



GLEN EIRA
CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND
ST KILDA EAST

DRAFT

GLEN EIRA

ASSET MANAGEMENT

STRATEGY 2024–2028



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Executive summary

Glen Eira City Council (Council) are custodians of approximately \$1.1 billion (as at 30 June 2023) of infrastructure assets, which are managed on behalf of the community. These assets exist in order to facilitate the services provided by Council, for the benefit of current and future generations.

As custodians of these assets, we have a responsibility to manage these assets in the most cost-effective manner to sustainably deliver on our asset management principles and objectives, while meeting the service delivery needs of our community by considering the lifecycle of the asset from creation and acquisition to maintenance and operation, through to rehabilitation, renewal and disposal. Failure to responsibly plan and manage these assets sustainably will result in assets not meeting the needs of the community, now and into the future.

The *Asset Management Strategy 2024–2028 (Strategy)* has been developed in alignment with the *Asset Management Policy (Policy)* principles, to guide the sustainable management of our infrastructure assets. These principles were drafted as an outcome of an extensive community consultation and deliberative panel engagement exercise during the development of the *Asset Plan 2022–2032 (Plan)*. The most significant theme that emerged as an outcome of the community consultation was the community's appetite for the climate resilience and environmental sustainability of our assets. Noting this, the *Strategy* has been prepared with a focus on climate resilience and environmental sustainability, guided by *Our Climate Emergency Response Strategy 2021–2025 | Dhumbali Wurrungi-biik Parbin-ata (CERS)*, most notably:

- Goal one: Embed climate change action in everything that we do.
- Goal three: Council owned buildings and infrastructure are resilient and safe to our staff and community.

This *Strategy* outlines a framework to enable better decision making by improving Council's asset management practices, systems and strategic asset management maturity, to deliver sustainable and effective services by supporting the implementation of the *Policy* and the *Glen Eira Council Plan 2021–2025* strategic goals within a climate centric lens.

The *Strategy* will enable better decision making by:

- Introducing climate and fitness for purpose into capital decisions.
- Outlining how Council's asset portfolio will meet the service delivery needs of its community into the future.
- Ensuring the integration of Council's asset management objectives (AMOs) with *Glen Eira Council Plan 2021–2025* vision and goals.
- Ensuring that the *Plan* informs the *Long Term Financial Plan*.

Moving forward, the challenge for Council is continuing to deliver expected quality services to the community from its ageing and increasingly more costly infrastructure whilst building climate resilience and making the best use of its financial resources.

To meet these challenges, Council has embarked on a continuous improvement journey to build on its asset management competencies and capabilities so that it becomes a 'Better Practice' (strategic asset management) organisation shifting from an 'Asset Centric Focus' to a 'Service Centric Focus', guided by the *CERS*. Recognising this the action plans have been developed to meet these challenges.

An area covering
3,867
hectares
(39km²)



173

Hectares
of parks and
reserves



867km
of footpaths



45

sportsgrounds



49

playgrounds

465km
of Council
maintained
roads



56 shopping
strips

SHOP



71

supervised
school
crossings



Introduction

Purpose and asset management objectives

The purpose of this *Strategy* is to define and document the framework to achieve the implementation of the *Policy*. The *Policy* principles have been integrated into AMOs and presented below:

AMO one: Climate resilient and environmentally sustainable

- We will embed climate change action into asset management practice and prioritise the natural environment by planning and managing our assets to build climate resilience and environmental sustainability.

AMO two: Inclusive and accessible

- We will plan and manage our assets to build inclusivity, accessibility, and safety in response to the diverse needs of our community.

AMO three: Community informed and service led

- We will ensure service delivery needs of the community form the basis of asset management decision making informed by appropriate community engagement.

AMO four: Governance and culture

- We will develop a governance framework overseen by the strategic asset management Committee to establish accountability and responsibility in roles, to transparently monitor and report on the Asset Management Framework (AMF) actions.
- We will create a culture where all employees take an integral role in the overall management of infrastructure assets, by facilitating and sustaining a culture of asset management awareness throughout the organisation supported by appropriate training and development.

AMO five: Information management and reporting

- We will establish a centralised Asset Management Information System with consistent, reliable, and transparent processes to aid decision making.
- We will regularly measure and report on performance to keep the community informed and engaged.

AMO six: Lifecycle and long-term planning

- We will adopt a whole-of-life approach to managing our assets that minimises risk and environmental impacts, ensures legislative compliance and optimises our resource investment in assets.
- We will continue to develop an integrated framework of service, asset and financial planning with a long-term view.
- We will continue to give funding priority to asset maintenance and renewal to sustain existing assets unless this relates to the acquisition of property for investment or strategic purposes.

AMO seven: Best practice and continuous improvement

- We will align Council's asset management practices with best practice, including International Asset Management Standards (ISO), International Infrastructure Management Manual, Institute of Public Works Engineering Australasia Practice Notes, and the National Asset Management Assessment Framework.
- We will continuously develop, maintain, and review our AMF and Asset Management Information System by fostering a culture of continuous improvement.

Our Asset Management Framework

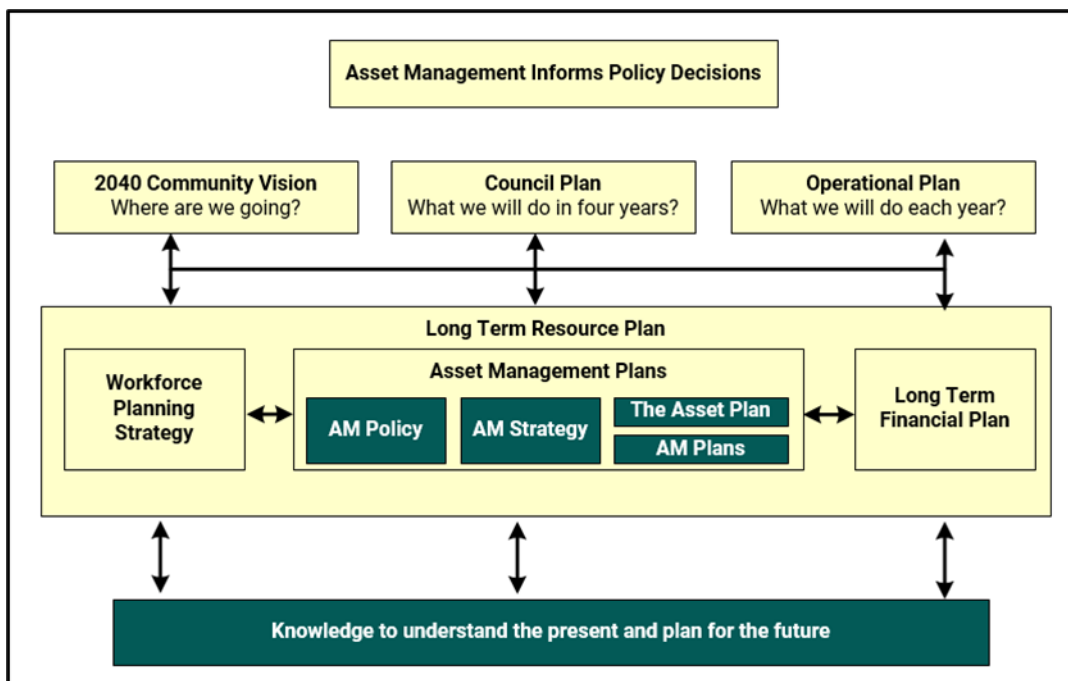
The AMF is a set of interrelated and interacting elements of Council with the function to establish the asset management principles and objectives, and the processes needed to achieve them. The AMF provides a means for coordinating the contributions and interactions between functional areas, assets and asset management activities to achieve the organisational and AMOs. The AMF is presented in the figure below.

The AMF includes the following key documents:

Asset Management Policy: Outlines the aspirations and commitments in the *Gen Eira 2040 Community Vision* and *Council Plan 2021–2025*, and the asset management approach and principles to achieve them.

Asset Management Strategy: Outlines how the *Policy* objectives and principles will be achieved by documenting an action plan aimed at improving asset management practices, plans, processes and procedures.

Asset Management Plans: Outlines the activities and programs necessary to achieve the defined levels of service in the most cost-effective manner.



Asset Management Framework.

Strategy planning timeline

The *Strategy* has a planning horizon of four years and will be reviewed to recognise any changes in service levels, needs arising from Social Infrastructure Plans, master plans and/or resources available to provide those services as a result of the budget decision process, in the year following Council general elections.

Strategic context

Our Community Vision 2040

The Glen Eira community vision is: Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future. The *Gen Eira 2040 Community Vision* outlines the strategic goals for our future. The community vision is informed by six guiding principles that this *Strategy* and AMOs align with. The principles are outlined below.

- Principle one: We work together
- Principle two: Planning for community resilience
- Principle three: Inclusive and healthy community
- Principle four: Maximise and diversify our green and natural spaces
- Principle five: We are proactive in meeting challenges and innovate using evidence based methods
- Principle six: Promote and develop our creative potential, celebrate our diverse identities through art and other cultural expression

Our Council Plan

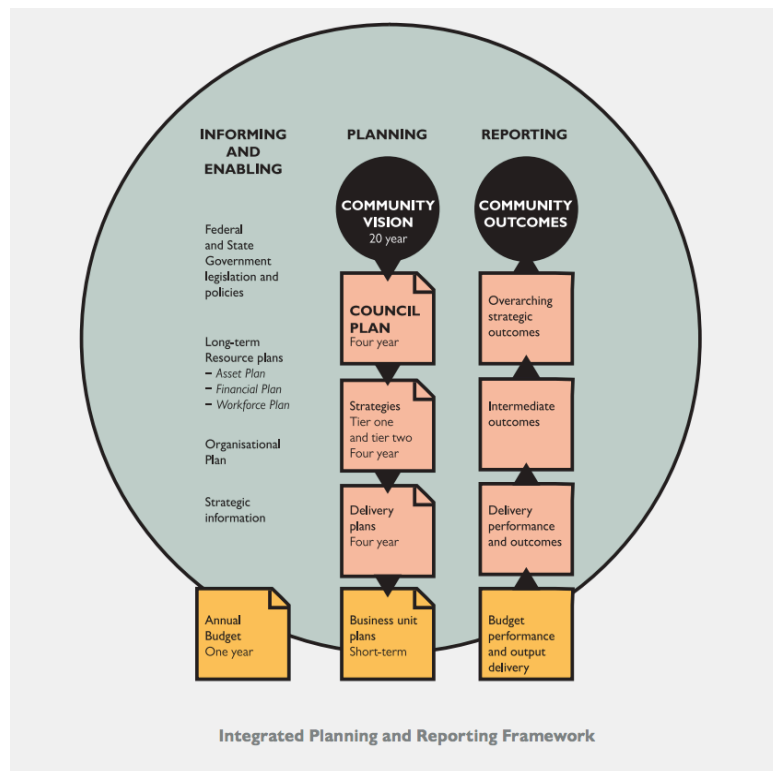
The strategic goals in the *Council Plan 2021–2025* are detailed below. These have been developed from a broad community deliberative engagement and are the basis of the action plans and initiatives for this *Strategy*.



Our Integrated Planning and Reporting Framework

The delivery of services to the community is guided by the *Glen Eira 2040 Community Vision* and *Council Plan 2021–2025*. These documents form part of the Integrated Planning and Reporting Framework (IPRF) which guides Council's AMF and ensures that the *Plan* is integrally linked with the *Financial Plan*.

The IPRF has been developed in accordance with the *Local Government Act 2020* and represents Council's commitment to building a strategic planning and reporting system that acknowledges the interdependencies of our various streams of work and activity. It recognises that the community outcomes we achieve are usually the result of the contributions of many internal departments, stakeholders and partnerships, and that we are stronger when we ensure our efforts are aligned and connected. It enables integration between our asset, financial and resource planning in the short and longer term. The IPRF relationships are shown overleaf.



Asset Plan 2022 community engagement themes

The *Plan* was developed in accordance with the requirements of the *Local Government Act 2020*, and Council's *Community Engagement Policy*. The development of the *Plan* was informed by three phases of community engagement, which took place from February 2022 to June 2022 and resulted in 319 survey submissions, and 1050 social media post engagements.

Phase one included broad community consultation and focused on the challenges and opportunities anticipated over the next ten years and the expected impacts on asset management and service delivery. Phase two involved

deliberative engagement via a citizens panel, which focused on finding the balance between the cost and quality of our assets with the changing needs of the community. Phase three involved broad community consultation on the *Draft Asset Plan* and the deliberative engagement themes identified by the deliberative panel.

The key themes from the 2022 deliberative engagement are:

- Climate resilience and environmental sustainability
- Governance and culture
- Information management and reporting
- Lifecycle and long-term planning

The themes were further expanded and developed into *Policy* principles and integrated into AMOs to guide the continuous improvement of Council's asset management practices.

The AMOs are:

- AMO one: Climate resilient and environmentally sustainable
- AMO two: Inclusive and accessible
- AMO three: Community informed and service led
- AMO four: Governance and culture
- AMO five: Information management and reporting
- AMO six: Lifecycle and long-term planning
- AMO seven: Best practice and continuous improvement

Our current state — where are we now

Our services and assets

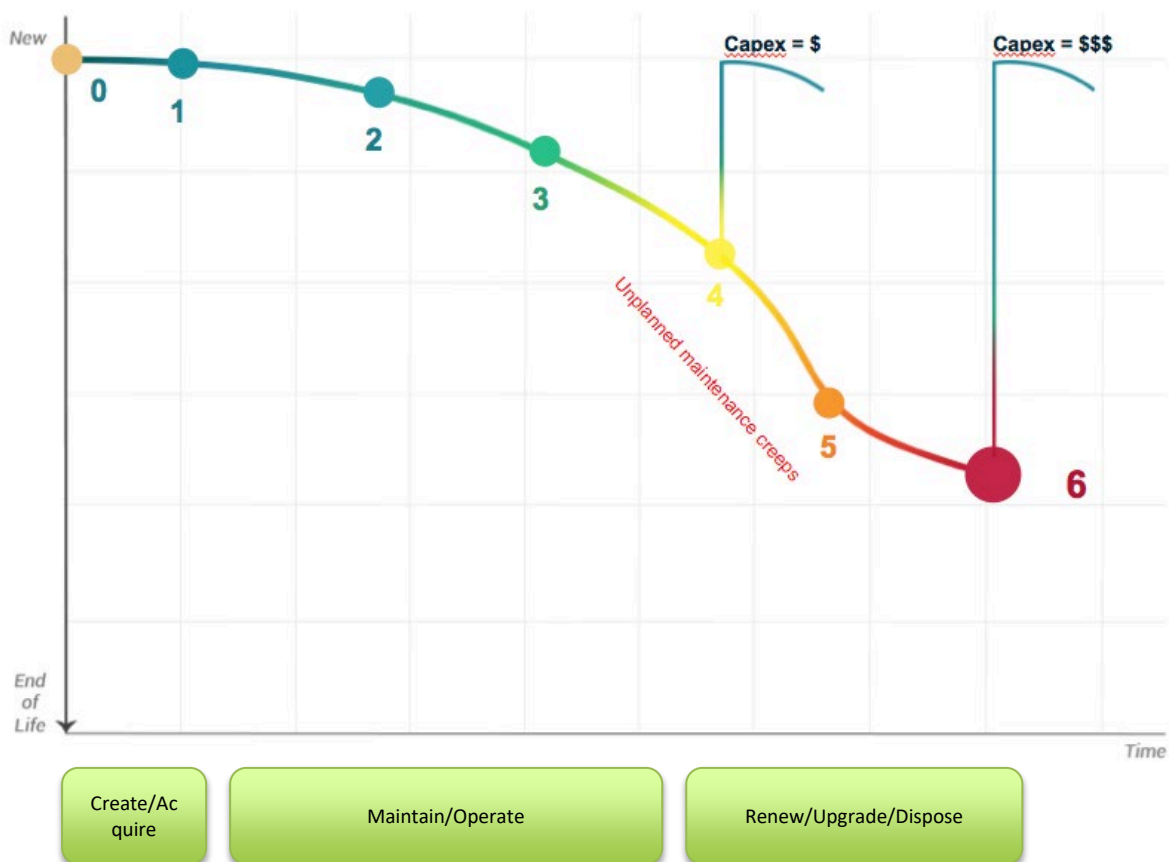
Council provides a range of services to the community which are detailed in our *Service Catalogue*. The services have been grouped in to three programs which include Our Council, Our Community and Our City. There are 31 services and 121 subservices within these three programs.

Assets enable the delivery of the above services through the sustainable lifecycle management of these assets in line with the *Policy* and objectives. Council is custodian of circa \$1.1 billion of infrastructure assets across four major classes — roads and transport, buildings and facilities, stormwater drainage and open space.

These assets get consumed at a rate of circa \$22 million per annum which contributes to the need for future maintenance, renewal, and upgrades. Additionally, to continue to deliver services into the future, Council needs to build and provide new infrastructure based on future demographics and demand.

Our assets	
Roads a transport	<ul style="list-style-type: none">• 465 kilometres of roads• 33 kilometres of right of ways• 866 kilometres of footpaths• 1370 local area traffic management devices• 832 kilometres of kerb and channels• 168,500 square metres of carparks
Buildings a facilities	<ul style="list-style-type: none">• 511 buildings and facilities
Stormwater drainage	<ul style="list-style-type: none">• 600 kilometres of pipes• 25,200 pits
Open space	<ul style="list-style-type: none">• 72 open space reserves• 47 playgrounds• 186 hectares of parks, reserves and sports grounds

Life cycle planning



As shown above, every asset that Council owns follows a life cycle profile based on the standard of build and ongoing maintenance. Assets will inevitably reach a point of intervention¹, at which point either a renewal, upgrade or disposal will be funded. In the example shown above, when the asset reaches an intervention level of four (poor) for a high priority asset, Council will fund capital programs to renew or upgrade the asset, whilst a low priority asset may be set at an intervention level of five (very poor) or six (end of life).

These intervention levels are intended to inform each phase of the asset management life cycle as highlighted above. This will be documented in the City's *Level of Service Framework Manuals* for each asset class, and is recognised as an action in the Improvement Plan.

Levels of service

Council is currently engaged in a service planning exercise to better understand the performance of Council's services and the associated assets. This will ensure a better understanding of the current and projected demand for services that assets deliver and help to determine current and future utilisation levels. Council has developed Service Planning Framework to assist in defining, determining and measuring the quality and efficiency of a service from the perspective of the service user in terms of levels of service.

Levels of service are the parameters or combination of parameters that reflect social, political, economic and environmental outcomes that Council delivers through its assets to support Council's services. These parameters can

¹ Based on wear and tear, obsolescence, functionality and climate adaptation.

include safety, customer satisfaction, quality, capacity, reliability and responsiveness amongst others. Levels of service are framed by statements which describe the outputs or objectives Council intends to deliver to the community through their assets. Levels of service are defined as either customer or technical levels of service

Customer levels of service: measures how the customer receives the service and whether value to the customer is provided by the asset. The measurement framework considers the following criteria:

- **Performance:** condition, capacity and functionality of the assets expressed 1–5 scale².
- **Response time:** the time taken (hours or days) to respond to customer inquiries.
- **Resolution time:** the time taken (hours or days) to resolve defects that meet the intervention level.
- **Customer satisfaction:** measured through surveys and feedback as a per cent of residents satisfied.
- **Quality:** per cent of assets in poor and very poor state³.

Technical levels of service: support the customer levels of service and aim to measure how the asset is delivered by Council. Technical Levels of Service determine the intervention levels at which assets will be rehabilitated with capital and maintenance funding or potentially disposed, relocated or retreated due to climate change. Technical levels of service is based on intervention levels and asset criticality.

Intervention levels

For Council's infrastructure assets, intervention level refers to specific conditions or thresholds that, when met, trigger maintenance, repair, upgrade, or other treatment actions to ensure that the asset is either:

- returned to an acceptable level
- upgraded based on demand and functional obsolescence
- retreated or disposed or relocated based on climate adaptation.

Asset criticality:

Council's asset criticality is based on the relative importance of the asset, the consequences to residents if assets fail and their relative contribution in ensuring the safety, efficiency, and reliability of services.

Performance measurement — condition, capacity and functionality

Performance assessment is a systematic process to determine whether an asset meets the necessary standards, now and into the future to perform its intended function effectively and efficiently. Council's performance assessments measure the following in terms of the state of assets:

1. **Condition:** Assessment of the wear and tear, dilapidation and remaining physical life based on a 1–5 scale using national Asset Management Strategy practice note guidelines.
2. **Capacity:** Assessment of the asset's size, standards, load capacity and space to be utilised effectively based on future demand. Measured on a 1–5 scale using NAMS practice note guidelines.
3. **Functionality:** Assessment of the asset's ability to meet current and future operating standards, accessibility and purpose of service. Measured on a 1–5 scale using NAMS practice note guidelines.
4. **Compliance:** Ensuring assets meet regulatory standards.

² Based on the IPWEA Practice Notes

³Based on ALGA National State of Assets Framework

Climate and adaptation

Climate adaptation aims to reduce the vulnerability of communities to the adverse effects of climate change, through:

1. **Risk reduction:** Minimising the impact of climate-related hazards such as floods, heatwaves and storms.
2. **Resilience building:** Enhancing the ability of communities to recover from climate-related disruptions.
3. **Sustainable development:** Integrating climate considerations into capital planning and development to ensure long-term sustainability.
4. **Public health and safety:** Protecting public health by addressing climate-related health risks.
5. **Economic stability:** Safeguarding local economies from the financial impacts of climate change.

Council's climate action initiatives encompass a range of strategies aimed at addressing and mitigating the impacts of climate change within the municipality. These initiatives may include implementing renewable energy projects, enhancing energy efficiency in municipal operations, promoting sustainable transportation options, advocating for policy changes to reduce greenhouse gas emissions, engaging with the community to raise awareness and encourage sustainable behaviours, and incorporating climate resilience considerations into planning and development decisions.

Council's *Priority Advocacy Projects 2022–2023*, which was endorsed in May 2022 advocated for funding and policy commitments to support urgent and tangible climate action in Glen Eira progressing toward a target of zero net Council emissions by 2025, and for the community by 2030.

Council has started work to transform the Carnegie Memorial Swimming Pool into a new year round aquatic and leisure facility that will be one of the most environmentally friendly and sustainable centres in the world. The project which is Council's biggest ever will deliver a climate resilient facility with a 6-Star Green Star rating, low energy operations and maximum water efficiency.

Council continued to take great strides towards achieving the goals laid out in *CERS* which commits Council to reduce corporate emissions, help the community be more resilient to extreme weather events and other impacts of climate change, and support residents and businesses to create a more sustainable Glen Eira.

Council endorsed the *Glen Eira Circular Economy Plan 2022–2026* in October 2022. which sets out how Glen Eira can move to a more sustainable way of using resources. Council has already started delivering on the Plan, as strives to keep materials in use for as long as possible, by using recycled materials in major projects, while supporting the community to reduce waste to landfill. Council has continued to act as a leader in reducing greenhouse gas emissions from councils and communities.

The City of Glen Eira is the lead Council for the Victorian Energy Collaboration, where 51 Victorian councils have collaborated to source 100 per cent of their electricity from renewable energy generated by Victorian wind farms. Council is also cutting emissions in other ways, such as transitioning vehicle fleet of cars, trucks and even ride-on lawnmowers to fully electric operation.

Council have initiated the following over the next four years:

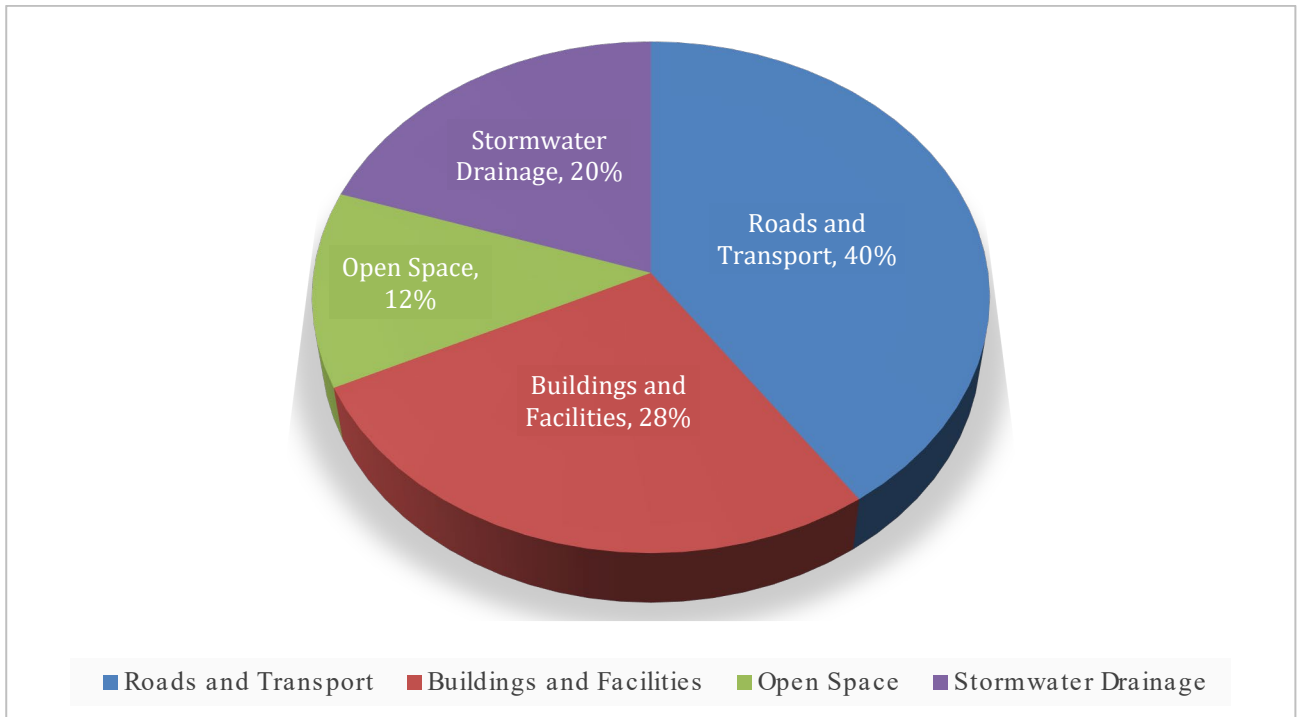
1. Assessment and climate data

- Climate vulnerability assessment: Identify the specific climate risks and vulnerabilities in the local area. This includes analysing historical climate data, future climate projections, and local geography.
- Community engagement: Involve residents, businesses, and stakeholders to gather input on local climate impacts and adaptation priorities.

2. Develop adaptation strategies

- Infrastructure upgrades: Strengthen and modify existing infrastructure to withstand extreme weather events including elevating roads, improving drainage systems, and reinforcing buildings.
 - Green infrastructure: Implement natural solutions such as urban forests, wetlands, green roofs, and permeable pavements to manage stormwater, reduce heat, and improve air quality.
 - Land use planning: Incorporate climate resilience into zoning regulations, building codes, and land-use plans. This can involve restricting development in high-risk areas and promoting climate-resilient construction practices.
 - Emergency preparedness: Enhance emergency response plans to address climate-related disasters. This includes updating evacuation routes, communication systems, and emergency shelters.
 - Water management: Improve water conservation, management, and distribution systems to address issues such as droughts and flooding.
 - Public health initiatives: Develop programs to protect public health from climate impacts like heatwaves, vector-borne diseases, and poor air quality.
- **Heat mitigation:** Creating urban green spaces, planting trees, installing cool roofs and laying cool seals to reduce the urban heat island effect.
 - **Stormwater management:** Implementing rain gardens, bioswales, and retention ponds to manage heavy rainfall and prevent flooding.

State of assets



Asset class estimated valuations as at 30 June 2023⁴

Asset class	Replacement cost (\$ '000)	Fair value (\$ '000)	Annual depreciation (\$ '000)	Accumulated depreciation (\$ '000)
Roads and transport	\$448,910	\$202,373	\$6,873	\$246,537
Buildings and facilities	\$305,412	\$194,201	\$5,911	\$111,211
Open space	\$137,225	\$70,588	\$6,262	\$66,637
Stormwater drainage	\$220,370	\$108,067	\$2,596	\$112,303
Grand total	\$1,111,917	\$575,229	\$21,642	\$536,688

Our asset management maturity

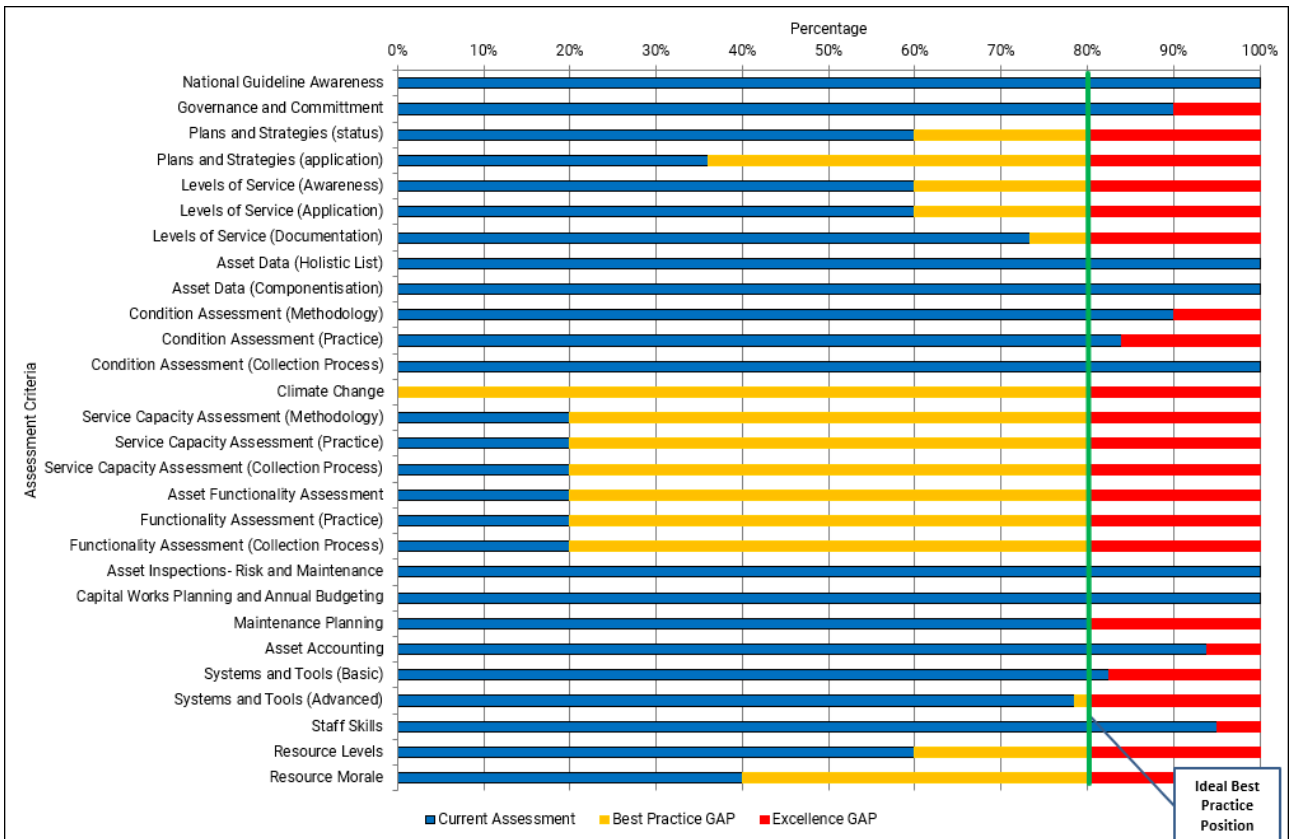
Assessing asset management maturity is fundamental in evaluating the current state of an organisation's asset management system and provides a focus for future improvements to enhance asset value and deliver more for stakeholders while balancing cost, risk, and performance.

This assessment assesses the competencies of Council against key asset management functions per the below table.

Collectively, these criteria assess an organisation's asset management competency. Each criterion is assessed with multiple questions aimed at identifying where Council is on its journey to better practice asset management (strategic asset management). While a score of 100 per cent indicates modern best practice has been achieved in a particular assessment criterion, a score of 80 per cent indicates that good practice asset management standards have been achieved. It is generally accepted that organisations target should be to achieve a good practice asset management standard across all classes before aiming higher.

Overall, Council is well placed on its strategic asset management journey. The areas requiring the greatest level of improvement are those involving capacity and functionality assessment of Council's infrastructure assets and a focus on climate change and adaptation — which are characteristics of advanced asset management maturity and a service-oriented framework to manage assets.

⁴ Sourced from Council's *Annual Report 2022–2023* as at 30 June 2023.



Asset management maturity

Our future state — where do we want to be

Council's vision and principles

Vision:

'Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future.'

Principles:

1. We work together
2. Planning for community resilience
3. Inclusive and healthy community
4. Maximise and diversify our green and natural spaces
5. We are proactive in meeting challenges and innovate using evidence-based methods
6. Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression

Asset management vision

Glen Eira City Council is dedicated to maintaining infrastructure assets that effectively serve the community's needs. Through responsible asset management practices, Council ensures that these assets remain fit for purpose, accessible, responsive, climate resilient and sustainable.

Asset Management Strategy objectives

The objective of the *Strategy* is to demonstrate responsible management and care for Council's infrastructure assets for present and future communities by:

- Championing sustainable, innovative services and integrating climate change considerations into decision-making processes.
- Making socially responsible decisions by ensuring that infrastructure services are delivered in an economically optimal manner while maintaining the appropriate level of service for residents, visitors, and the environment, guided by Council's financial sustainability.
- Defining the required level of service and performance outcomes for providing new future infrastructure that is purpose built and adaptable.
- Proactively addressing future challenges by embedding resilience into assets and capital works programs.
- Strategically planning for emergencies and natural hazards to minimize risk to the community and infrastructure.
- Effectively managing operational and service delivery risks.
- Demonstrating good governance.












How will we get there?

Council has developed a set of *Action Plans* that:

- align with gaps in the maturity audit;
- align Council's vision and community goals with the AMOs;
- align with Council's climate initiatives.
















Mapping of deliberative engagement themes (DET) to climate initiatives (CI)

Council's sustainability actions and climate initiatives have been mapped to the 2022 DET as follows. Council has four CIs and DETs.

CI/DET	DET01 Climate resilience and environmental sustainability	DET02 Governance and culture	DET03 Information management and reporting	DET05 Life cycle and long-term planning
Climate resilience (CI01)				
Energy (CI02)				
Circular economy (CI03)				
Biodiversity (CI04)				

Alignment between Council Plan strategic goals and asset management objectives

The AMOs align with the strategic goals of the *Council Plan 2021–2025* as shown below.

Council goals / AMO	Climate resilient and environmentally sustainable (AMO1)	Inclusive and accessible (AMO2)	Community informed and serviced (AMO3)	Governance and culture (AMO04)	Information management and reporting (AMO5)	Lifecycle and long-term planning (AMO6)	Best practice and continuous improvement (AMO7)
Well informed and transparent decisions and highly valued services							
Access to well designed and maintained open spaces and places							
A liveable and well-planned City							
A green and sustainable community							
A healthy, inclusive and resilient community							

Alignment between Asset Management Action Plan items and AMOs

The contribution that the *Asset Management Action Plan* play in achieving the AMOs and addressing the key challenges are illustrated in the tables below.

AMO \ Strategy	AP1 Reliable asset data	AP2 Lifecycle management	AP3 Customer outcomes	AP4 Asset resilience	AP5 Capacity build
Climate resilient and environmentally sustainable (AMO1)					
Inclusive and accessible (AMO2)					
Community informed and service led (AMO3)					
Governance and culture (AMO4)					
Information Management and Reporting (AMO5)					
Lifecycle and long-term planning (AMO6)					
Best practice and continuous improvement (AMO7)					

Asset Management Action Plan

Actions and initiatives

Action	Initiatives
<p>AP1 Reliable asset data</p> <p>Asset registers reflect the correct location, condition state and remaining life of assets.</p>	<ul style="list-style-type: none"> Registers are updated regularly as new assets are provisioned and capital works are undertaken. The register incorporates asset values, risk and climate data for financial planning and asset planning. Maintenance works are also recorded in the asset register, so costs and accomplishments can be measured. Frequency of data capture for asset inventory and condition follows the revaluation cycle so the state of assets reports the correct fair value and the <i>Asset Management Plan 2022–2032</i> reflects the 10-year forecast based on the most appropriate data. Each asset is spatially mapped. Unit rates and useful lives will be reviewed annually.
<p>AP2 Life cycle planning</p> <p>Funding and planning are made based on asset life cycle costs.</p>	<ul style="list-style-type: none"> All Asset Plans are based on life cycle optimisation using a minimum 10-year horizon. Asset Plans consider all costs in the life cycle - new, renewal, maintenance and upgrade. Any new asset build incorporates consideration of life cycle expenditure to balance overall capital budgets with renewal of existing assets taking priority. Renewal and upgrades are prioritised based on asset criticality and risk. Level of Service interventions are used to develop 10-year scenarios model for each asset class. Decision to renew and upgrade is based on capacity and functionality of the assets i.e. not simply age and condition. The <i>Plan</i> informs the <i>Long-Term Financial Plan</i>. Capital works program is developed using intervention levels.
<p>AP3 Customer outcomes</p> <p>Using a customer level of service framework for delivery of maintenance and capital.</p>	<ul style="list-style-type: none"> Customer level of service (CLoS) is measured using customer focused measures. CLoS inform the formulation of the funding forecast in the Asset Management Plans. Customer initiatives from engagement are factored into the distribution of maintenance and capital priorities.
<p>AP4 Asset resilience and climate initiatives</p> <p>Manage key Risk Initiatives so Council is resilient to ensure future service delivery.</p>	<ul style="list-style-type: none"> Incorporate resilience and vulnerability of Infrastructure by considering the impacts of climate changes, natural disasters, pandemics, cyber-security (data) and financial losses. Development of asset treatments that are climate resilient and build these into procurement and capital planning policies — eg. cool roofs, cool seals and recycled materials. Development of climate risk hazard rating and attach these ratings for each asset in the register to produce a list of assets at high risk from climate — 20 and 50 year scenarios.
<p>AP5</p>	<p>Asset management roles and responsibilities are defined and rated in a competency</p>

<p>Capacity building:</p> <p>Training and development of staff in asset management and financial planning principles.</p>	<p>matrix. The following points should be considered:</p> <ul style="list-style-type: none"> • Capacity building to address knowledge gaps eg. Institute of Public Works Engineering Australasia courses for local government practice. • RACI (a matrix identifying the items and the personnel who are: responsible, accountable, consulted and informed) or a similar structure be established. • Monitor capacity build by incorporating reviews into governance structure and performance reviews. • Measure the impact of capacity building by assessing impact of change — time saving, efficiency, culture betterment and reduction of direct costs. • Cultural and change management to raise awareness for asset management within Council at all levels of the organisation.
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Improvement plan based on alignment of goals and action plans

Item No.	Improvement item	Asset management actions and initiatives	Link to asset management maturity	Responsibility / lead	Timeline
Climate based improvement items					
1.	<p>Climate resilience</p> <p>Work towards risk management, reporting and decision-making processes to manage climate risk to assets. Design and build new and renovate existing assets to maximise climate resilience and mitigate climate hazards.</p>	AP2, AP4, AP5	M2	Asset Manager	June 2025
2.	<p>Energy</p> <p>Design new and upgrade existing assets to minimise embodied and operational carbon through design solutions that reduce the amount and carbon intensity of materials, passive and energy efficient design and renewable energy.</p>	AP1, AP3, AP4	M4, M5, M12	Asset Manager	Ongoing
3.	<p>Circular economy</p> <p>Design and maintain assets to extend the life cycle and reduce the need for upgrades. Reduce waste and promote recycling in the construction and operation of all assets. Design for disassembly, prioritise material efficiency and integrate recycled and recyclable materials that support the circular economy.</p>	AP 3, AP4	M3, M4, M5, M6, M7	Asset Manager	Ongoing
4.	<p>Biodiversity</p> <p>To support <i>CERS</i>, existing and new assets will prioritise the health,</p>	AP3, AP4	M3, M4, M5, M6, M7	Asset Manager	Ongoing

	retention and, when practicable, expansion of existing green assets and waterways to protect their value in supporting local biodiversity, sequestering carbon dioxide and mitigating climate change.				
5.	Asset Plan The next Council <i>Asset Plan</i> is due in 2025 per the Victorian regulation. Introduce a climate and environmental focus to the Asset Plan to address the evolving challenges posed by climate change, pollution and biodiversity loss.	AP1, AP2	M2, M4, M5	Asset Manager	October 2025
6.	Integrated water management Incorporate (IWM) principles and promote Water Sensitive Urban Design (WSUD) in all asset management plans, as well as new and existing assets.	AP1, AP2	M2, M4, M5	Asset Manager	December 2024
7.	Procurement All projects will consider ways to purchase goods and services that result in improved social, economic and environmental outcomes including purchasing from Victorian social enterprises and First Nations businesses.	AP1, AP2	M2, M4, M5	Asset Manager	June 2025
8.	Integrate recycling materials into asset management practices to promote sustainability and environmental responsibility.	AP4	M13	Asset Manager, Operations Manager	June 2025
9.	Incorporate cool roofs, cool seals, and climate resilience into procurement processes to enhance environmental sustainability and climate adaptation efforts.	AP4	M13	Asset Manager, Operations Manager	June 2025
10.	Incorporate climate hazard parameters into asset registers and asset modelling, temperature rise, and flooding, to provide scenarios for future climate scenarios.	AP4	M13	Asset Manager	December 2027
11.	Recognition of green assets, develop a tree asset register and investigate how they can contribute towards carbon sequestration or carbon neutral to mitigate climate change.	AP4	M13	Asset Manager	December 2027
Core asset management improvement items					

12.	Establish an Asset Management Steering Committee.	AP5	M2	Asset Manager	June 2024
13.	Regular updates of the state of the asset reports to improve corporate knowledge relating to assets and asset management.	AP1, AP2	M4, M5, M12	Asset Manager	Ongoing
14.	Ensure asset management plans for transport, buildings, drainage and open space are regularly reviewed and updated to align with evolving needs and priorities.	AP2, AP3, AP4	M3, M4, M5, M6, M7	Asset Manager	December 2024
15.	Shift from condition only asset management plans to functionality and fitness for purpose driven asset management plans to better align asset management practices with service delivery needs.	AP2, AP4	M3, M4, M5, M6, M7, M14, M15, M16, M17, M18, M19	Asset Manager	June 2026
16.	Link the <i>Asset Plan</i> and the <i>Long-Term Financial Plan (LTFP)</i> , ensuring that the <i>LTFP</i> is informed by the <i>AMPs</i> per Victorian regulatory requirements	AP2	M2, M6, M21, M22	Asset Manager	October 2025
17.	Develop a service capacity and functionality/fit for purpose assessment framework and methodology.	AP4	M14, M15, M16, M17, M18, M19	Asset Manager	December 2025
18.	Introduce equitable decision-making processes that incorporate gender equity, age, and demographic factors into the design, planning, and upgrade of assets to ensure fairness and inclusivity.	AP2, AP3	M2	Asset Manager	December 2025
19.	Regularly report on financial and accomplishment data on maintenance works to improve alignment with annual capital funding process, ensuring allocation of appropriate annual maintenance funding. Update Maintenance funding expenditure in future Asset Management Plan revisions.	AP1	M22	Asset Manager, Works Depot Manager	June 2025
20.	Incorporate customer levels of service based on reliability, risk, and performance so that asset management progress can be monitored effectively.	AP3	M7, M25	Asset Manager, Customer Services Manager	December 2027
21.	Ensure that new asset needs identified from the precinct structure plans and studies, for example, the more recent <i>Caulfield Structure Plan</i> are reflected in the respective Asset Management Plans and <i>LTFP</i> .	AP2	M3, M4	Asset Manager	June 2025

22.	Develop and implement frameworks to improve and further develop its lifecycle asset management processes to ensure that all lifecycle costs are identified and included in all capital investment decisions.	AP2	M11, M21	Asset Manager	December 2025
23.	Develop and implement an asset handover process to enable 100 per cent asset data capture of new assets gifted or constructed by others to be captured in Council's asset register on an annual basis.	AP1	M27	Asset Manager	December 2024
24.	Improve the link between asset depreciation and asset funding needs by introducing life cycle inputs into calculating annual depreciation.	AP 1, AP2	M25	Asset Manager	December 2026
25.	The <i>Asset Plan</i> at Council is due in 2025 per the Victorian regulation. Introduce a climate-centric focus to the <i>Asset Plan</i> to address the evolving challenges posed by climate change.	AP2, AP4	M3, M4, M5, M6, M7, M14, M15, M16, M17, M18, M19	Asset Manager	October 2025
26.	Develop a responsibility matrix with a view to identify and streamline roles and responsibilities.	AP5	M26, M27	Asset Manager	December 2024
27.	Deliver priority professional development as per skills matrix.	AP5	M26, M27	Asset Manager	December 2024
28.	Undertake regular asset maturity assessment and asset performance monitoring.	ALL	M4	Asset Manager	Ongoing

Taking a continuous improvement approach

Continuous improvement should be driven through monitoring and review processes. Continuous improvement of the asset management system can occur in a variety of different ways:

- at the whole 'system' level
- at the network performance level
- at the business process level.

The International Standards Organisation's 55001 also requires evaluation of performance at different levels with CI. 9.1 referencing the need to evaluate asset performance, asset management performance and the effectiveness of the asset management system.

Consequences if actions are not completed

There are consequences for Council if the improvement actions are not completed. These include:

- Inability to achieve strategic and organisational objectives.
- Inability to achieve financial and climate sustainability for the organisation's operations.

- Current risks to infrastructure service delivery are likely to eventuate and response actions may not be appropriately managed; and
- Council may not be able to accommodate and/or manage changes in demand for infrastructure services.

References

1. Local Government and Planning Ministers' Council Framework 2 — Asset Planning and Management
2. *Victorian Government Local Government Act 2020*
3. Victorian Auditor-General's Office Asset Management and Maintenance by Councils 2015
4. *Glen Eira City Council 2040 Community Vision*
5. *Glen Eira City Council Plan 2021–25*
6. *Glen Eira City Council Asset Management Policy (2013)*
7. *Glen Eira City Council 2022–23 Annual Report and Financial Statements*
8. Insights Long Term Financial Planning Dashboards
9. ISO 55000 — International ISO standards for Asset Management
10. Department of Environment, Land, Water and Planning- Better Practice Guide and Asset Planning and Accountability Framework for Local Government
11. Asset Genetics and Unlocking Hidden Capital — McKinsey Report Global Infrastructure Initiative 2016.