

RESOURCING STRATEGY

Asset Management Plan 2021/22



**GEORGES
RIVER COUNCIL**

www.georgesriver.nsw.gov.au

Statement of acknowledgement of the Biddegal People

Georges River Council acknowledges that the Biddegal people of the Eora Nation are the traditional inhabitants and custodians of all land and water in which the Georges River region is situated.

Council recognizes Aboriginal people as an integral part of the Georges River community and highly values their social and cultural contributions.

Georges River Council is committed to showing respect for Aboriginal people as Australia's First Peoples. Council has adopted the practice of acknowledging the Traditional custodians of Country at events, ceremonies, meetings and functions.

Contents

- Statement of acknowledgement of the Biddegal People2
- Council values and statements.....6
- Community Vision Statement6
- Vision.....6
- Mission6
- Our values6
- Introduction.....8
- Our 6 Pillars.....8
- Background – Legislative Framework9
- What is the Asset Management Plan?.....10
- Key themes of Council’s Asset Management Plan11
- Where are we now?.....12
- Where do we want to be?.....19
- Implementation, Monitoring and Review22
- How will we get there?.....26
- Asset Management Improvement Plan28



Council values and statements

Community Vision Statement

In 2021, the Georges River area is known as a clean, green and welcoming place with beautiful and accessible bushland and waterways.

It offers a diversity of active, connected places and heritage areas that we plan for in collaboration with our community.

People attend many events and activities and can access a choice of housing and a mix of jobs and economic opportunities near where they live.

Vision

A progressive, environmentally and culturally rich community enjoying a unique lifestyle.

Mission

A leading, people-focused organisation delivering outstanding results for our community and city.

Values



United

We will work collaboratively as one team with common purpose and respect



Professional

We will act with integrity and seek opportunities to learn and grow



Honest

We will be open and truthful with each other and our community



Accountable

We will own our decisions and actions as we strive for excellence

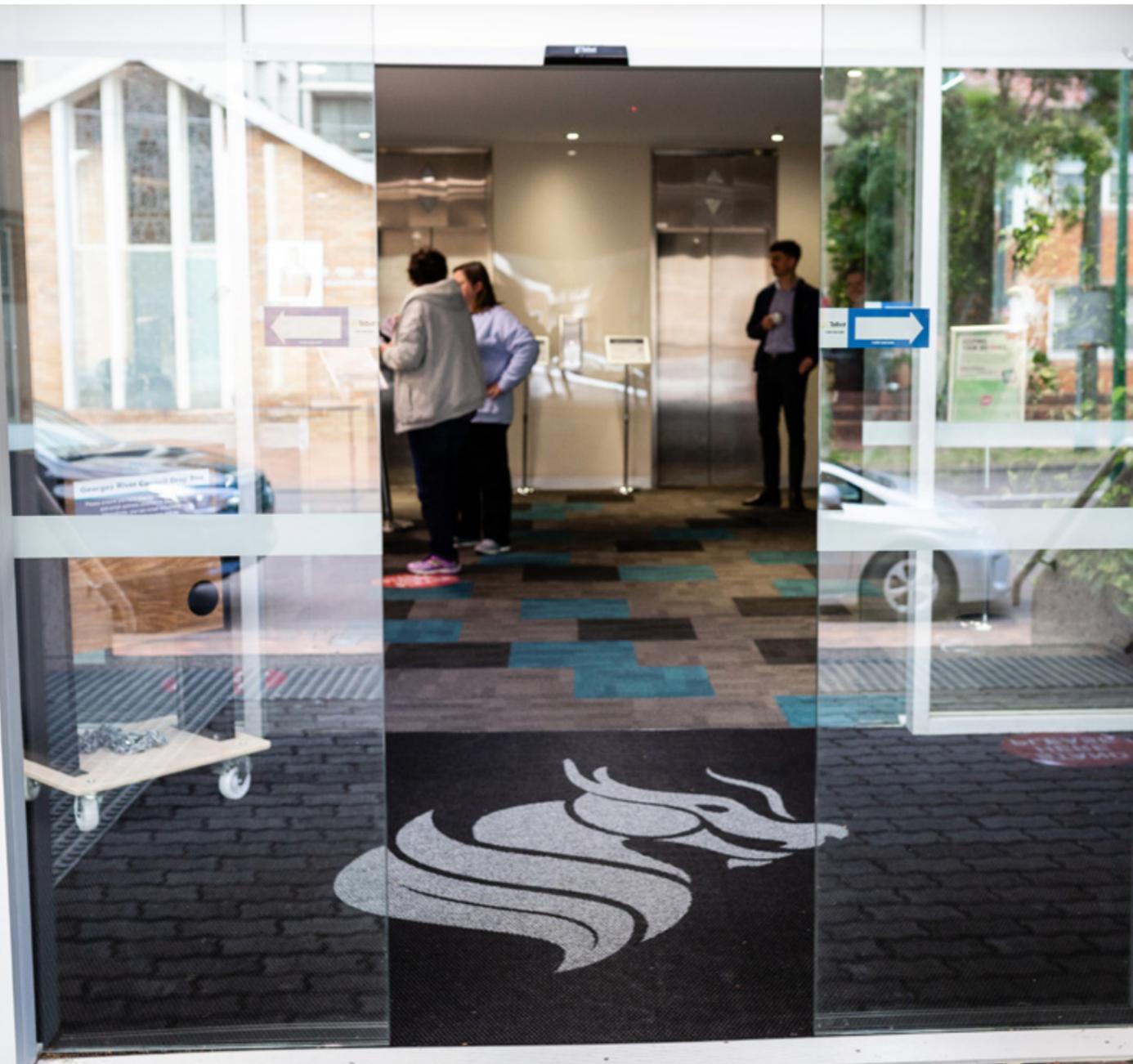


Introduction

The Resourcing Strategy forecasts Council's ability to deliver assets and services to the community over the next 10 years in line with the adopted Community Strategic Plan 2018-2028.

Our 6 Pillars

1. **A protected environment and green open spaces.**
2. **Quality, well planned development.**
3. **Active and accessible places and spaces.**
4. **A diverse and productive economy.**
5. **A harmonious and proud community with strong social services and infrastructure.**
6. **Leadership and transparency.**



Background - Legislative Framework

Like all Councils, Georges River Council operates under the Local Government Act 1993 (the Act). The Act requires us to produce a suite of documents as part of an Integrated Planning and Reporting Framework.

The Framework brings together Council's various plans, giving both Council and the community a clear understanding of how each of the plans interact. This process maximises Council efforts to plan for the future strategically and holistically.

This Resourcing Strategy has been developed alongside our first-ever Community Strategic Plan, which is based on extensive community engagement during 2017.

The Community Strategic Plan 2018-2028 contains the community's priorities and aspirations as well as the strategies for achieving these goals.

Our Delivery Program sets out the proposed actions to achieve the goals and strategies in the Community Strategic Plan. The Delivery Program runs for four years to align with the local government election cycle. We are now commencing the final year of this program.

We have also prepared a one-year Operational Plan to show the specific actions and budgets that we propose for 2021/22, consistent with the Delivery Program.



What is the Asset Management Plan?

The Asset Management Plan sets out the broad framework for undertaking structured and coordinated management of Council's infrastructure assets. It outlines key principles that underpin our approach to providing the assets that are essential to our community. The Strategy highlights the long term funding challenges Council must address to meet the commitments outlined in the Community Strategic Plan and deliver the level of service desired by the community over the next 10 years..

Overview

Georges River Council manages over \$1.2 billion of infrastructure assets that provide essential services to our community. These assets include roads, buildings, footpaths, drainage, sporting facilities and recreational open space. The level of service delivered by these assets is largely determined by the way they are maintained and managed.

The Asset Management Strategy guides the planning, construction, operation and maintenance of community infrastructure to meet the commitments outlined in the Community Strategic Plan. The Asset Management Strategy will continue to evolve as the strategic objectives of Council develop and change.

The Strategy highlights the long term funding challenges Council must address to deliver the level of service desired by the community now, and in the future. Council will continue to improve on its asset management practices thereby demonstrating an ongoing commitment to the effective and responsible administration of public infrastructure.

Asset Planning & Reporting

Council is committed to meeting the requirements of the NSW Integrated Planning and Reporting Framework. This document has been prepared in accordance with the IP&R guidelines.

This is the second review of the Asset Management Strategy and Plan for Georges River Council and forms an integrated component of Council's overall Resourcing Strategy.

Asset Management Framework

The Asset Management Framework consists of a number of components including an Asset Management Policy, Asset Management Strategy and Asset Management Plan. The Asset Management Policy and Strategy are provided in the Resourcing Strategy along with relevant sections of the Asset Management Plan. This allows the document to be presented in a way that facilitates understanding and engagement with the community

Asset Management Policy

Council's Asset Management Policy guides the strategic management of Council's assets. The Policy defines the Council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

The Asset Management Policy applies a corporate approach to asset management within all operational areas of Council. The infrastructure asset categories covered under the policy are considered critical to the council's operations and include:

- Roads
- Buildings
- Stormwater Drainage
- Open Space & Recreation

Key themes of Council's Asset Management Plan

The Asset Management Policy was adopted by council in 2016. The strategic objectives of the policy are as follows:

- Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
- Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets.
- Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes that align with best practice.
- Meeting legislative requirements for asset management.

www.georgesriver.nsw.gov.au/Council/Governance/Codes,-Policies-and-Registers

Asset Management Strategy

Georges River Council's asset management strategy has been developed in the context of the following key questions:

- Where are we now? Our current asset management situation and current asset management practices?
- Where do we want to be? - The desired future state and strategic outcomes
- How will we get there? Strategies, actions and performance measures to bridge the gap between current and desired positions?



Where are we now?

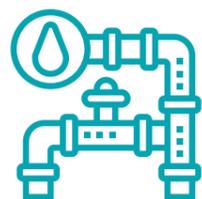
Our Assets



Roads and Footpaths

394km roads
499km footpaths

Asset Value = \$695 million



Stormwater

254km stormwater pipes
8229 stormwater pits
132 stormwater quality devices

Asset Value = \$157 million



Open Space

473 hectares

15 tennis courts
28 netball courts
57 sporting fields

Synthetic Fields

2 full fields and 2 mini fields

Asset Value = \$103 million



1 Stadium



10 boat ramps



281 parks and reserves



3 tidal pools



41 bushland reserves



118 playgrounds



2 golf courses



7 wi-fi hotspots



Buildings and other structures

154 Buildings

18 operational buildings
(Civic centre and works depot, SES Facilities)

5 libraries

6 childcare facilities

7 community halls and facilities

2 swimming pools/leisure centres and associated buildings

93 toilets, amenities and park facilities

19 other buildings
(sports stadiums, water treatment plant, etc.)

4 investment properties

Asset Value = \$271 million

The following tables provide a snapshot of Council's Asset portfolio in terms of quantity, condition and value.

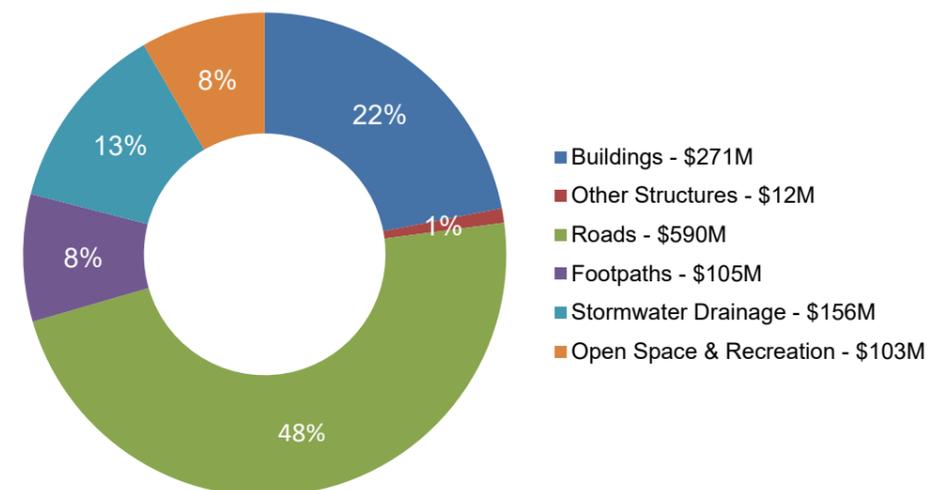
Inventory

Asset Class	Quantity	Asset Class	Quantity
Roads - Pavement	394 km	Parks & Reserves	281- (473Ha)
Roads - Kerb	785 km	Playgrounds	118
Roads - Traffic devices	16,000	Buildings	154
Roads - Carparks	101	Foreshore infrastructure	257
Roads - Footpath	499 km	Street Trees	27,600
Stormwater Drainage	254 km		
Stormwater - Pollution Devices	132		

Value

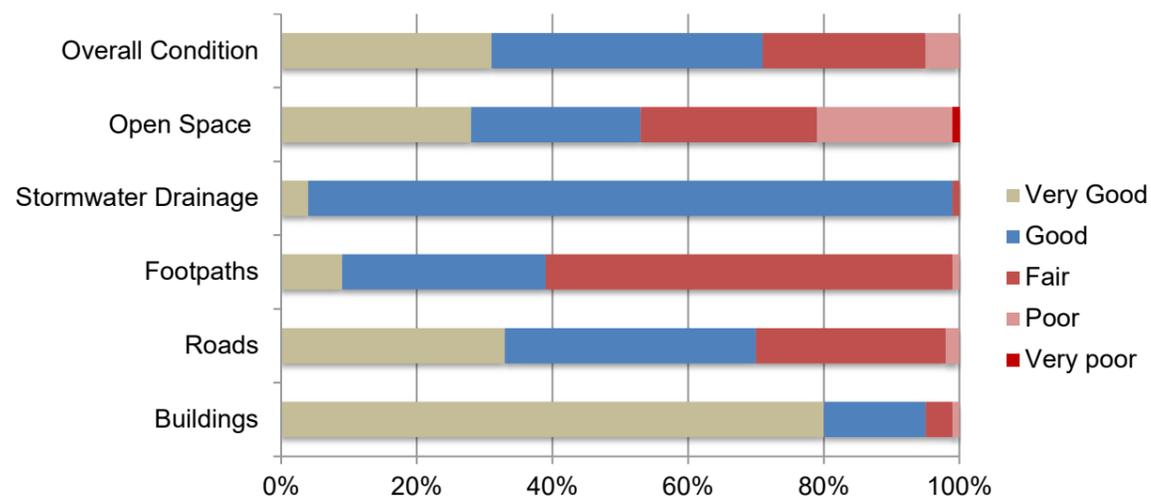
Major Asset Class	Replacement Cost (CRC)	Depreciated Replacement Cost (WDV)	Depreciation Expense
Buildings	\$271,948,000	\$191,410,000	\$4,920,000
Other Structures	\$11,999,000	\$8,418,000	\$477,000
Roads	\$589,633,000	\$413,098,000	\$7,711,000
Footpaths	\$105,486,000	\$65,931,000	\$1,338,000
Stormwater Drainage	\$156,586,000	\$78,265,000	\$1,303,000
Open Space & Recreation	\$103,377,000	\$61,072,000	\$3,113,000
Total	\$1,239,029,000	\$818,194,000	\$18,862,000

Asset class value as a percentage of total replacement cost



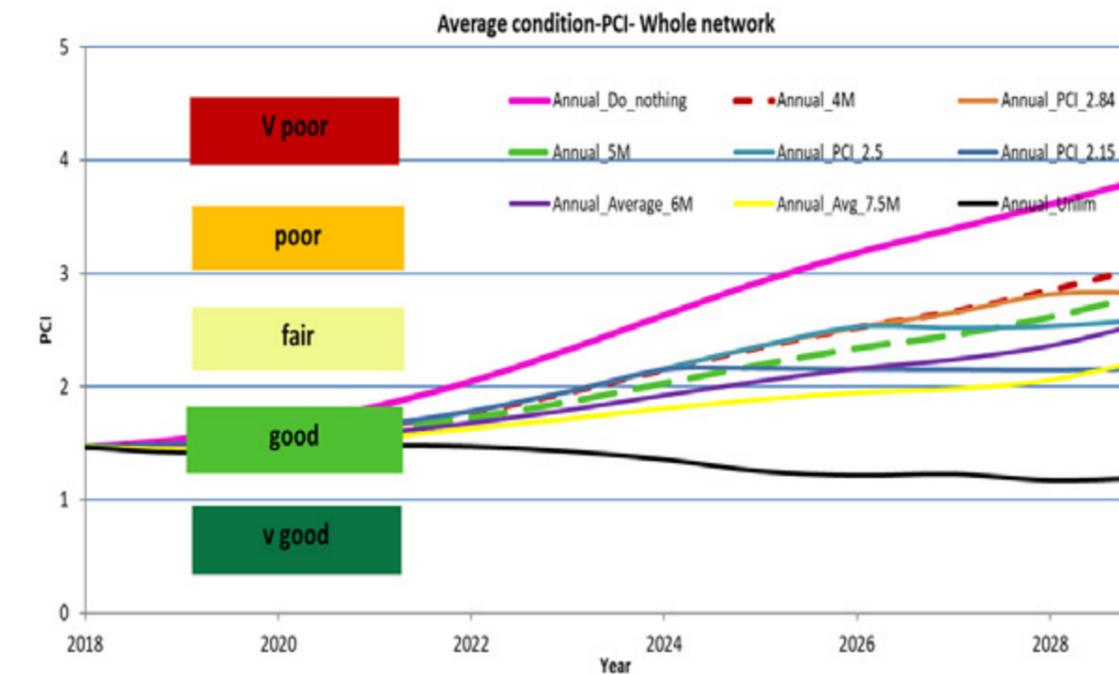
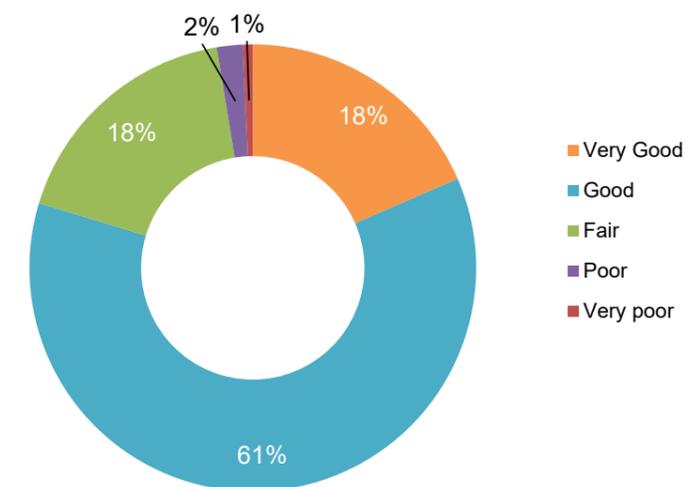
Condition

Asset Condition by Asset Class



Pavement Condition Index

Roads are Council's largest asset to manage, both in asset quantity and asset value. An important measure of road assets is the Pavement Condition Index (PCI). The PCI is a rating of 1 to 5 using a standardised system for Pavement Management. In the past 12 months Council has undertaken significant work to improve the pavement management process including predictive modelling of long term changes in PCI based on a variety of funding scenarios. Figure 2 provides the PCI profile for all road assets in 2016 and 2018. It shows the proportion of roads at each PCI level. As demonstrated, a large proportion of the assets are at the higher end of the PCI profile noting overall good condition. The average PCI for the road network in 2016 was 1.69 and in 1.46 in 2018, this outperforms Council's target PCI of 2.8 out of 5. While overall PCI remains favourable, individual data on cracking has deteriorated which is an indicator of inadequate funding. Additional pavement base testing is identified as a key action in the upcoming asset management program to validate the concerns relating to pavement distress parameters.



Based on the current and projected network status, Council should consider annual spending of \$5.5M to maintain the network within a PCI range of 2.5 to 2.8 over the next 10 years.

Figure 3 Predictive modelling of long term changes in PCI based on a variety of funding scenarios.

Without additional road renewal funding each year the predictive modelling suggests that the network average pavement condition will fall below the community desired service level of 2.8 in approximately 7 years.

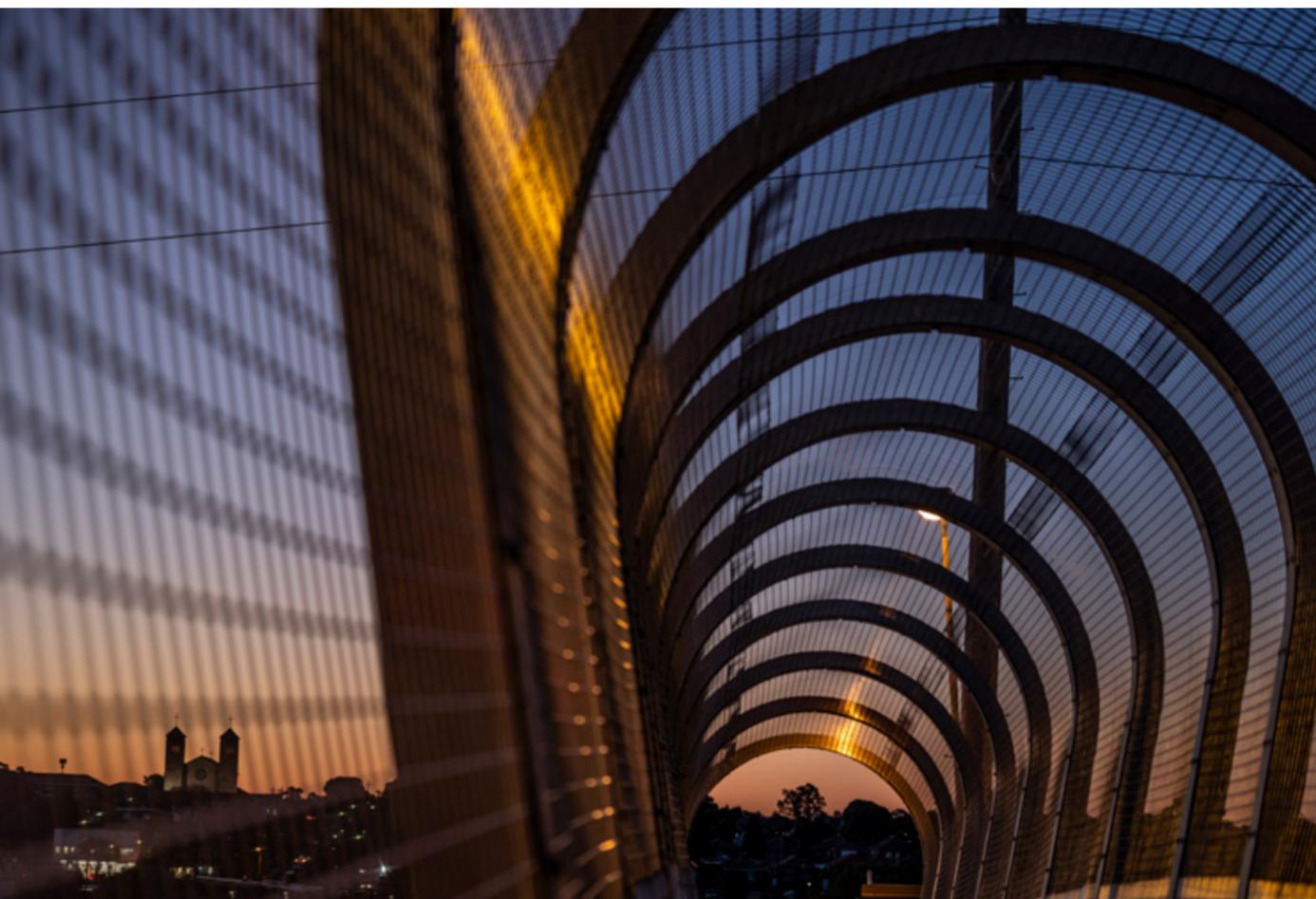
Community Strategic Plan

Council conducted a program of extensive community engagement to develop Georges River's first Community Strategic Plan (CSP). The Community Strategic Plan was adopted by Council on 25 June 2018.

The Community Strategic Plan identifies the following six pillars that underpin our work for the community.

1. A protected environment and green open spaces
2. Quality, well planned development
3. Active and accessible places and spaces
4. A diverse and productive economy
5. A harmonious and proud community with strong social services and infrastructure
6. Leadership and transparency

The Asset Management Strategy has been prepared in line with the six pillars outlined in the Community Strategic Plan. Council's asset portfolio plays both a direct and an indirect role in achieving the strategic objectives of Council and supporting the service delivery needs of the community.



The following table indicates how Council's assets link to the key strategies and goals of the CSP.

Pillar	Goal	Roads	Stormwater Drainage	Open Space & Recreation facilities	Buildings
A protected environment and green open spaces					
1.1	Council's environmentally sustainable practices inspire everyone to protect and nurture the natural environment		✓	✓	
1.2	The LGA's waterways are healthy and accessible		✓	✓	
1.3	Everyone has access to beautiful parks and open spaces			✓	✓
1.4	Local heritage is protected and promoted				✓
Quality, well planned development					
2.3	Council-led development and assets provide quality, long-term benefits to Everyone	✓	✓	✓	✓
Active and accessible places and spaces					
3.1	The LGA has a range of transport options to connect people, goods and businesses.	✓			
3.2	Roads, footpaths and cycleways are safe, accessible and free of congestion.	✓	✓	✓	✓
3.3	Everyone, including people with disability, navigates The LGA in safety.	✓		✓	✓
3.4	Everyone has access to a range of active and passive recreation facilities			✓	✓
A diverse and productive economy					
4.1	Local businesses are supported to help protect jobs and create employment opportunities.	✓		✓	
A harmonious and proud community with strong social services and infrastructure					
5.1	We create and support events that celebrate community and cultural identity and benefit the economy.			✓	✓
5.2	Affordable and quality housing options are available.				✓
5.3	The community is socially and culturally connected.			✓	✓
5.4	Diverse, vibrant community facilities and spaces are connected, well maintained and accessible.				✓
5.5	The community is safe and healthy.	✓		✓	✓
Leadership and transparency					
6.2	Open, informed and transparent decision-making supports The interests of The community.	✓	✓	✓	✓
6.4	Council's assets and resources are managed responsibly and with accountability	✓	✓	✓	✓
6.6	Council has a regional-approach to service delivery and facilities.	✓	✓	✓	✓

Risk Management Plans

Council recognises that risk exists in all aspects of its operations. It takes seriously the impact of risk on business continuity and service delivery and is committed to an approach that embraces a strong risk management culture and fulfils Council's duty to provide a safe environment.

Council has adopted an Enterprise Risk Management Strategy and corporate risk register, which is used to identify and manage significant risks. The framework is founded on principles from the Australian and New Zealand ISO Standard on Risk Management (AS/NZ ISO 31000:2009). It guides the monitoring and reporting of risk profiles and the required actions to reduce the level of risk presented to Council and the community.

Linked to the corporate risk register are asset specific risk management plans that have been incorporated into the asset management plans. These assist in the identification and management of significant risks for each asset class. They provide detailed evaluation of the significant risks, risk treatments and risk monitoring activities.



Where do we want to be?

Desired levels of service

Council's service levels have been developed through an extensive community consultation process to gauge expectations of the infrastructure assets that Council provide. The project involved a representative telephone survey of 400 residents to explore the importance of, and satisfaction with, existing assets as well as priorities for the construction of new assets. A deliberative community forum was also held with ratepayers to explore the acceptable condition levels for the asset categories and where funds should be spent in the future.

The survey demonstrated that ratepayers felt that all services provided by Council's infrastructure assets are important and they were generally satisfied with the

current condition and service provided. The chart below displays the respondents' satisfaction with the existing assets on a scale of 0-10 where 0 is extremely dissatisfied and 10 is extremely satisfied. Overall, it shows very high levels of satisfaction. The areas of higher dissatisfaction will be investigated to target the service level improvements that would best improve the level of satisfaction.

When asked about construction of new assets, most respondents indicated that it was very important or quite important to continue to construct all the type of assets Council provides.

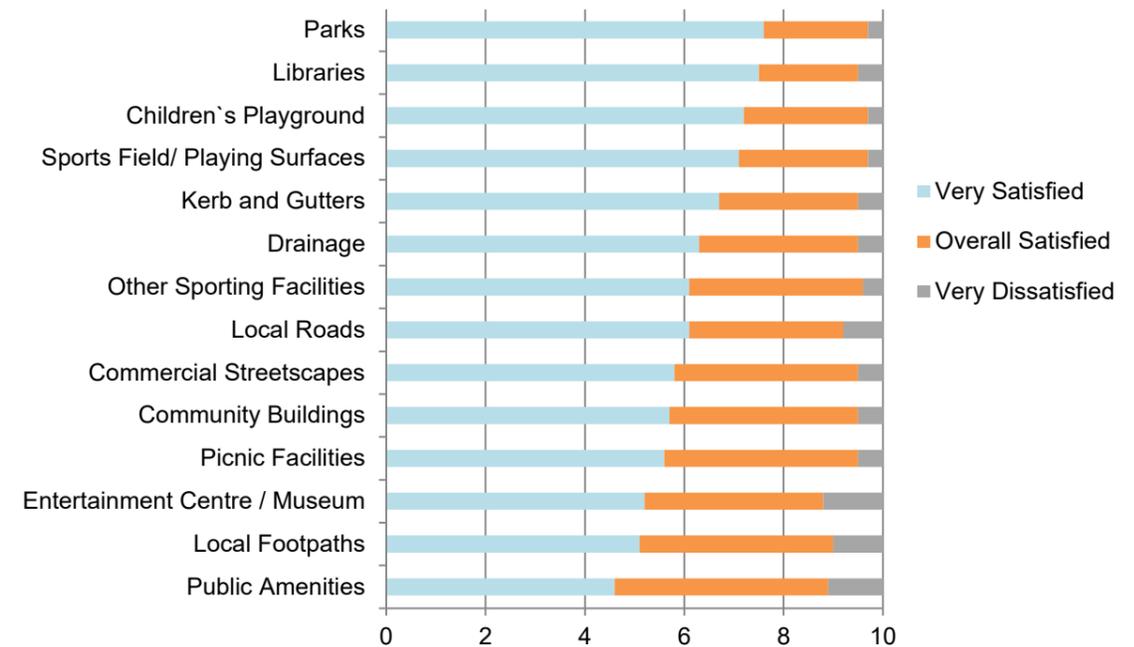


Figure 4: Community satisfaction with assets

Scale of 0-10 where = 10 is extremely satisfied and 0 = extremely dissatisfied

Asset category	The Community Wants (Community LOS)	How we Deliver this (Technical LOS)	Average Acceptable Condition Rating (in a scale 1-5)
Sealed Roads	Sound smooth road surface to travel safely on	Sealed roads will be resealed or rehabilitated when roughness counts exceeds 150 or more	2.9
Kerb and Gutter	Water doesn't pond in driveways for more than 2 days after a storm	K&G rehabilitated or renewed at or prior to condition 3	2.5
Footpaths	Safe, sound, non-slippery pathways provided to enable safe travel throughout the network	No more than 50% of all identified trip hazards have a step greater than 20mm.	2.7
Parking & Bus Shelters	Provide an efficient parking and bus shelter areas that are aesthetically pleasing	Annual condition assessments to ensure these assets are maintained at condition 3 or above	2.7
Stormwater Drainage Assets	Level of flood protection provided to properties and roads;	Annual condition assessments to ensure these assets are contained at condition 3 and adopt a robust Floodplain Risk Management plan	2.5
Buildings Assets	Serviceable and accessible throughout the year with safety and comfort	Compliance with building & fire safety regulations	2.7

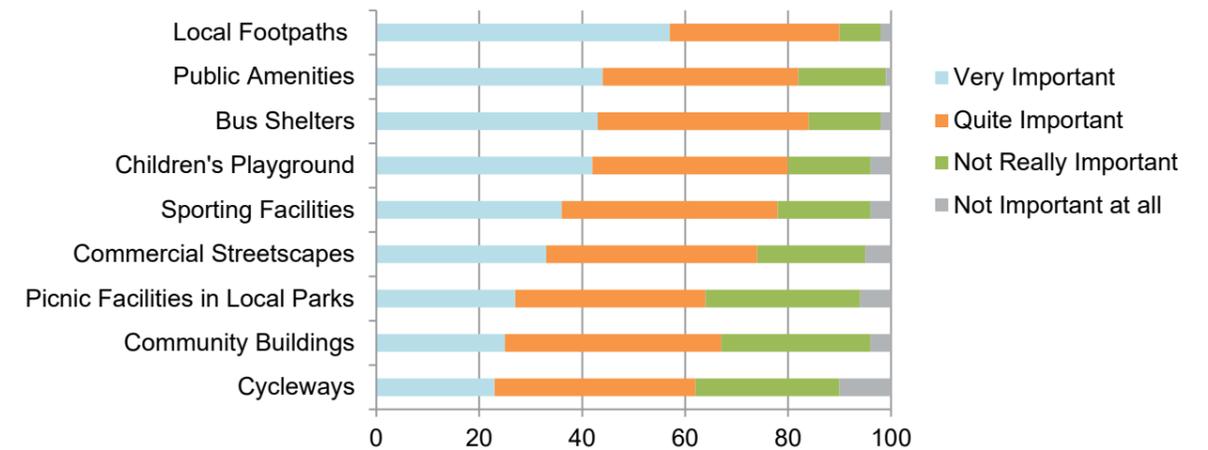


Figure 5: Perceived importance of constructing new assets

This feedback forms the basis for future asset maintenance and renewal funding allocations. Deterioration models are used to determine the optimal amount of funding required for each asset class to maintain the assets at the average condition level determined by the community.

The deliberative community forum included 102 ratepayers based on quotas set on age, gender, location and language spoken at home to reflect community make-up. The forum focused on footpaths, local roads, stormwater drainage, kerb and gutters, community buildings, and parks and reserves. The community was presented with photographs representing each of the five condition levels for each asset type and feedback was sought as to what they felt was an acceptable standard.

For each of the asset classes the community agreed that a condition rating between 2 and 4 was the acceptable standard.



Implementation, monitoring and review

Monitoring Asset Management Performance

Council will monitor asset performance through the following performance indicators:

Indicator	Purpose	Benchmark	2020 %	2019 %	2018 %	2017 %
1 Infrastructure Renewals Ratio	To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.	Min 100%	83.30	104.04	76.62	116.27
2 Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.	Max 2.00%	1.54	1.58	2.14	1.81
3 Asset Maintenance Ratio	Compares actual v's required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	Min 100%	101.33	105.35%	114.60	127.91

Table 5. shows the industry benchmark and Council's results for the past 4 years.

The ratios provide an indication as to whether present budgets are funding the correct share of the consumption of the assets each year.

The following commentary was provided for the 2020 and 2019 Asset Management Performance results.

Numerous renewal projects were still in progress at 30 June 2020 which resulted in lower infrastructure renewal ratio result for 2020. Council had a large number of carry over projects from 2018 that were completed in 2019 increasing the renewal ratio. The renewal ratio result is dependent on timing of infrastructure projects across multiple years.

With regard to Backlog Ratio, Comprehensive condition reports in the 2018/19 and 2019/20 financial years indicated that the infrastructure asset conditions were better than expected. Overall, infrastructure assets were revalued upwards in both years.

Maintenance

The annual operating and maintenance costs of Council's assets for the past 3 years is presented in table 6.

Asset Class	2016-17 \$	2017-18 \$	2018-19 \$	2019-20 \$
Open Space	8,781,000	11,428,000	12,119,000*	10,660,000
Buildings	5,422,000	4,008,000	5,744,000	7,326,000
Roads	5,608,000	4,076,000	4,105,000	3,144,000
Footpaths	2,488,000	2,208,000	2,892,000	5,228,000
Street Lighting	2,794,000	2,155,000	2,448,000	2,422,000
Stormwater Drainage	1,114,000	1,476,000	1,451,000	1,988,000
Annual Total	26,207,000	25,351,000	28,759,000	30,768,000



Life cycle management and expenditure forecasts

The long -term priority presented in this strategy reflects Council's objective to manage its assets at the identified levels of service while optimising life cycle costs. Life cycle management involves consideration of all management options over the life of an asset from creation to disposal. This includes operational and maintenance activities, restoration and renewal activities, enhancement and finally decommissioning and disposal.

The following table presents a summary of ten year expenditure forecast for Council's infrastructure assets.

Financial Indicator	10yr Financial Projection1									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Operations(\$M)	13,534	13,845	14,163	14,489	14,822	15,163	15,512	15,869	16,234	16,607
Maintenance(\$M)	15,149	15,498	15,854	16,219	16,592	16,973	17,364	17,763	18,172	18,589
Projected Actual Renewals(\$M)	16,665	9,361	9,577	9,797	10,022	10,253	10,488	10,730	10,976	11,229

Funding allocated towards the rolling works program will be determined each year when the annual budget is formulated and adopted. The size of Council's annual budget allocations for its capital works and, importantly, how these budgets are apportioned to the various assets, will have major implications for Council's future financial liability.

Infrastructure sustainability

Council's forecasted maintenance budget is in line with required maintenance expenditure for the next 10 years achieving an asset maintenance ratio above 100%. However, without additional funding allocation towards asset renewal expenditure, projections indicate that Council will fall below the asset performance indicators for Infrastructure Renewals Ratio and Infrastructure Backlog Ratio. As of 30 June 2020, Council's infrastructure backlog was reported at \$14.38 million.

Council's infrastructure backlog is projected to grow at approximately \$2.3 million per year.

Recent Council spending on asset renewal has been significantly improved by the high value of additional capital grants Council has been successful in receiving in the past five years. Whilst these projects will have many positive benefits for our community it is important to differentiate between expenditure that has effectively renewed an existing asset and those which have created new assets. The creation of new assets with grant funding only adds to the challenge of funding Council's operating, maintenance, and renewal responsibilities. Council's annual renewal expenditure is projected to significantly reduce following the completion of this large grant funded capital works program.

Financial Indicator	10yr Financial Projection1									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Projected Required Renewals(\$M)	15,466	17,817	20,186	22,574	24,980	27,404	29,846	32,305	34,781	37,274
Projected Actual Renewals(\$M)	16,665	9,361	9,577	9,797	10,022	10,253	10,488	10,730	10,976	11,229
Projected Depreciation(\$M)	16,080	16,290	16,762	16,948	17,542	17,632	18,359	18,345	19,213	19,086
Infrastructure Backlog(\$M)	15,466	17,817	20,186	22,574	24,980	27,404	29,846	32,305	34,781	37,274
Renewals ratio	103.638%	57.468%	57.131%	57.806%	57.131%	58.147%	57.131%	58.489%	57.131%	58.834%
Infrastructure Backlog ratio	1.67%	1.88%	2.09%	2.28%	2.47%	2.64%	2.81%	2.98%	3.13%	3.28%

Notes: Projected Figures are the 10 year annual average \$ amounts

Council's infrastructure assets have very long useful lives. This means that they deteriorate at an extremely slow rate. As a result, it can take many years of underfunding asset renewal to become apparent to Council and the community. This can lead to complacency in decision making. A failure to set aside appropriate funding for assets today has a compounding effect (backlog) and will lead to the deferral of significant costs to future operating and capital budgets. The funding strategy, scenarios and challenges are detailed in the Long Term Financial Plan.

How will we get there?

Improvement Plan

To meet the challenges outlined above and ensure that Council's services and infrastructure are provided in a financially sustainable manner, Council must continue to improve our asset management practices.

This includes confirming resources and operational capabilities are identified and responsibility for asset management is allocated.

Georges River Council undertook an asset management maturity assessment to gain an improved understanding of the current asset management capability in order to improve the overall performance of the Council and its operations. The maturity assessment is based on the International Infrastructure Management Manual (IIMM).

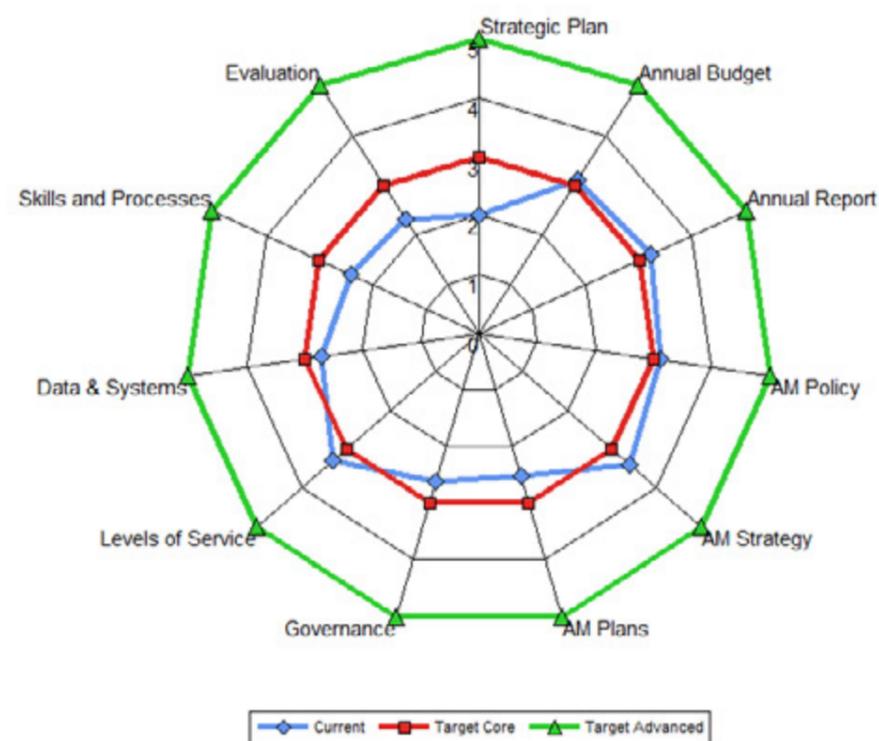
As such this assessment provides Council with the opportunity to understand how its asset management practices, systems and processes compare with industry standards and other councils and also to measure their improvement in various areas of asset management capability.

This is the first Asset Management Maturity Assessment for the amalgamated Georges River Council.

Council's maturity assessment for the core competencies is summarised in Figure 7. The Maturity Score Spider Graph shows the Current maturity for each maturity element as assessed by the organisation in blue below compared to the 'core' competencies (Level 3) required under the Australian National Assessment Framework (NAF) which are shown by the red line. It is expected that Council's asset management maturity will change to core levels in all areas and develop towards advanced levels in the next 3 years.

Current status of the council's asset management practices, procedures, systems and training processes, asset data and information systems).

Specific actions to be undertaken to improve or enhance council's asset management capability, including resource requirements and timeframes is provided below.



Strategic Actions – Improvement Plan

Council has developed high level strategic actions and specific operational actions to improve asset management practices. These actions, described in table 9, are closely aligned with the Community Strategic Plan and Delivery Program and form the asset management improvement plan.



Asset Management Improvement Plan

Strategic Actions

Council has developed high level strategic actions and specific operational actions to improve asset management practices. These actions, described in table 9, are closely aligned with the Community Strategic Plan and Delivery Program and form the asset management improvement plan.

Action	Responsibility	Priority	Timeframe
1 Demonstrate a culture of continuous improvement and effective governance throughout Council services. Implement an Innovation Strategy to provide a strategic approach to improvements to customer service, service delivery and performance improvement.	ET	High	Ongoing
2 Continue to develop transparent and responsible asset management processes that align with best practice. Convey consistency across the Asset Management Strategy, Asset Management Plan, Long Term Financial Plan, Asset Systems, data collection, condition reporting and service levels.	AE,MI,CFO	High	Ongoing
3 Develop asset accounting processes to identify all asset expenditure requirements into renewal, growth, maintenance or operational categories. Review corporate chart of accounts to establish cost centres and classifications for each category. Document processes to reduce processing time for annual financial reporting requirements and external valuation processes.	AE,AA,SF	High	Ongoing
4 Review roles, resources and responsibilities for asset management. This includes establishing a good understanding of asset data, finance and budgets. Build capacity specifically in capitalisation reporting. Document communication protocols between Finance and Infrastructure departments.	AE,MI,CFO	High	Commenced
5 Establish clear expectations and a consistent approach to calculating depreciation and backlog. Apply this approach across all asset classes to obtain the most accurate backlog. Assess the backlog against Council's infrastructure priorities, financial budgets and Long Term Financial Planning.	AE,AA	High	Commenced
6 Review and update established service levels by conducting follow up consultation program with the community including asset maintenance funding in the context of Council's overall budget imperatives. Use this to inform a review of asset ownership and maintenance standards.	AE	High	Year 1 2020/21

Action	Responsibility	Priority	Timeframe
7 Update inspection process for marine and foreshore assets to develop maintenance, renewal and upgrade program on prioritised marine and foreshore assets.	AE	High	Commenced
8 Deliver Works, Assets and Mobility program to capture engineering operations activities with corporate asset management platform.	CIO,EO	High	Year 1 2020/21
9 Update asset management plan for Road and Footpath assets classes based on full network data capture.	AE	Medium	Complete
10 Incorporate pavement base deflection testing into pavement management to allow more detailed approach to deterioration modelling and treatment selection.	AE	Medium	Ongoing
11 Undertake pavement 'health check' at critical high traffic locations to determine structural assessment and allow eligibility for external funding opportunities.	AE	Medium	Complete
12 Develop maintenance and renewal programs for building asset class based on contractor asset inspections.	AE	Medium	Commenced
13 Prioritise and plan asset maintenance renewal works to meet agreed service levels based on site inspections, infrastructure priorities and community importance.	AE	Medium	Year 2 2021/22
14 Review processes for making capital investment decisions. To be driven by Council's strategic long term planning documents, Long Term Financial Plan and Community Strategic Plan. Explicitly detail the impact on the future operations and maintenance budgets, "whole of life" costs and risk management assessments.	ET,CFO,ME,SF,AE	Medium	Year 2 2021/22
15 Undertake bridge inspections compliant with level 3 structural assessment to allow eligibility for external funding opportunities.	AE	Medium	Year 2 2021/22
16 Include Kerb and gutter condition assessment as part of routine pavement management inspection program.	AE	Medium	Year 2 2021/22

Abbreviations of key roles

AA	Asset Engineer
CIO	Chief Information Officer
AA	Asset Accountant
ET	Executive Team
SF	Strategic Financial Management Specialist
EO	Executive Manager Engineering Operations
CFO	Chief Financial Officer
MI	Manager Infrastructure



RESOURCING STRATEGY
ASSET MANAGEMENT PLAN
2021/22

www.georgesriver.nsw.gov.au