City of Townsville

TOWNSVILLE CITY COUNCIL

STRATEGIC ASSET MANAGEMENT PLAN

22/23

TOWNSVILLE.QLD.GOV.AU

OUR VISION

A globally connected community
driven by lifestyle and nature

OUR PURPOSE

Grow Townsville

OUR MISSION

Add 6,400 new jobs by 2026

City of Townsville

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ACKNOWLEDGMENT OF COUNTRY

The Townsville City Council acknowledges the Wulgurukaba of Gurambilbarra and Yunbenun, Bindal, Gugu Badhun and Nywaigi as the Traditional Owners of this land. We pay our respects to their cultures, their ancestors and their Elders - past and present – and all future generations.

Townsville City Council is a proud White Ribbon accredited organisation.

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LIST OF ABBREVIATIONS

AM	Asset Management
AMP	Asset Management Plan
AMS	Asset Management System
AMU	Asset Management Unit
CEO	Chief Executive Officer
EP	Equivalent Person
EMT	Executive Management Team
FMECA	Failure Mode, Effects and Criticality Analysis
FMEA	Failure Mode Effect Analysis
FXP	Fixed Plant assets
IIMM	International Infrastructure Management Manual
ISO 55000	ISO 55000: Asset management – Overview, principles and terminology
ISO 55001	ISO 55001: Asset Management - Management System – Requirements
IWS	Integrated Water Strategy
km	Kilometres
LOS	Level of Service
RCA	Root Cause Analysis
RCM	Reliability Centred Maintenance
LGIP	Local Government Infrastructure Plan
LTFF	Long Term Financial Forecast
m	Metres
ML	Mega Litres
PNK	Pipe Network assets
SAMP	Strategic Asset Management Plan
SWIM	State-Wide Information Management
TCC	Townsville City Council
TWW	Townsville Water and Waste

1. EXECUTIVE SUMMARY

Townsville City Council (Council) has a responsibility to effectively and efficiently manage the services provided by its assets to its community. This Strategic Asset Management Plan (SAMP) articulates the Asset Management System Model, Asset Management Framework and Asset Management Capability Delivery Model for Council. The Asset Management System Model illustrates the key components of Council's asset management system and how they relate. The Asset Management Framework schematically presents the Asset Investment Planning and Works Delivery with an Innovative, Adaptive and Continuous Improvement focus. Finally, Council's Asset Management Capability Delivery Model illustrates the processes, within several disciplines, that are used in part or entirely, to deliver successful asset management at asset class levels. This SAMP summarises the link between Council's physical resources (infrastructure assets, funding and works delivery) and business enablers (people, processes and technology) through the above-mentioned models and framework. This SAMP links to Asset Management Plans for each asset class through the Capability Delivery Model.

Council has developed its organisational objectives to focus its services on the communities it serves. These objectives have been developed in consultation with stakeholders to achieve agreement on the scope and level of service provided. Council owns, operates, and maintains assets valued at over $7 billion (Gross Replacement Cost).

The asset management vision is to provide effective control and governance to infrastructure assets and realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance.

The organisational and asset management objectives were established to reflect the Corporate Plan where Council commits to delivering quality services to facilitate sustainable growth through economic activation, community engagement and sustainable financial management. Council is governed by the principles of the *Local Government Act 2009* of sustainable development and management of assets, infrastructure planning and delivery of effective services. These requirements are being addressed in individual Asset Management Plans (AMPs), as these plans deliver the asset outcomes, within the budgets and with the resources available, while ensuring that appropriate levels of service are achieved.

This SAMP summarises Council's asset scope in terms of gross replacement cost and quantities. Further, forecasted Capital, Operation and Maintenance costs are summarised in line with Council's Long-Term Financial Forecast.

This SAMP also demonstrates Council's commitment to aligning its management system for managing assets to the International Standard ISO 55001: Management System - Asset Management.

2. INTRODUCTION

2.1 Purpose of SAMP

Providing effective and efficient management of assets is a key obligation of Council. As custodian of community assets, Council has the responsibility for managing these assets in the most cost-effective manner. This is achieved through Demand Management, Systems Engineering, Acquisition, Operations, Maintenance Configuration Management and Continuous Improvement. These actions are undertaken in order to continue to provide efficient, safe and reliable services for current and future generations. Asset management is a widely accepted term to describe this responsibility of Council.

The purpose of this Strategic Asset Management Plan (SAMP) is to:

- Demonstrate that Council's Asset Management System (AMS) is aligned with the requirements of ISO 55001: Management System for Asset Management;
- Describe the role of the Asset Management System (AMS) in supporting achievement of the Asset Management Objectives (AM Objectives), delivering appropriate Level of Service (LOS) cost effectively, and meeting legislative requirements;
- Document information that specifies how organisational objectives have been realised as AM Objectives and;
- Inform the approach for developing Asset Management Plans (AMP) through the Asset Management Capability Delivery Model.[1]

Key fundamental objectives of this SAMP include:

- Setting out the foundations for managing its asset portfolios in a manner which ensures it is able to sustainably deliver services to the community, according to the community's expectations, and to meet legislative requirements;
- Building strong stakeholder engagement and leadership for informed and robust asset management decision making processes to support the functionality and sustainability of the AMS;
- Developing the decision-making process that considers organisational roles (people), competency and engagement and process management with risk management for Council when managing assets and delivering services to the community;
- Applying the Asset Management Policy (AM Policy) as determined and approved by Council; and
- Optimising alignment of the AMS with the requirements prescribed in the International Standardisation Organisation ISO 55001 Asset Management Systems.

Council continuously considers the current and future needs of the community and Council's ability to provide asset solutions which contribute to meeting these needs. Council also considers the financial implications of maintaining community assets and the balancing of this expenditure and operational realities against other community priorities and regulatory requirements. Ongoing development and review of this SAMP will promote the viability and long-term use of assets in line with Council's organisational objectives.

[1] AMS & Capability Delivery Models are in alignment with Asset Management Body of Knowledge, Asset Management Council.

2.2 SAMP and ISO 55001 Relationship

This SAMP has been specifically developed to align with the requirements in ISO 55001, Asset Management System. While this Standard is not prescriptive in terms of content, this SAMP is intended to be an effective planning instrument with respect to Council's AMS and to respond to certain requirements in the Standard.

Accordingly, this SAMP provides relevant evidence and demonstrates compliance on the requirements referenced in the table below. In some instances, this information is supplemented by other artefacts such as the AMP or other Council management systems:

ISO 55001 Requirement Reference	Summary of Requirement	SAMP Reference
4.1	AM Objectives aligned and consistent	3.3
4.4	SAMP developed	SAMP
5.3a	SAMP updates	SAMP Document Control
5.3c	AMS conforms to requirements of 55001	SAMP
5.3f	Reporting on performance	7.1
6.1	Risks to AMS identified	6.2
7.1	Appropriate resources	2.5 & 5.2
7.3	Policy communicated	3.1
7.3	Are people aware of their contribution to the AMS	2.5 & 3.4
7.4	Determining the who, what, when, how and with whom of communication	3.2.2
7.5a	Risks to roles and responsibilities	6.2
7.5a	Consideration of roles and responsibilities	2.5
7.5a	AM processes	4.5
7.5a	Exchange of information of stakeholders	3.3.2
7.5a	Decision making process	7.4
7.5b	Asset attribute information & quality	4
7.5c	Information management	3.4
7.5d	Alignment of financial and non-financial information	4 & 5
7.5e	Consistency and traceability between financial and non-financial information	4 & 5
7.6.1	Documented information required by ISO 55000	SAMP
7.6.1	Documented information applicable to meet legal and statutory requirements	SAMP
7.6.1	Documented information for an effective AMS	SAMP
8.3	Outsourcing of activities	4.5
9.1	Monitoring, measurement, analysis and evaluation	7.1 & 7.3
9.2	Internal Audit	7.3
9.3	Management review	7.2
10	Improvement	7.5

2.3 Leadership

Council leadership is provided by three main divisions and various committees associated with assets and infrastructure including Business Services, Water and Resource Recovery infrastructure services and Town Planning. Figure 2-1 shows the organisational structure of the leadership teams of Council without elected members.

Asset management leadership is provided by the Asset Management Team which is responsible for developing and implementing the AM Strategy, AM Policy and AMS.

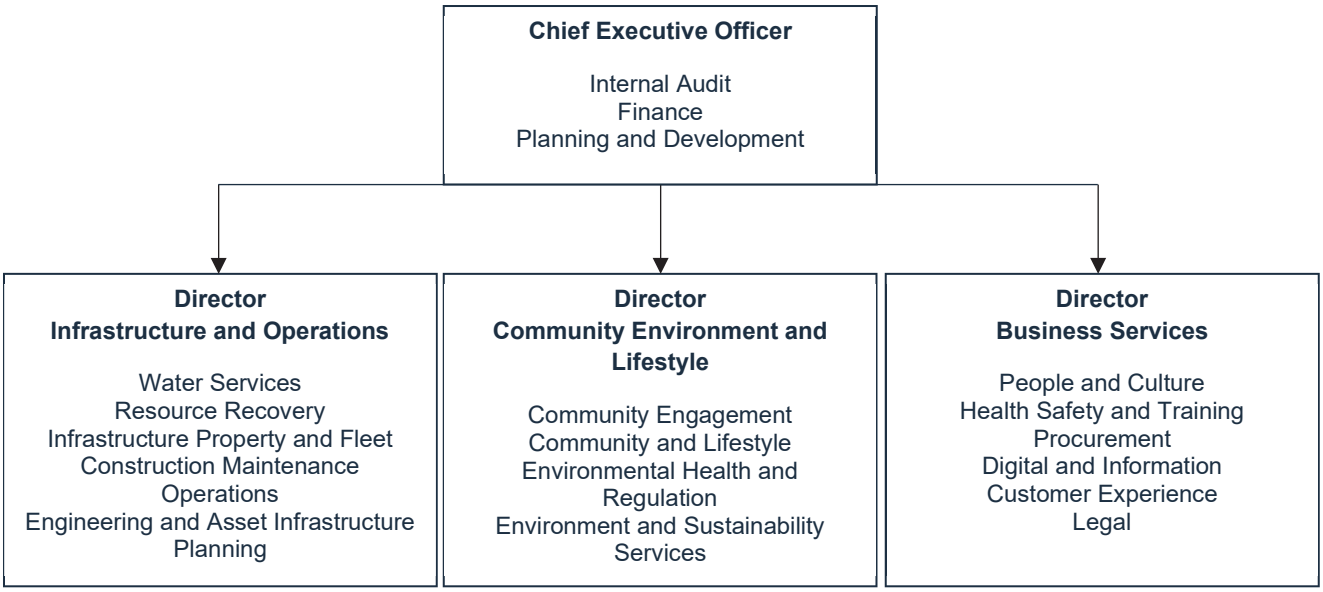


Figure 2-1: Council Structure

2.4 Organisational Objectives

Organisational objectives are short-term and medium-term goals that an organisation seeks to accomplish. The organisation's objectives play a large part in developing policies and determining the allocation of resources.

Council has developed its organisational objectives to focus its services on the community. These objectives have been developed in consultation with stakeholders to achieve agreement on the scope and level of service provided.

2.4.1 Townsville City Plan

The Townsville City Plan has been prepared in accordance with the Planning Act 2016, as a framework for managing development in a way that advances the purpose of the Act. In seeking to achieve this purpose, the planning scheme sets out Council's intention for the future development in the planning scheme area, over the next 25 years.

2.4.2 Corporate Plan

This document sets out high level strategic information for Townsville and the surrounding region, much of which is common to functional asset management plans, including information about population, growth expectations, social composition and community engagement.

Council has published its Corporate Plan with the following Vision, Purpose and Mission statements:

Vision

A globally connected community driven by lifestyle and nature.

Purpose

Grow Townsville.

Mission

Add 6,400 new jobs by 2026.

Council's goals, objectives, and measures are also outlined in the Corporate Plan.

2.5 Organisational Roles

2.5.1 Elected Members

- Representing their community ensuring sustainable service delivery from the assets
- Reviewing and endorsing the 10-year Capital and Maintenance Works Plan and Adopted Budget
- Reviewing and endorsing the Asset Management Policy

2.5.2 Council's Audit Committee

- Reporting to Council via the Chief Executive Officer on AMS
- The scope of the Audit Committees responsibilities, in the current terms of reference, includes the following activities that all have an influence on the AMS:
    - Governance Processes
    - Financial Compliance
    - Information Technology (IT) Management
    - Internal Controls
    - Internal and External Audits
    - Risk Management
    - Legal and Legislative Compliance
    - Asset Management Governance

2.5.3 Executive Team

- Advising Council and the Audit Committee on asset management activities
- Ensuring asset risk management is aligned with the organisational risk management framework
- Ensuring the implementation of the AMS meets relevant legislation, policies and plans across the organisation

2.5.4 Asset Management Teams

The Asset Management Teams are structured to provide the effective asset investment planning services to the Council's infrastructure assets in line with Asset Lifecycle Framework by:

- ensuring a whole-of-council approach to the effective and efficient delivery of AM objectives through organisational independence from Council's financial, planning and service sections;
- ensuring the Policy, SAMP and objectives are compatible with the Council's objectives (reviewed with Council Corporate Plan updates);
- undertaking quarterly monitoring through the Service Potential Reporting to ensure appropriate stewardship and leadership;
- undertaking internal audits to ensure the AMS is achieving intended outcomes and raising improvement actions where gaps are identified;
- identifying gaps in resource requirements from feedback provided by the internal and external stakeholders;
- providing input into regular Council internal communications to promote a strong asset management culture, and to effectively engage the internal stakeholders with the AMS;
- supporting key internal stakeholders to contribute to the effectiveness and raise improvement actions to improve the effectiveness of the AMS;
- promoting cross-functional collaboration across all systems that provide input into the AMS; and
- advancing AM training, leadership, practice and skills development across Council.

3. ASSET MANAGEMENT SYSTEM

The purpose of the Asset Management System Model is to articulate the key components of an asset management system and how they inter-relate. Council's asset management system model aligns with Asset Management Body of Knowledge (AMBoK) of Asset Management Council. Council's Asset Management System (AMS) Model is shown in the Figure 3-1.

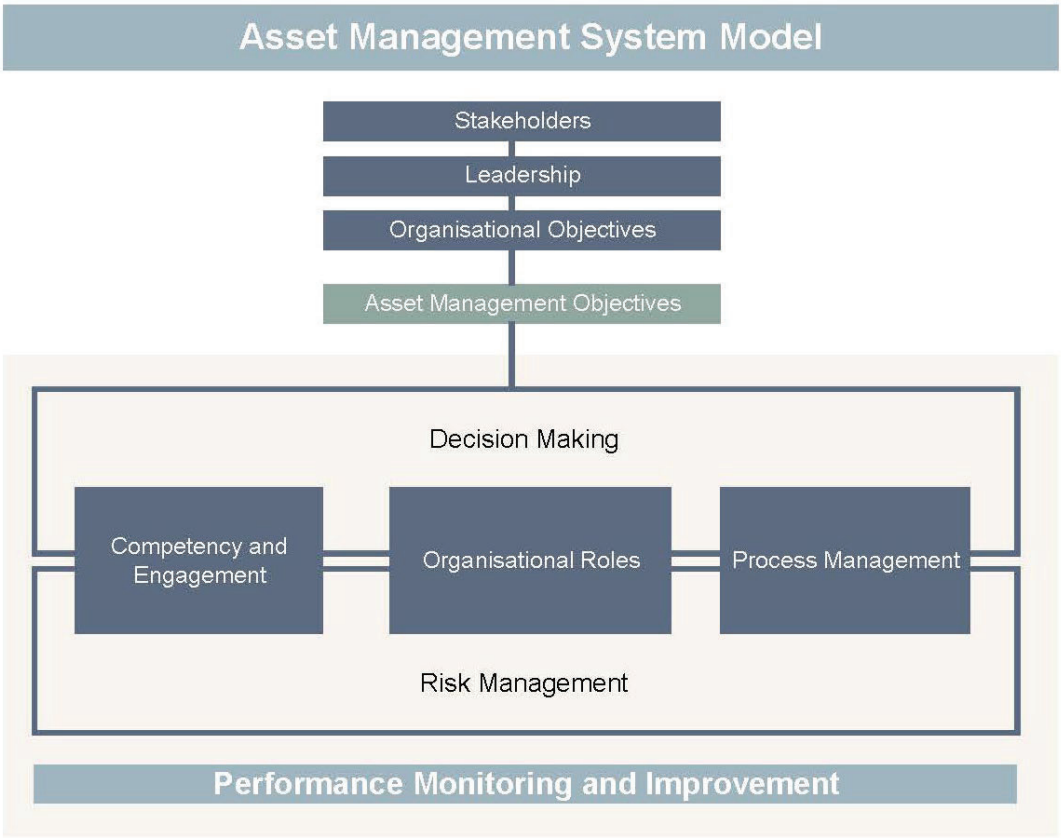


Figure 3-1: Council Asset Management System Model

3.1 Asset Management Policy

The leadership commitment is explained under section 4 of this policy and states:

Responsibility

CEO, Directors, General Managers, Team Managers, and Asset Management Staff are responsible for ensuring this policy and associated documents are understood and adhered to by all staff.

The policy states:

Policy

Council will manage assets to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance in service delivery.

The management of assets and service will be achieved by:

- Developing and maintaining a long-term Strategic Asset Management Plan, and Asset Management Plans;
- Preparing Business Cases, Planning Reports and evidence based prioritisation supporting the introduction of a new service, procurement of a new asset or rehabilitation or renewal of an existing asset;
- Integrating customer experience, strategy planning, financial affordability and capital works planning;
- Maintaining a long-term financial forecast which demonstrates that the full costs of an asset are borne equitably by all users (including future users) of the asset, by using the utility delivered to customers as the basis for allocating depreciation and obsolescence;
- Ensuring that the lowest lifecycle cost of an asset is achieved while maintaining agreed levels of services, performances and an acceptable risk level;
- Annually prioritising the capital investment plan and reviewing asset management strategies and plans;
- Measuring, monitoring and reviewing, asset and service management values and performance;
- Ensuring consistency through the use of asset management systems, business processes and governance requirements with available technology for continuous improvement;
- Ensuring a consistent service delivery approach to asset management;
- Continuous improvements through leadership, cross functional integration, effective communication and culture;
- Assuring ISO 55000 alignment as a minimum requirement for asset management practices.

The policy was developed in accordance with the Administrative Directive for the Development of Council Policies, Associated Procedures and Administrative Directives. This policy is owned and maintained by the Engineering and Asset Infrastructure Planning Section.

3.2 Asset Management Framework

The Asset Management Framework is designed to ensure efficient and effective community services. The Framework focuses on two pillars:

1. A management operating system for asset works delivery to eliminate waste; and
2. Asset investment planning to achieve sustainability.

This focus has been mapped in the Figure 3-2:

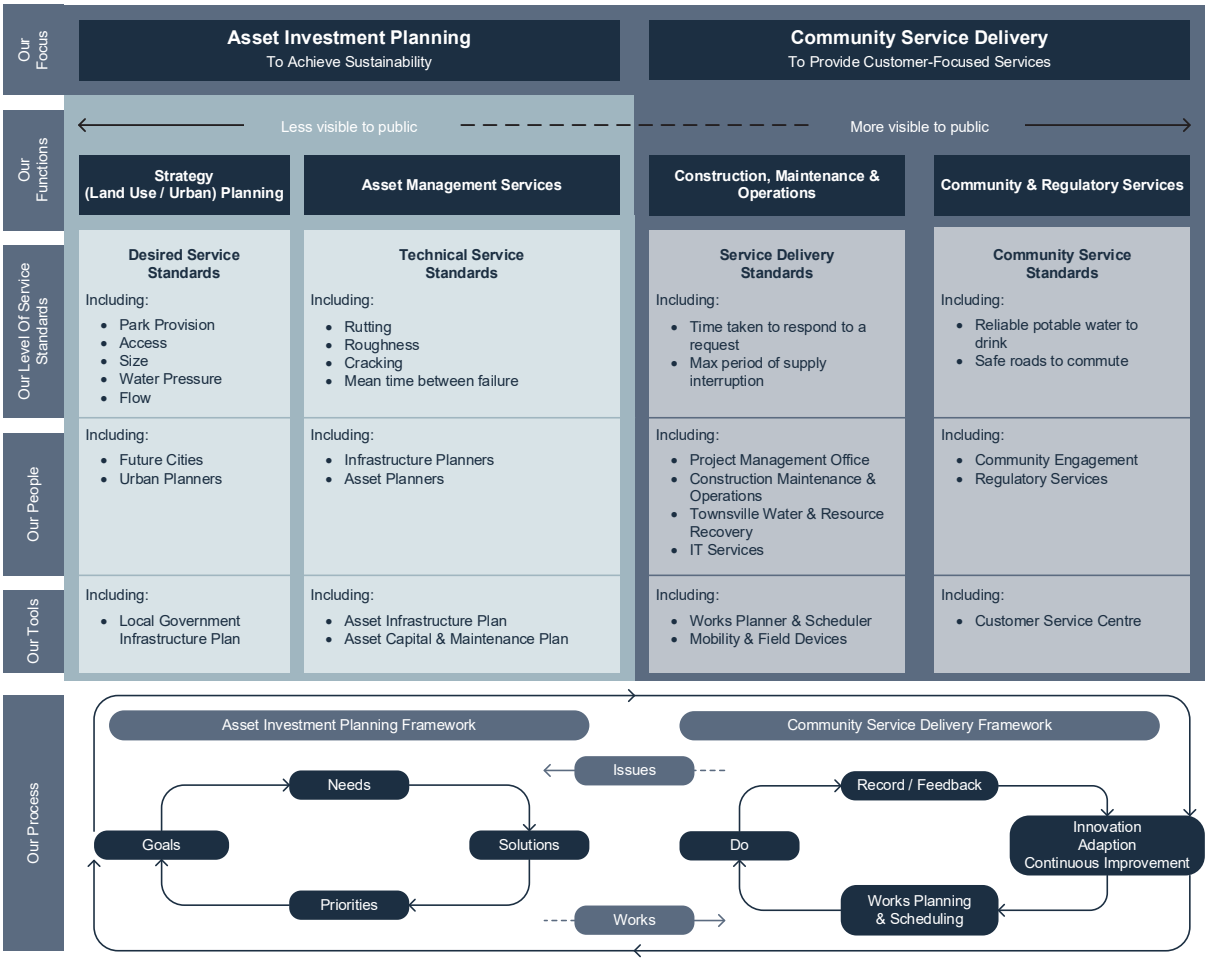


Figure 3-2: Council Asset Management Framework

3.3 Asset Management Objectives

The AM Objectives below are derived from the asset related organisational goals and outcomes published by Council in the Corporate Plan 2021-2026:

- **A city that connects you to what you need at the time you choose** – "Townsville will continue its journey to being a Smart City, which focuses on enhancing technology that makes life easier, provides access to information faster and is more intuitive to people's needs."
- **A circular economy that advances business and moves towards zero waste** – "Procurement that supports local businesses in the transition to a circular economy will be paramount. Innovation to deliver services and infrastructure for the region in a manner that trends towards zero waste will form a key requirement for the city."
- **The hub for modern industry** – "Attracting industries of the future and world class research and education opportunities will drive population growth and retain our valuable residents."
- **A sustainable destination that embraces and participates in the arts, sports, events and recreational activities** – "To retain residents of all ages, a key focus will be on developing our local visual and performing arts, grow our successful signature events, leverage our new Stadium and support connecting people with sporting organisations. Further developing events, cultural and sporting experiences will increase both social connectivity and visitation to the city."
- **A leading centre of education, training and research commercialisation** – "As a research leader, it is essential to harness commercialisation of research products locally. This commercialisation of research will create jobs and demonstrate new pathways for school leavers to join jobs of the future in creation of new industries, developing local industry and supply chains, and support Defence initiatives."

There are legislated requirements regarding asset management in the *Queensland Local Government Act: 2009*. Section 104(3) (f) states that a long-term AMP is required. This is further defined under section 104(6).

Regulatory requirements regarding managing water quality and wastewater treatment include *Queensland Government Water Act: 2000* and *Planning Act: 2016*.

Each of the asset class AMPs refers to the applicable standards, codes and laws directly relevant to the asset class.

3.3.1 Reviewing the AM Objectives

The AM Objectives were established to reflect the Corporate Plan where Council commits to delivering quality services to facilitate sustainable growth through inspired leadership, economic activation, community engagement and sound financial management. Council is governed by the principles of the *Local Government Act 2009* of sustainable development and management of assets, infrastructure planning and delivery of effective services.

These requirements are being addressed in each of the individual AMPs, as these plans deliver the AM Objectives, within the budgets and resources available to ensure that appropriate levels of service are achieved.

In establishing the objectives, community consultation was undertaken through specifically designed customer surveys and workshops. In addition, the community can interact with Council through various media types such as the feedback link on the public website, reviewing publicly available reports and various other publications on the Council website.

3.3.2 Communication of the AM Policy and Objectives

External communication to stakeholders of the policy and objectives was undertaken through the publishing of the AM Policy, SAMP and the Corporate Plan on the Council website.

Internal communication of the AM Policy, AM Objectives and other AM activities are primarily undertaken through:

- The corporate induction of new staff
- AM training sessions
- AM related meetings and workshops
- The intranet
- The risks associated with work activities captured and available to internal stakeholders through the Corporate Risk Management Framework.

3.4 Staff Competency and Engagement

Those whose duties fall under the AMS shall be competent to perform the duties. Council will stipulate the position requirements. At the leadership and management levels, a combination of financial and technical skills is required to be able to competently contribute to and assume responsibility and accountability for the AMS, including updating and reviewing AMPs, assisting with the preparation of Works Plans, critically examining asset performance against service delivery requirements, risk management, benefit-cost analyses, performance reporting and examining the System to recognise the effectiveness and improvement opportunities. Individual Position Descriptions shall reflect these responsibilities, accountabilities and authorities.

The AMS shall be adequately staffed to ensure that all functions required to sustain and improve on the system have been resourced. The risk of inadequate resourcing is that the AMS will weaken. A needs assessment process is established and reviewed annually under the Strategic Workforce Plan, Asset Portfolio AMP and SAMP review to ensure that workloads are equitable, that competence requirements are being met and that the AMS requirements are aligned to ISO 55001 and being achieved.

The key roles and responsibilities of the team members are documented in the position descriptions held within the Service Now Management System.

A number of technical solutions have been implemented by Council that link with the AMS. These are listed below:

- TechnologyOne Core Enterprise System (CES) – Enterprise Asset Management, Core Financials, Supply Chain, Property & Rating, Enterprise Content Management, and Enterprise Budget.
- Tigernix Asset Predictive Models for balancing Cost, Risk & Performance
- ESRI GIS
- Human Resources Information System.
- Performance Plus

3.5 Stakeholder Engagement

3.5.1 Internal Stakeholders

Specific internal stakeholders of the AMS and their respective roles and responsibilities were outlined in Section 2.5. In general, these stakeholders fall into the following three key areas:

- **Councillors and Executive**: Responsible for the setting of the Council's vision, mission, objectives and the approval of the asset management policy and objectives.
- **Senior Council Officers**: Responsible for the development and implementation of the asset management and operational plans to deliver the asset outcomes.
- **Council Officers**: Responsible for the implementation of the operational plans.

Internal stakeholder groups engagement is achieved through a variety of formal and informal communication channels including email, meetings, performance appraisals, workshops and formal asset management training.

3.5.2 External Stakeholders

The community (residents and visitors) are the primary external stakeholders in the AMS and the main beneficiaries of the services. They also contribute the bulk of the operating funds through rates, charges and fees. There are other groups with external stakeholder interests including:

- Goods and services providers to Council
- The Federal Government
- The Queensland Government
- Financial Institutions, Insurers, Regulatory Authorities
- Developers
- Visitors

The Department of State Development, Infrastructure, Local Government and Planning administers the *Local Government Act 2009* which stipulates various Council obligations, duties and administrative requirements. The Department also ensures that activities at the local level are aligned with the Queensland Government's local and regional priorities. Council's management is audited by the Government Audit Office and Treasury sets out the accountability and reporting requirements.

Regulations governing Council activities are also administered by The Department of Energy and Public Works (Planning Act), the Department of Resources and the Department of Environment and Science (Water Act).

Developers rely on Council to provide guidance and planning approvals that ensure the desired levels of service are delivered in new developments. It is common practice that developers contribute infrastructure assets (e.g. water and wastewater infrastructure, roads, drainage, footpaths, parks, and lighting) to Council when new developments are commissioned. These assets expand the asset base which Council manages.

Visitors are stakeholders as they not only use Council infrastructure but also support the viability of the community through spending, which in turn creates employment in both the private and local Government sectors.

3.6 Asset Management Capability Delivery Model

The objective in managing assets is to meet the agreed level of service in the most cost-effective manner for the benefit of the present and future Townsville community.

The key outcomes of Council's asset management capability delivery model are:

- Taking a life cycle approach to managing assets
- Developing a cost-effective management strategy for the long-term
- Providing a defined level of service for assets
- Providing defined performance monitoring processes
- Understanding and meeting the demands of growth, legislative change, legal/statutory requirements and infrastructure investment
- Managing risks associated with the asset
- Providing long-term financial projections for asset sustainability
- Continuously improving asset management processes and practices.

This focus has been mapped in Figure 3-3.

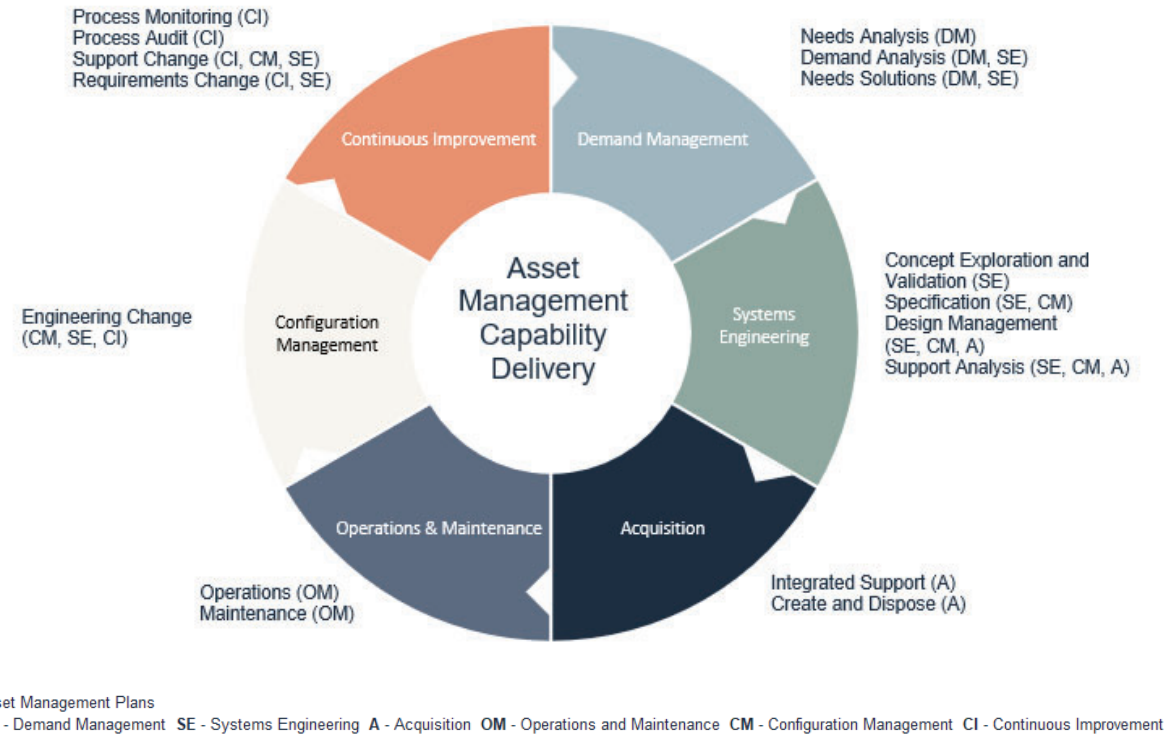


Figure 3-3: Asset management capability delivery model

3.7 Asset Management Plans

AMPs for each asset class have been prepared in accordance with the above capability delivery model and relevant industry standards, in line with Council's vision, mission, goals and objectives.

Each AMP includes provision for capital, renewal, operational and maintenance works which will provide infrastructure with the necessary resources in an endeavour to meet community expectations for agreed service standards and capacity. The AMPs outline processes and principles used to plan capital, renewal and maintenance works for key assets and prioritise capital works in the asset class throughout the local government area.

The AMPs will help to guide the Council in making decisions within its 10-year objectives. The result is a long-term planning framework, including expenditure forecasts which will assist in making informed decisions on future maintenance programs and renewal and capital projects.

AMPs include documentation on:

- **Asset data summaries** – what Council owns, what the network is valued at and its most recent assessed condition.
- **Demand Management**
  - Levels of service – defining the quality of the service to be delivered by the asset, and
  - Future demand – how this will impact on future service delivery and how this is to be met.
- **Systems Engineering**
  - Asset Investment Planning - how Council will optimise the management of its existing and future assets to provide the required sustainable services
- **Acquisition -** prioritised capital, renewal.
- **Operational and maintenance works -** operations and maintenance investment.
- **Configuration Management -** how risk is managed.
- **Continuous Improvement** - improvements required to provide the agreed service levels.

The information linkages to the AMPs include:

- asset register data on location, size, age, value, condition and remaining life of the asset network,
- the unit rates for classes of work/resources and materials,
- performance relative to adopted service levels,
- projections of factors affecting future demand for services,
- correlations between maintenance and renewal including asset condition/service performance models,
- data on new assets developed or acquired by Council,
- data on assumed works programs and trends,
- works Delivery Practices including the outsourcing options,
- the resulting budget, valuation and depreciation projections,
- lifecycle analysis data,
- risk, Performance and Cost data.

This information impacts the Council's long-term financial forecast, strategic business plan, annual budget and departmental business plans and budgets. The section 4.1 provides an overview of each of the asset classes (shown below), extracted from the existing AMPs.

Transport	Stormwater
Water and Wastewater Services	Buildings
Resource Recovery	Fleet
Open Spaces	Information Communication Technology

4. COUNCIL ASSETS PORTFOLIO

4.1 Asset Classes

Council owns, operates, and maintains assets with a gross replacement value of over $7 billion. This SAMP provides guidance on all Council assets, which are grouped into seven key asset classes. Figure 4-1 shows the asset classes and the replacement value for each asset class as a percentage of total council asset value. The water, wastewater and resource recovery asset class represent the highest replacement cost (41% of total council assets) followed by the transport assets at 33% of total council assets.

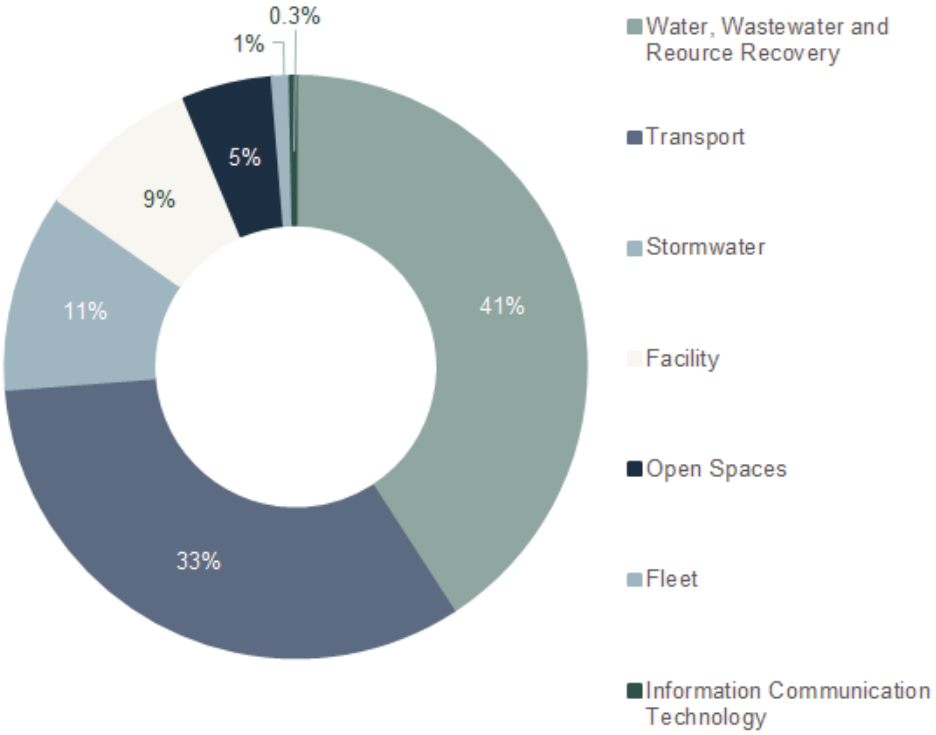


Figure 4-1: Asset Replacement values as a percentage of total council asset value

All quantities for each asset type for individual asset classes and respective replacement costs for each asset type were obtained from asset registers belonging to each asset class. All trunk asset data described in Local Government Infrastructure Plan (LGIP) schedule of works were linked and aligned in the asset register. Accordingly, all council assets including trunk asset data are represented in the total quantities and replacement cost of each asset type of individual asset classes are described in sections 4.1.1 to 4.1.7.

4.1.1 Water, Wastewater and Resource Recovery

Management Objective: Townsville Water's main strategy while meeting the desired Level of Service (LOS) is to ensure that all residents and business are provided with safe, reliable and sustainable water and wastewater service.

Resource Recovery's main strategy while meeting the desired LOS is to reduce waste going into landfill. The strategy aligns with the Waste Management and Resource Recovery Strategy.

The quantity and value of the water, wastewater and resource recovery assets as at the beginning of the 2022/23 financial year are summarised below. These replacement values are subject to change and dependent on factors including asset revaluation, renewal, upgrades, disposals, and donated assets.

Asset Type	Quantity	Replacement Value ($000)
Water Mains (km)	2,662	854,272
Sewer Mains (Gravity and Pressure) (km)	1,375	624,731
Dams	2	508,368
Wastewater Treatment /Recycling Plants	6	323,638
Water Treatment Plants	4	221,767
Water Service	78,147	137,515
Wastewater Maintenance Holes	22,771	118,323
Wastewater Pump Stations	194	115,729
Reservoirs	41	82,585
Landfill	3	71,255
Sewer Property Connection Points	48,078	56,569
Water Pump Stations	23	25,434
Sewer Service Connections	39,263	22,028
Transfer Stations	6	15,419
Weirs	3	9,530
Water Meters	72,822	6,067

4.1.2 Transport (Roads, Footpaths and Bridges)

Management Objective: Council provides a transport network in partnership with relevant state agencies to enable the community to efficiently and safely travel across the region for private and business purposes.

The quantity and value of the transport assets as at the beginning of the 2022/23 financial year are summarised below table. These replacement values are subject to change and dependent on factors including asset revaluation, renewal, upgrades, disposals, and donated assets.

Asset Type	Quantity	Replacement Value ($000)
Roads (km)	1,830	1,652,902
Kerb and Channel (km)	2,130	411,589
Pathways (km)	582	238,241
Vehicular Bridges	44	156,759
Major Culverts	157	
Pedestrian Bridges	235	
Bus Stops Facilities	984	19,789
Roadside and Pathway Furniture and Structures	256	19,651

4.1.3 Stormwater

Management Objective: Council provides a stormwater network in partnership with relevant state agencies to manage stormwater runoff in a safe, efficient, and cost-effective manner. The network caters for minor and major flows and the system is designed to minimise the risk of flooding and property damage to the community while addressing associated health and environmental issues.

The quantity and financial value of the stormwater assets as at the beginning of the 2022/23 financial year are summarised below. These replacement values are subject to change and dependent on factors including asset revaluation, renewal, upgrades, disposals, and donated assets.

Asset Type	Quantity	Replacement Value ($000)
Underground Network (km)	793	685,323
Open Drain Network (km)	266	101,969
Sub Soil Drainage (km)	414	40,267
Water Quality Devices	139	13,740
Levee Banks	11	8,801
Pump Stations	7	5,183
Tidal Protection Devices	5	2,892
Rainfall Stations	22	538

4.1.4 Buildings and Facilities

Management Objective: Council provides property assets to enable the provision of services to the community. This includes a range of facility types including operational buildings, public buildings, rented buildings, community centres, SES buildings, child-care centres, public swimming pools and miscellaneous properties.

The facility types are categorised as services to the community, for example there are six cemetery buildings in six different locations, but this is counted as one service. The quantity and financial value of the facility assets as at the beginning of the 2022/23 financial year are summarised below. These replacement values are subject to change and dependent on factors including asset revaluation, renewal, upgrades, disposals, and donated assets.

Asset Type	Quantity	Replacement Value ($000)
Land	1,475	336,567
Sport & Recreational Facilities	8	80,225
Galleries, Libraries & Theatres	8	72,051
Residency – Operational Buildings & Depots	24	66,991
Tenancy – Community Group	16	24,601
Hire – General Community	8	15,208
Tenancy – Commercial Enterprise	6	10,963
City of Townsville Art Collection	3,919	9,722
Public Amenities	53	9,523
City of Townsville Art in Public Spaces	256	7,558
Tenancy – Child Care Centres	7	6,262
SES Facilities	4	3,550
Precincts & Areas	1	3,526
CCTV	514	1,987
Vacant Land & Misc	11	1,753
Cemeteries	1	290

4.1.5 Open Spaces

Management Objective: Council will provide parks and open spaces that provide a range of passive and active recreation opportunities for all members of the community, that meet the legislative requirements and Level of Service sustainably.

The quantity and financial value of the open space assets as at the beginning of the 2022/23 financial year are summarised below. These replacement values are subject to change and dependent on factors including asset revaluation, renewal, upgrades, disposals, and donated assets.

Asset Type	Quantity	Replacement Value ($000)
Horticulture (Hectares)	1,481	229,935
Irrigation Main Line	815	104,118
Play Equipment	1,206	24,202
Structures	659	17,229
Furniture	4,240	14,228
Sporting	528	11,119
Lighting	4,778	9,979
Fencing (km)	24	8,622
Platform	61	4,858
Signage	2,407	4,254
Electrical	356	3,860
Water Feature	34	2,936
Wall	251	2,259
Arboriculture	32,618	89
Monuments	84	69

4.1.6 Information Communication Technology (ICT)

Management Objective: Council provides Information and Communication Technology (ICT) services and ensures it is maintained in partnership with other levels of government and stakeholders to maximise the efficiency of services provided. The ICT Department aims to deliver responsive and efficient systems, institute a strategic direction that defines the needs of Council and champions continuous improvement.

The quantity and financial value of the Information and Communication Technology assets (excluding software) as at the beginning of the 2022/23 financial year are summarised below. These replacement values are subject to change and dependent on factors including asset revaluation, renewal, upgrades, disposals, and donated assets.

Asset Type	Quantity	Replacement Value ($000)
Infrastructure (UPS, Routers, Switches and Components)	555	6,376
Servers	134	3,957
Workstations		
Laptops & Tablets	1117	3,182
Desktop Computers	1214	1,873
Monitors	2851	717
GIS	20	1,164
Printers (Inc Plotters, Speciality Printers)	9	42

4.1.7 Fleet

Management Objective: Council provides fleet assets to facilitate the provision of services to the community. This includes a range of light vehicles, heavy plant and equipment, and minor plant and fixed equipment.

The quantity and financial value of the fleet assets as at the beginning of the 2022/23 financial year are summarised below. These replacement values are subject to change and dependent on factors including asset revaluation, renewal, upgrades, disposals, and donated assets.

Asset Type	Quantity	Replacement Value ($000)
Truck	205	26,585
Refuse Truck	34	12,632
Commercial Vehicle	286	10,698
Earthmoving	31	5,964
Trailer	160	2,494
Attachment	96	2,470
Compaction	12	2,229
Lifting Equipment	55	2,144
Mower	56	2,115
Tractor	21	1,801
Passenger Car	50	1,326
Generator	105	975
Landscaping Equipment	1,093	829
Transporter	23	563
Paver	1	456
Construction Equipment	270	358
Workshop Equipment	93	334
Marine	17	296
Line marking	7	205
Turf Sprayer	1	132
Motorcycle	7	92
Floor Scrubber	2	37

4.2 Maintenance Strategy

The maintenance strategy for each asset class is outlined in their own AMP and the objectives of each strategy are developed based on the following:

- Assets are maintained to perform at optimum levels during their life cycle, reducing service disruptions, and breach and/or loss of licences due to failure
- Critical areas and risks are identified and managed
- The cost of maintaining assets over their life cycle is quantified
- Information is gathered to assist future decision making and budgeting

The strategy recognises that all assets do not need to be maintained to the same standards. The appropriate standard, condition auditing and frequency of servicing/maintenance are determined through assessing criticality (in conjunction with the risk assessment framework) and utilisation.

Maintenance programs and plans are continuously being developed for Maintainable Assets and aligned with the business planning and service delivery requirements of each asset class. Maintenance must be managed to ensure the most efficient and effective expenditure of limited resources to optimise life-cycle costs of assets.

Maintenance strategies are broken down into the following classifications:

- **Preventative Maintenance -** This type of approach provides the most basic maintenance service available by undertaking regular servicing of maintainable assets that allows all assets to function as per manufacturer's recommendations. Preventative maintenance schedules are developed by following guidelines given by manufacturer or standards. These guidelines cover the type of inspection or condition monitoring that is required so that the assets do not run to failure. (Appendix A1 outlines the Preventative maintenance works delivery process).
- **Corrective Maintenance -** This approach provides the maximisation of the effectiveness of all critical maintainable assets through the elimination of breakdowns, and the reduction of the deviations from optimum operating conditions (Appendix A2 outlines the Corrective maintenance works delivery process).
- **Reactive Maintenance -** This describes the strategy for repairing equipment malfunctions or breakdowns after the failure occurs in order to restore equipment or machinery to normal working conditions. There are two main reactive maintenance types; "*Breakdown maintenance*" takes place when the asset won't start or operate and "*Run to failure maintenance*" when the asset is allowed to run until it fails (Appendix A3 outlines the Reactive maintenance works delivery process).

Maintenance management information is captured within the Asset Register. This is the key tool in strategically planning maintenance, backlog identification, budgeting and day to day maintenance activities. Reliability Centred Maintenance (RCM) is practiced for all asset classes and the actual asset condition is compared against the desired maintenance standard on a regular basis, or in the case of legislation, the required maintenance frequency. Tools such as FMECA, FMEA, RCA and Life Cycle Approach are used where appropriate as part of a maintenance verification strategy.

4.3 Level of Service

Each asset class has its own service standards to measure delivery of the services. The Service Standards are established by legislation or by the technical (operational) service requirements and community expectations. Community and Technical are two main LOS areas in relation to Water and Wastewater delivering services to the community.

The Service Standards for both Technical and Community measures are addressed in individual AMPs and detailed LOS standards are attached for each asset class.

4.3.1 Community Level of Service

To understand community stakeholder expectations that are reflected in the AM Objectives, Community Sentiment Surveys are undertaken periodically. The surveys are developed to measure the value community places on Council services, policies and assets, and then provide their views on Council's performance for that time period. Accordingly, service measures used in the AMP are listed based on Quality, Function and Utilisation of the asset class.

In addition to the community survey, the community can interact with Council through various channels such as our Customer Service and Customer Experience Teams, The Office of the Mayor and Divisional Councillors, Council's public website, the Have Your Say Townsville Platform and various social media platforms.

4.3.2 Technical (Operational) Level Of Service

Technical levels of service for each asset class outlined in the AMP are measures of performance and support to establish the community service levels. Resources are allocated to service activities for achieving technical performance so that the organisation can achieve the desired community outcomes and demonstrate effective organisation performance. Technical service measures are categorised as Operations, Maintenance, Renewal and upgrade of each asset.

4.4 Demand Management

Asset Management Plans describe the drivers affecting the future demand of each asset class. The analysis of external drivers that impact the demand shows the types of assets needed to provide the required service and the increase of capacity or performance of the existing assets. The legislative requirements are amended periodically to maintain the service levels of the existing assets or upgrade/renew the assets to meet the new demand. The key drivers affecting the future demand are population growth, economic drivers, customer expectations, technology and climate change. There are five key themes within the strategy, with each theme having short, medium and long term objectives. These themes are:

- **Communication and Education** – Innovative marketing, communication and education to inform and empower all users to take action, change behaviour and truly value the Council assets;
- **Finance and Modelling** - Understanding the cost of supplying services from different asset classes; modelling alternative approaches to inform decision making and delivery of an affordable service;
- **Technology** – Investigating, assessing and implementing the best available technology to drive integrated innovative solutions and enhancing customer service;
- **Strategy and Leadership** – Implementing a strategy that is holistically supported by the organisation and community, including collaboration and coordination. Leadership is everyone's responsibility within the sphere of influence; and
- **Customer Service** – Understanding customer expectations, providing opportunities for better outcomes, delivering consistent service, and customers understanding their obligations.

4.5 Process Management

Within Council, the inputs and analysis are generally determined at an asset component level for the operational and tactical levels, with the decision-making process being at a strategic level for the entire portfolio. The asset investment planning and works delivery processes are in line with the Asset Management Framework and outlined in Appendixes B and C.

5. LONG TERM FINANCIAL FORECAST

Council follows the financial sustainability terms stated in Section 104 (2) of the *Local Government Act 2009* which states that "*A Local Government is financially sustainable if the Local Government is able to maintain its financial capital and infrastructure capital over the long term*". The importance of asset management to the financial sustainability of the Council is reinforced by the *Local Government Act 2009*.

5.1 Financial Forecast Analysis

The funding strategy to provide the services covered by this Strategic Asset Management Plan and supporting asset management plans is contained within the organisation's 10 year long term financial forecast. In order to determine future funding gaps or surplus, an analysis needs to be undertaken on the forecasted revenue and expenditure. As part of the planning process, strategies need to be developed to address potential funding gaps in delivering the required LOS. This plan analysis needs to be periodically reviewed to ensure the base assumptions on revenue and expenditure remain valid. Potential impacts on these may include asset infrastructure changes, new LOS requirements, modification to AM objectives, population forecasts and new technologies.

5.2 Financial Approval Process

The annual funding approval process is implemented in a number of steps as outlined and shown in diagram below.

1. The 10 year capital plan is developed with input from the assets, finance and service provider groups while taking the LTFF into account;
2. The draft optimised program is forwarded to the TCC Executive Management Team (EMT) for further refinement and approval;
3. Following TCC EMT approval, the program is workshopped with the elected members and any changes are incorporated and approved by Council;
4. The approved budgets are forwarded to the finance team for establishing the projects within the financial management system;
5. The LTFF is the updated to account for the approved annual works program.

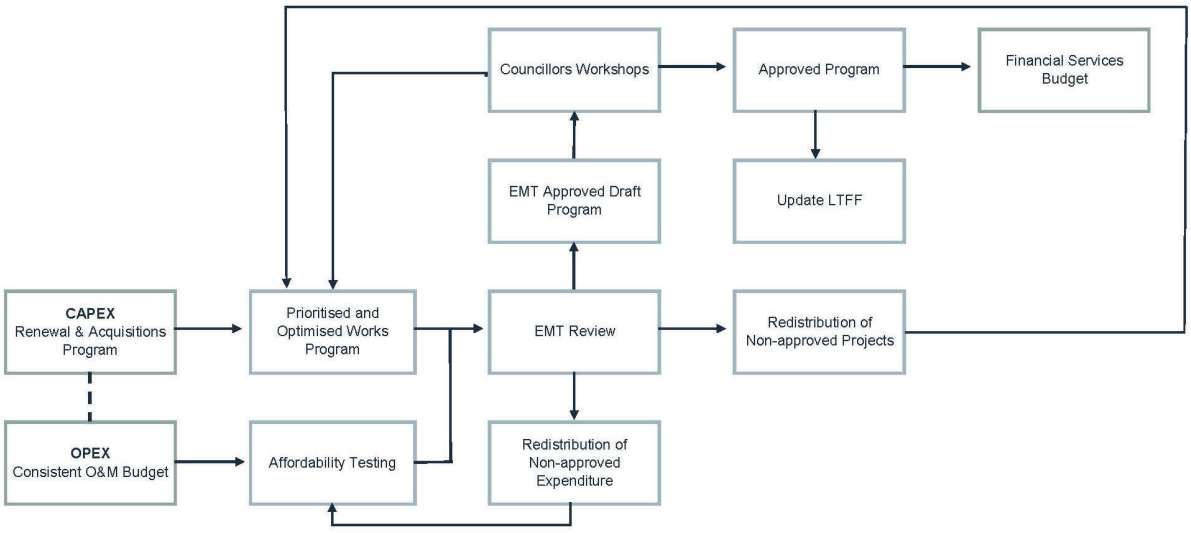


Figure 5-1: Funding Approval Process

5.3 Capital Works Plan

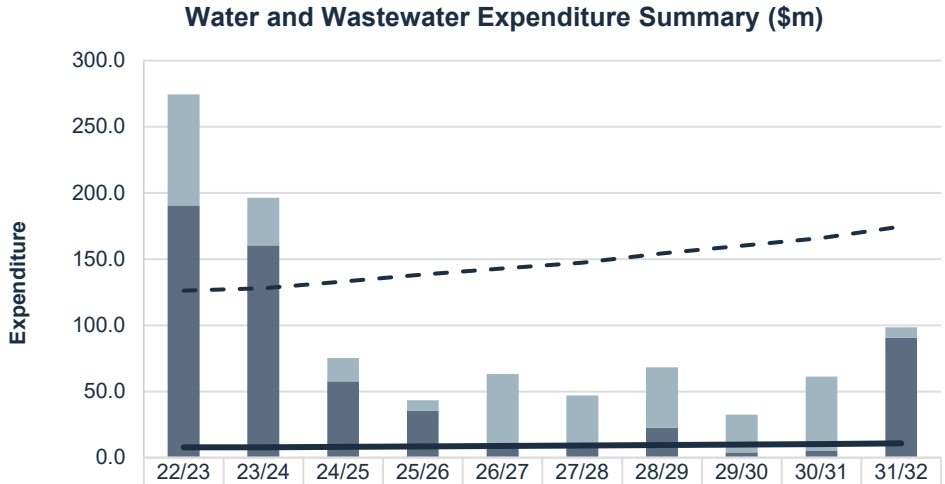
The capital works within all asset classes are prioritised as high, medium and low in accordance with the procedures. The renewals and rehabilitations of existing assets or the creation of new assets in the capital works program depends on optimising the relationship between performance, cost and risk. The funded capital works projects need to be considered in terms of the impacts on the Operational and Maintenance activities. This information is considered within the business plan developed for each capital project.

The new operational requirements and process impact on AM objectives, regulatory reporting, asset inspections and new training requirements in terms of capital works delivery projects. When the impacts on operational requirements and resource levels are understood, then operational requirements can be translated into budget impacts that need to be allowed for within the annual operational plan. Further, delivery of capital works projects will impact on the maintenance programs including development and implementation of new maintenance regimes and provision of training schedules for familiarisation of new changes. The impact of these issues in terms of labour and materials costs can be assessed and translated into budget impacts that need to be allowed for within the annual operational plan.

5.4 Asset Class Financial Summary

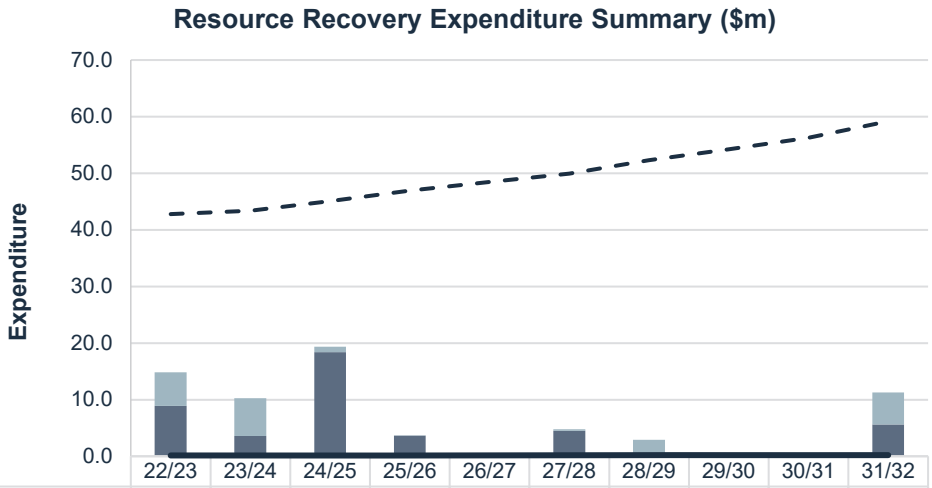
The following graphs show the estimated capital works expenditures and estimated operational and maintenance costs for next 10 years for each asset class. Figures in tables and in the text throughout this document have been rounded. Any discrepancies in the tables between totals and sums of components are due to rounding.

5.4.1 Water and Wastewater



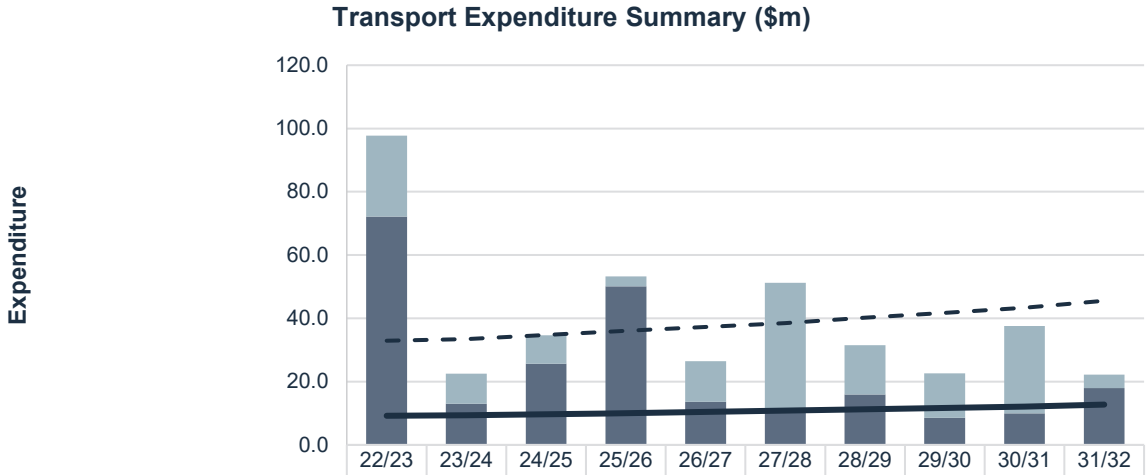
	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Minor Capital (Renewals)	83.8	36.1	17.6	8.0	52.6	37.9	45.9	28.5	55.9	7.8
Major Capital (New and Upgrades)	190.6	160.3	57.6	35.4	10.7	9.2	22.5	3.9	5.5	90.7
Operational	126.2	128.0	133.1	138.4	142.9	147.4	154.3	160.0	166.0	174.6
Maintenance	7.8	7.9	8.2	8.6	8.9	9.1	9.6	9.9	10.3	10.8

5.4.2 Resource Recovery



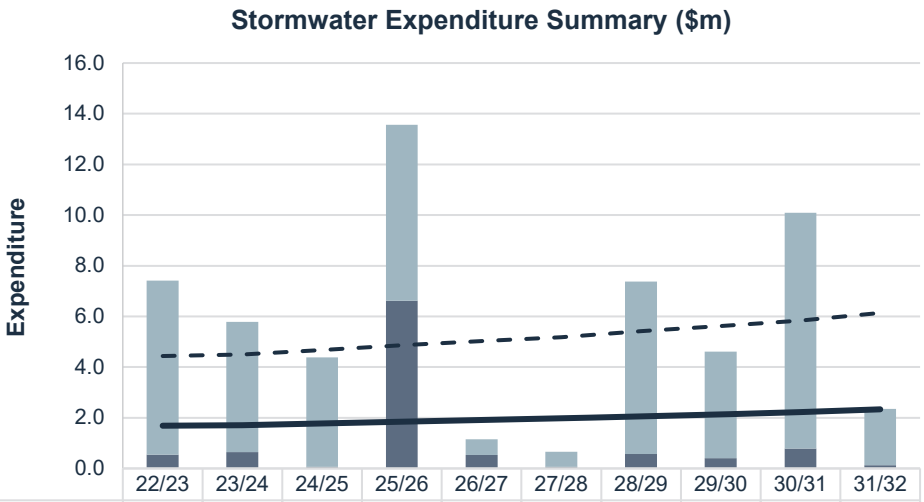
	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Minor Capital (Renewals)	6.0	6.7	1.0	0.0	0.3	0.3	2.9	0.1	0.2	5.6
Major Capital (New and Upgrades)	8.9	3.6	18.4	3.6	0.2	4.5	0.0	0.0	0.0	5.6
Operational	42.8	43.4	45.1	46.9	48.4	50.0	52.3	54.2	56.3	59.2
Maintenance	0.1	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2

5.4.3 Transport (Roads, Footpaths and Bridges)



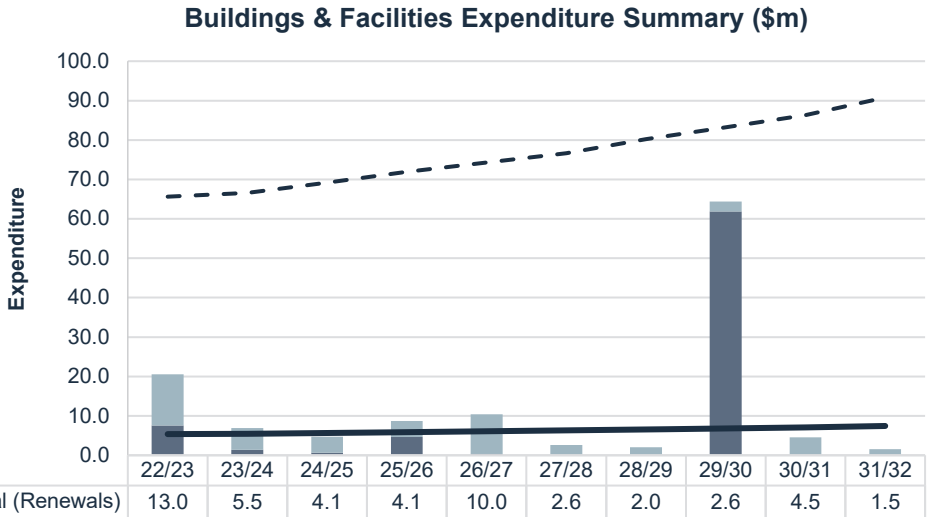
	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Minor Capital (Renewals)	25.6	9.5	9.0	3.2	12.8	40.0	15.6	14.1	27.6	4.2
Major Capital (New and Upgrades)	72.2	13.1	25.7	50.1	13.6	11.2	16.0	8.5	10.0	18.0
Operational	32.9	33.4	34.7	36.1	37.3	38.4	40.3	41.7	43.3	45.6
Maintenance	9.2	9.3	9.7	10.1	10.4	10.8	11.3	11.7	12.1	12.7

5.4.4 Stormwater



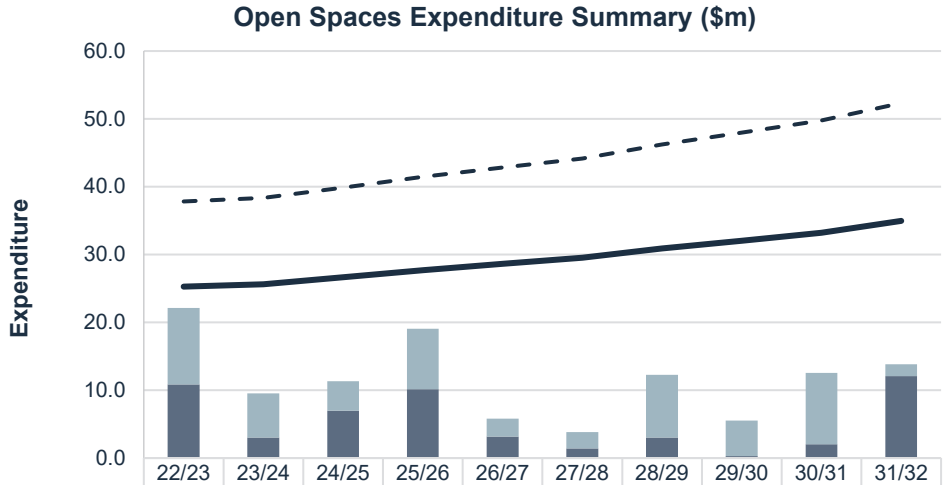
	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Minor Capital (Renewals)	6.9	5.1	4.3	6.9	0.6	0.6	6.8	4.2	9.3	2.2
Major Capital (New and Upgrades)	0.5	0.6	0.1	6.6	0.5	0.1	0.6	0.4	0.8	0.1
Operational	4.4	4.5	4.7	4.9	5.0	5.2	5.4	5.6	5.8	6.1
Maintenance	1.7	1.7	1.8	1.8	1.9	2.0	2.1	2.1	2.2	2.3

5.4.5 Buildings and Facilities



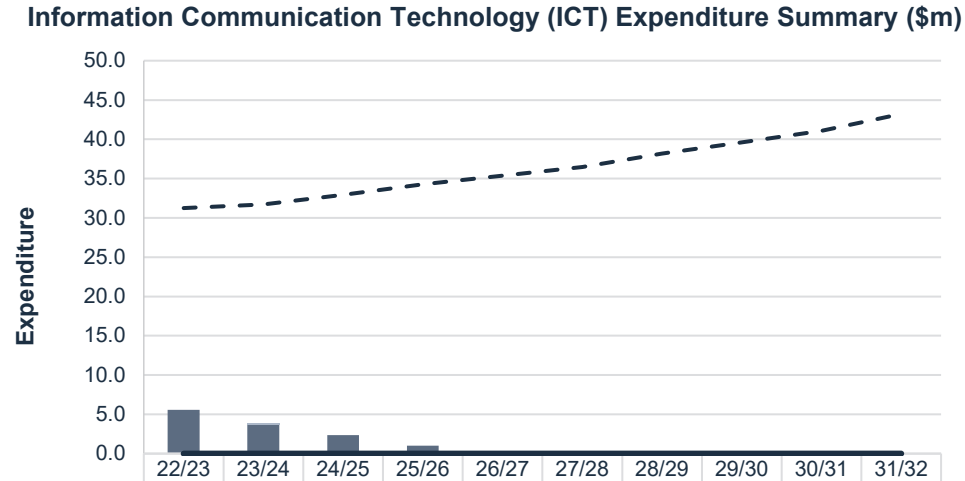
	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Minor Capital (Renewals)	13.0	5.5	4.1	4.1	10.0	2.6	2.0	2.6	4.5	1.5
Major Capital (New and Upgrades)	7.6	1.4	0.7	4.6	0.4	0.0	0.0	61.9	0.0	0.0
Operational	65.6	66.6	69.2	72.0	74.3	76.6	80.2	83.2	86.3	90.8
Maintenance	5.4	5.5	5.7	5.9	6.1	6.3	6.6	6.8	7.1	7.4

5.4.6 Open Spaces



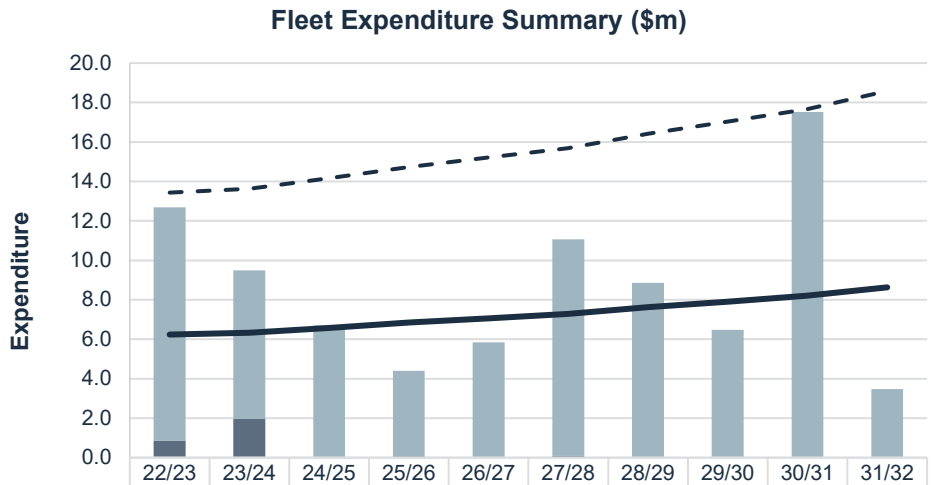
	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Minor Capital (Renewals)	11.3	6.5	4.3	8.9	2.7	2.4	9.3	5.2	10.5	1.7
Major Capital (New and Upgrades)	10.8	3.0	7.0	10.1	3.1	1.4	3.0	0.3	2.0	12.1
Operational	37.8	38.4	39.9	41.5	42.8	44.2	46.2	47.9	49.7	52.3
Maintenance	25.3	25.6	26.6	27.7	28.6	29.5	30.9	32.0	33.2	35.0

5.4.7 Information Communication Technology (ICT)



	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Minor Capital (Renewals)	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Major Capital (New and Upgrades)	5.6	3.7	2.3	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Operational	31.2	31.7	32.9	34.3	35.4	36.5	38.2	39.6	41.1	43.2
Maintenance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

5.4.8 Fleet



	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Minor Capital (Renewals)	11.8	7.5	6.7	4.3	5.9	11.0	8.9	6.4	17.5	3.5
Major Capital (New and Upgrades)	0.9	2.0	0.0	0.1	0.0	0.1	0.0	0.1	0.0	0.0
Operational	13.4	13.6	14.2	14.7	15.2	15.7	16.4	17.0	17.7	18.6
Maintenance	6.2	6.3	6.6	6.8	7.1	7.3	7.6	7.9	8.2	8.6

6. ASSET RISK MANAGEMENT

6.1 Asset Condition Assessment

Asset conditions are measured with respect to the “as new” conditions and the level of physical deterioration is graded into five categories as tabulated in the Table 6-1. It is more feasible to specify thresholds of condition where interventions should occur and identify if a given asset has reached that threshold. This approach is implicitly incorporated into the design of condition assessment schedules and proforma by asset type which are included in AMPs for each asset class.

Table 6-1: Asset condition gradings

Asset Condition Rating	Summary Definitions
1 – “Excellent”	Asset has no defects; condition and appearance are as new. Only planned maintenance required.
2 – “Good”	The asset exhibits superficial wear and tear, minor defects, minor signs of deterioration, but does not require major maintenance; no major defects exist. Minor maintenance required plus planned maintenance.
3 – “Fair”	The asset is in average condition; deteriorated elements require attention; services are functional but require attention. Significant maintenance required.
4 – “Poor”	The asset has deteriorated badly; serious structural problems; general appearance is poor; elements are defective; services are frequently failing; and a significant number of major defects exist. Significant renewal / rehabilitation required.
5 – “Very poor”	The asset has failed, or it is expected to fail in the immediate future; may not be operational / is unfit for normal use, physically unsound and/or beyond rehabilitation.

The asset condition assessments are unique and different for each asset class and categorised in their respective AMPs. Basic tools and techniques are used in asset condition monitoring including statistical based condition assessment and asset prioritisation for condition assessment. In some cases, tools and techniques are excluded on the basis of technical feasibility, suitability and capacity. These factors are evaluated in terms of minimising costs and inexpensive tools are promoted to be used where possible. Additional expense should be considered only when justified in terms of risk costs avoided or benefits accrued.

6.2 Risk Evaluation

Council manages risk in accordance with ISO 31000:2018 Risk Management Guidelines. Council incorporates a risk management approach to all decisions across its activities including asset management. Council-wide strategic and operational risk assessments are managed by the Legal Services section through a risk register with responsible risk owners across the organisation. To achieve the strategic and operational objectives outlined in the Corporate and Operational Plans, the risk assessment process is crucial during the Council's budgeting process. The Asset Management Team continues to assess risk for any decision proposals relating to Council's assets and any new and emerging risks are monitored.

To enable Council's strategic asset risk to be identified, documented, recorded and compared on a consistent basis, Council considers the areas below during the assessment of asset risk to Council and the community.

- Disaster events and recovery
- Asset disposal
- Asset valuation including leases
- Compliance with legislation
- Asset service delivery
- Project Management
- Donated assets
- Utilisation of plant/fleet
- Building/facilities asset management
- Community assets/infrastructure needs (Ageing, Condition & Performance)
- Supply and demand of Water
- Environmental harm and nuisance including public health issues.

Potential risks associated with providing services from different asset classes are identified by the risk assessment team based on "what can happen, where and when" for each potential event, followed up with identifying possible "why and how can it happen" for each risk event. Figure 6-1 shows the summary of the risk management process which is followed in the TCC Risk Management Plan. Analysis can be qualitative, semi-quantitative or quantitative, or a combination of these, depending on the circumstances. The Asset Risk Management Plan focuses on a combination of both qualitative and quantitative and is provided by combining the risk likelihood with the consequence if it occurs.

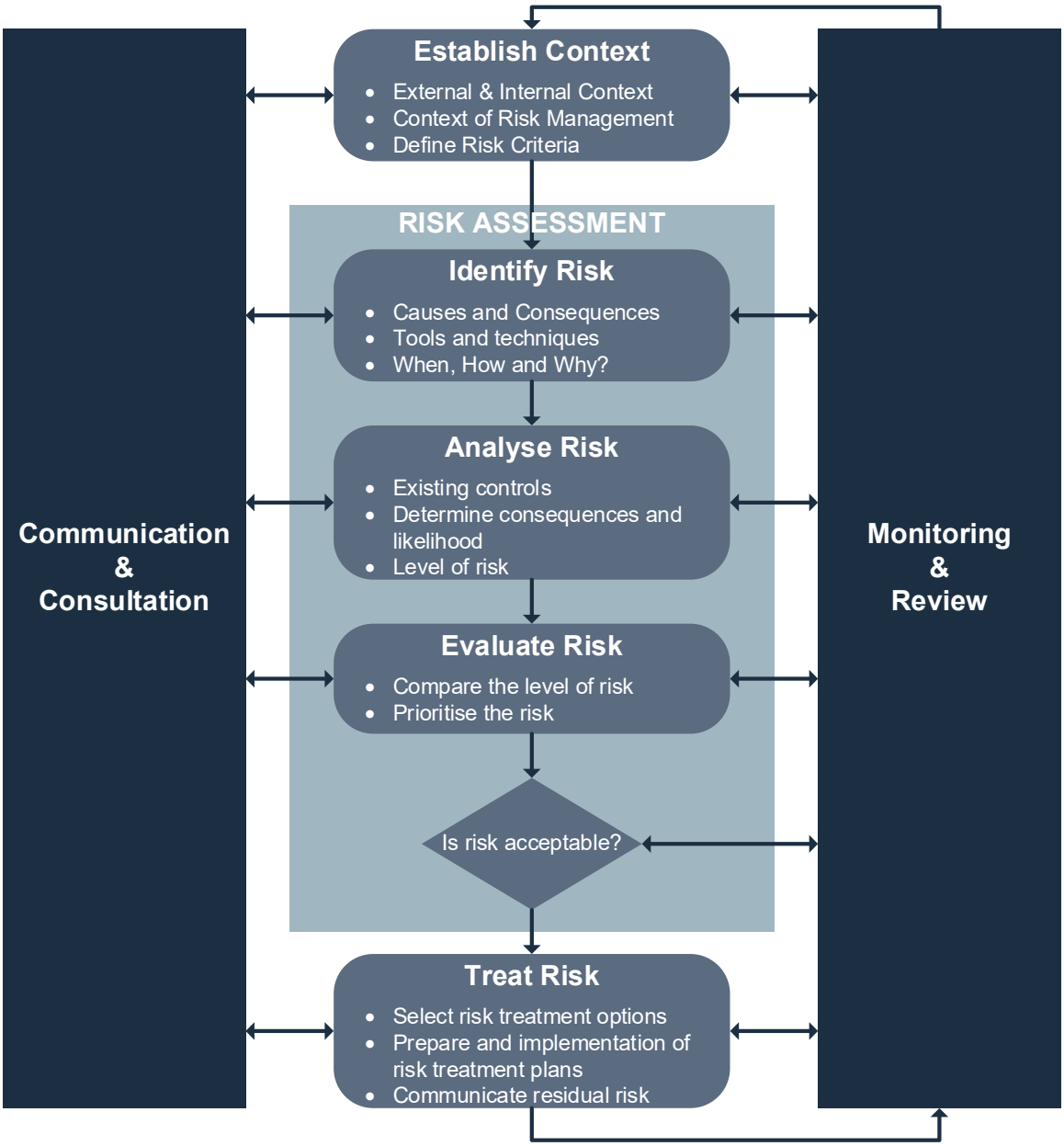


Figure 6-1: Risk management process (BS ISO 31000:2009, Figure 3)

6.3 Risk Treatment

Risk treatment is the process of selecting one or more options for mitigating the risk by implementing correct mitigating options. This risk treatment involves assessing a risk, identifying tolerable residual risk levels and assessing the effectiveness of the treatment plan. The most appropriate risk treatment option needs to be selected in terms of balancing the costs and efforts of implementation against the derived benefits in regard to social responsibility and protection of the natural environment. However, there are situations that can be taken into account when the risk treatment is not cost effective but very high in negative consequences with low likelihood.

The treatment plans for each asset class are clearly identified and the priority order in which individual risk treatments is categorised in the particular AMP. The implementation of risk treatment plans provides a performance measure that the results are incorporated into all asset classes in terms of their overall performance management, measurement and reporting activities. The risk treatment options include the following:

- Mitigating the risk by discontinuing the asset operation
- Minimising risk hazards
- Changing the likelihood and consequences
- Maintain the risk with informed decision making
- Accepting the risk to pursue an opportunity

7. ASSET MONITORING AND IMPROVEMENT PLAN

7.1 Performance Monitoring

Performance management is carried out by analysts for each asset class on an ongoing basis. The objectives of performance management include:

- undertaking gap analysis in line with ISO 55001 standard,
- continuously improving asset management activities and practices towards an advanced level where applicable,
- achieving financial sustainability, and
- maintaining legislative compliance against the *Local Government Act (2009)*, specifically *S104(5)* and *S105.*

7.2 Management Review

At present there is no system in place for the management review of the AMS and a process will be developed to review the following in terms of ISO 55001:

- status of actions from previous management reviews,
- external / internal issues that are relevant to the AMS,
- information on the asset management performance, including nonconformities and corrective actions and monitoring and measurement results,
- asset management activity,
- opportunities for continual improvement,
- changes in the profile of risks and opportunities, and
- documented information as evidence of the audit.

Additionally, the process and timing will align with Council's development and implementation of an Enterprise Resource Plan (ERP) system.

7.3 Internal Audits

At present there is no system in place for the on-going audit of the AMS and a process is planned to be developed and in place within the 2024 calendar year to include the following requirements specific to ISO 55001:

- plan, establish, implement and maintain an audit program,
- define the audit criteria and scope for each audit,
- select auditors to conduct audits who are objective/impartial,
- ensure that the audit results are reported to management,
- retain documented information as evidence of the audit, and
- develop a preventative action, correction action and continuous improvement process and register.

7.4 Decision Making

The decision-making process that develops and optimises the annual program of works across Council's portfolio of assets, follows a two staged approach (asset class and organisation). This applies to both operations and maintenance works, and capital works.

Optimisation is the process where priorities for asset works are identified, analysed and justified for funding. Priorities are set based upon social impact, service risk, lifecycle cost and performance in relation to community service delivery.

The following diagram presents the decision-making process:

Specific details on this process include:

- At the initial stage, the operations and maintenance requirements are determined at an asset class level in collaboration with asset managers (e.g., TWW, Fleet) to provide an agreed level of service to the community.
- Asset renewals and acquisitions, included in the Long-Term Financial Management Plan (LTFMP) for the financial year under consideration, have the justifications developed to determine the priority ranking based on social impact, risk, cost and performance in community service delivery. The program of works is optimised by a number of workshops with stakeholder groups where needs and costs are clarified prior to inclusion in the proposed plan.
- This process enables the total asset management program to be established and to develop the draft optimised program. Optimisation at this level is based upon relative rankings, 'value for money', and availability of funding.
- At the second stage, initial financial targets are assigned by the Finance Department to help prioritise the capital plan. Firm financial targets are finalised at the third stage to finalise the draft.
- The draft optimised program is forwarded to the Council for further refinement and approval.

7.5 Improvement Plan

Council generates and leverages performance, risk and cost information to inform business decisions. A wide variety of metrics are currently in place to enable measurement of the performance of Council's assets.

A new asset lifecycle framework will monitor asset performance outcomes, against predetermined business outcome targets as per the SAMP, and other indicators that inform asset management. The framework will also support review of the critical business processes and organisational enablers that need to function effectively in order to deliver the business outcomes. Asset performance reporting will support 'evidence based' decision making throughout the works planning process:

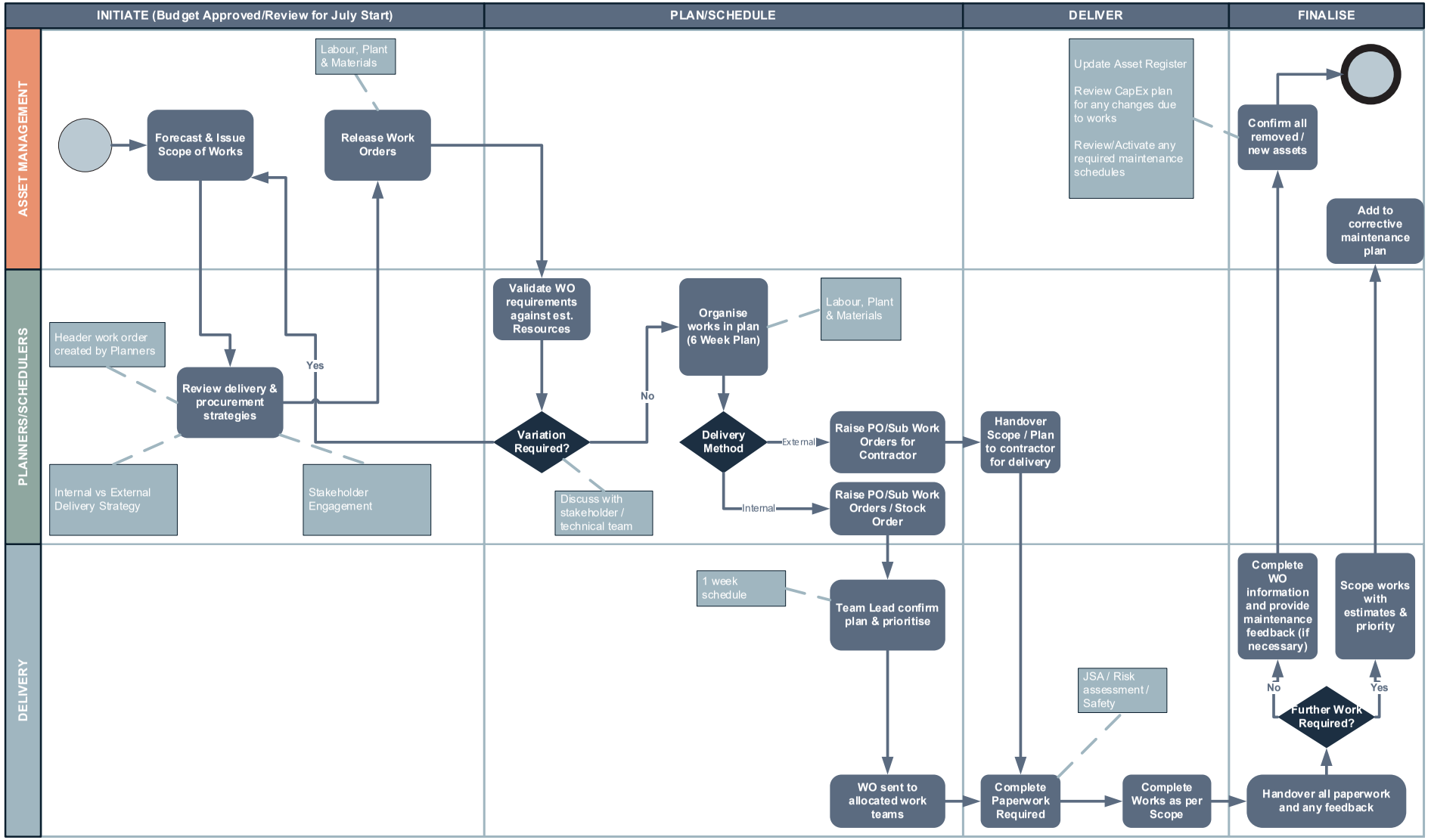
- Process 1 – short-term amendments to process operating plans, maintenance plans and budgets, and process performance improvements.
- Process 2 – medium to long-term updates to AMPs, SAMP and wider asset management and business strategy planning.

Council further seeks to improve its underlying asset management capability through continuous improvement to its processes and systems. Such improvements will be informed by both assessing the applicability of external best practice developments, as well as through the feedback on existing processes and systems enabled through the performance monitoring described previously in this section. Major changes to these processes and systems will be documented in periodic updates to the SAMP.

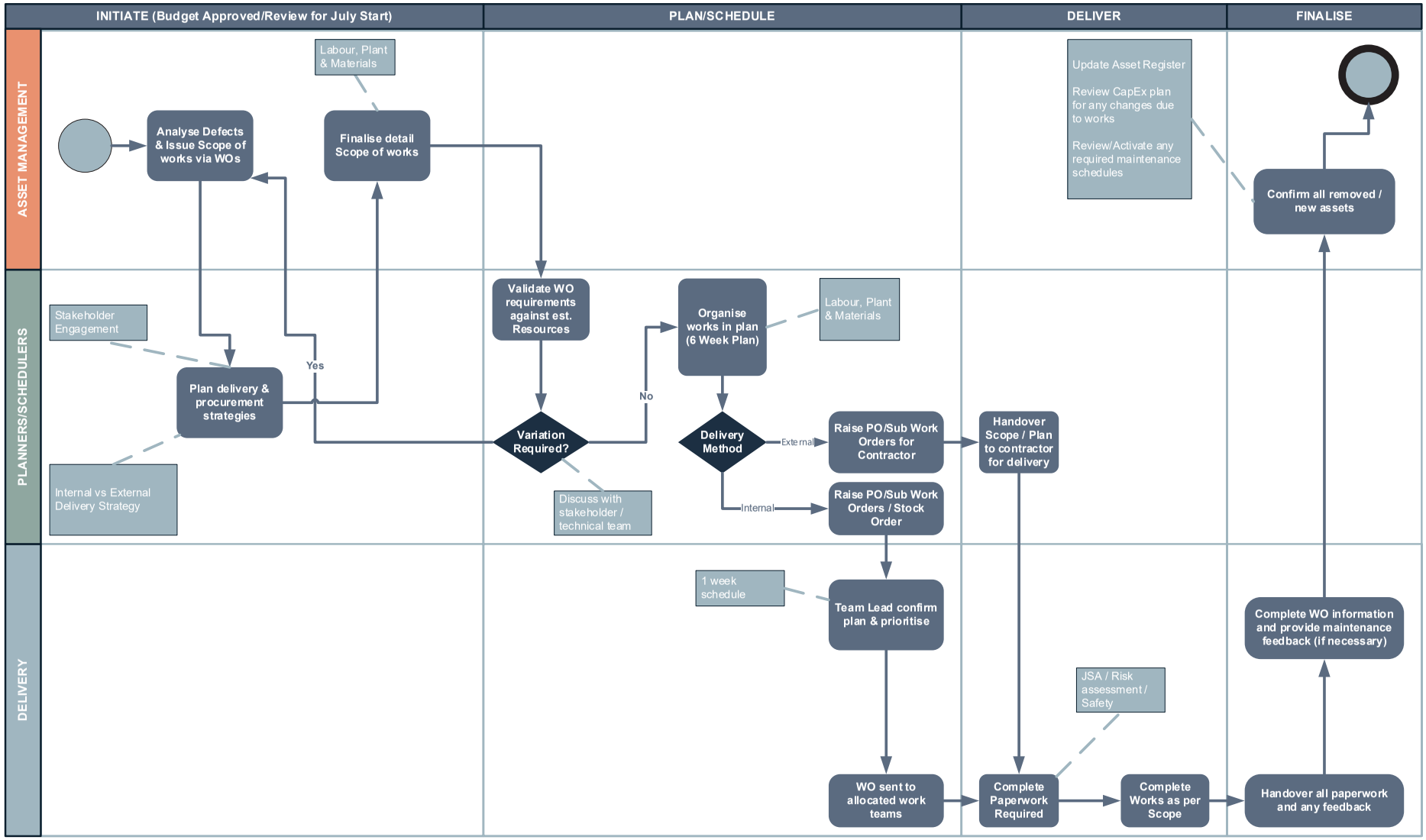
The proposed improvement areas include:

- Prioritise the Asset Needs through the implemented asset infrastructure plan to align business priorities in the next five-year horizon with affordability targets.
- Optimise the 10-year capital works plan based on the asset infrastructure plan and long-term financial management plan.
- Align individual asset management plans to this SAMP following the Asset Management Capability Delivery Model.

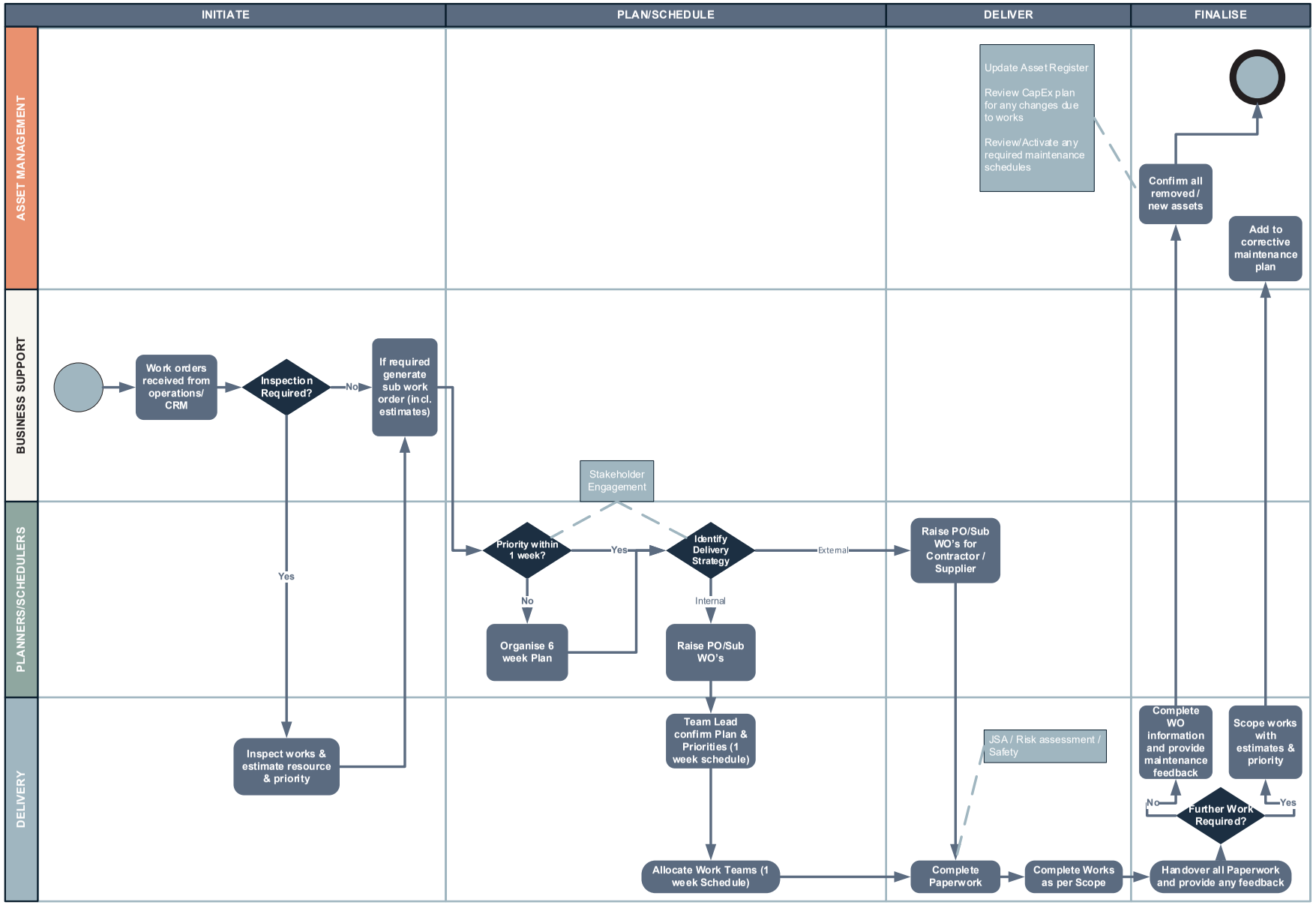
APPENDIX A1 – COUNCIL ASSET WORKS DELIVERY PROCESS – PREVENTATIVE MAINTENANCE WORKS



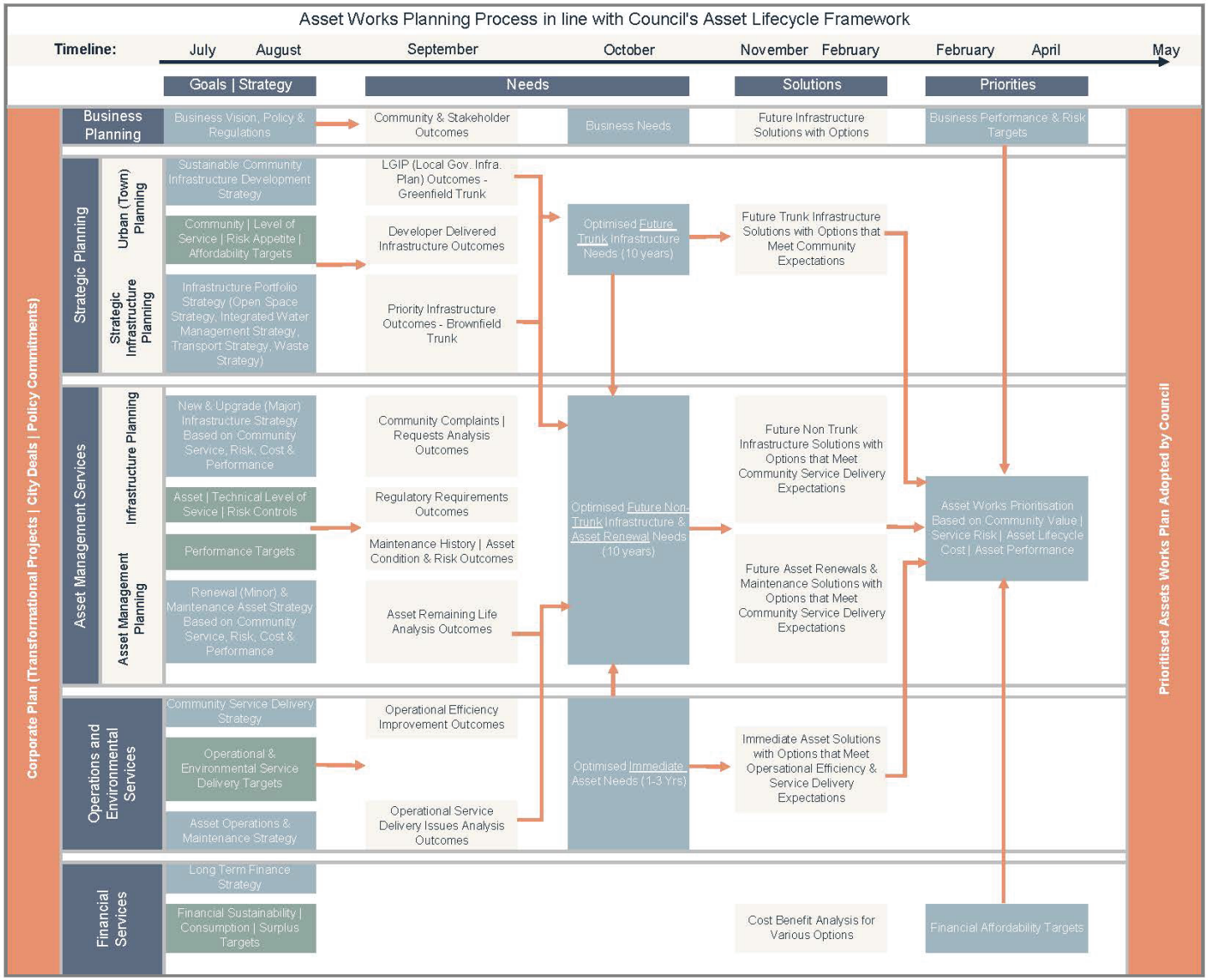
APPENDIX A2 – COUNCIL ASSET WORKS DELIVERY PROCESS – CORRECTIVE MAINTENANCE WORKS



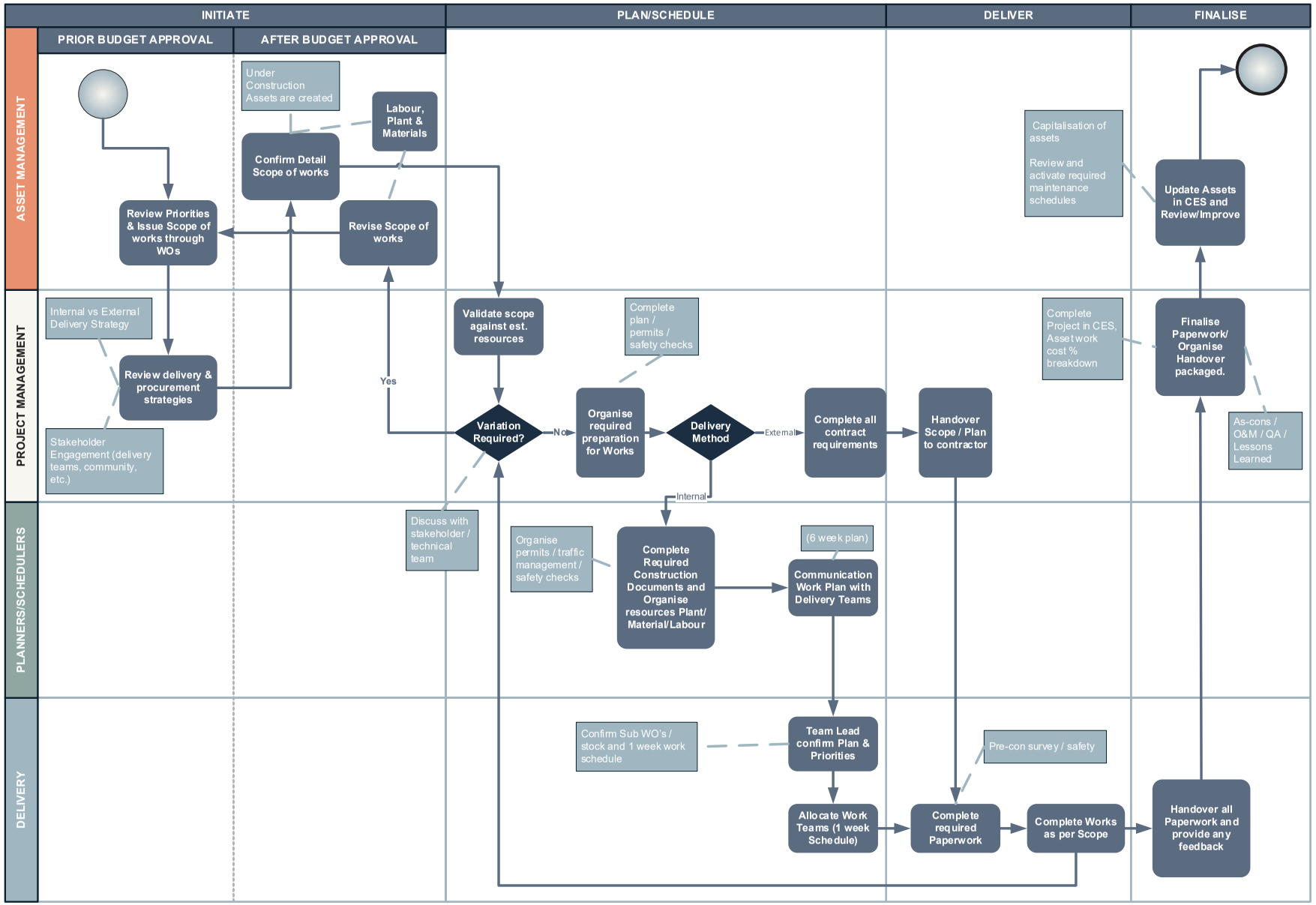
APPENDIX A3 – COUNCIL ASSET WORKS DELIVERY PROCESS – REACTIVE MAINTENANCE WORKS



APPENDIX B – COUNCIL ASSET INVESTMENT PLANNING PROCESS



APPENDIX C – COUNCIL ASSET WORKS DELIVERY PROCESS – CAPITAL WORKS



DOCUMENT CONTROL

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City of
Townsville