Asset Management Strategy

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A great place to *live*

CITY OF MARION



Kaurna Acknowledgement

Ngadiu tampendi Kaurna meyunna yaitya mattanya yaintya yerta
This Kaurna acknowledgement was prepared in consultation with traditional custodians.

Acknowledgement of Country

The City of Marion acknowledges we are situated on the traditional lands of the Kaurna people and recognises the Kaurna people as the traditional custodians of the land.

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Introduction

In an era where local government organisations face increasing pressure to efficiently manage their assets and provide essential services to their communities, the importance of an effective asset management strategy is crucial. For the City of Marion, the unique challenges and opportunities presented by its regional characteristics and diverse community demand a comprehensive and forward-thinking approach.

This Asset Management Strategy aligns with the principles of sustainability, long-term planning, and community engagement. By embracing these principles, the City of Marion aims to optimise the utilisation, performance, and value of its assets, while ensuring the well-being and satisfaction of its residents.

By developing a robust strategy that addresses the specific needs and aspirations of our city, the foundation will be laid for sustainable growth, enhanced service provision, and a thriving community. Through collaboration, innovation, and sound management, this strategy will guide the organisation towards a prosperous future, fulfilling its commitment to the community it serves.

Contents

Introduction 2
Kaurna Acknowledgement 2
What is our Asset Management Strategy? 5
Where are we now? 7
- Our Purpose, Vision and Values 7
- The state of our assets 8
- How we manage our assets 10
- Asset management maturity 11
- Levels of service 12

Significant impacts 13
Where do we want to be and how will we get there? 15
- Skilled people 16
- Improved processes 17
- Intelligent systems 18
- Accurate data 19

Monitoring our progress 20
My Marion Customer Portal 22

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MARION
Welcome to
CITY OF MARION

What is our Asset Management Strategy?

The City of Marion owns and manages a large and diverse asset portfolio. This Asset Management Strategy is designed to implement council's Asset Management Policy and give direction to the delivery of council's Asset Management Plans.

The South Australian Local Government Act 1999 requires council to have a strategic management plan for infrastructure and other major assets for a period of at least ten years. In addition to the legislative requirement, our role is to ensure that our assets meet the needs of our community now and into the future.

A full review of this strategy will take place at least every four years following local government elections or any review of council's Strategic Plan.

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Asset management framework

The Asset Management Framework aligns council's asset portfolio to meet the service delivery needs of our community identified in council's Strategic Plan. This Framework has been aligned with council's key strategies, plans, and policies.



Making informed decisions through:

Skilled people **Improved processes** **Intelligent systems** **Accurate data**

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Where are we now?

Our Purpose, Vision and Values

OUR PURPOSE

(Why we exist)

To improve our residents' quality of life; continuously, smartly and efficiently.

OUR COMMUNITY VISION

(What we want to become)

A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected.

OUR VALUES

With the community and safety at the forefront of everything we do, we value:

Respect - Treating everyone as we want to be treated, where all contributions are valued

Integrity - Fostering trust and honesty in all of our interactions

Achievement - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another

Innovation - Encouraging new ideas, and learning from our experience to do things better



The six themes of our Community Vision represent the shared values and aspirations guiding how our city develops, towards 2040. These outcomes are important for this community now and into the future.

LIVEABLE

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

PROSPEROUS

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

VALUING NATURE

By 2040 our city will be deeply connected with nature to enhance people's lives, while minimising the impact on the climate, and protecting the natural environment.

INNOVATIVE

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

ENGAGED

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.

CONNECTED

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.

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The state of our assets

Council's assets provide services to the community and businesses for current and future generations. They range from roads and footpaths, to buildings, playgrounds, trees, shelters, vehicles, machinery and stormwater drains. Gifted assets we receive from sources including State Government and developers attract ongoing operational and maintenance costs over their life.

Council will continue to optimise spending through better asset management to deliver current levels of service in the most affordable and efficient way. We're looking beyond day-to-day operations and investing in the long-term quality of life for our community.

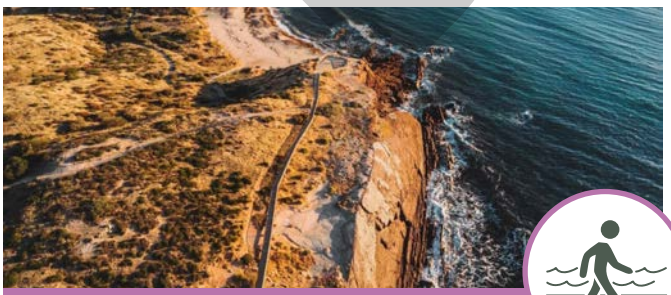
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Artworks, culture and heritage assets:
contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.



Buildings and structural assets:
support the delivery of community, sporting and recreational activities, provide accommodation for council's administration and operations and are leased to commercial operations.



The Coastal Walkway:
attracts visitors into the region, provides open space for community recreation and conservation of the natural environment.



Fleet, plant and equipment assets:
are used to construct and maintain infrastructure and land, move materials and equipment and transport council staff and community members.



Open space assets:
provide an accessible and diverse variety of recreation and natural environment conservation and appreciation opportunities that are distributed across the city.



Stormwater assets:
include pipes, pits, drains and gross pollutant traps to provide an efficient method of collection and environmentally friendly disposal of stormwater run-off.



Transport assets:
include roads for vehicles and cyclists, footpaths for pedestrians and cyclists, car parks and streetscapes for aesthetics.



Tree assets:
provide many benefits to our community. Our vision is to have green streets and parks which are lined with mature, healthy trees that are a habitat for birds and other wildlife and contribute to urban cooling and the environment.



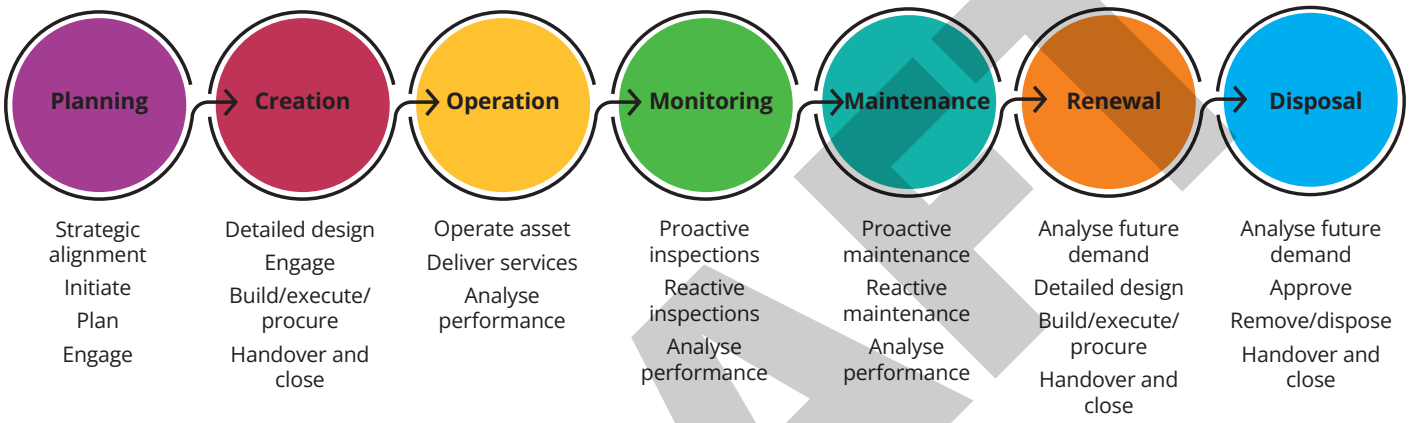
Water treatment and resources assets:
maximise water harvesting capacity and improve water quality and water security across the city.

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How we manage our assets

The City of Marion upholds a commitment to implementing asset management best practices throughout all areas of the council, ensuring that assets' performance, risks, funding, and replacement values are integral factors in decision-making and strategic planning. This adherence extends to complying with relevant legislative requirements, regulations, corporate policies, and Asset Management Plans.

Asset management lifecycle



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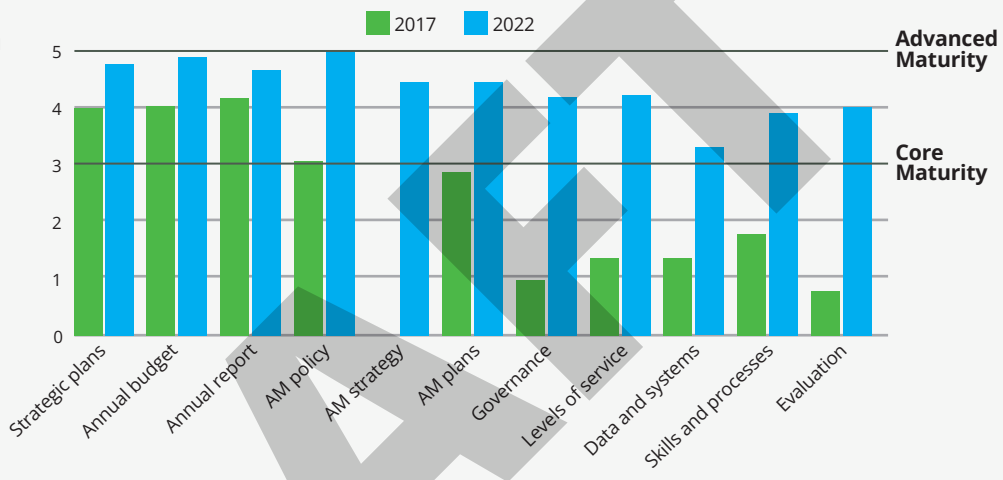
Asset management maturity

Since 2017, council's asset management maturity has been assessed against the National Asset Management Assessment Framework. The results help us to continually improve by identifying opportunities to build capacity and refine processes across the organisation.

Asset management maturity journey

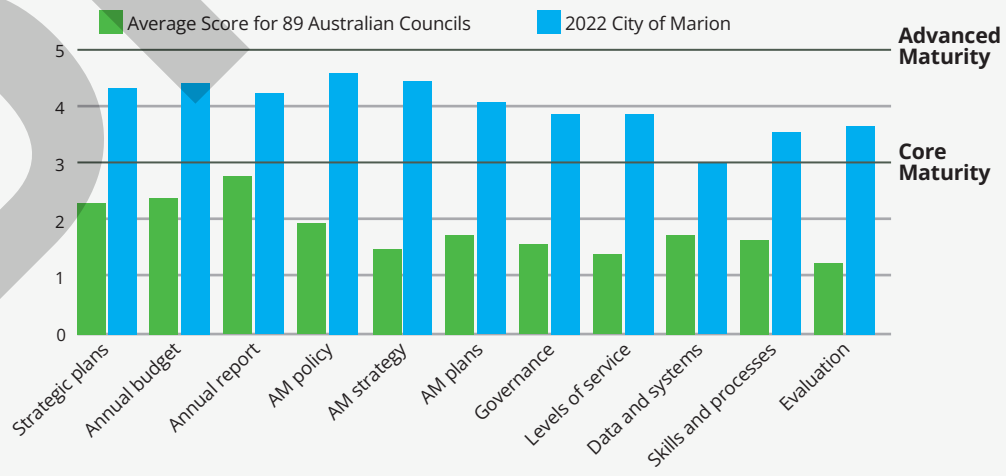
Substantial progress has been made with council's overall Asset Management Maturity score, which has increased from 1.9 to 4.3, exceeding 'core' maturity.

Our 2022 results were externally validated and benchmarked by the University of Newcastle against the average score of 89 Australian councils.



Asset management maturity benchmarking

The City of Marion achieved core maturity in all 11 competencies, highlighting strengthened asset management understanding and capability across the organisation. 'Asset Management Policy', 'Annual Budget', 'Strategic Longer-Term Planning' and 'Annual Report' are our strongest performance areas.



Council will consolidate core maturity across all competencies as business as usual at the City of Marion. Ongoing future improvements towards advanced asset maturity will be prioritised against return on investment. The next Asset Management Maturity assessment is due to be conducted in 2024.

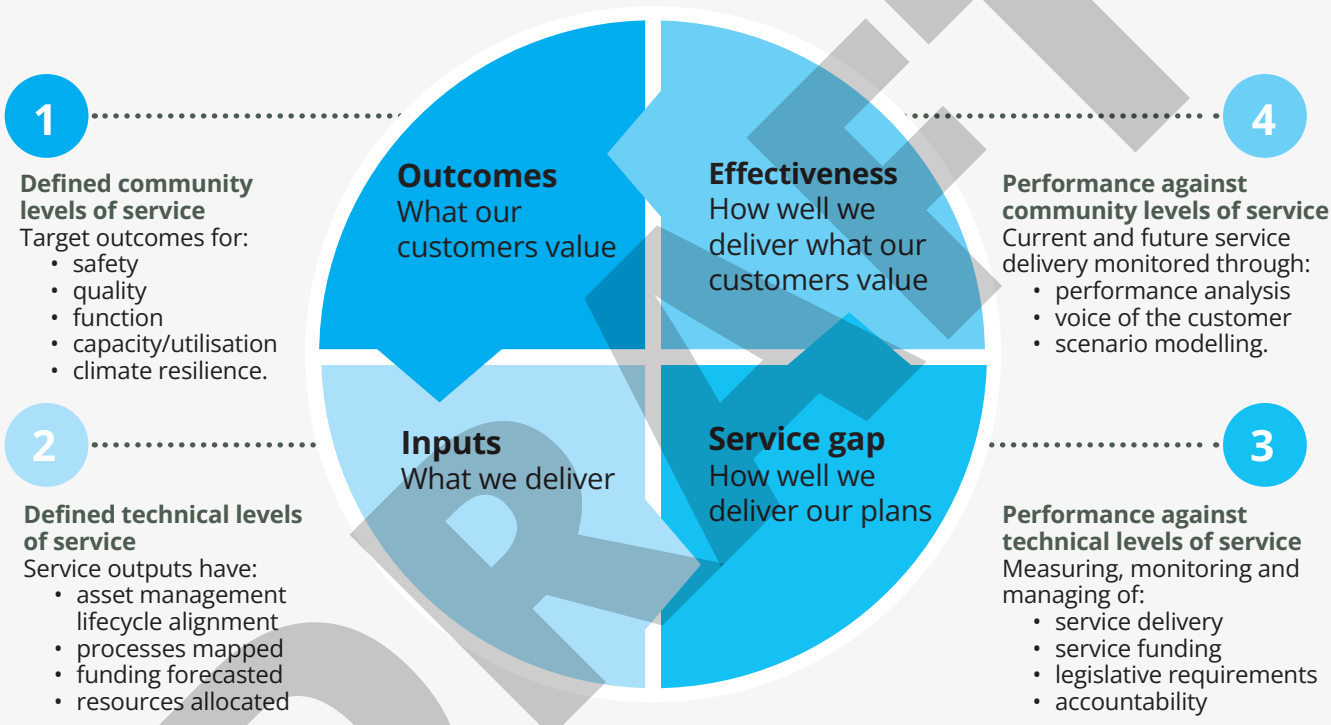
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Levels of service

Levels of service ensure we meet customer expectations by describing what we deliver Assets exist to meet community needs and support the delivery of services to the levels of service adopted by council. Community expectations are increasing, which affects the ability of existing purpose-built assets to meet the changing needs of our residents. By defining levels of service in our Asset Management Plans, the City of Marion's assets will be safe, accessible, well maintained and meet community needs in a sustainable manner.

Using levels of service to measure service delivery performance



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Community Levels of Service detail what is important to our community and how they receive and experience our services. A key objective of asset management planning is to match the levels of service we deliver with the levels of service expectations of our community.

Council uses a range of activities to engage with the community and stakeholders including social media, community workshops and meetings, education services, our website and via our Council Members. This ensures that levels of service, funding and management practices proposed for our assets are appropriate.

Technical Levels of Service detail what we do to deliver services. Council manages whole of lifecycle costs to ensure the best value for resources used.

Significant impacts

The City of Marion's assets provide services to our community now and into the future. Assets are long-lived so must be resilient and adaptable to continue to service community needs across a range of likely future scenarios. A significant part of council's spend is devoted to the maintenance, operations, renewal and creation of new assets. Council will continue to invest in these assets as cost effectively as possible while considering beneficial advancements in technology.



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As our assets age, they require maintenance to continue to deliver services. Our community continues to grow, increasing expectations and demand for new and improved services. Demographic change is challenging the capacity of existing assets to meet the increasing demands of the environment in which they are located. Without intervention their physical condition will deteriorate.

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via council's environmental scan, risk register and Asset Management Plans. Demand for new services is managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practices include development controls, insuring against risks and managing failures.

Our assets are vulnerable to climate impacts including less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding from sea level rise.

Through the Resilient South's Resilient Asset Management Project, we are exploring how to increase asset resilience.

All states and territories have now committed to achieving net zero carbon emissions by 2050. National carbon emissions need to decline on a significantly steeper trajectory if this goal is to be met. The City of Marion Carbon Neutral Plan 2020 – 2030 is our roadmap to reduce and offset carbon emissions for council operations by 2030.

Where do we want to be and how will we get there?

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Our Asset Management Vision is:
To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life

Council will make effective and informed decisions through each stage of the asset lifecycle to achieve the Asset Management Vision through:

Asset management outcomes





Skilled people

Our people provide outstanding asset management leadership to drive a focus on achievement, responsibility and accountability.

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Achieved through

- Asset owners are responsible and accountable for managing their assets to defined levels of service and approved funding.
- Asset Management responsibilities, skills and knowledge requirements are clearly allocated in position descriptions, with gaps and lessons learned identified and addressed.
- Staff are trained to optimally manage their assets through asset management principles, hardware and software systems.
- Mobility solutions enable staff to update and maintain asset data 'on the ground' in real time.
- Asset owners manage council's assets to Australian Standards as a minimum technical level of service.
- Engaging with the community, across council, with public sector organisations, community organisations and other stakeholders to understand their asset management needs.
- An innovation mindset in design, technology, construction, climate resilience and environmental outcomes improves asset performance and community value.
- The management of council's assets matures over time to become 'leading practice' and how the City of Marion does business.



Improved processes

Our asset management processes are appropriate, streamlined, efficient, well-defined and documented.

Achieved through

- Who is responsible, accountable, informed and consulted is defined throughout the asset management lifecycle.
- Business Process Manuals are established, connecting our strategy to our operations.
- Timely asset data handover enables effective and informed decisions through each stage of the asset lifecycle.
- Asset operations, monitoring, maintenance and renewal programs are implemented in accordance with Asset Management Plans.
- Asset planning, creation and disposal follow a transparent process driven by council's Policy Framework and are implemented in accordance with Asset Management Plans.
- The Asset Management Policy defines an approach based on maintenance before renewal and renewal before new/upgrade (where it is cost effective to do so).
- Whole of lifecycle costs are considered in all new or upgraded services and assets decisions.
- Long Term Financial Plan funding is available to meet defined levels of service throughout the Asset Management lifecycle.
- The Long Term Financial Plan is adopted as the basis for all service and budget funding decisions, recognising appropriate sources of capital investment required to meet Council's asset maintenance, renewal and disposal needs.
- The Annual Budget and Long Term Financial Plan clearly separate 'recurrent expenditure' under the categories of operations and maintenance and clearly separate 'capital works expenditure' under the categories of renewal, upgrade and new.
- Delivery against levels of service that reflect community needs and expectations is reported to the Assets Steering Committee and Council.
- Asset management, strategic management and project management processes are aligned.
- Risk management practices identify and mitigate the community impact of asset failure.

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Intelligent systems

Our Asset Management Framework is supported by an integrated Asset Management Information System and Geographic Information System.

Achieved through

- Our fully integrated Asset Management Information System and Geographic Information Systems have user-friendly mapping interfaces and reporting functionality.
- Asset Management Plans holistically consider the cost, timing, inter-generational equity, climate resilience and overall community impact of all capital projects.
- Predictive modelling of multiple long-term expenditure and service scenarios optimises the service potential of our assets.



Accurate data

Our Asset Management data can be relied upon to make informed decisions in the council's and community's best interest.

Achieved through

- Ongoing collection, auditing and update of data ensures a single point of truth for each asset contributing to an accurate asset register.
- Appropriate data configuration, controls and validation ensure the integrity of asset management information.
- All assets are condition assessed and have appropriate useful lives which inform maintenance and renewal planning.
- Optimum lifecycle costs are determined through high levels of data, information and knowledge in all key areas.
- Asset Management Plans identify appropriate levels of service, expenditure profiles and works programs.
- Data in Asset Management Plans informs the Annual Business Plan and Long-Term Financial Plan.
- Council's State of the Assets report is established.
- Benchmarking is conducted against State and National asset management performance indicators and reported to Assets Steering Committee.

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Monitoring our progress

Progress reporting to Assets Steering Committee, Council and the community is a key focus of the City of Marion's asset management transformation. Measures and targets are determined by the Asset Steering Committee.

Using industry standard measures (where available) enables Council to compare our performance. This includes submitting data to the National State of the Assets (NSoA) benchmarking project commissioned by the Australian Local Government Association.

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The effectiveness of this Asset Management Strategy is measured through the following key performance indicators:

What we measure	How we measure it	Target and Tolerances
Asset Condition	Asset Condition Rating* 1 = 'Very Good' 2 = 'Good' 3 = 'Fair' 4 = 'Poor' 5 = 'Very Poor' Data Source: Assetic asset register. Measurement Level: Asset Category.	90% of assessed assets in very good to fair condition. On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%
Asset Function	Asset Function Rating* 1 = 'Very Good' 2 = 'Good' 3 = 'Fair' 4 = 'Poor' 5 = 'Very Poor' Data Source: Assetic asset register. Measurement Level: Asset Category.	100% of assessed assets in very good to fair function. On track - 100% Monitor - 70% to 99.9% Off track - 0% to 69.9%
Asset Capacity	Asset Capacity Rating* 1 = 'Very Good' 2 = 'Good' 3 = 'Fair' 4 = 'Poor' 5 = 'Very Poor' Data Source: Assetic asset register. Measurement Level: Asset Category.	90% of assessed assets in very good to fair capacity. On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%
Climate Resilience	Assessment methodology being developed by Resilient Asset Management Project.	

What we measure	How we measure it	Target and Tolerances
Customer Satisfaction	Customer Satisfaction Rating 1 = 'Very satisfied' 2 = 'Somewhat satisfied' 3 = 'Low Satisfaction' 4 = 'Not satisfied' 5 = 'Not applicable to me' Data Source: Community Satisfaction Survey. Measurement Level: Asset Category.	Greater than or equal to 75% rated as 'Somewhat satisfied' or above. On track - 75% to 100% Monitor - 50% to 74.9% Off track - 0% to 49.9%
Technical levels of service	% of assets with defined technical levels of service. Data Source: Business Process Manuals. Measurement Level: Asset Management Plan.	Track against Business Process Manuals development project plan. On track - to 100% Monitor - 90% to 99.9% Off track - 0% to 89.9%
Asset Renewal Funding Ratio	Actual capital expenditure on asset renewal and replacement of assets compared to 10-Year Expenditure Profiles within Asset Management Plans. Data Source: Finance Information System. Measurement Level: Organisation.	Between 90% and 110% as per Council's Asset Management Policy. On track - 90% to 110% Monitor - 80% to 89.9% or 110.1% to 120% Off track - less than 80% or greater than 120%
Asset Expenditure Profiles	% of 10-Year Asset Expenditure Profiles included within the Long Term Financial Plan. Data Source: Finance Information System. Measurement Level: Asset Management Plan.	On track - 100% Monitor - 90% to 99.9% Off track - 0% to 89.9%
Asset Management Maturity	Asset Management Maturity Assessment Rating 1 = 'Aware 3 = 'Core Maturity' 5 = 'Advanced Maturity' Data Source: NAMAF** Assessment. Measurement Level: Organisation.	To maintain core maturity across all competencies as business as usual at the City of Marion. Ongoing future improvements towards advanced asset maturity will be prioritised against return on investment.
Asset Data Confidence	Data Confidence Grade* A = 'Highly Reliable' B = 'Reliable C = 'Uncertain' D = 'Very Uncertain' E = 'Unknown' Data Source: Assetic asset register. Measurement Level: Asset Category.	Level B - Reliable, measured against IPWEA Data Confidence ratings. On track - all data is rated 'Level B - Reliable' or higher. Monitor - all data is rated 'Level C – Uncertain' or above some data is rated 'Level C – Uncertain.' Off track - some data is rated lower than 'Level C - Uncertain'.

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* Adapted from National State of the Assets definition

** National Asset Management Assessment Framework

My Marion Customer Portal

If you would like to report an issue with a City of Marion asset, simply visit:

my.marion.sa.gov.au

The portal is easy to use and you can lodge a report 24 hours a day, 7 days a week. You can also opt in to stay informed on the progress of your report and view the online map to see if anyone else has reported the same issue.

Visit: marion.sa.gov.au/faqs-my-marion



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