

# Asset Management Strategy


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2022 - 2032



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# Acknowledgement of Country

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Ngalak Maali Boodja Kaditj

Whadjuk Moort Noongar Boodjara

Baalap Kalyagool Noyyang

Boodja Kep Moort

Ngalak Kwabaduk Wirn

Kabarli Bworan Kora Kora

Yeyi Ngoongoolong

The City of Swan acknowledges the Traditional Custodians of this region, the Whadjuk people of the Noongar Nation and their continuing connection to the land, waters and community. We pay our respects to Elders past and present, and their descendants.





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# Introduction

Municipal infrastructure plays a significant role in the quality of life of communities. Assets directly or indirectly affect all service delivery in local government with residents and businesses relying on local government assets in order to drive, walk, cycle, access community services, play and recreate.

The City of Swan is responsible for community assets valued almost \$3 billion, and its asset portfolio continues to grow as residential developments expand through the outer fringe of the Perth metropolitan area. The City has accepted over \$650 million in assets as a direct result of such developments since the construction of Ellenbrook in 1995. Sustained population growth creates challenges in provision of quality infrastructure to service new and expanding communities, while also adequately managing existing assets. This is an ongoing challenge as the population is projected to increase from 162,072 in 2021 to 215,138 in 2031 and to 309,788 in 2051. (.id Informed Decisions)

The Council acknowledges its service to a variety of communities with differing needs through its vision of 'One City, diverse people, cultures and places'. The expectations of communities have evolved recently, and with social change and technological advances, people want greater choice, flexibility and greater engagement and transparency in decision making. These changes must be reflected in our asset management approaches through the development of asset management objectives that align with high level strategy.

To ensure the long-term financial sustainability of the City, it is essential to balance the community's infrastructure aspirations with the organisation's ability to fund such services. Asset management practices are the mechanism to achieve this. Asset management is the systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of assets (IPWEA, 2015). Asset management must address the optimisation of assets throughout entire lifecycle, from provision or construction, to operation and maintenance, to either replacement or disposal at the end of their useful life. Asset management is underpinned by a commitment to transparent governance and continuous improvement.

The Asset Management Strategy is a key component of the City's asset management planning framework. It is a 10 year document, reviewed quadrennially, that seeks to establish the guidance required to achieve Council's vision for the management of its assets throughout their entire lifecycle. It turns high level direction set by community and Council through the Strategic Community Plan (SCP) and policy into an asset management context.



# Context

What external and internal parameters are we working within from an asset management perspective?

## Legislation

The Local Government Act 1995 requires a local government to “plan for the future” (s 5.56), with the Department of Local Government, Sport and Cultural Industries expanding on this through their Integrated Planning and Reporting Framework, which provides guidance on what plans and strategies a local government should have in place in order to meet and exceed that legislative requirement.

Various other legislation applies to specific classes of assets including but not limited to the Road Traffic Act 1974, Environmental Protection Act 1986 and the Building Act 2011. These are listed in respective Asset Management Plans.

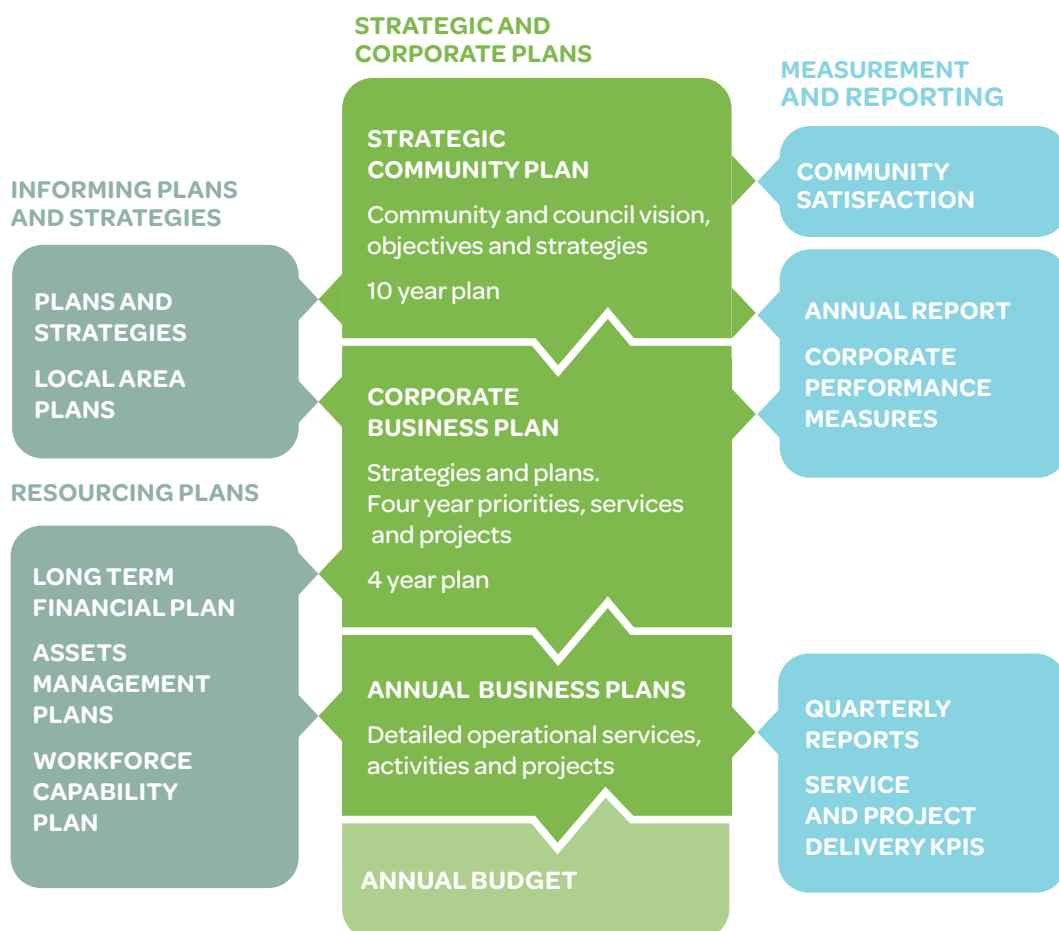
## Integrated Planning and Reporting Framework

Integrated planning and reporting provides local governments with a framework for translating community priorities and aspirations into operational objectives, and tracking progress in delivering on these objectives.

Underlying principles of integrated planning and reporting include:

- Understanding the external environment and what our community aspires to.
- Setting direction within our resource capability.
- Monitoring performance for accountability and adaptability.
- Applying a holistic approach to improve outcomes.

Recognising the importance of integrating community and organisational planning, the Local Government (Administration) Regulations 1996 require local governments to adopt a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP). The following diagram shows how this is applied at the City of Swan, and how these core plans both inform and are informed by other aspects of our planning and reporting.



Asset management forms part of the Integrated Planning and Reporting Framework (IPRF) to ensure responsible stewardship of assets is embedded across the organisation.



# Strategic Community Plan 2021- 2031

The City of Swan's Strategic Community Plan (SCP) sets out the vision, aspirations and objectives for our community over the next 10 years and is our principal strategy document. This means that it governs all of the work that the City undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of our community. The direction set through the SCP ensures infrastructure and service provision is focussed to meet the requirements of our community, now and into the future.

The original SCP was adopted in September 2012 for the ten year period 2012 to 2022. Under the Local Government (Administration) Regulations 1996, the SCP is required to undergo a major review including community consultation every four years. Two major reviews of the SCP have been completed in this time, one in 2016 and one in 2020. The current SCP looks at the period 2021 to 2031.

## SCP Vision

The vision as stated in the SCP is:

"One City, diverse people, cultures and places."

With the by-line:

"A sustainable, thriving City of diverse people and places enjoying a great quality of life, health and wellbeing."

## SCP Outcomes and Objectives

To support the delivery of the vision, the SCP contains a suite of outcomes and objectives, arranged according to five key result areas, being natural environment, economic, social, built environment and governance. Asset management directly contributes to the following outcomes and objectives from the built environment and natural environment key result areas:

Key result area	Outcome	Objective
Built Environment	B1 Planned and facilitated growth	B1.1 Create community places to live, relax and work
	B2 Infrastructure that meets community need	B2.1 Manage current and future assets and infrastructure
	B3 Community access	B3.1 Advocate and provide sustainable transport solutions
Natural Environment	N1 Sustainable natural environment	N1.1 Enhance, preserve and protect local ecology and biodiversity of natural ecosystems
		N1.2 Preserve our waterways
		N1.3 Protect our green environment
	N2 Sustainable natural resources	N2.2 Protect our natural resources for future generations

In addition to the above, asset management has an indirect impact on all other outcomes and objectives, as the infrastructure provided in order to deliver the services associated with those outcomes and objectives are affected (directly or indirectly) by the City's approach to asset management. For example, the delivery of community services are often undertaken from a City owned facility, for which the provision, maintenance and renewal/disposal is subject to asset management approaches.

## Strategic Risks

Our approach to asset management must address or contribute to the mitigation of strategic risks. Strategic risks are those risks that apply to the City as a whole and could adversely affect the achievement of our strategic outcomes and/or damage the City's reputation. Appropriate asset management will mitigate the following strategic risks.

- Failure to maintain assets in a proactive and systematic manner, resulting in underperforming or unsustainable assets
- The natural environment is not managed and/or protected for future generations
- Financial sustainability compromised
- Inability to continually provide and adapt services to meet community and/or Council expectations



# IPWEA International Infrastructure Management Manual

The International Infrastructure Management Manual (IIMM) published by the Institute of Public Works Engineering Australasia (IPWEA) is a comprehensive resource that organisations can use to develop and implement best practice asset management approaches in alignment with ISO 55000 Asset Management. The City aims to apply the approaches to asset management set out in the manual.

## Asset Management Framework

With legislation and the City's IPRF providing high level direction, and the IIMM providing asset management specific guidance, the City's Asset Management Framework aims to translate these requirements into approaches specific to the City.

Our Asset Management Framework comprises three core levels of documentation.

### 1. Asset Management Policy

The policy POL-C-100 Asset Management sets the Council's direction for asset management and prescribes that:

"A systematic approach will be implemented for the management of the City's assets that result in "best value" outcomes for present and future generations. This approach will be used in all asset life cycle functions from planning for new assets to disposal of assets."

### 2. Asset Management Strategy

The Strategy is a public document that translates the direction set by community and Council through the Policy and SCP into asset management focused objectives, overarching levels of service and improvement opportunities across all asset classes.

### 3. Asset Management Plans

The Plans are operational documents for each asset class that detail specific approaches to the management of that particular class of asset, levels of service, funding required and improvement actions.

How these documents fit within the City's overall planning and delivery is shown in the following diagram:



Source: Institute of Public Works Engineering Australasia, 2015. International Infrastructure Management Manual



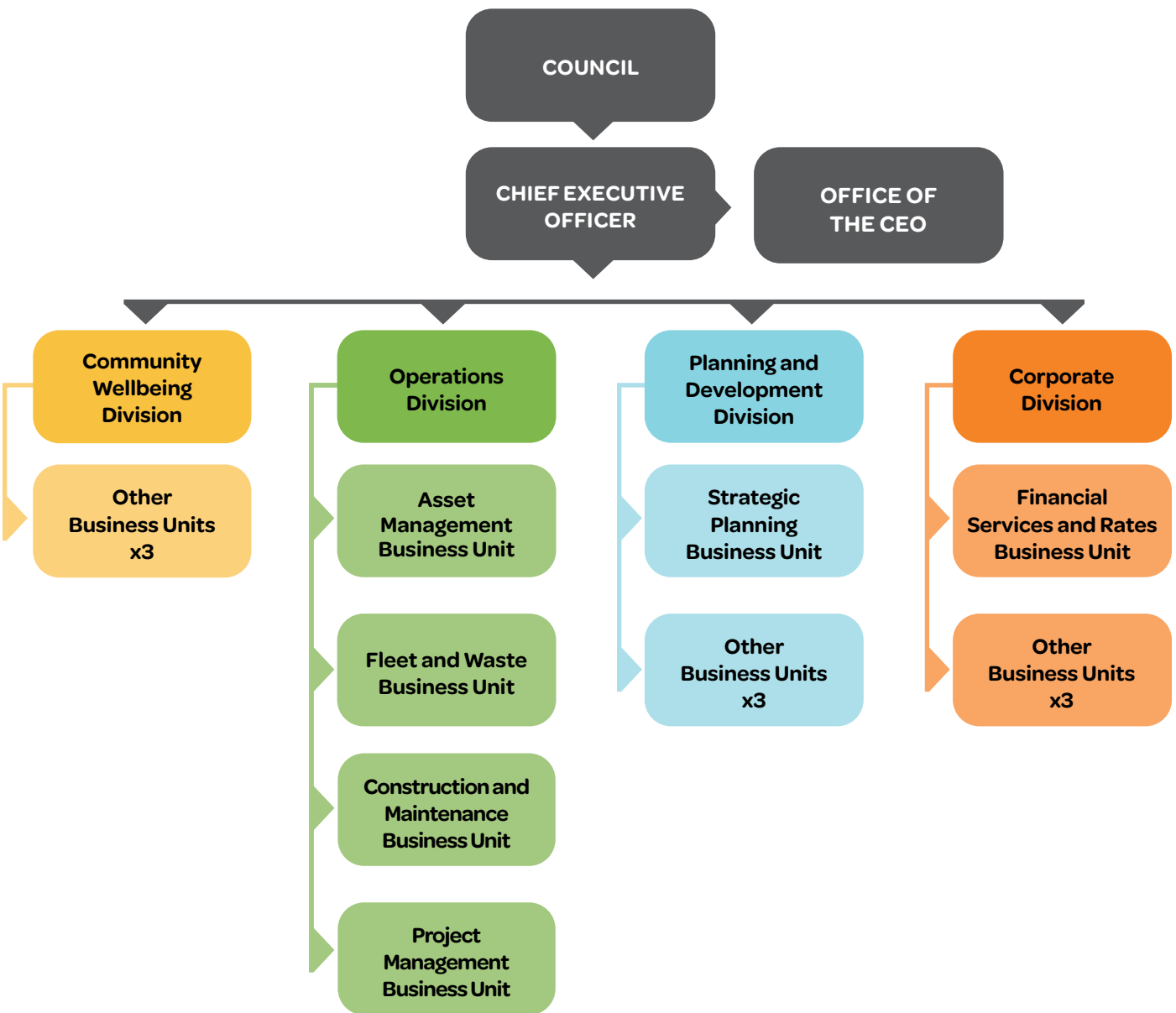


# Asset Management Roles

The community, Council and the City all play a role in asset management.

Without community, municipal infrastructure would not be required. The community sets service expectations and requirements to be fulfilled. Council are the steward of municipal assets and provide strategic guidance. City staff are responsible for the implementation of asset management processes.

Implementation of asset management is an organisation wide responsibility, connecting high level, strategic planning to on-ground, operating processes.





	Role as per the City's Corporate Business Plan	Role in asset management
<b>Council</b>	Represents the views of the community and provides strategic direction to the CEO	Represents the views of the community and provides strategic direction to the CEO through the setting of asset management policy.
<b>Chief Executive Officer</b>	Implements the Council's direction through the management of the operations of the organisation.	Implements the Council's direction through the management of the operations of the organisation.
<b>Strategic Planning Business Unit</b>	Develops locally informed plans and strategies that are supportive of livable communities.	Translates medium and long term community priorities into strategies and actions for implementation through the Operations Division.
<b>Operations Division</b>	Manages the City's infrastructure assets including planning, design, construction, maintenance and disposal and provides the City's waste management services.	Manages the City's infrastructure assets including planning, design, construction, maintenance and disposal.
<b>Asset Management Business Unit</b>	Provides medium to long term planning and approvals for the creation, modification or disposal of infrastructure, natural environment and community facility assets.	Provides the medium to long term planning for the City's assets. Initiates the process for asset provision and renewal. Sets the requirements for asset maintenance.
<b>Project Management Business Unit</b>	Plans, designs and delivers the City's capital works program.	Designs and project manages the construction of new and renewal of existing assets.
<b>Construction and Maintenance Business Unit</b>	Provides the construction of capital works projects, security services and the maintenance and servicing of buildings, engineering, parks and natural environment assets.	Manages the maintenance of the City's assets and provides the resources for construction of some new assets.
<b>Fleet and Waste Services Business Unit</b>	Manages, maintains and develops the City's vehicle fleet, plant and equipment, as well as manages the delivery of refuse and recycling services.	Maintains the City-owned fleet, plant and equipment that is used to undertake asset management functions.
<b>Financial Services and Rates Business Unit</b>	Ensures long term effective financial management and accountability of the City.	Allocates appropriate funds in both the annual budget and long term financial plan to enable the responsible management of assets.
<b>Other business units</b>	Varies	<p>Utilise City assets to provide services to the community.</p> <p>For example, Leisure Services provide the services at City of Swan recreation centres, Community and Place provides place and community development services from place hubs, and Customer and Library Services provide services from libraries.</p>



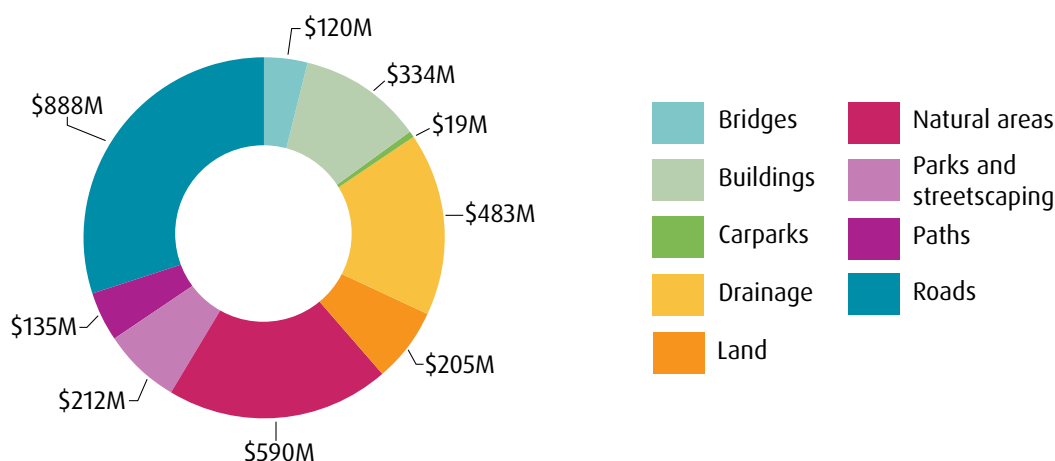
# Current state

What assets are we managing now?

## Asset value

The City of Swan is responsible for the management of almost \$3 billion (current replacement cost - CRC) of assets. Assets are split into nine asset classes.

Note that Natural Areas valuations are based on an overall standard rehabilitation cost per square metre and does not distinguish between differing standards of rehabilitation.



Each asset type has an assumed useful life which varies based on factors including the materials used, exposure to weather and frequency of use. The following table shows the amount of life remaining for each asset class as a whole, with a high remaining life being an indicator that assets in that class are generally young in terms of their useful life.







Asset class	Remaining/consumed life		CRC
Total (ex land and natural areas)	82%	18%	\$2.19B
Bridges	64%	36%	\$120M
Buildings	69%	31%	\$334M
Carparks	80%	20%	\$19M
Drainage	64%	36%	\$483M
Land	Not subject to depreciation		\$205M
Natural Areas	Not subject to depreciation		\$590M
Parks and Streetscaping	70%	30%	\$212M
Paths	60%	40%	\$135M
Roads	82%	18%	\$888M



## Asset quantities and condition

The following tables show the asset condition scale used in the IIMM, what types of assets are included in each asset class, as well as the breakdown of condition of assets in each class.

### Condition scale

	Very good condition
	Good condition - minor defects only
	Fair condition - maintenance required to return to an acceptable level of service
	Poor condition - consider renewal
	Very poor condition - approaching unserviceable
	Unknown

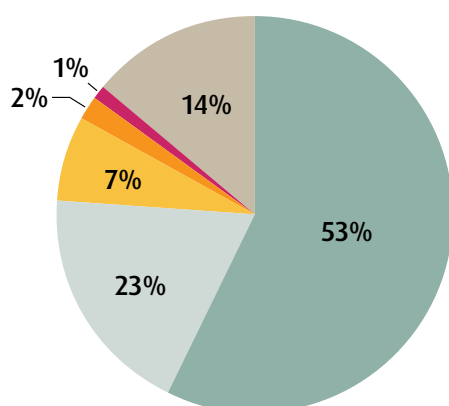
### Useful life remaining

60% - 100%
35% - 60%
20% - 35%
10% - 20%
0% - 10%

### All Assets

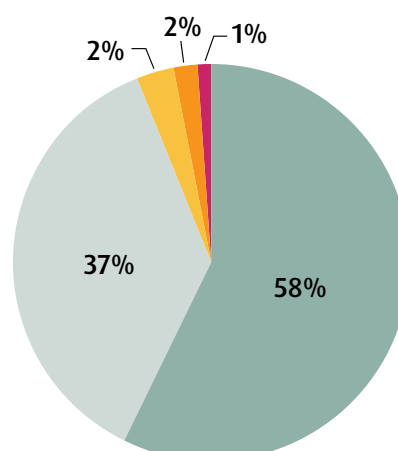
#### (ex drainage and natural areas)

Description - Overall condition, where collected, across all asset classes



### Asset Class - Bridges

Description - Road bridges, footbridges, boardwalks, jetties and culverts



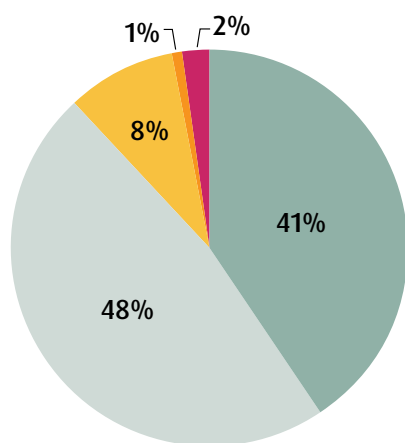
- 49 road bridges
- 47 culverts
- 42 footbridges
- 13 boardwalks
- 8 jetties
- 5 over and underpasses





## Asset Class - Buildings

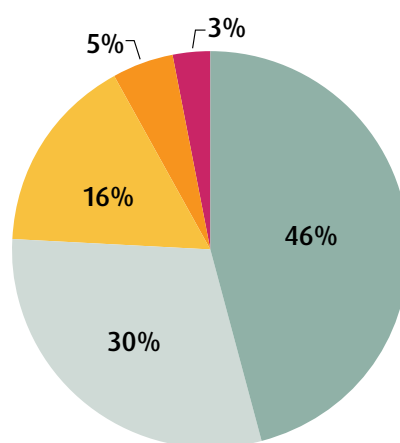
Community, cultural, commercial, heritage, transport, administration and recreational facilities



- 276 buildings

## Asset Class - Carparks

Off street carparks at City buildings, parks, foreshores, natural areas and recreational facilities



- 135 off street carparks
- 720 on street carparks (estimate)

## Asset Class - Drainage

Underground pipes, pits, culverts, gross pollutant traps, open drains, compensation & detention basins, headwalls and abutments

- 862 kilometres of pipes and drains
- Condition data not available

## Asset Class - Land

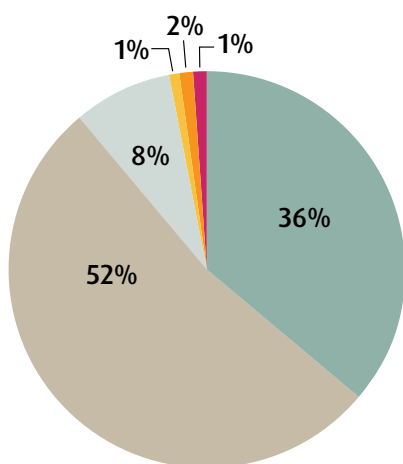
Freehold and Crown land parcels, unreserved land under management of the City, pedestrian access ways and right of ways

- 393 freehold parcels
- 797 Crown parcels
- 1,287 easements



## Asset Class - Natural areas

Bushland and foreshore reserves.

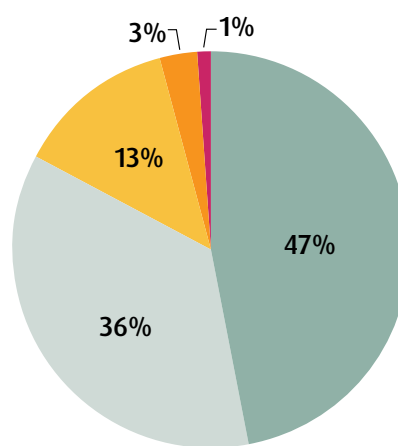


- 53 nature reserves with a total area of 778 hectares
- 78 foreshore reserves with a total area of 459 hectares

note: only high priority areas have been formally assessed

## Asset Class - Parks and streetscaping

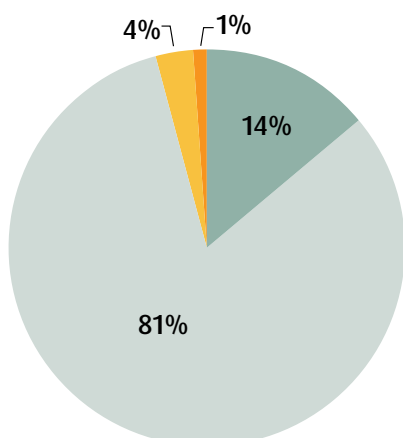
Active and passive reserves, building surrounds and verges, medians & roundabouts



- 34 active reserves with a total area of 240 hectares
- 290 passive reserves with a total area of 340 hectares
- 295 hectares of verges and medians

## Asset Class - Paths

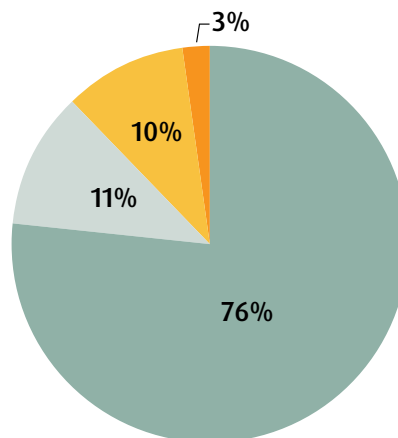
Footpaths, cycleways and shared paths



- 955 kilometres of paths

## Asset Class - Roads

District distributors, local distributors and local access roads



- 1,598 kilometres of roads





## Future state

What do we need to consider in future?

Numerous factors will affect the way we approach asset management in the future including future challenges brought about by changing trends and expectations, projected population growth and associated asset growth.

## Future challenges

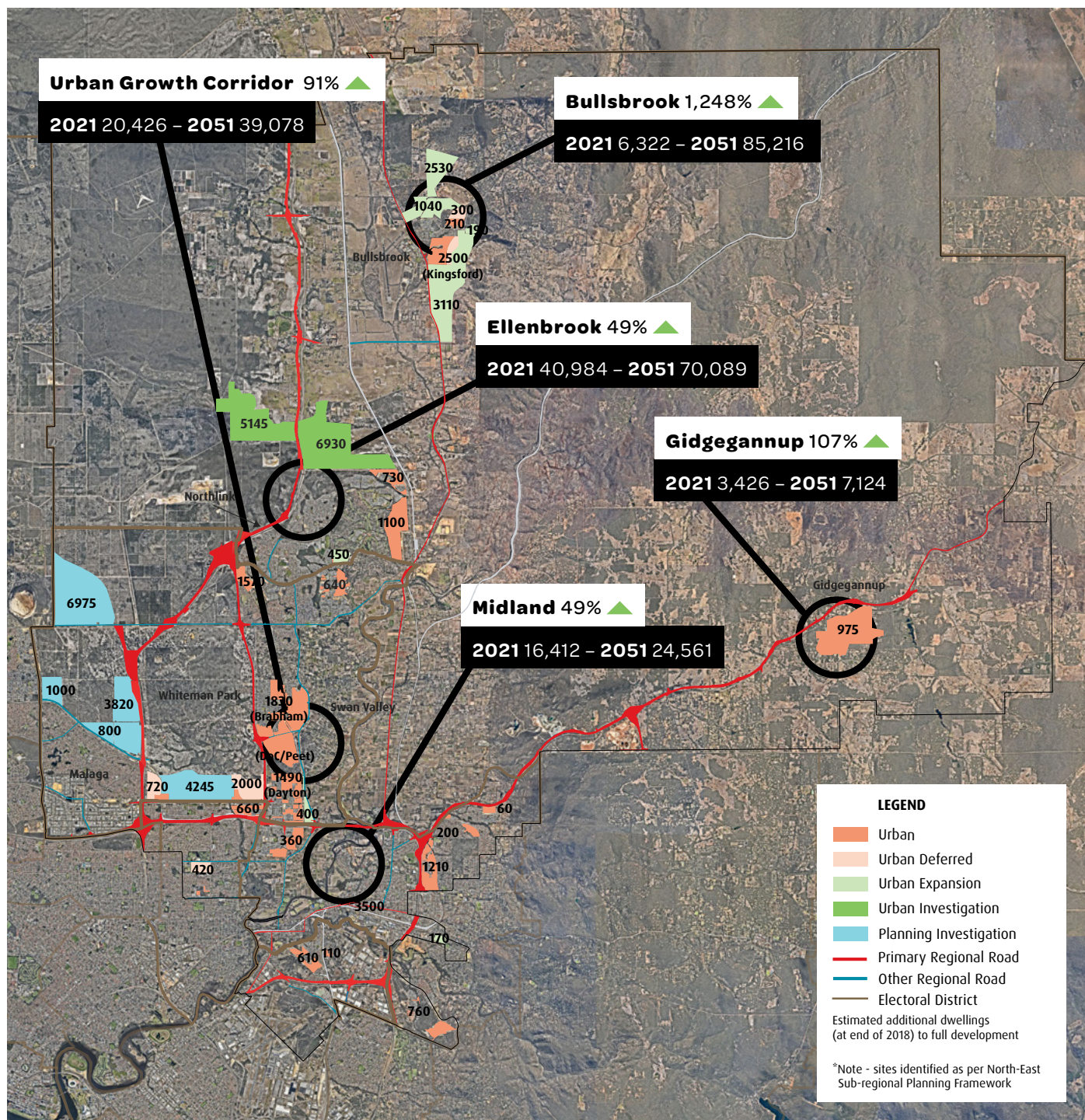
Asset management is intertwined in all services delivered by the City, and is subject to challenges that will continue to change over time, including:

- Continuing the implementation of environmentally sensitive construction and maintenance practices.
- Maintaining a balance between provision of new infrastructure to support growth areas while addressing existing maintenance and renewal requirements in older areas.
- Addressing the increased demand for certain infrastructure types and reduced demand for others.
- Ensuring infrastructure is maintained at a level acceptable to users in an environment of increasing costs.
- Delivering effective asset management in a low or no rate rise setting with minimal impact on service delivery for end users.
- Ensuring long term planning addresses climate change impacts and intergenerational equity.



# Projected population

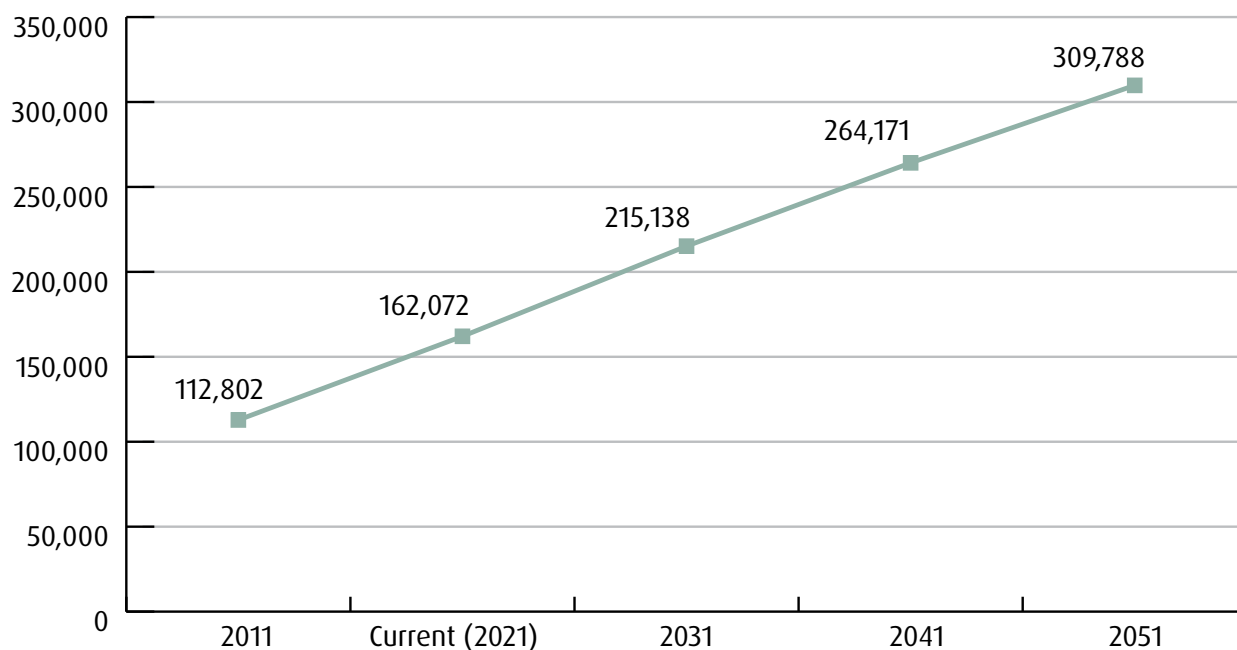
The City's population is projected to increase by more than 53,000 people over the next 10 years and by over 147,000 over the next 30, which represents a 91% increase on our current population. In the short term this growth will continue to be focused on the greenfield development areas of Ellenbrook, Brabham and Dayton, with the population in Bullsbrook expected to surge further into the future. (.id Informed Decisions).



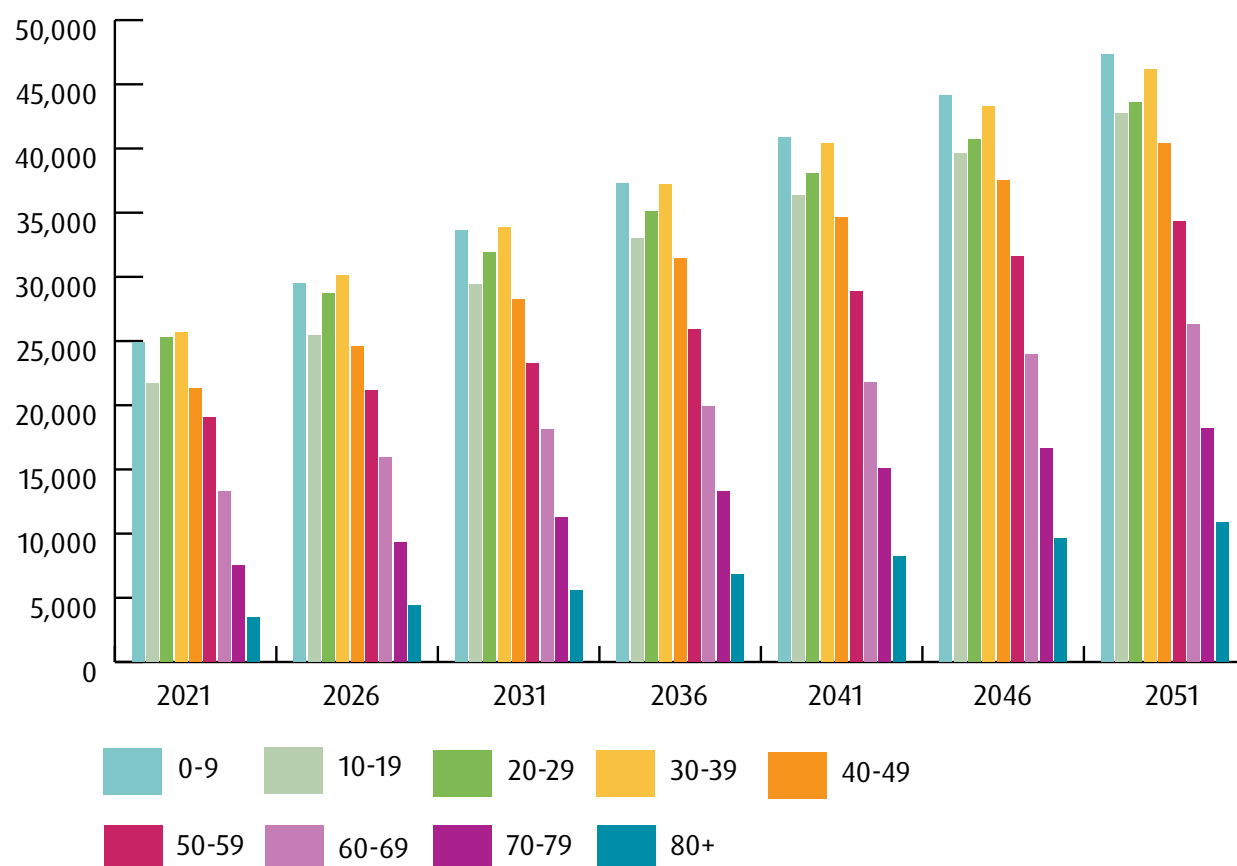
This increase in population will have a corresponding effect on demand for assets, some of which will be met through the provision of infrastructure by developers, with more significant community level infrastructure investments usually borne by the City. Although the provision of infrastructure by developers requires no capital expenditure by the City, the ongoing operating and maintenance costs and ultimately renewal costs incurred by the City can be significant.



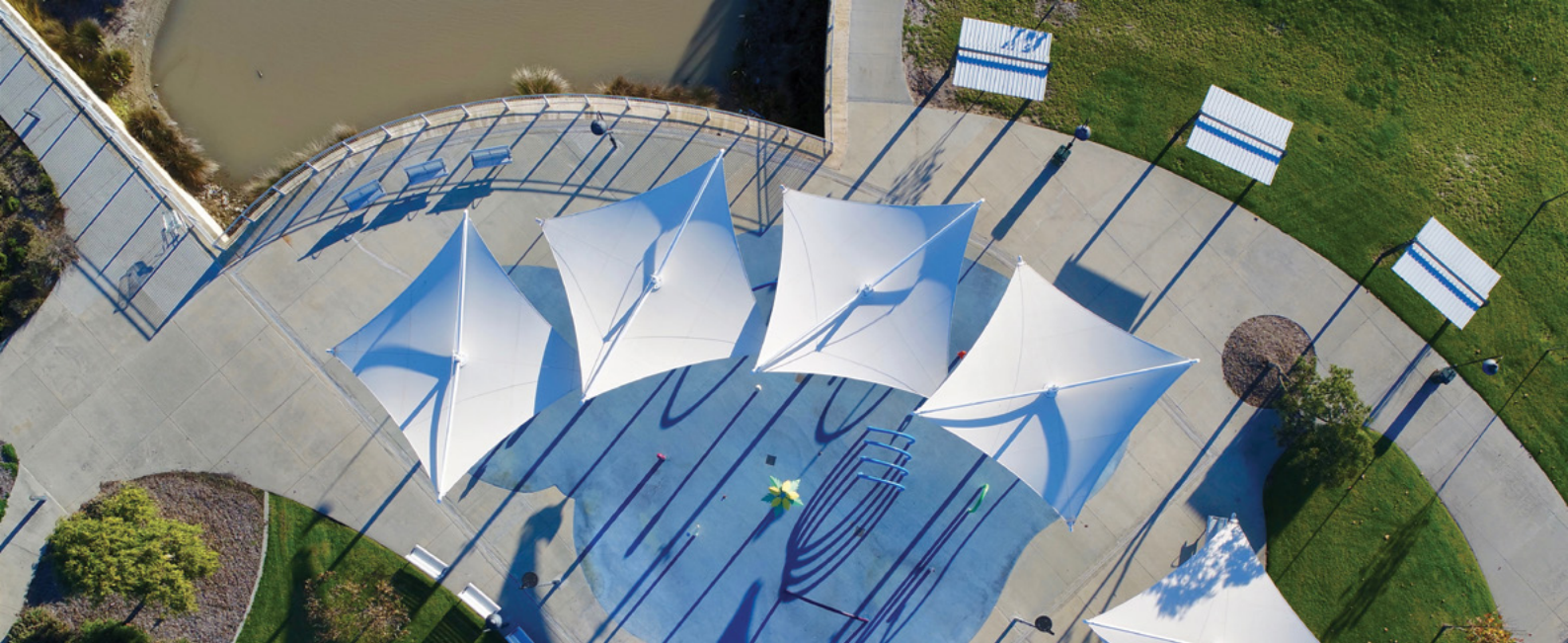
## Projected future population



## Projected age profile



The most significant change in the projected age profile from an asset management perspective, is the proportion of people aged 65 and over, with a predicted increase of over 8,000 by 2031 and by over 24,000 by 2051. While the total population is expected to double over the next 30 years, the proportion of those aged 65 and over is expected to increase by a factor of 2.5. (id Informed Decisions). This has implications in terms of provision of paths, universal access and other infrastructure that may be required for this age group. Significant demographic shifts can change the demand for certain types of facilities and services. The City must consider such changes during not only the provision of new assets, but in the renewal of existing assets as they reach the end of their life.

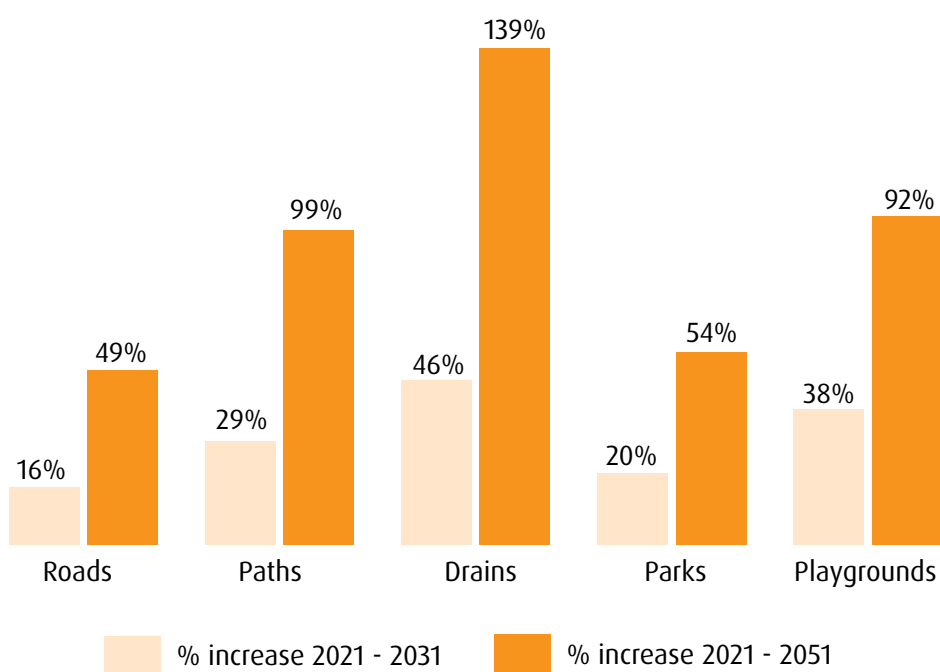


## Projected assets

Any increase in population more often than not brings with it increased demand for assets. This must be addressed by the City through either the provision of new assets or the upgrade of existing ones in order to meet demand. While new assets tend to require less expenditure during the early stages of their life, this expenditure increases as an asset ages. Failure to adequately plan for future maintenance and renewal expenses can pose a serious financial and service risk to the City.

Based on the projected future population growth, the City can expect associated increases in assets as follows:

Asset type	Current	Increase from 2021 to 2031	Increase from 2021 to 2051
Kilometres of road	1,581	258	780
Kilometres of paths	957	280	840
Kilometres of drains	840	388	1,171
Hectares of parks	577	113	309
Number of playgrounds	195	74	179







# Objectives

Given our strategic and organisational context, current state and projected future state, what are our asset management objectives?

## Asset management vision

Given the strategic direction set through the SCP and Asset Management Policy and the strategic risks identified by the organisation, the vision for asset management is:

“To responsibly and sustainably provide and maintain assets that improve the quality of life of our diverse stakeholders now and into the future.”

## Asset management objectives

Supporting the vision, the objectives of asset management are to:

1. Deliver assets of appropriate quality and function to maintain and improve the quality of life of our diverse community and other stakeholders.
  - a. Set appropriate levels of service that provides best value for money, striking the appropriate balance between provision, affordability and sustainability.
  - b. Investigate and implement options when assets reach intervention level.
  - c. Ensure comprehensive current and forecast data is available to make responsible decisions.
  - d. Manage assets to meet or exceed relevant legislative obligations and regulatory requirements.
2. Continue to mature the asset management framework and improve asset management practices
  - a. Develop and align asset management policy, plans and processes with high level city strategies and plans.
  - b. Ensure overall approaches to asset management aim to meet IIMM standards.
  - c. Use data and stakeholder feedback to drive improvements in asset management.

3. Effectively communicate with, consult with and provide good customer service to our stakeholders.
  - a. Apply the City’s Customer Service Charter.
  - b. Consult with stakeholders where decisions affect them.
  - c. Provide ongoing asset planning and performance information to stakeholders.

## Asset management strategies

Within each Asset Management Plan the relevant asset management strategies applicable to that asset class are listed in detail to provide guidance as to the specific approaches to be applied when considering the following activities for each asset class (IPWEA, 2020):

- **Provision** – the activities and considerations necessary to plan, design and construct a new asset.
- **Operation** – the active process of utilising an asset which will consume resources (e.g. water, electricity).
- **Maintenance** - the activities and considerations necessary to retain an asset as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, emergency repairs).
- **Renewal** - the activities and considerations necessary to return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement).
- **Upgrade** - the activities and considerations necessary to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Disposal** – the activities and considerations necessary to dispose of an asset that is no longer required.

## Levels of service

Levels of service define the standard to which the City aims to provide assets. They must consider what provision, maintenance and renewal of assets is appropriate and possible within budgetary constraints. A higher level of service may see more assets provided and kept to a higher maintenance standard, however this would come at a significantly higher cost.

Levels of service are split into three types, customer values, customer levels of service and technical levels of service. (IPWEA, 2020)

### Customer values

Customer values refers to the relative priority the community gives to one particular asset type or characteristic of an asset over another. (IPWEA, 2020) In 2020, the results of the community consultation for the Strategic Community Plan indicated the following order of community value priorities:

1. Natural environment
2. Parks and recreation facilities
3. Streetscapes
4. Footpaths and cycleways
5. Roads

The questioning resulting in the above was not asset management specific and contained additional other priority options. These have been excluded due to being unrelated to asset management.

### Customer level of service

Customer level of service relate to how the community receives the service. (IPWEA, 2020) At a high level, these are measured through level of satisfaction for each asset class and defined as follows:

Asset class	Customer level of service measure	Current performance
<b>Bridges</b>	Maintain at least 70% community satisfaction with roads	73.5%
	Maintain at least 65% community satisfaction with footpaths	69.9%
<b>Buildings</b>	Maintain at least 70% community satisfaction with community buildings	77.7%
	Achieve at least 70% community satisfaction with the City's management of heritage	73.7%
<b>Carparks</b>	Not specifically collected	N/A
<b>Drainage</b>	Not specifically collected	N/A
<b>Land</b>	Not specifically collected	N/A
<b>Natural areas</b>	Increase from 72% community satisfaction with management of City of Swan nature reserves	81.5%
<b>Parks and streetscaping</b>	Maintain at least 70% community satisfaction with parks	77.1%
	Maintain at least 70% community satisfaction with ovals and outdoor sports facilities	83.8%
	Maintain at least 70% community satisfaction with streetscapes and public spaces	60.7%
<b>Paths</b>	Maintain at least 65% community satisfaction with footpaths	69.9%
	Maintain at least 65% community satisfaction with cycle network	60.1%
<b>Roads</b>	Maintain at least 70% community satisfaction with roads	73.5%
	Maintain at least 70% community satisfaction with ease of movement between points of interest	71.4%

These customer levels of service will continue to be monitored through an annual community survey.

### Technical level of service

Supporting customer service levels are technical or operational levels of service. (IPWEA, 2020) These relate to technical criteria such as:

- Condition of road wearing course
- Compliance with disability standards
- Area of parks per resident
- Distance from dwelling to nearest playground
- Number of accidents

Specific technical levels of service for each asset class are defined within their respective Asset Management Plan.



# Assessments

How does our management of assets compare to best practice and what may prevent us from meeting our asset management objectives?

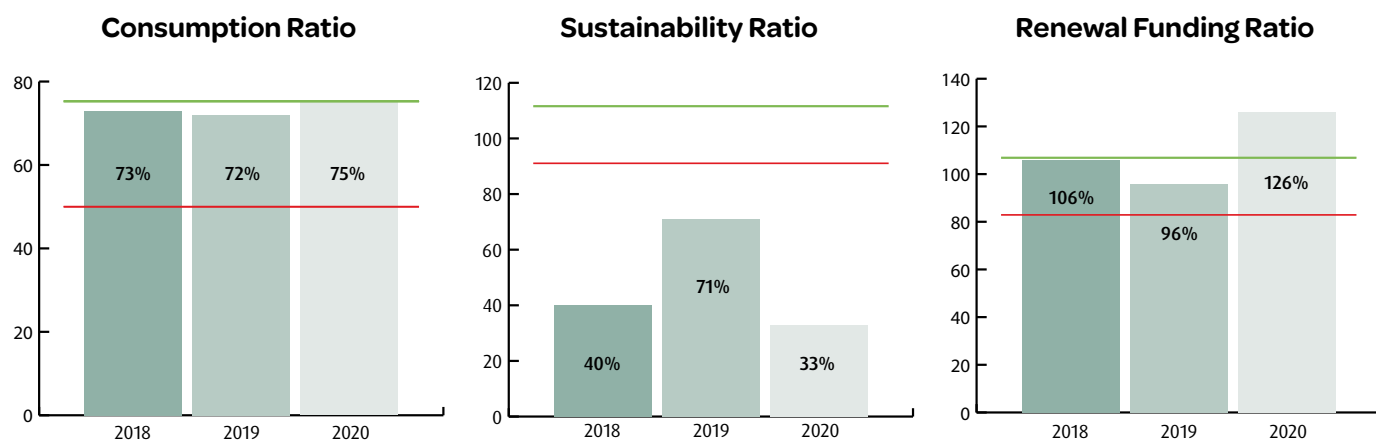
In order to deliver our asset management objectives for the community, the City must ensure its approaches to asset management are sufficiently rigorous and advanced. Our level of advancement can be assessed against various standards set through the IPRF and the IIMM.

## Asset Management Ratios

The Department of Local Government, Sport and Cultural Industries, through the IPRF, sets three key performance indicators that local governments must report to them annually. These ratios are reasonable indicators of the ongoing financial sustainability of assets.

Asset class	Consumption ratio	Sustainability ratio	Renewal funding ratio
<b>Description</b>	How much has the City used of its assets?	Is the City replacing assets as they wear out?	Is the City setting aside sufficient future funding for asset renewals?
<b>Calculation</b>	Depreciated replacement cost / current replacement cost	Capital renewal (one year) / annual depreciation (one year)	Planned capital renewal (10 years) / required capital renewal (10 years)
<b>Target</b>	50-75% standard 60-75% ideal	90-110% standard	75-95% standard 95-105% ideal
<b>What it means</b>	Lower than standard = assets are deteriorated and will result in a poor level of service  Higher than ideal = assets are being replaced too early resulting in poor value for money	Lower than standard = the City is under investing in asset renewal/replacement resulting in a poor level of service  Higher than standard = the City is over investing in asset renewal/replacement resulting in poor value for money	Lower than standard = the City is allocating too little funding to long term asset renewal/replacement which will result in a lower level of service in future  Higher than ideal = the City is allocating too much funding to long term asset renewal/replacement which will result in poor value for money in future

### City of Swan assets overall



\*Data as at 30 June 2020 (Annual Report)

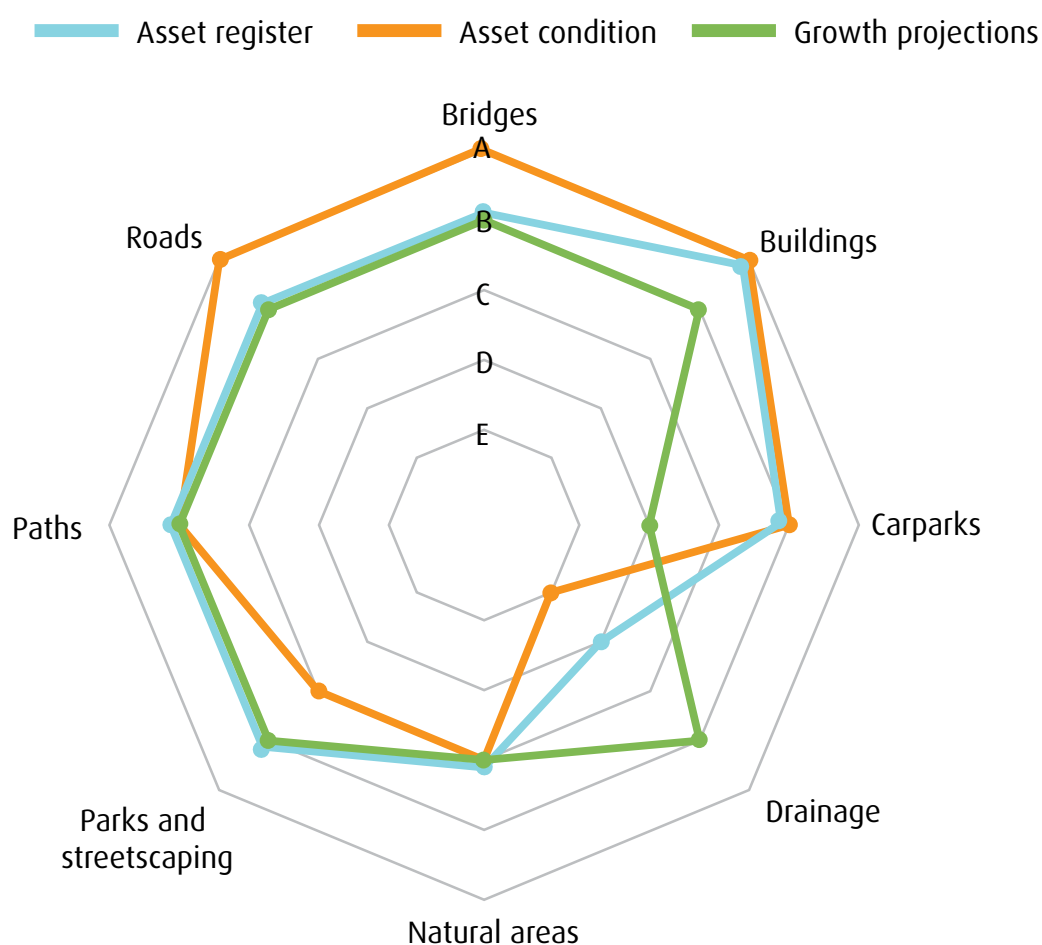
# Data Confidence

Effective asset management relies on the quality and completeness of data sets in order to make informed decisions. The following tables show the data confidence grading as defined in the IIMM and our assessment against various types of data for each asset class.

## Data confidence grading

Confidence grade	Description
<b>A Highly reliable</b>	Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
<b>B Reliable</b>	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
<b>C Uncertain</b>	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
<b>D Very Uncertain</b>	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
<b>E Unknown</b>	None or very little data held

## Data Confidence Assessment

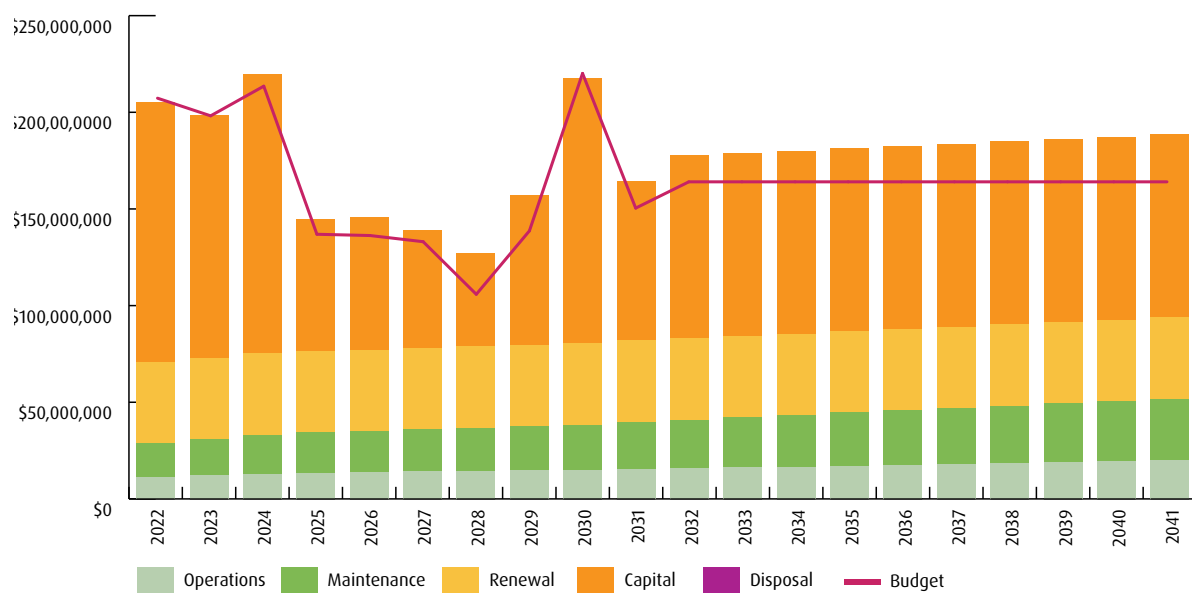






## Financial requirements

The following chart shows the potential gap between the expenditure required to properly manage the City's assets in versus budget. The increase in expenditure required is mainly due to assets being provided in newly developed areas which have ongoing operating, maintenance and renewal expenditure requirements.







# Improvements

What must we do to improve our approach to asset management in order to achieve our objectives?



## Data confidence

<b>Action</b>	Investigate options to improve data confidence for asset classes, incorporating best practice techniques, particularly in relation to natural areas.
<b>Timeframe</b>	Short term



## Asset Management Plans

<b>Action</b>	Update asset management plans and develop an ongoing schedule of review
<b>Timeframe</b>	Short term



## Levels of service

<b>Action</b>	Further define technical and community level of service
<b>Timeframe</b>	Medium term



## IIMM audit

<b>Action</b>	Undertake an audit against the International Infrastructure Management Manual to determine future improvement actions
<b>Timeframe</b>	Long term



## Asset software

<b>Action</b>	Implement asset management specific software for the management of all asset classes
<b>Timeframe</b>	Long term





# Performance

How will we measure how well our assets and asset management approaches are performing?

## SCP measures

Asset management at the City of Swan will be directly measured through performance against the following measures from the SCP, many of which also relate to the customer levels of service defined for each asset class.

Measure	Target	SCP objective alignment
% of community satisfied with management of City of Swan nature reserves	Maintain or increase the two-year rolling average (baseline 72%)	N1.1
SERCUL Nutrient Management Scorecard	Maintain an overall score of at least 80%	N1.2
Nutrient levels of monitored perennial water courses	Reduce excess nutrients in Bennett Brook	N1.2
% increase in urban street tree canopy	Increase the number of urban street trees by 1% per annum	N1.3
City carbon emissions	Establish a baseline figure for the City's total carbon emissions	N2.2
City water consumption - potable	Establish a baseline figure for the City's total potable water consumption	N2.2
% of community who like living in their area	Maintain above 85%	B1.1
% of community satisfied with streetscapes and public spaces	Maintain above 70%	B1.1
% of community satisfied with roads	Maintain above 70%	B2.1
% of community satisfied with community buildings	Maintain above 70%	B2.1
% of community satisfied with the City's management of heritage	Achieve at least 70%	B2.1
% of community satisfied with ovals and outdoor sports facilities	Maintain above 70%	B2.1
% of community satisfied with parks	Maintain above 70%	B2.1
% of community satisfied with ease of movement between points of interest	Maintain above 70%	B3.1
% of community satisfied with footpaths	Maintain above 65%	B3.1
% of community satisfied with cycle network	Maintain above 65%	B3.1





The following are more general measures from the governance key result area of the SCP through which asset management performance can be indirectly measured:

Measure	Target	SCP objective alignment
% of community satisfied with the City's understanding of community needs and prioritisation	Increase the two-year rolling average (baseline 62%)	G1.1
% of community satisfied with opportunities to have a say	Increase the two-year rolling average (baseline 54%)	G1.2
% of community satisfied with the City of Swan overall	Increase the two-year rolling average (baseline 72%)	G2.1
% of community who think that the City provides good value for money	Achieve at least 50%	G2.1
% of community satisfied with the City's customer service	Increase the two-year rolling average (baseline 65%)	G2.1
Financial health indicator	Maintain above 70	G2.1

## Asset ratios

The City will monitor the following ratios for all individual asset classes:

RATIO	TARGET
Asset consumption ratio	50-75% standard 60-75% ideal
Asset sustainability ratio	90-110% standard
Asset renewal funding ratio	75-95% standard 95-105% ideal



# Review

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How will we ensure our approach to asset management remains relevant?

## **Strategic Community Plan**

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The City will review the SCP on a biennial cycle, alternating between a major review, including community consultation, and a minor (desktop) review.

## **Asset Management Policy**

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The City will review POL-C-100 Asset Management on a biennial cycle.

## **Asset Management Strategy**

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The City will review the Asset Management Strategy on a four yearly cycle, with a major review to commence upon Council adoption of the Strategic Community Plan following its major review. The major review of the Strategy will re-align it with the SCP and Policy through the incorporation of any changes to high level community and Council direction and priorities. Minor reviews consisting of updates to financial and other data will occur annually or as required.

## **Asset Management Plans**

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The City will review the Asset Management Plans on a four yearly cycle, with major reviews to be undertaken on a schedule in alignment with the major review of the Asset Management Strategy and the completion of the condition survey for the relevant asset class. Minor reviews consisting of updates to financial and other data will occur annually or as required.

# References

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[www.swan.wa.gov.au](http://www.swan.wa.gov.au)



City of Swan  
2 Midland Square Midland  
PO Box 196 Midland WA 6936  
9267 9267

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00251F5-2021

