strategic areas.  | Ensure built infrastructure is able to facilitate future economic changes to the city.                      |
| Events Strategy<br>(Events Plan)                      | A framework and direction for development, management and investment in events for the next five years.  | Ensure built infrastructure and operational activities are able to facilitate events within the City.       |
| Tourism Recovery Plan                                 | Guides the recovery and development of Holdfast Bay's tourism industry for three years, re-stimulates tourism and helps businesses and tourism operators recover economically from the impacts of the COVID-19 pandemic. | Assets and infrastructure to support the growing tourism demand and destination development.                |
| Movement and Transport Plan                           | Provide strategic direction for transportation and sets a short to medium-term action plan.  | Inform the functionality of transport infrastructure.   |
| Wellbeing Strategy                                    | To be developed.   | To be developed.  |
| Youth Plan  | Guides the role of council regarding the provision of youth services and opportunities across our community.   | Consideration and voice of young people in development of public spaces and places.                         |

## 2. Organisational Context

| Strategy/plan                                     | Description  | Integration with asset management  |
|---|--|--|
| Arts and Culture Strategy (Arts and Culture Plan) | Provides a framework that guides the coordination, promotion, management, and investment in arts and culture across the City for five years.                     | <p>Ensure best practice is observed for cultural heritage when delivering projects.</p> <p>Facilitate artwork in the public realm and existing infrastructure.</p> <p>Capture artwork in the open space AMP.</p> |
| Housing Plan                                      | To be developed.   | To be developed.   |
| Disability Access & Inclusion Plan (DAIP)         | A four-year plan that guides investment to ensure equal access and inclusion for all people who live, work and play in the City of Holdfast Bay.                 | <p>Adopt universal design principals.</p> <p>Ensure access and inclusion improvements are included within infrastructure projects.</p>   |
| Regional Public Health Plan                       | Outlines actions across all four priority areas to improve the health and wellbeing of our community and reduce the incidence of preventable illness and injury. | Maintain infrastructure to encourage active recreation.  |

**Table 2.1 Strategic alignment**

Asset management activities are aligned to the IPWEA (Institute of Public Works Engineering Australasia) published International Infrastructure Management Manual (IIMM), which is considered a best-practice guide for asset management. The asset management plans aim to align with the ISO 55000 (international standard for asset management) without seeking to become an accredited ISO document or process.

---

## 2.3 Stakeholders

The key stakeholders for asset management and their roles are defined in Table 2.2.

| Key stakeholders                                   | Role in asset management plan   |
|--|---|
| Residents/ community                               | <p>End users of the services provided directly and indirectly by the assets.</p> <p>Provide feedback collected throughout the year including annual satisfaction survey.</p>  |
| Elected Members                                    | <p>Act as custodians of community assets.</p> <p>Set asset management policy and vision.</p> <p>Allocate resources to meet Council objectives in providing services while managing risks.</p>   |
| Audit Committee                                    | <p>Audit Committee will review, and make recommendations and observations to Council on the financial outcomes of the AMPs.</p>   |
| Chief Executive Officer and Senior Leadership Team | <p>Provide leadership and strategic direction.</p> <p>Review Asset Management Policy and Asset Management Strategy.</p> <p>Ensure community needs and the outcomes of service reviews are incorporated into asset management planning and the Long-Term Financial Plan.</p> <p>Ensure Councillors and staff are provided with training in financial and asset management.</p> <p>Ensure accurate and reliable information is presented to Council.</p> <p>Ensure appropriate delegations and approval processes are followed.</p> |

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## 2. Organisational Context

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| <b>Key stakeholders</b> | <b>Role in Asset Management Plan</b>   |
|-------------------------|--|
| Manager Engineering     | Manages development, implementation and review of asset management plans, the Asset Management Policy and Asset Management Strategy.<br><br>Responsible for advancing asset management within the organisation.  |
| Asset Management Lead   | Prepares asset management plans.<br><br>Manages asset register and spatial systems.<br><br>Coordinates data collection.<br><br>Coordinates annual renewal budget planning.<br><br>Delivery of asset management improvement programs.<br><br>Provides technical asset management expertise to the organisation. |
| Senior Project Manager  | Coordinates Council's capital works program.   |
| Manager Field Services  | Ensures the maintenance and works programs are achieving service standards.  |

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**Table 2.2 Stakeholders' responsibilities**

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## 2.4 Asset Portfolio

Council's assets have been categorised into five groups with associated asset management plans. Below is a summary of the asset categories, their value and condition.

| Asset category      | Replacement value | Average asset condition | Percent of assets in acceptable condition |
|---------------------|-------------------|-------------------------|---|
| Buildings           | \$142,963,044     | 2.2 (good)              | 88%                                       |
| Open space          | \$79,806,772      | 2.2 (good)              | 97%                                       |
| Plant and equipment | \$8,714,919       | N/A                     | N/A                                       |
| Stormwater          | \$69,508,270      | 1.7 (very good)         | 91%                                       |
| Transport           | \$339,635,535     | 2.4 (good)              | 95%                                       |

**Table 2.3 Asset summary**

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## 2. Organisational Context

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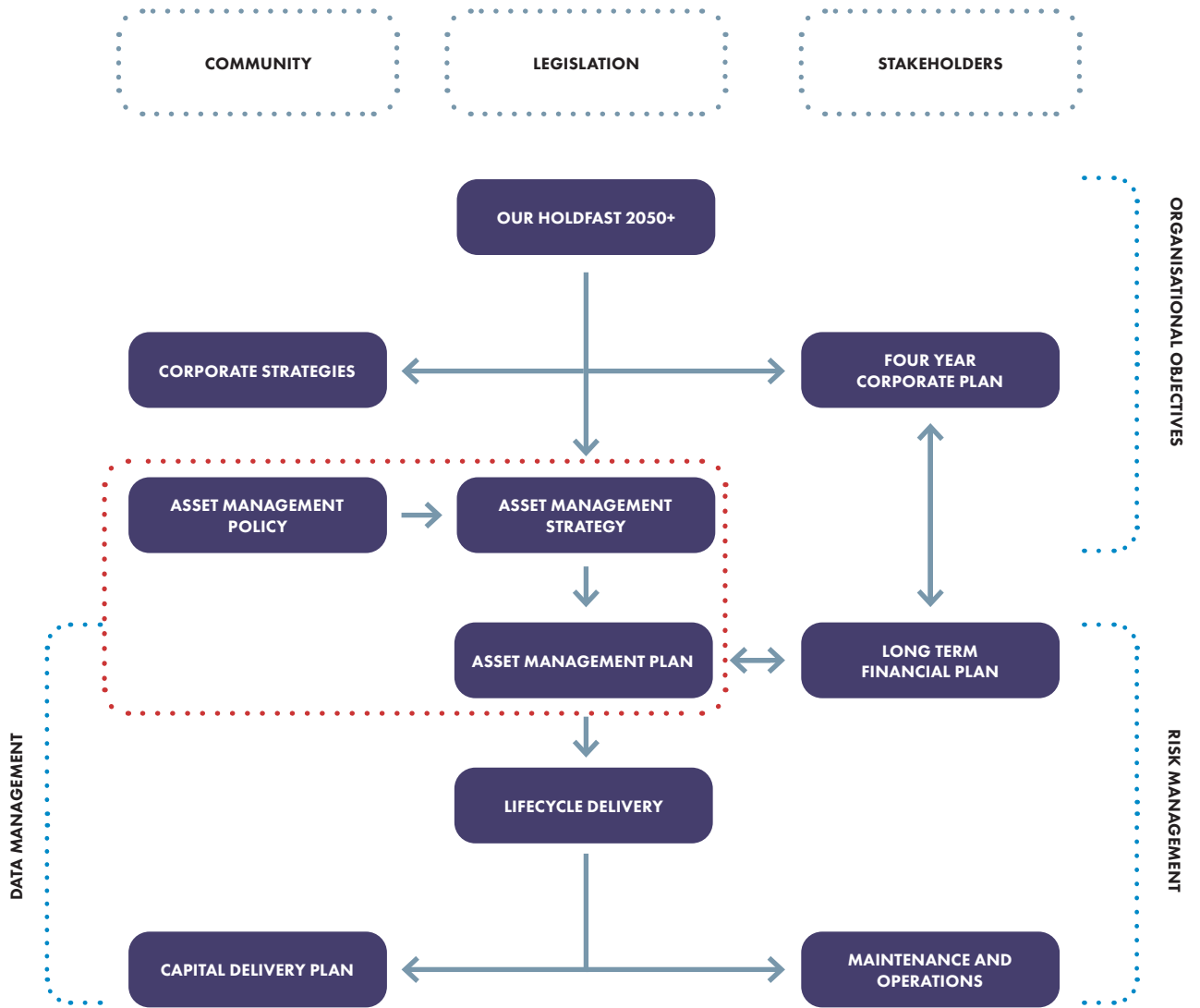
### 2.5 Asset Management System

This strategy aims to align the delivery of asset management activities with the organisation's goals and objectives; this process is known as the "line of sight" with asset management.

The asset management framework consists of the three key asset management documents, the Asset Management Policy, Asset Management Strategy and asset management plans. These documents create transparency and accountability through all aspects of asset management; to ensure all stakeholders understand their roles and responsibilities. The Council's asset management system is outlined in Figure 2.1.







**Figure 2.1 Asset management system**



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## 2. Organisational Context

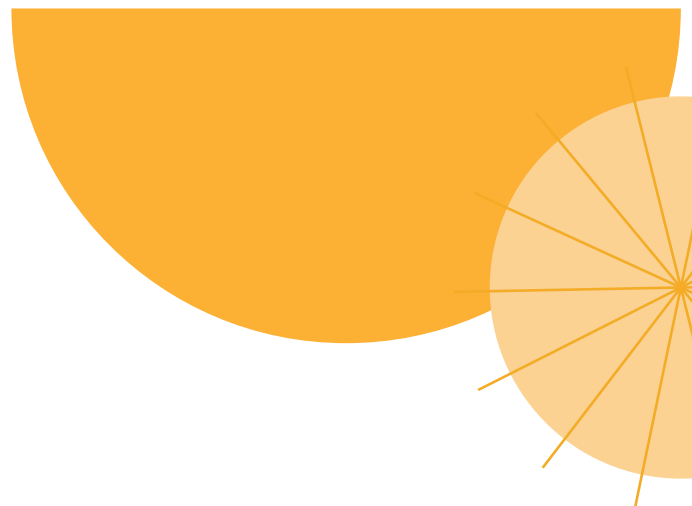
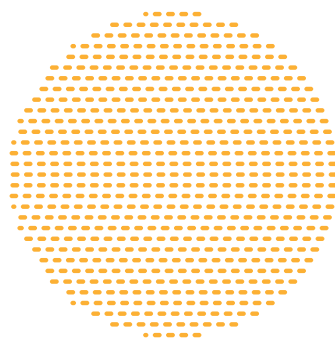
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### 2.6 Strategic Approach to Asset Management

The objective of asset management is to meet a required level of service, in the most cost-effective manner, through management of assets for present and future communities.

The strategic approach to asset management encompasses all practices associated with the asset lifecycle and consideration of the organisational strategic direction, with a viewpoint of the lowest long-term cost (rather than short-term savings) when making decisions.

The guiding principles for asset management are outlined in the Asset Management Policy. These principles inform our asset management processes and decision-making criteria, which provide clear direction to meet the service delivery needs now and into the future.





  
GLENEIG FOOTBALL CLUB  
LEAGUE PLAYER  
**JOHN PAINTER**  
Player Number 69  
DEBT - 1960

  
GLENEIG FOOTBALL CLUB  
LEAGUE PLAYER  
**DAVID FROST**  
PLAYER NUMBER 65  
DEBT - 1960

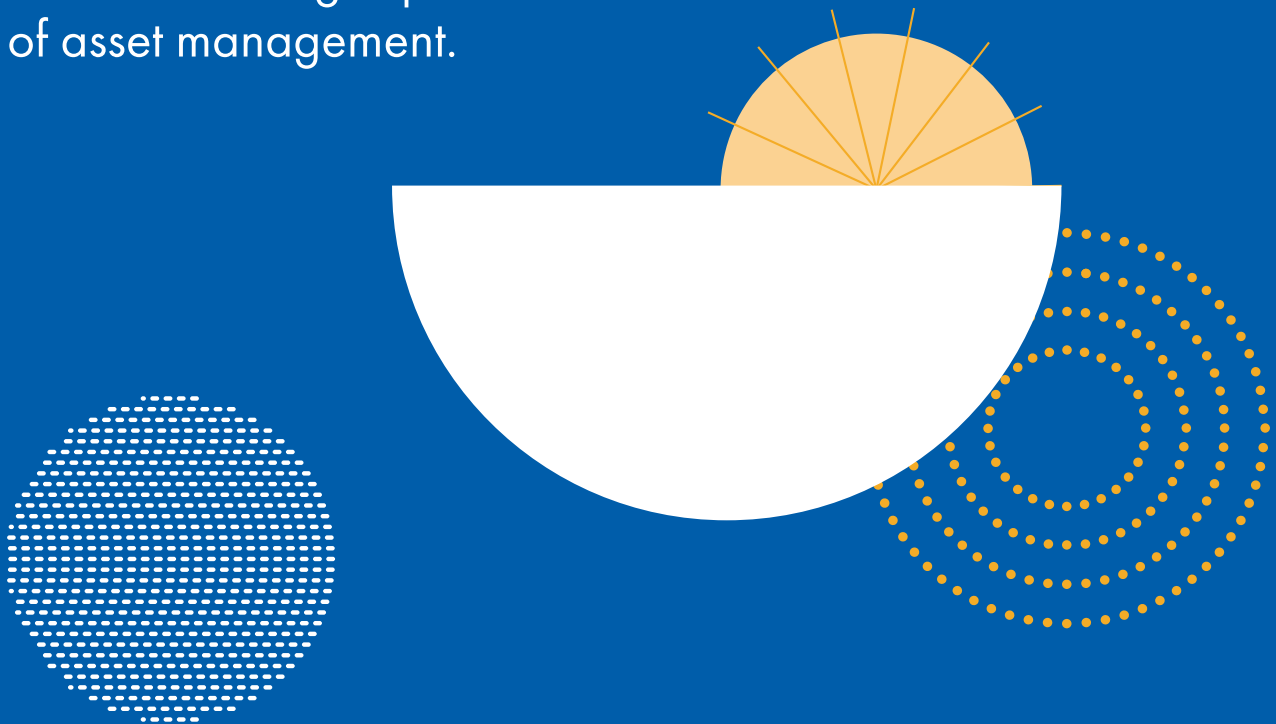
  
GLENEIG FOOTBALL CLUB  
LEAGUE P  
**ROBI**  
**DEA**  
PLAYER N  
65  
DEBT

In Loving Memory of  
Sharon "Sue"  
Bennett  
1946 - 2017  
TRUST SUPPORTERS  
OF THE  
GLENEIG FOOTBALL CLUB

---

## 3. Asset Management Processes and Decision-Making

This section outlines the processes and decision-making criteria for the following aspects of asset management.



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## 3.1 Strategic Asset Management Planning

The asset management documents that make up the asset management framework (section 2.5) are the Asset Management Policy, Asset Management Strategy, and asset management plans. These documents are to be updated in the following timeframes as a minimum:

| Document                  | Frequency | Last renewal  | Next renewal  |
|---------------------------|-----------|---------------|---------------|
| Asset Management Policy   | 4 years   | November 2024 | November 2028 |
| Asset Management Strategy | 4 years   | November 2024 | November 2028 |
| Asset management plans    | 4 years*  | November 2024 | November 2028 |

\*Comprehensive review of AMP every four years, annual update required. See section 3.2 for detail.

**Table 3.1 Asset management framework**

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## 3. Asset Management Processes and Decision-Making

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### 3.2 Asset Management Plan

In accordance with the *Local Government Act 1999 (the Act)* and the *Strategic Plan (Our Holdfast 2050+)*, the Council provides a range of community services to the local community and visitors.

Under the Act, Council is required to develop and adopt infrastructure AMPs covering a period of at least 10 years. In addition, Council is required to adopt a long-term financial plan covering a period of at least 10 years.

There is a legislated direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed in the AMP. Variations to the scheduled works in the AMP and the LTFP may be adjusted as the need arises.

The AMPs aim to align with ISO 55000 (international standard for asset management) without seeking to become accredited as an ISO document or process.

The asset management plan is comprehensively reviewed every four years with updates being required more frequently as detailed in Table 3.2.



| <b>AMP section</b>          | <b>Update frequency</b> | <b>Detail</b>  |
|-----------------------------|-------------------------|--|
| Introduction                | 4 years                 | Update may be required for legislation or relevant Act changes.  |
| Asset class information     | 4 years                 | Update for any structural change to asset hierarchy or following a condition assessment.                                 |
| Stakeholders                | 4 years                 | Update following any organisational change.  |
| Levels of Service           | 1 year                  | Update following Levels of Service (LoS) review, annual update to track KPIs.  |
| Future demand               | 4 years                 | Update following major external changes.   |
| Lifecycle planning          | 1 year                  | Update renewal programs, capital programs, and maintenance and operational programs. Ongoing three-year rolling program. |
| Financial summary           | 1 year                  | Update annual valuation, future renewal and new acquisition forecasting.   |
| Risk management             | 1 year                  | Update and track risks annually.   |
| Improvements and monitoring | 1 year                  | Update and track improvement program annually.   |

**Table 3.2 Asset management plan timeframes**

Performance of AMPs is tracked through the following measures:

1. Level of Service key performance indicators (KPIs).
2. Delivery of improvement program.
3. Improved data confidence.
4. Review of the AMP, minimum every four years.

---

## 3. Asset Management Processes and Decision-Making

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### 3.3 Level of Service

The International Infrastructure Management Manual (IIMM) describes Levels of Service (LoS) as “defined service quality for an activity or service area against which service performance may be measured”.

City of Holdfast Bay has two defined levels of service:

- › Customer (community) LoS – community perception of service
- › Technical LoS – technical indicators of performance.

Community LoS in AMPs (measured by annual community consultation (Quality of Life Survey):

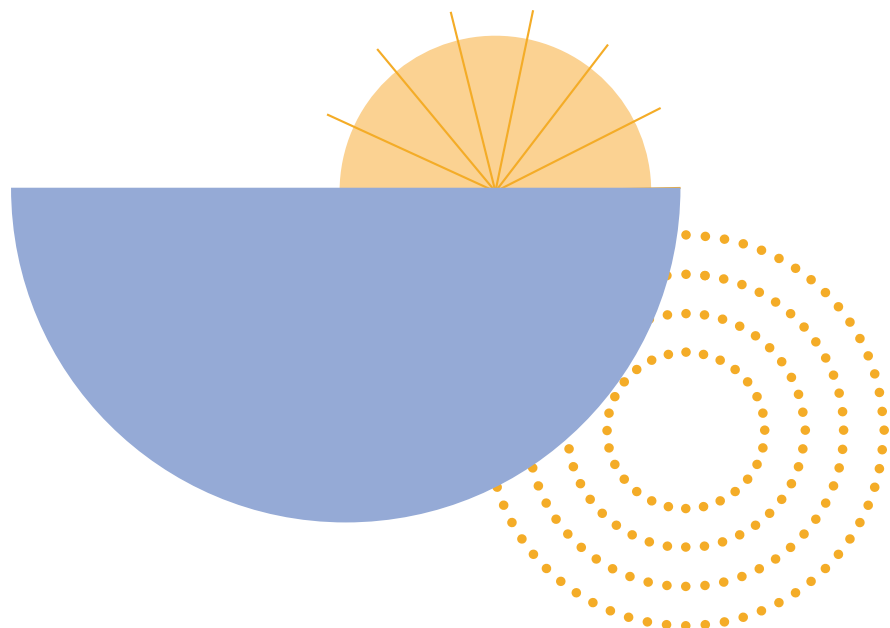
- › Quality (of service)
- › Functionality (fit for purpose)
- › Capacity and utilisation (meets community need).

Technical LoS measures in AMPs:

- › Condition (condition of asset)
- › Renewal (asset renewal/sustainability ratio)
- › Accessibility and inclusion
- › Safety (compliance)
- › Resilience (to climate change)
- › Environmental impact (carbon footprint).

LoS are measured annually within each AMP.

LoS for individual business processes are defined within department’s operational plans. The next service review will be completed via the improvement plan action number 8 (section 5).





## 3.4 Data Management

Council undertakes a four-year condition assessment and valuation cycle.

| Asset class              | Previous valuation                  | Previous condition assessment | Next valuation | Next condition assessment |
|--------------------------|-------------------------------------|-------------------------------|----------------|---------------------------|
| Open Space               | 30 June 2023                        | 2022–23                       | 1 July 2027    | 2026–27                   |
| Transport                | Road 1 July 2023                    | 2023–24                       |                |                           |
|                          | Kerb 1 July 2023                    | 2023–24                       | 1 July 2024    | 2027–28                   |
|                          | Footpath 31 December 2019           | 2023–24                       |                |                           |
|                          | Transport other 30 June 2021        | 2023–24                       |                |                           |
| Stormwater               | 30 June 2022                        | 2023–24                       | 1 July 2026    | 2025–26                   |
| Buildings                | 30 June 2022                        | 2018–19                       | 1 July 2025    | 2024–25                   |
| Plant and Equipment      | These assets are recognised at cost |                               |                |                           |
| Trees (natural assets) * | N/A                                 | 2022–23                       | N/A            | 2026–27                   |

**Table 3.3 Asset valuation and condition assessment frequency**

\* Natural assets (trees) are non-financial assets and excluded from the financial register. However, natural assets are managed using asset management principles with a cyclic condition assessment every four years and a 10-year Tree Management Plan. A replacement value and amenity value can be applied to trees.

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## 3. Asset Management Processes and Decision-Making

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Accurate and comprehensive data for all asset categories is stored in a centralised corporate asset management information system and mapped through a geographic information system (GIS).

Asset data is stored, managed and maintained in accordance with Council's data management principles and guidelines. See improvement program number 3. The asset data is structured into four tiers grouping assets of a similar nature and use, as outlined in table 3.4.

| Tier | Name               | Definition   | Example  |
|------|--------------------|--|--|
| 1    | Asset Class        | Highest level in line with the five asset management plans | Buildings, Open Space, Plant and Equipment, Stormwater, Transport as all Asset Classes.  |
| 2    | Asset Category     | Second subset of assets                                    | Transport (Asset Class) Asset Categories include bridges, footpaths, roads.  |
| 3    | Asset Sub-Category | Third subset of assets                                     | Open Space (Asset Class), Water (Asset Category) Sub-Categories include Irrigation, Drinking Fountains, Showers.   |
| 4    | Asset Type         | Specific attribute with a unit rate used for valuation     | Stormwater (Asset Class), Drains (Asset Category), Pipe (Asset Sub-Category) Asset Type includes 300mm Precast Concrete Pipe, 600mm Precast Concrete Pipe. |

---

**Table 3.4 Asset data structure**

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There is ongoing collection, auditing and updating of the asset data to ensure a single point of truth for each asset, forming a complete and accurate asset register. Following each annual budget cycle, the AMP and LTFP are updated and realigned.

Condition assessments and valuations have been aligned to ensure the valuations are undertaken using the most up-to-date data.

Before each condition assessment cycle, the format and quality of the asset category data is reviewed to ensure the correct level of data is captured to facilitate the appropriate level of predictive modelling, scenario modelling and optimisation for asset management planning purposes.

## 3.5 Capital Investment

Renewal planning is undertaken using Level of Service and condition data and outlined in each asset category AMP.

New capital projects (single or multi-year), which have been formally approved by Council are included within the LTFP and AMP. Budget bids can also be created for new initiatives (capital) within the annual budget process. These projects are prioritised based on their strategic alignment and subject to Council approval of the annual budget.

As new assets are commissioned through the capitalisation process, they are commissioned and built into future renewal programs. Future operational and maintenance costs are planned, resourced and built into the annual operational budget planning process.

The 10-year renewal forecast developed in the AMP is further developed into a three-year rolling capital renewal program. This program consists of scoping in year one; designing, year two; and construction, year three.

The capital program is approved and documented each year through the annual business plan and undergoes community engagement prior to approval.

---

## 3. Asset Management Processes and Decision-Making

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### 3.6 Operations and Maintenance

Regular maintenance is required to maximise service life while minimising service disruption and customer dissatisfaction. Neglecting maintenance of infrastructure by deferring it to future years may create a false economy through increased resourcing for unplanned maintenance, a reduction in asset life, or compromised asset function.

Regularly collecting data and reviewing services can improve the understanding of asset performance and inform operational investment decisions, which can improve the performance or extend the life of assets.

Operational service levels are defined for scheduled maintenance and reactive maintenance across four service areas: open space, trees, civil works, and rapid response / city cleansing. A service review for each of these sections will form part of the improvement plan action number 8 (section 5). The service review will include defining services levels, processes for tracking performance against service levels, resourcing to meet service levels and a framework for decision-making.

### 3.7 Climate Change

Climate risks to councils are increasing as a result of more extreme events. Increasing costs associated with bushfire losses, heatwave-related deaths and damage, coastal erosion, sea-level rise, storm-surge damage, flooding and storms are occurring across South Australia.

Climate-related risks are not just physical, with councils also facing legal, financial and transitional risks that must be understood and managed.

Councils need to be well-equipped and prepared for supporting our communities and local economies through major disruption and shocks, such as extreme weather and other climate change impacts. Recent experiences associated with the 2019–20 bushfires demonstrate the need for building resilience and reducing risk.

Climate change effects on assets include:

- › Increased rates of deterioration, damage, or destruction of constructed assets
- › Reduced quality and amenity of open space and natural assets
- › Increasing reduction in service such as road closures as a result of more frequent or intense flood events
- › Increasing demand for council asset management and maintenance services as a result of more frequent extreme weather events.

---

Asset-specific climate change resilience is outlined in the future demand and risk management sections of the AMPs.

Council is undertaking a Resilient Asset Management Program (RAMP), in conjunction with the four Resilient South councils, to gauge the suitability of products, tools and guidelines for assessing climate change risks to assets, and identify options to mitigate and incorporate these risks into our asset management practices. This includes incorporating whole of life decision making when considering an asset renewal or creation, such as future climate impact across the asset life for materials, design, and the resilience of the services the asset provides to the community. The outcomes of the RAMP will inform our asset management practices.

Council has committed to a Carbon Neutral Plan for carbon-neutral operations by 2030. Asset management practices are required to consider asset lifecycle emissions for decision-making and appropriately resource for lower carbon assets and operations in line with the Carbon Neutral Plan.

## 3.8 Maturity Assessments and Improvements

We undertake maturity assessments every four years with the Asset Management Strategy, addressing issues across all asset categories (section 4).

Maturity assessments will inform the asset management improvement programs (section 5), with a separate asset category-specific improvement program incorporated into the AMPs.

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## 3. Asset Management Processes and Decision-Making

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### 3.9 Risk Management

The process for managing Council's risks is consistent with the International Risk Management Standard ISO 31000:2018.

The objective of the risk management process with regards to trees is to ensure:

- › All significant operational and organisational risks are understood and identified
- › The highest risks that need to be addressed in the short to medium term are identified
- › Strategies and treatments to address risks are identified and applied.

Council acknowledges risk management is an essential part of best-practice asset management. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. It develops a risk rating, evaluates the risk and develops a risk treatment plan for unacceptable risks.

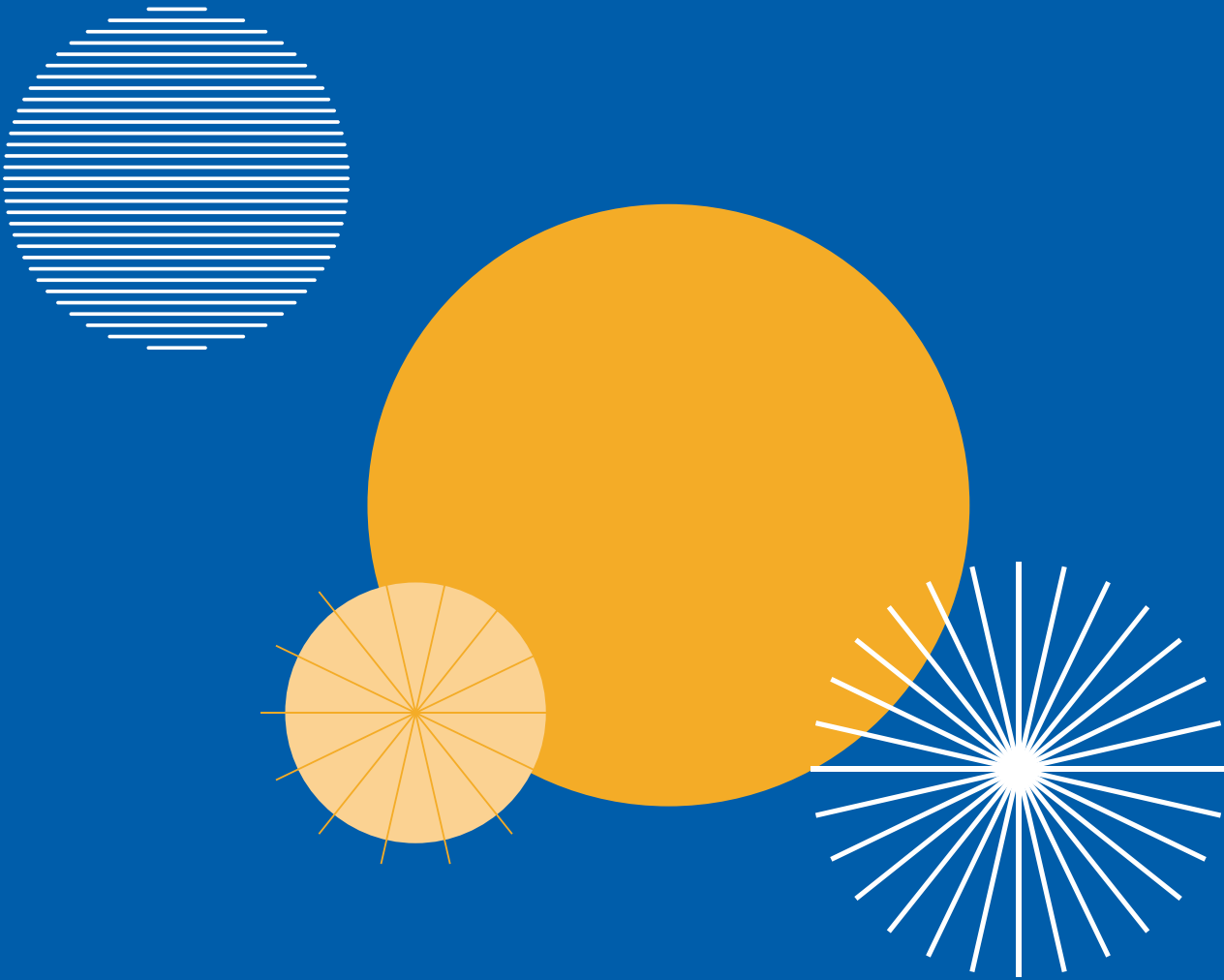
The asset management risk register is reviewed and updated at minimum annually in-line with our risk management procedures. These risks are summarised in each asset management plan. The asset management risk register should be reviewed with the council's strategic and operational risk registers.

Council undertakes an internal asset management audit every four years, prior to the council election, to provide assurance that established processes and controls in relation to asset management are robust. The last audit was in 2022, with the next audit in 2026.



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# 4. Asset Management Maturity





IPWEA (Institute of Public Works Engineering Australasia) published the International Infrastructure Management Manual (IIMM), which is considered a best-practice guide for asset management, and developed an assessment tool for asset management maturity.

This assessment tool looks at the gap between the current and target asset management maturity, where the sustainable, cost-effective asset or investment performance is a function of the quality of underlying asset management practices, systems and culture in those organisations.

The IIMM asset management maturity assessment completed in 2024 is outlined in Table 4.1.

| <b>IIMM Ref</b> | <b>Question</b> | <b>Section</b>                                | <b>Current score</b> | <b>Target score</b> | <b>Maturity gap</b> |
|-----------------|-----------------|---|----------------------|---------------------|---------------------|
| 2.1             | 1               | AM policy and objectives                      | 75                   | 60                  | +15                 |
| 2.2             | 2               | Levels of Service framework                   | 75                   | 60                  | +15                 |
| 2.3             | 3               | Demand forecasting and management             | 60                   | 60                  | 0                   |
| 2.4             | 4               | Asset condition and performance               | 65                   | 60                  | +5                  |
| 2.5             | 5               | Strategic Asset Management Plan               | 70                   | 60                  | +10                 |
| 3.2             | 6               | Managing risk and resilience                  | 65                   | 60                  | +5                  |
| 3.3             | 7               | Operational planning                          | 60                   | 60                  | 0                   |
| 3.4             | 8               | Capital works planning                        | 65                   | 60                  | +5                  |
| 3.5             | 9               | Asset financial planning and management       | 60                   | 60                  | 0                   |
| 3.6             | 10              | AM plans (for the asset portfolio and assets) | 75                   | 60                  | +15                 |
| 4.1             | 11              | AM people and leaders                         | 55                   | 60                  | -5                  |

## 4. Asset Management Maturity

| IIMM Ref             | Question | Section                                     | Current score | Target score | Maturity gap |
|----------------------|----------|---|---------------|--------------|--------------|
| 4.2                  | 12       | Asset data and information                  | 55            | 60           | -5           |
| 4.3                  | 13       | Asset management information systems (AMIS) | 60            | 60           | 0            |
| 4.4                  | 14       | AM process management                       | 55            | 60           | -5           |
| 4.5                  | 15       | Outsourcing and procurement                 | 55            | 60           | -5           |
| 4.6                  | 16       | Continual improvement                       | 55            | 60           | -5           |
| <b>Overall score</b> |          |   | <b>63</b>     | <b>60</b>    | <b>+3</b>    |

### Summary Results

| IIMM Ref             | Question | Section  | Current score | Target score | Maturity gap |
|----------------------|----------|--|---------------|--------------|--------------|
| 2                    |          | Understanding and defining requirements          | 69            | 60           | +9           |
| 3                    |          | Developing asset management lifecycle strategies | 65            | 60           | +5           |
| 4                    |          | Asset management enablers                        | 56            | 60           | -4           |
| <b>Overall score</b> |          |  | <b>63</b>     | <b>60</b>    | <b>+3</b>    |

**Table 4.1: IIMM asset management maturity assessment 2024**

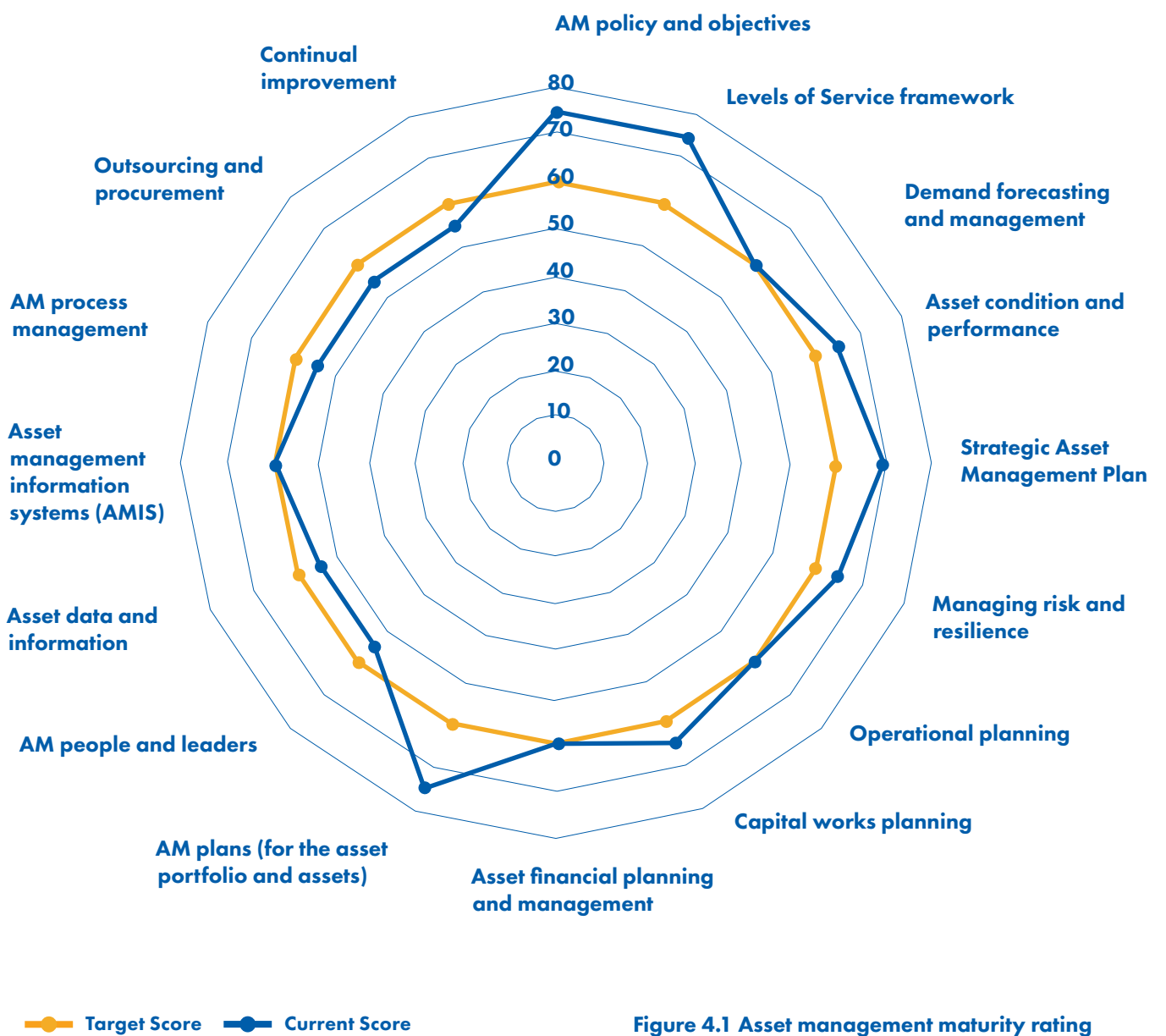
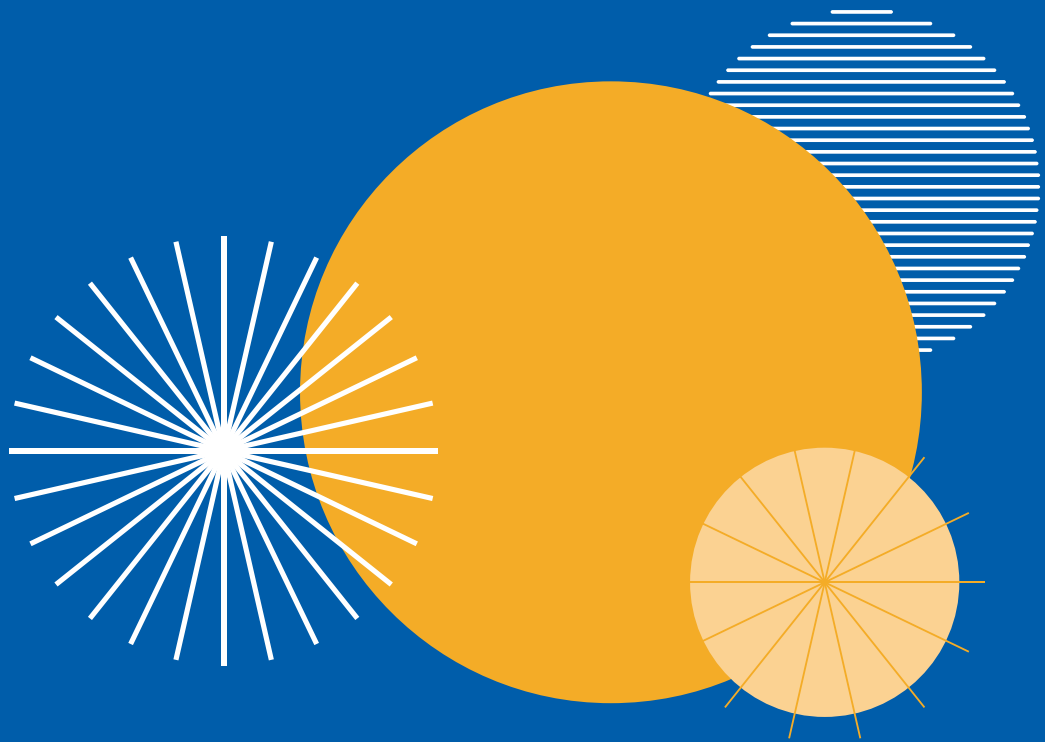


Figure 4.1 Asset management maturity rating

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## 5. Improvement Program

This section details improvements linked to the maturity assessment to improve the efficiency in the way we deliver our asset management services.



| <b>Action number</b> | <b>Action</b>   | <b>IIMM ref.</b>             | <b>Action officer</b>  | <b>Due</b>            |
|----------------------|---|------------------------------|------------------------|-----------------------|
| 1                    | Implement the AM Strategy's monitoring, review and reporting processes for AM documents and improvement programs.                                   | 2.1, 2.5, 4.1, 4.3, 4.4, 4.6 | Manager Engineering    | July 2025 and ongoing |
| 2                    | Develop the three-year rolling capital works program with business case development for major projects.   | 3.4, 4.6                     | Senior Project Manager | December 2025         |
| 3                    | Establish an approved data management framework and guidelines for asset register, including system integration and to inform predictive modelling. | 2.4, 4.2, 4.3, 4.4           | Asset Management Lead  | July 2026 and ongoing |
| 4                    | Undertake cyclic data collection to continue to improve data quality for decision-making.   | 2.4, 4.2                     | Asset Management Lead  | Annual ongoing        |
| 5                    | Annually track measured community and technical LoS for all asset classes.  | 2.2                          | Asset Management Lead  | June 2025 and ongoing |
| 6                    | Review AMPs with alignment to Asset Management Strategy and Council strategies.<br><br>Incorporate scenario modelling into the AMP.                 | 2.3, 2.5, 3.2, 3.6           | Asset Management Lead  | November 2024         |
| 7                    | Update each asset categories unit rates through the revaluation process.  | 3.5                          | Asset Management Lead  | Annual ongoing        |

## 5. Improvement Program

| Action number | Action  | IIMM ref.     | Action officer         | Due                   |
|---------------|---|---------------|------------------------|-----------------------|
| 8             | <p>Review operational LoS and update responsibilities, resourcing and planning to meet agreed LoS.</p> <p>Implement a system to prioritise, assess and action requests in-line with operational LoS.</p>  | 3.3           | Manager Field Services | June 2025             |
| 9             | <p>Develop a resource strategy to deliver on improvement programs and identified AM activities.</p> <p>Track and report on improvement programs.</p>  | 4.5, 4.6      | Asset Management Lead  | July 2026             |
| 10            | Track the asset risk register annually, and report to the senior leadership team (SLT), in alignment with the operational risk register, strategic risk register and AMPs.  | 3.2           | Asset Management Lead  | November 2024         |
| 11            | Improve internal communications and awareness of AM activities with key stakeholders. AM Steering Committee reporting to SLT quarterly.   | 3.6, 4.1, 4.4 | Manager Engineering    | December 2023         |
| 12            | <p>Incorporate climate change into all levels of asset management practices through:</p> <ul style="list-style-type: none"> <li>› Implementation of Resilient Asset Management Program recommendations</li> <li>› Alignment with the Carbon Neutral Plan via tracking of carbon emissions and reduction of emissions across the asset lifecycle.</li> </ul> | N/A           | Manager Engineering    | June 2026 and ongoing |

**Table 5.1 Improvement program**



1939

1945

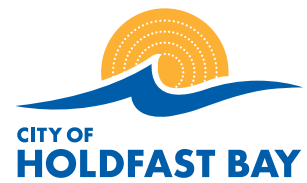
1914

1919

ARCH OF REMEMBRANCE

KEEP LEFT

ONE WAY



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