SNOWY MONARO
REGIONAL COUNCIL

ASSET MANAGEMENT STRATEGY
2025 - 2035

Acknowledgement of Country

Snowy Monaro Regional Council acknowledges the Traditional Custodians of the region's land and water, the Ngarigo, Walgalu, Southern Ngunnawal, and Bidawal Peoples.

We pay our respects to Elders past, present, and emerging.

Record of Versions

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Contents

1 Introduction

1.1   Council Assets

Snowy Monaro Regional Council (SMRC) manages an extensive portfolio of infrastructure, community, and operational assets. The relationship between these assets and the services delivered to the community is outlined below.

Transport
Manages and maintains infrastructure related to transportation, including roads, bridges, footpaths, and related assets. This service ensures safe and efficient movement for vehicles, pedestrians, and cyclists, supporting the safe and equitable movement of people and goods within and through our Council area and surrounding region.

Buildings
Manages and maintains Council-owned buildings, ensuring they are safe, functional, and accessible for public use. This includes offices, community facilities, and recreational centres, etc., supporting the delivery of essential services to the community.

Stormwater Drainage
Manages the infrastructure designed to collect, transport, and discharge stormwater, helping to prevent flooding, protect the environment, and maintain public safety during heavy rainfall events.

Open Space
Manages parks, reserves, sports fields, and recreational areas to provide accessible, safe, and well-maintained public spaces for community use and environmental sustainability.

Plant and Fleet
Manages the Council's vehicles, machinery, and equipment to support efficient operations across various functions, including waste collection, maintenance, and construction activities.

Water
Ensures the reliable provision of safe, clean drinking water to the community. This includes sourcing, treatment, storage, and distribution of water to residential, commercial, and industrial users.

Wastewater
The management of the collection, treatment, and disposal of sewage and wastewater to protect public health and the environment. It includes maintaining sewer networks, pump stations, and treatment plants to ensure compliance with regulatory standards and support sustainable water management.

Many of our infrastructure assets are reaching the end of their useful life, with the majority having been constructed several decades ago. As these assets age, they require increasing levels of maintenance, renewal, and strategic reinvestment. At the same time, our community's needs and expectations are evolving, with growing demand for higher levels of service, accessibility, and reliability.

Compounding these pressures are rapid advancements in technology, design standards, and construction methods, all of which must be understood and integrated into our long-term planning.

To meet these challenges, it is essential that Council continues to prioritise and invest in sound asset management practices. Doing so will enable evidence-based, cost-effective decision-making around asset maintenance, renewal, and upgrade ensuring our infrastructure continues to support our community now and into the future.

1.2   Community Stakeholders

In understanding how we need to provide assets; it is important to identify the stakeholders within the community. There needs to be ongoing engagement with these stakeholders on levels of service and our asset management practices in general. Key community stakeholders include,

- Residents and visitors.
- Community groups.
- Local businesses.
- State and Federal Government departments and organisations.
- Special interest groups (freight industry, disability advocates, etc.)
- Emergency services
- Utility agencies
- Neighbouring municipalities.

1.3   What is Asset Management

Asset Management is defined as the coordinated activity of an organisation to realise value from its assets—specifically, in this context, our physical infrastructure. It involves systematically balancing cost, risk, performance, and opportunities to optimise the value an asset delivers over its entire lifecycle.

At its core, asset management connects strategic intent with practical service delivery. It ensures that our infrastructure decisions today are aligned with long-term community needs, financial sustainability, and organisational goals.

1.4   Why is Asset Management Important?

Infrastructure underpins almost every aspect of our community's daily life—from roads and water to parks, buildings, and beyond. Because these assets deliver services over decades, the decisions we make today have lasting implications for future generations. Strategic asset management empowers us to assess the short-, medium-, and long-term consequences of those decisions, and to proactively manage risks before they materialise.

Effective asset management delivers a wide range of benefits, including:

- **Improved cost-efficiency** by considering the full lifecycle costs of assets, from acquisition and operation to renewal and disposal.
- **Targeted investment in critical assets** to maintain service performance and manage key risks.
- **Enhanced transparency** around the levels of service that can be sustainably delivered at different funding levels.
- **Long-term financial sustainability**, by ensuring infrastructure is appropriately funded and maintained over its life.
- **Increased customer satisfaction**, through aligning services and infrastructure with community expectations and their willingness to pay.

1.5 Our Vision for Asset Management

Our vision is to **sustainably manage infrastructure assets to deliver reliable, cost-effective, and high-quality services** that meet the evolving needs of our community, **while ensuring long-term financial resilience and environmental stewardship**.

To achieve this vision, Council is committed to developing and maintaining strong foundations across five key areas of asset management:

- **Governance** – Clear leadership, accountability, and strategic oversight
- **Skills** – Building internal capability and expertise
- **Processes** – Consistent and transparent decision-making frameworks
- **Systems** – Fit-for-purpose tools and technologies to support asset management
- **Data** – Reliable, comprehensive, and accessible asset information

1.6 Our Asset Management Principles and Objectives

In support of our asset management vision, and to align our asset management practices to the community's priorities and improve them to cope with the future challenges we are facing, we are committed to making all decisions relating to assets in accordance with our asset management principles.
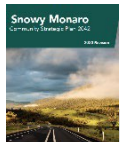
	Asset Management Approach SMRC is committed to implementing a systematic asset management approach that aligns with the guidelines of the International Infrastructure Management Manual (IIMM) and adheres to ISO 55000 standards. This ensures that assets are strategically planned, developed, operated, maintained, renewed, and disposed of in accordance with best practices while aligning with Council's service delivery priorities.
	Community Strategic Plan The overall asset management approach is aligned with and supports the Council's Strategic Objectives as outlined in the Community Strategic Plan.
	Delivery Plan Asset management practices and activities are driven by service delivery objectives and relate directly to the delivery plan and its actions and activities.
	Lifecycle Approach Asset management decisions are based on evaluating life cycle costs, benefits, risks, community needs, and the long-term sustainability of assets.
	Legislation Asset management activities comply with all applicable laws, legislation, and regulations.
	Leadership and Communication SMRC is committed to the continuous improvement of asset management through leadership and regular performance monitoring & reporting. All Councillors and employees play an integral part in asset management by creating and sustaining asset management awareness throughout the Council.

Table 1: Our Asset Management Principles

2 Our Assets

All our infrastructure assets, with a combined replacement cost exceeding $1.64 billion, are owned by our ratepayers and managed by us on their behalf. Ensuring these assets meet the community's needs allows us to deliver essential services that make the Snowy Monaro Regional Council a great place to live, work, and visit.
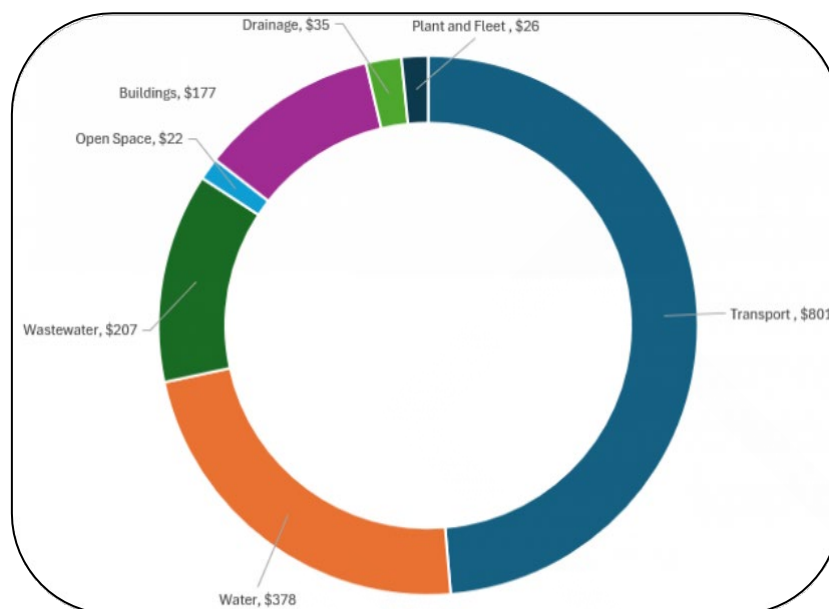
Figure 1 - Asset Value Summary ($ million)

2.1   Asset Value

This Asset Management Strategy provides guidance on all our infrastructure assets, which are grouped into the following key asset classes:

Asset	Key Assets	Replacement Value as at June 2024	Fair Value as at June 2024
Transport	Sealed and Unsealed Roads, Kerb & Channel, Bridges, Footpaths, Off Street Car Parks	$800,689,190	$507,849,659
Water	Water Mains, Pump Stations, Treatment Plants	$378,050,000	$163,518,000
Wastewater	Sewer Mains, Pump Stations, Treatment Plants	$207,308,000	$108,126,000
Open Space	Parks, Reserves, playing Surfaces, etc.	$21,719,500	$13,963,863
Buildings	All Buildings including Sheds	$176,814,000	$97,988,000
Drainage	Stormwater Pipes, Pits, GDPs, etc.	$34,788,000	$23,362,000
Plant and Fleet	Passenger and Commercial Vehicles, Heavy and Minor Plant, Ground Care, Trucks, etc.	$25,502,000	$14,463,000
TOTAL		**$1,644,870,690**	**$929,270,522**

Table 2 - Asset Summary

2.2   Levels of Service

Levels of service define the quality of assets and services we deliver, providing a clear framework for monitoring and reporting on our performance. Each asset class's service levels and improvement initiatives are detailed in the respective Asset Management Plans.

Service levels are typically based on legislated requirements and historical standards. When determining appropriate levels of service, we consider the following key factors:

- Do they protect public safety?
- Are they accessible to all?
- Do they contribute to community well-being?
- Is their environmental impact minimised?
- Do they reliably meet community expectations?
- What ongoing investment is required to sustain them?
- Do they comply with relevant legislation and technical standards?

We are committed to continuously improving how we plan and deliver services. Our goal is to ensure alignment with strategic objectives of the CSP, establish clear and measurable outcomes, and respond effectively to community expectations while maintaining financial sustainability.

Developing and monitoring service levels will remain a cornerstone of our ongoing service and asset management planning.

3   Strategic Context

3.1   Legislation

In New South Wales, local government asset management is governed by various legislative frameworks that ensure councils manage infrastructure and services effectively, sustainably, and in the best interests of their communities.

Key legislation includes the **Local Government Act 1993 (NSW)**, which mandates councils to prepare asset management strategies and plans as part of their Integrated Planning and Reporting (IP&R) framework. This ensures assets are maintained to meet community needs while considering financial sustainability.

3.2   Integrated Planning and Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW Council under the Integrated Planning and Reporting Framework set out in the Local Government Act, 1993 and the Local Government General Regulation, 2021.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the Community Strategic Plan (SCP). Each of these must be based on the social justice principles of equity, access, participation and rights. Strategies outlined in the CSP are achieved by objectives set out in the Delivery Program and action in annual Operational Plans.

Figure 2: Integrated Planning and Reporting Framework

3.3 Community Strategic Plan (CSP)

The Snowy Monaro Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this. The CSP also must consider the NSW Government's state plans, regional plans and other strategies and plans that are in place.
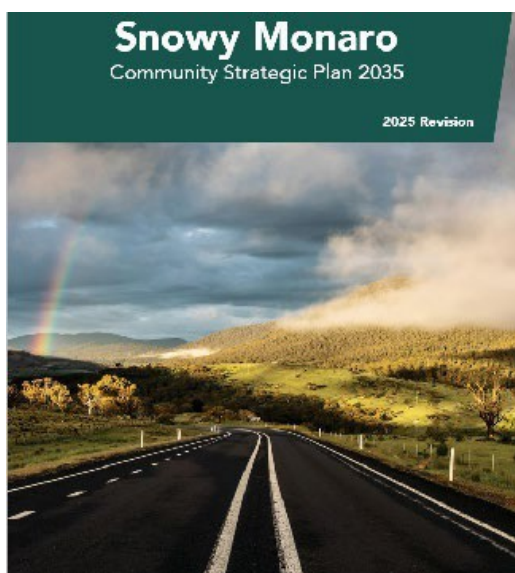
Community Strategic Plan 2035 is Council's current CSP. It outlines the community's aspirations and long-term vision for Snowy Monaro Region. The vision of the community strategic plan is,

"The Snowy Monaro Region is a friendly community where everyone can belong, participate, and work together. Our natural environment, Aboriginal and cultural heritage are preserved and enhanced for future generations"

Delivering this vision is not something we can achieve in isolation. Shared decision making and effective working partnerships with government agencies, non-government organisations, business and our community will be critical to our success.

This vision is realised through five Council themes, each aligned with sustainable development goals and their corresponding strategic objectives.

Council policies, strategies, and plans, including the Asset Management Policy, Asset Management Strategy, and Asset Management Plans, play a crucial role in achieving the strategic objectives of the CSP.

3.4 Strategic Directions

The Snowy Monaro CSP is structured around five themes, each with its corresponding strategic outcomes and Sustainable Development Goals, as outlined in the table below.

Community Strategic Plan 2035

Community Vision

The Snowy Monaro Region is a friendly community where everyone can belong, participate, and work together. Our natural environment, Aboriginal and cultural heritage are preserved and enhanced for future generations.

SNOWY MONARO REGIONAL COUNCIL

Our Community	Our Economy	Our Environment	Our Infrastructure	Our Civic Leadership
Health and wellbeing are recognised as important to our community and we desire desire services to support these, including aged care	We have a varied economy that includes agriculture, energy, timber, services and tourism. We support regional growth and innovation	Our natural environment and heritage is preserved and enhanced whilst balancing the needs for regional development and growth	Our infrastructure supports our economy and way of life. We want to enhance our roads and regional services to support our varied community	We aspire to open and transparent leadership that is responsive to the local community

Strategic Objective 1
Our health allows us to live an enjoyable lifestyle
1.1 Have in place (and accessible to everyone) quality aged, disability and health services that support our population through all life stages.
1.2 Facilities are in place to encourage healthy lifestyles.

Strategic Objective 2
Our regions cultural identity is respected and embraced
2.1 Retain the region's Aboriginal and cultural history.
2.2 Preserve and protect historically significant sites, including museums.
2.3 Diverse cultures are embraced and shared across the community.
2.4 The arts community is supported across our region.
2.5 A wide range of community and cultural events are held.

Strategic Objective 3
We are a safe, caring and resilient community
3.1 Organisations are supported and encouraged to foster respect, inclusivity and safety.
3.2 Proactive crime preventions actions protect the community.
3.3 Volunteering programs are in place to help those in need in the community.
3.4 Providing employment, education, and social opportunities to encourage young people to stay or move to the region and make it their home.
3.5 Policing activities are undertaken that keep the community safe.

Strategic Objective 4
Have increased work opportunities available enhanced by innovation
4.1 Improve the value generated from tourism.
4.2 Identify actions to encourage increased manufacturing.
4.3 Support local business and industry to be resilient and successful.
4.4 Provide quality education options and vocational pathways.

Strategic Objective 5
Improve the affordability of living within the region
5.1 Stabilise and advance the regional economy by leveraging strengths and capitalising on opportunities.
5.2 Have in place strategic land use planning that encourages a mix of housing types to meet demand.
5.3 Develop high value employment opportunities.

Strategic Objective 6
Ensure the natural environment and the ability of the community to enjoy and use this environment is protected
6.1 Monitor environmental assets including our air, land, and waterways to ensure they are protected.
6.2 Implement programs to prevent degradation, remediate damaged areas, and manage impacts on vulnerable environments, including from invasive species to preserve biodiversity.
6.3 Foster community collaboration to care for the environment through shared stewardship and sustainable practices.

Strategic Objective 7
Have in place land use controls that protect the natural environment landscape including visual and scenic values
7.1 Develop land use plans so that development is sensitive to the region's natural environment and heritage.
7.2 Have plans in place so that open spaces and recreation areas minimise environmental impacts and maximises environmental sustainability.
7.3 Land use planning strategies are developed to support and enhance the town, village and rural lifestyle of the region through balanced development.
7.4 Ensure important agricultural and forestry land is identified and continues to be used for agricultural and forestry production.

Strategic Objective 8
Our health is supported by fit for purpose infrastructure
8.1 Ensure that our hospitals and medical centres are modern and equipped to meet the community's needs.
8.2 Our water and wastewater infrastructure is well maintained and has capacity to meet the growth across the region.
8.3 Facilities, services and programs efficiently manage community waste streams.

Strategic Objective 9
Transport infrastructure allows us to effectively move around the region and beyond as needed
9.1 Ensure our transport infrastructure is well-maintained and meets the needs for safe travel.
9.2 Plan for the future by aligning transport services with the growing needs of our region.
9.3 Invest in and enhance our current transport infrastructure to support sustainable growth and connectivity.

Strategic Objective 10
Digital communication networks allow us to be connected when and where needed
10.1 Ensure our digital communication network develops to meet our regions changing needs, growth and provides security through resilient infrastructure.

Strategic Objective 11
We have in place infrastructure that supports our lifestyles
11.1 Public buildings and facilities are set up to be accessible to all people.
11.2 Have in place planning that identifies the infrastructure needed to support the community.
11.3 Build a network of regional trails and accessible shared pathways.
11.4 Provide well maintained sporting and leisure facilities.

Strategic Objective 12
That the community has confidence in leadership
12.1 Leadership is visible and accessible to our community.
12.2 Clear agreed standards are in place and applied about how public services are provided.
12.3 Council resources, systems, processes are well-managed and governed.

Strategic Objective 13
Our community is informed and engaged to provide transparency in decision making
13.1 Community engagement strategies are put in place to effectively consult and engage with stakeholders.
13.2 A range of consultation mechanisms that facilitate input from the stakeholders are used.
13.3 Timely and relevant information is communicated to stakeholders on matters impacting on them.

Strategic Objective 14
That effective strategies are in place to achieve the Community Strategic Plan outcomes
14.1 Current strategies are in place to manage all major issues facing the community.

Figure 3: Council Themes and Strategic Outcomes

3.5   Resourcing Strategy

Snowy Monaro Regional Council's Resourcing Strategy has been prepared in accordance with the requirements of the State Government's Integrated Planning Framework and gives consideration to the capacity for Council to deliver on its responsibilities within our Community Strategic Plan.

Both the Community Strategic Plan and the Resourcing Strategy inform and are informed by the four-year Delivery Program, which has also been developed to meet the requirements of the Integrated Planning Framework.

The Resourcing Strategy incorporates the Workforce Management Plan, Asset Management Strategy and The Long-Term Financial Plan.

The Workforce Management Plan is focused on retaining staff, developing leaders, skilling managers and positioning Council as an employer of Choice.

3.6   Long Term Financial Plan

The Integrated planning and reporting framework allows the Council to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations.

As one of three components of the resourcing strategy, the Long-Term Financial Plan (LTFP) is situated within the framework to emphasise the important role that resource planning plays in delivering Council's strategic objectives.

The LTFP provides a roadmap for the achievement of Council's planned services and infrastructure while maintaining long-term financial sustainability and affordability for current and future generations.

The LTFP is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources Council needs to influence and work with other parties to deliver on their responsibilities.

3.7   Delivery Program

The Delivery Program (DP) is a statement of commitment to the community from each elected Council. It translates the community's strategic goals into clear actions.

It is the primary reference point for all activities undertaken by Council during its term of office. It allows Council to determine what is achievable over the next four years, what the priorities are, and how programs will be scheduled.

The DP is instrumental in demonstrating how Council's service delivery or 'business-as-usual' activities directly contribute to the achievement of the CSP objectives.

3.8   Operational Plan

The Operational Plan (OP) details the projects and improvement actions Council will undertake each financial year. It should be reviewed alongside the revised Delivery Program (DP) annually. The OP also includes the budget, capital works program, and a direct link to the revenue policy.

3.9   Asset Specific Strategies

Council asset strategies provide a structured approach to managing key infrastructure and services that support the community's needs. These strategies align with the Council vision, Themes and Strategic Objectives, ensuring assets are planned, maintained, and renewed in a sustainable and cost-effective manner. Each strategy focuses on a specific asset portfolio and outlines how Council will manage these assets to deliver reliable and efficient services. The following table illustrates the asset strategies of the Council.
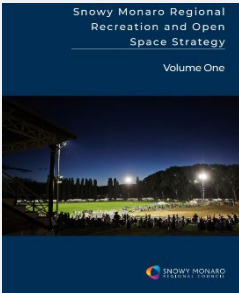
Asset Class	Strategy		
Transport		Active Transport Plan	The Snowy Monaro ATP aims to understand and align with: **1.**Past and present active transport studies and investigations undertaken within the region. **2.** State government policies and guidelines, including the Transport for NSW Future Transport Strategy and Active Transport Strategy (both released in 2022) and the Snowy Monaro Special Activation Precinct Masterplan.
Water		To be developed	
Wastewater		To be developed	
Open Space		Snowy Monaro Regional Recreation and Open Space Strategy	The Strategy will focus on land and facilities managed by Council and available to the community and visitors for leisure, amenity, recreational activities and events. This includes public parks, natural areas, public reserves, aquatic facilities, sports grounds and showgrounds.
		Snowy Monaro Regional Trails Master Plan	The Snowy Monaro Regional Trails Masterplan (the Masterplan) relates to the region's recreational trail network, with a focus on those that are Council-managed and cater for the following activities: • Walking (excluding urban footpaths) • Trail running • Mountain Biking • Road Cycling • Horse Riding
Buildings		To be developed	
Stormwater Drainage and Flood Mitigation		Flood Study 2020 Cooma, Berridale, Bredbo, Michelago Bombala Flood Study 2012 Flood Plain Risk Management Strategy and Plans 2020	These flood studies aim to provide an assessment of flood risk and support decision making about infrastructure investment, emergency procedures and urban development.

Table 3: Asset Specific Strategies

4 Asset Management Framework

The Asset Management Framework provides a structured approach for managing infrastructure assets to ensure they deliver sustainable and reliable services to the community. It establishes the principles, policies, and processes that guide asset planning, maintenance, renewal, and disposal in alignment with Council's strategic objectives.

The key components of the framework include:

Community Strategic Plan – Defines the long-term vision and the strategic objectives of the Council

Asset Management Policy – Defines the commitment and guiding principles for asset management.

Asset Management Strategy – Outlines long-term objectives, improvement actions, and how asset management practices align with Council's goals.

Asset Management Plans – Detail the management approach for specific asset classes (e.g., transport, water, open space) over a defined period.

Governance and Responsibilities – Specifies roles and responsibilities to ensure accountability and effective decision-making.

By implementing a structured Asset Management Framework, Council plans to optimise asset performance, improve financial sustainability, and enhance service delivery to meet community expectations.

Our Asset Management Framework aligns with the principles of the International Infrastructure Management Manual (IIMM) and the ISO 55000 series of asset management standards. The following figure illustrates the relationship between the key components of the framework.
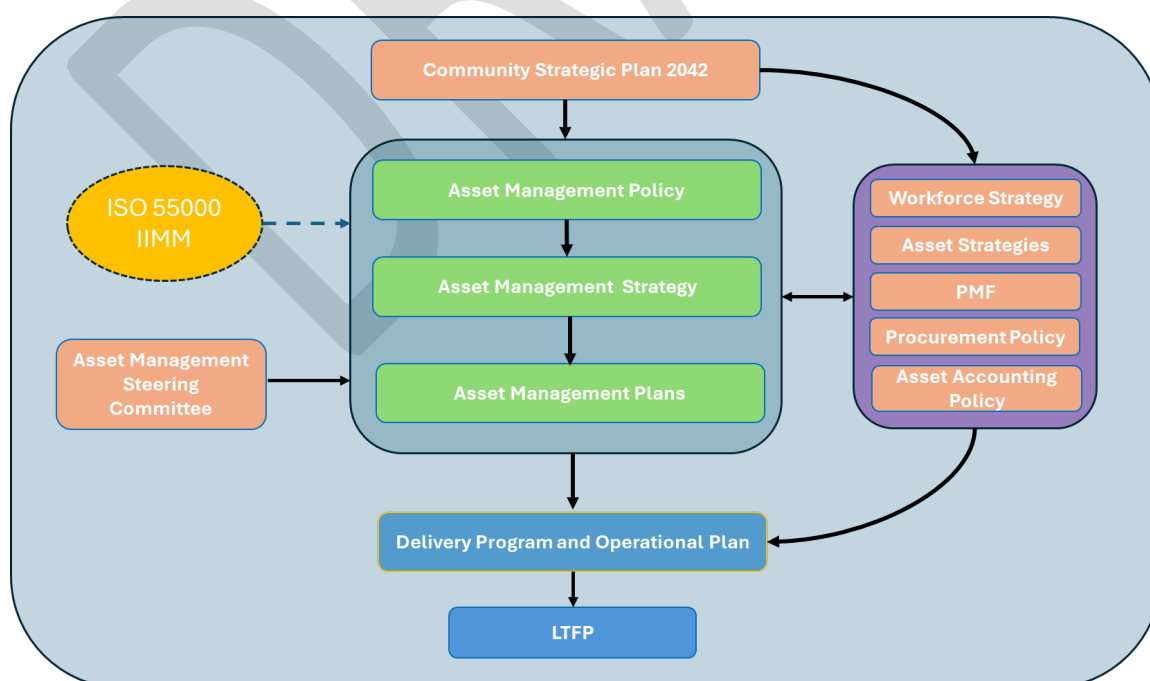

Figure 4 - Asset Management Framework

4.1　Asset Management Policy

To align asset management activities with our strategic goals, Council has adopted an Asset Management Policy. This Policy applies to all assets and related activities, serving as the foundation of our asset management framework. It plays a key role in supporting our vision of being a thriving organisation that inspires, motivates, and equips people for success.

4.2　Asset Management Strategy

This Asset Management Strategy defines the approach for implementing our asset management policy. It sets the direction and outlines key actions to enhance asset management practices, ensuring alignment with the Council's vision and strategic objectives.

4.3　Asset Management Plans

Asset management activities are primarily managed at the asset class level. To support effective lifecycle management, we have developed individual Asset Management Plans for Water, Wastewater, Transport, Open Space, and Buildings, each covering a 10-year planning horizon. Additionally, we plan to develop Asset Management Plans for Stormwater Drainage and the Plant and Fleet asset portfolios.

4.4　Asset Management Steering Committee (AMSC)

The Asset Management Steering Committee (AMSC) plays a crucial role in overseeing and guiding asset management practices within the Council. It ensures alignment with strategic objectives, regulatory requirements, and industry best practices.

The AMSC facilitates collaboration across departments, supports continuous improvement, and provides oversight on asset management policies, strategies, and plans. Through regular meetings and reviews, the AMSC helps drive informed decision-making to ensure sustainable and cost-effective management of Council assets.

4.5　Project Management Framework (PMF)

The Project Management Framework (PMF) provides a structured approach to planning, executing, and delivering projects effectively within the Council. It outlines key processes, roles, and responsibilities to ensure projects are delivered on time, within budget, and to the required quality standards. The framework incorporates best practices in project governance, risk management, and stakeholder engagement, supporting informed decision-making and alignment with strategic objectives.

4.6　Procurement Policy

The Procurement Policy establishes the principles and guidelines for the acquisition of goods, services, and works in a fair, transparent, and cost-effective manner. In the context of asset management, this policy plays a crucial role in ensuring that procurement decisions align with the long-term sustainability, performance, and lifecycle requirements of Council assets. By adhering to this policy, the Council can achieve value for money, maintain compliance with legislative requirements, and support responsible asset investment and renewal strategies.

5 Leadership and Commitment

5.1 Leadership and Culture

Our senior leadership is committed to embedding sound asset management practices across the organisation and will ensure the necessary resources and support are in place to effectively implement the Asset Management Strategy.

To guide this implementation, a cross-functional **Asset Management Steering Committee (AMSC)** will be established and maintained. The AMSC will play a key role in coordinating, advising, and facilitating the delivery of the adopted Asset Management Strategy and associated improvement plan. The committee will convene quarterly.

The **Chair of the AMSC, a member of the Executive Team**, will report on the progress of implementation to the Audit and Risk Committee on an as-needed basis, and to Council as required.

The successful implementation of our Asset Management Strategy and the Asset Management Improvement Plan depends on the ongoing leadership, commitment, and active engagement of our management and staff. Strong leadership will be the driving force behind the development and continuous improvement of our asset management practices at both strategic and operational levels.

The Council, Chief Executive Officer, Executive Leadership Team, and organisational leaders are united in championing our commitment to sustainable asset management. This commitment will be reflected not only in their decision-making and communication but also in their role as mentors and advocates for best practice across the organisation.

Below is our organisational structure, outlining the Chief Executive Officer, senior leadership team, and their respective portfolios:
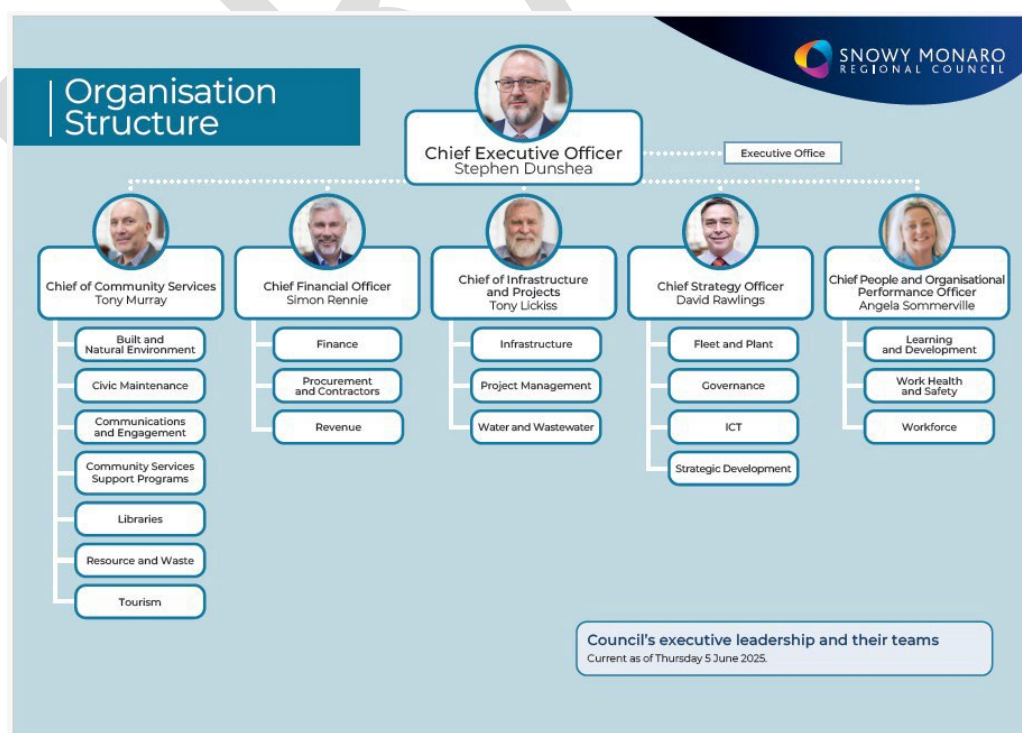

Figure 5: Snowy Monaro Regional Council Organisation Structure

5.2   Asset Management Coordination

Delivering effective asset management requires coordinated effort across multiple Council departments. This coordination will be led by the Asset Management Steering Committee (AMSC), with strategic support provided by the Strategic Asset Management Team.

The AMSC will be chaired by a member of the Executive Leadership Team, ensuring strong leadership and alignment with organisational priorities.

5.3   Resourcing

5.3.1   The Asset Management Capability and Capacity

A key barrier to effective asset management is the lack of capacity (sufficient staffing) and capability (appropriate skills and competencies) within an organisation. To ensure the successful implementation of asset management practices, it is critical that SMRC leadership takes a structured and strategic approach by:

- **Assessing and understanding the organisation's current and future capability and capacity needs** to effectively support asset management objectives.
- **Assigning clear roles and responsibilities** through well-defined job descriptions and integrated performance management frameworks.
- **Building internal capability** through targeted training, professional development, strategic recruitment, mentoring, and knowledge-sharing initiatives.
- **Establishing robust succession planning** to ensure continuity, minimise risk, and retain critical asset management knowledge across the organisation.

Strong leadership in these areas will create a solid foundation for embedding sustainable asset management practices and driving long-term value from infrastructure investments

5.3.2   Asset Data and AMIS

Implementing an effective **Asset Management Information System (AMIS)** and establishing reliable asset data can be resource-intensive, both in terms of time and cost. These initiatives often require sustained investment and long-term commitment.

To maximise value and minimise risk, **SMRC leadership must ensure that all AMIS enhancements and asset data collection programs are carefully scoped, strategically planned, and well-executed**. This includes setting clear objectives, allocating appropriate resources, and aligning implementation with organisational priorities and capacity.

Well-informed planning at the outset will support better decision-making, ensure data integrity, and deliver long-term efficiencies in asset management practice.

5.3.3   Sufficient Funds

SMRC leadership must ensure that long-term financial planning **allocates sufficient and sustainable funding to support the achievement of asset management objectives**. This includes aligning budget provisions with lifecycle requirements to maintain service levels, manage risk, and optimise the value of community assets over time.

6 Key Challenges

The recent Asset Management Maturity Assessment has identified several critical areas that directly impact our ability to effectively manage infrastructure assets and deliver services. While these areas present challenges, they also provide valuable opportunities to strengthen our asset management capability and improve long-term service outcomes.

The table below outlines these key focus areas. A comprehensive Asset Management Improvement Plan has been developed to address each of them and is included in Appendix A.

		Key Challenges	Improvements
	Leadership	The lack of leadership in asset management is often characterised by a lack of strategic direction, minimal cross-functional coordination, and limited commitment to long-term asset sustainability. At SMRC, the absence of an **Asset Management Steering Committee (AMSC)** at the right level, the lack of **Asset Accounting Policy**, the lack of **processes**, and a disconnected **organisational structure** have contributed to fragmented decision-making, reactive practices, and underperformance in asset lifecycle outcomes. Without a structured leadership framework, asset management remains siloed, with limited accountability and unclear roles, leading to inconsistent service delivery, unmanaged risks, and inefficient use of resources.	Form a cross-functional **AMSC chaired by a member of the Executive Leadership** Team to drive governance, oversight, and strategic coordination of asset management initiatives across the organisation. Conduct a **review of the current organisational structure** to clarify roles, eliminate duplication, and embed asset management responsibilities within relevant business units. Define roles through job descriptions and performance plans. **Integrate asset management leadership responsibilities** into the performance objectives of the Chief Executive Officer, Executive Team, and operational managers, ensuring it is championed at all levels. **Invest in targeted leadership training** and mentoring to build internal capability, improve decision-making, and foster a culture of ownership and long-term thinking in asset management. Ensure asset management leadership is actively involved in the development of the **LTFP, capital works planning, and risk management framework**s to ensure alignment with service delivery goals. Develop an Asset Accounting Policy. Develop an Asset Management Responsibility Matrix
	Operation and Maintenance	At present, the organisation faces several key challenges that undermine the effectiveness of Operation and Maintenance and service delivery: **Absence of a Planned Maintenance Regime:** Maintenance activities are predominantly reactive, leading to higher costs, increased asset failures, and reduced asset life. Without a structured, risk-based planned maintenance program, it is difficult to prioritise work, manage risks, and ensure service continuity. **Poor Visibility of Operational and Maintenance Costs:** Operating and maintenance expenditures are not captured or reported separately, making it difficult to assess cost-effectiveness, optimise resource allocation, or inform long-term financial planning. **Lack of Distinction Between Maintenance and Renewals:** The current approach does not differentiate between maintenance and renewal activities, leading to confusion in budgeting, reporting, and lifecycle cost modelling. **Insufficient Skilled Staff and Recruitment Challenges:** The lack of adequately skilled personnel in key areas of asset management results in ongoing challenges in attracting and retaining staff with the right technical and professional capabilities. This contributes to inconsistent asset management practices and delays in program delivery.	**Develop and Implement a Planned Maintenance Program** Introduce a risk-based planned maintenance regime across all asset classes, aligned with asset criticality and condition. This should include scheduled inspections, routine servicing, and condition-based interventions. **Improve Financial Reporting and Cost Attribution** Establish processes and systems to separately capture and report on operational, maintenance, and renewal expenditures. This will support better decision-making, cost control, and alignment with asset lifecycle planning. **Define and Enforce Clear Work Classification Standards** Develop and adopt guidelines that clearly distinguish between maintenance, renewal, and capital upgrade works. Integrate these classifications into the Asset Management Information System (AMIS) and budgeting processes. **Invest in Workforce Capability** Establish a Cadetship Program to attract university students into asset management, engineering, and technical roles, creating a pipeline of future talent. Introduce Apprenticeship and Traineeship Programs in key trade areas such as civil maintenance, plant operations, and facilities management. Offer Targeted Training and Upskilling for existing staff in asset lifecycle planning, AMIS use, condition assessment, and maintenance management. Partner with TAFEs, universities, and industry bodies to support recruitment and professional development opportunities. **Enhance Recruitment Strategies** Review and refine recruitment strategies to better target skilled candidates, including offering flexible work arrangements, relocation support, and clear career development pathways. **Embed Accountability and Continuous Improvement** Assign clear responsibilities for planned maintenance, financial reporting, and workforce development. Regularly review performance metrics and adjust programs to ensure continuous improvement.

	Key Challenges	Improvements
Asset Information	Snowy Monaro Regional Council is currently facing some significant challenges related to the quality, consistency, and governance of asset information. These issues are limiting the organisation's ability to make informed decisions, plan effectively, and manage infrastructure assets sustainably. Key issues include: **Inefficient Asset Information Handover Processes:** At the completion of capital projects, asset data and as-constructed information are not systematically or consistently transferred to asset custodians or integrated into the Asset Management Information System (AMIS). **Poor Visibility of Maintenance, Operations, and Renewal Expenditure:** The absence of detailed and disaggregated expenditure records prevents accurate lifecycle cost analysis and financial planning. **Asset Register not being used as a Single Source of Truth:** Some teams seem unaware of the existence of the Asset Register, and use inappropriate data sources, resulting in inconsistent data, and governance risks.	**Develop and Implement a Council-Wide Asset Data Framework** Create a standardised framework that defines data requirements, formats, and governance protocols across all asset classes. This framework should include principles for data quality, ownership, and lifecycle updates. **Design and Mandate an Asset Handover Form and Process** Develop a formalised asset handover process, including a standard Asset Handover Form to be completed at the end of all capital works. This should include as-built drawings, warranties, technical specifications, and spatial data. **Improve Cost Attribution and Expenditure Tracking** Develop internal processes to clearly capture and allocate maintenance, operational, and renewal expenditures by asset class and component. Link financial data to the AMIS to enable full lifecycle costing. **Assign Data Custodians and Governance Roles** Designate data owners and custodians for each asset class to oversee data quality, compliance with the framework, and regular updates. Establish a data governance group to monitor progress and resolve issues. **Provide Training and Change Management Support** Equip staff with the skills and understanding needed to use and maintain the asset data framework and AMIS effectively, including training on asset hierarchies, data entry standards, and system functionality.

		Key Challenges	Improvements
	Capital Projects	The capital delivery function at Snowy Monaro Regional Council currently lacks a coordinated and strategic approach, which is impacting the effectiveness, efficiency, and long-term sustainability of infrastructure investment. Key challenges include: **Lack of a Clear Capital Planning Process:** There is no structured, transparent process for identifying and prioritising new, upgrade, or renewal projects. As a result, project selection is inconsistent and often reactive. **Funding-Driven Project Pipeline:** Many capital projects are initiated in response to the availability of state or federal grants, rather than being aligned with a long-term asset management strategy or service level needs. This limits the Council's ability to address priority risks and long-term asset renewal needs. **Renewals Not Based on Asset Condition or Risk:** Renewal projects are not systematically informed by condition data, risk profiles, or performance indicators, resulting in suboptimal timing of asset interventions and increased lifecycle costs. **No Structured Asset Information Handover:** Capital projects are often delivered without a consistent process to hand over as-constructed information, warranties, or updated asset data. This leads to incomplete asset registers and undermines ongoing maintenance planning and lifecycle tracking.	**Review and Strengthen the Project Management Framework** Update the Council's project management framework to embed asset management principles across the entire capital project lifecycle. This should include planning, design, delivery, financial governance, risk management, and asset handover requirements. **Establish a Capital Project Planning and Reporting Function** Form a dedicated function or unit within the organisation responsible for coordinating capital project planning, evaluation, delivery tracking, and reporting. This group should ensure alignment between capital works and the Asset Management Plans, Long-Term Financial Plan, and Community Strategic Plan. **Introduce a Structured Capital Planning Process** Develop a clear, multi-year capital works planning process that integrates needs-based assessment, service level analysis, and risk-based prioritisation. Ensure the process supports early identification of potential grant-funded projects aligned with strategic priorities. **Base Renewal Programs on Condition and Risk Data** Develop a renewal prioritisation model using asset condition, criticality, risk exposure, and lifecycle costing. Incorporate this model into capital planning to ensure that renewals occur at the optimal time and deliver best value for money. **Mandate Asset Information Handover Protocols** Implement a formal asset handover checklist and process for all completed capital projects. This must include as-constructed drawings, asset attribute data, warranties, commissioning reports, and operational manuals. Integrate this requirement into procurement and contract documentation. **Improve Internal Coordination and Governance** Establish regular coordination between asset managers, finance, engineering, and project delivery teams through the Asset Management Steering Committee and project governance forums. **Strengthen Reporting and Performance Monitoring** Develop a capital works dashboard and performance reporting suite that tracks project delivery timelines, budget performance, grant compliance, and alignment with asset management objectives.

7 Our Asset Management Maturity

A key pillar of this Asset Management Strategy is the review and assessment of our current asset management practices to identify critical gaps and prioritise opportunities for improvement. Asset management maturity reflects our organisation's capability to adopt and implement contemporary, best-practice approaches in managing infrastructure assets.

Our improvement journey is guided by three widely recognised asset management frameworks:

- ISO 55000 – The international standard providing the foundational principles, terminology, and requirements for effective asset management.
- International Infrastructure Management Manual (IIMM) – A practical guide that supports implementation of ISO 55000, with a specific focus on infrastructure-intensive organisations.
- National Asset Management Assessment Framework (NAMAF) – The Australian-local government-specific framework used to assess and benchmark asset management capability and maturity.

We use NAMAF as our primary self-assessment tool, evaluating our performance against 11 core elements of effective asset management (see Appendix B). While we are not pursuing ISO 55000 accreditation, the standard remains an important reference to guide our progression toward industry good practice.

The most recent asset management maturity assessment has confirmed that our current maturity level is low. However, it has also provided a clear roadmap for improvement. A comprehensive suite of improvement actions has been developed and is outlined in Appendix A.

The adoption of this revised Asset Management Strategy, the updated Asset Management Policy, and refreshed Asset Management Plans will establish the foundation for a structured and sustainable improvement program.

The figure below presents our current performance across the 11 NAMAF elements and the targeted improvements we expect to achieve through the implementation of this strategy.
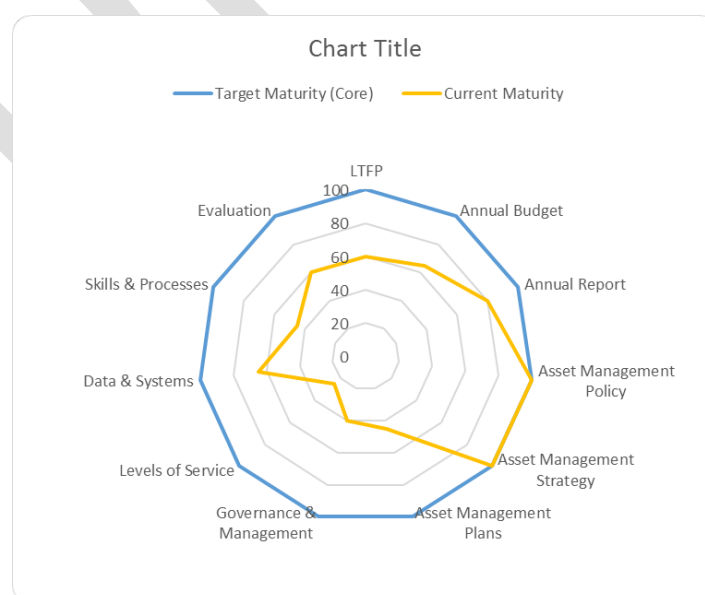
Figure 6: Our Asset Management Maturity

8   Monitoring and Review

8.1   Reporting

The implementation of the Asset Management Improvement Plan will be overseen by the Asset Management Steering Committee (AMSC), with progress regularly monitored and reported to the Executive Leadership Team and the Audit and Risk Committee.

8.2   Review

This Asset Management Strategy outlines a long-term vision for the sustainable management of infrastructure assets, with a specific focus on the next four years. A comprehensive review of the Strategy will be undertaken by June 2029.

Interim reviews may be conducted as required, particularly when key improvement actions are implemented, or significant financial or strategic decisions are made. These reviews ensure the Strategy remains aligned with Council's broader strategic objectives and considers the following:

- The availability and prioritisation of financial resources,
- Annual reviews of long-term works programs,
- Updates and refinements to Asset Management Plans (AMPs), and
- External influences that may impact infrastructure planning and service delivery.

Appendix A - Asset Management Improvement Program

No	Asset Management Improvement Area	Scope	Priority	Delivery Responsibility	2025/26				2026/27				2027/28				2028/29			
					Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
1	AM Policy	Undertake the next scheduled review and update of the Asset Management Policy by 2029.	Low	Chief Strategy Officer															■	■
2	AM Strategy	Undertake the next scheduled review and update of the Asset Management Strategy by 2029.	Low	Chief Strategy Officer															■	■
3	AM Plans	Ensure the next comprehensive review and update of the Asset Management Plans (Transport, Stormwater Drainage, Water, Wastewater, Open Space, Buildings, and Plant and Fleet) is completed by 2029.	Low	Chief Strategy Officer															■	■
4		Develop a Stormwater Drainage Asset Management Plan to guide sustainable maintenance, renewal, and investment decisions.	High	Chief Strategy Officer	■	■														
5		Prepare and implement a comprehensive Plant and Fleet Asset Management Plan to support efficient service delivery and lifecycle planning	Medium	Chief Strategy Officer	■	■														
6	Asset Management Responsibility Matrix	Develop an Asset Management Responsibility Matrix to clearly identify the departments and teams responsible for each stage of the asset lifecycle, including planning, delivery (creation), operation, maintenance, renewal planning, and data management, etc.	High	Chief Strategy Officer	■	■	■	■												
7	Asset Accounting Policy	Develop a comprehensive Asset Accounting Policy that clearly defines asset recognition and classification criteria, including capitalisation thresholds, and outlines consistent methodologies for asset valuation and depreciation, including useful lives and depreciation methods. The policy should also establish robust processes for asset disposal and impairment, ensuring alignment with accounting standards and best practice in financial and asset management.	High	Chief Financial Officer	■	■														
8	Asset Disposal Policy	Develop an Asset Disposal Policy that outlines the criteria, approval process, and necessary documentation for asset disposal. Additionally, identify and implement a mechanism to streamline the asset disposal process, ensuring efficiency and compliance including asset register update.	Medium	Chief Financial Officer	■	■														
9	Workforce Strategy	Establish a Cadetship Program to attract university students into asset management, engineering, and technical roles, creating a pipeline of future talent.	High	Chief Workforce Officer	■	■														
10		Introduce Apprenticeship and Traineeship Programs in key trade areas such as civil maintenance, plant operations, and facilities management.	High	Chief Workforce Officer	■	■														
11		Offer Targeted Training and Upskilling for existing staff in asset lifecycle planning, AMIS use, condition assessment, and maintenance management.	High	Chief Workforce Officer	■	■														
12		Partner with TAFEs, universities, and industry bodies to support recruitment and professional development opportunities.	Medium	Chief Workforce Officer	■	■														
13		Incorporate end-user training into the onboarding process, ensuring that all new employees receive comprehensive system training as part of their induction. This will enable them to effectively utilise relevant tools and systems from day one, promoting efficiency, compliance, and a smooth transition into their roles	High	Chief Workforce Officer	■	■														

Note: Timeframes are indicative of the time required and the works have not been scheduled or potentially resourced at this time.

No	Asset Management Improvement Area	Scope	Priority	Delivery Responsibility	2025/26				2026/27				2027/28				2028/29			
					Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
14	Asset Management Steering Committee (AMSC)	Re-establish the Asset Management Steering Committee (AMSC) with a strong emphasis on providing leadership and strategic direction for the asset management function across Council.	High	Chair - AMSC	■															
15		Develop and endorse a Terms of Reference for the Asset Management Steering Committee (AMSC) to define its purpose, roles, responsibilities, membership, meeting frequency, and reporting requirements.	High	Chair - AMSC	■															
16		Review the management of stormwater drainage assets to clearly define roles, responsibilities, and resource requirements. Ensure appropriate funding is allocated through the Long-Term Financial Plan (LTFP).	High	Chair - AMSC	■	■														
17		Consider centralising the asset operations and maintenance functions to improve efficiency and service delivery of the Building Portfolio.	High	Chair - AMSC	■															
18		Assign responsibility for implementing the improvement actions identified in the Asset Management Strategy and Asset Management Plans to the appropriate departments. Establish a framework for regular monitoring and reporting of progress. Provide strong leadership and organisational support to ensure the effective and timely delivery of these improvements	High	Chair - AMSC	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
19		Provide regular progress reports on the implementation of Asset Management improvement actions to the Audit and Risk Committee, and to the Council as required, to ensure transparency, accountability, and continued organisational support.	Medium	Chair - AMSC	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
20		Undertake a comprehensive review of the organisational structure to ensure that asset management roles, responsibilities, and accountabilities are clearly defined and appropriately allocated across the organisation. This review should support effective cross-functional collaboration, promote clear lines of ownership, and align with the strategic objectives of the Asset Management Framework.	High	Chair - AMSC	■	■	■	■												
21		Integrate asset management leadership responsibilities into the performance objectives of the Chief Executive Officer, Executive Team, and operational managers, ensuring it is championed at all levels.	High	Chair - AMSC	■	■	■	■												
22		Invest in targeted leadership training and mentoring to build internal capability, improve decision-making, and foster a culture of ownership and long-term thinking in asset management.	High	Chair - AMSC	■	■	■	■												
23		Ensure asset management leadership is actively involved in the development of the LTFP, capital works planning, and risk management frameworks to ensure alignment with service delivery goals.	High	Chair - AMSC	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
24		Form a dedicated function or unit within the organisation responsible for coordinating capital project planning, evaluation, delivery tracking, and reporting. This group should ensure alignment between capital works and the Asset Management Plans, Long-Term Financial Plan, and Community Strategic Plan.	High	Chair - AMSC	■	■	■	■												

| 25 | | Develop a clear, multi-year capital works planning process that integrates needs-based assessment, service level analysis, and risk-based prioritisation. Ensure the process supports early identification of potential grant-funded projects aligned with strategic priorities. | High | Chair - AMSC | | | | | | | | | | | | | | | | | |

Note: Timeframes are indicative of the time required and the works have not been scheduled or potentially resourced at this time.

No	Asset Management Improvement Area	Scope	Priority	Delivery Responsibility	2025/26				2026/27				2027/28				2028/29			
					Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
26	Asset Data and Systems	Conduct a comprehensive review of the Asset Management Information System (AMIS) to assess asset hierarchies, data schemas, and the overall data architecture. Ensure that the system is tailored to meet the specific data needs of the Council. Implement the necessary improvements based on the review findings to enhance system functionality and data accuracy.	Medium	Chief Strategy Officer			▓	▓	▓	▓										
27		Update the Asset Management Information System (AMIS) with verified and complete asset information across all classes	Medium	Chief Strategy Officer					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
28		Review current GIS layers of all assets, complete the mapping of all existing assets across Open Space, Transport, Water, Wastewater, Stormwater Drainage, and Buildings.	Medium	Chief Strategy Officer																▓
29		Create a standardised Data Framework that defines data requirements, formats, and governance protocols across all asset classes. This framework should include principles for data quality, ownership, data custodians, and lifecycle updates.	High	Chief Strategy Officer	█	█	█	█												
30		Review and define criticality criteria for each asset class based on factors such as service function, risk, redundancy, and usage.	Medium	Chief Strategy Officer			▓	▓	▓											
31		Define and allocate budget for condition assessment program for each asset class, including clear roles and responsibilities across the Asset Management, Operational Teams, and the Finance Team.	High	Chief Strategy Officer	█	█														
32		Implement cyclic condition assessment of all asset classes every 4-5 years.	High	Chief Strategy Officer	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
33	Condition Assessment	Undertake condition assessment of all open space assets.	High	Chief Strategy Officer	█	█	█													
34		Undertake condition assessment of all Water assets (treatment plants, pump stations, reservoirs, water mains, hydrants etc,).	Medium	Chief Strategy Officer					▓	▓	▓	▓								
35		Undertake condition assessment of all Wastewater assets (treatment plants, pump stations, mains, etc.).	Medium	Chief Strategy Officer								▓	▓							
36		Undertake condition assessment of all Transport assets (roads, bridges, footpaths, off street cat parks, traffic management devices, etc).	Medium	Chief Strategy Officer										▓	▓	▓				
37		Integrate criticality and condition data into long-term asset planning, capital works prioritisation, and risk-based maintenance programming.	High	Chief Strategy Officer	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

Note: Timeframes are indicative of the time required and the works have not been scheduled or potentially resourced at this time.

No	Asset Management Improvement Area	Scope	Priority	Delivery Responsibility	2025/26				2026/27				2027/28				2028/29			
					Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
38	PMF	Update the Council's project management framework to embed asset management principles across the entire capital project lifecycle. This should include planning, design, delivery, financial governance, risk management, and asset handover requirements.	(Red)	Chief Strategy Officer	●	●	●	●												
39		Include a formal Asset Handover process applicable to all asset classes (Transport, Water, Wastewater, Stormwater Drainage, Buildings) in the Project management Framework (PMF)	High	Chief Strategy Officer	●	●	●	●												
40		Define clear roles, responsibilities, and timeframes within PMF for the handover process from the Corporate Projects Team to the Strategic Asset Management Team.	High	Chief Strategy Officer	●	●	●	●												
41		Implement a formal asset handover checklist and process for all completed capital projects. This must include as-constructed drawings, asset attribute data, warranties, commissioning reports, and operational manuals. Integrate this requirement into procurement and contract documentation.	High	Chief Strategy Officer	●	●	●	●												
42		Ensure that asset handover includes: As-constructed plans and specifications, Maintenance and operational manuals, Asset data (aligned with the data dictionary and hierarchy), Warranty information and commissioning reports, and condition and defect records (if applicable)	High	Chief Strategy Officer	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
43	Renewal Planning	Review and adopt standardised asset useful lives, ensuring their consistent application in renewal program development and asset revaluations.	Medium	Chief Strategy Officer					○	○	○	○	○	○	○	○	○	○	○	○
44		Review and standardise renewal decision-making criteria to ensure consistency across all asset types.	Medium	Chief Strategy Officer					○	○	○	○	○	○	○	○	○	○	○	○
45		Develop a renewal planning and prioritisation process that leverages condition, risk, and criticality data collected through regular assessment cycles	Medium	Chief Strategy Officer					○	○	○	○	○	○	○	○	○	○	○	○
46		Establish long-term renewal programs for all asset classes informed by asset condition data and aligned with service level expectations	Medium	Chief Strategy Officer					○	○	○	○	○	○	○	○	○	○	○	○
47		Ensure renewal funding is guided by these long-term plans, with transparent stakeholder engagement to support informed investment decisions	Medium	Chief Strategy Officer					○	○	○	○	○	○	○	○	○	○	○	○
48	Level of Service	Establish and document standardised customer and technical Levels of Service for all asset classes, informed by asset criticality and targeted customer research	Medium	Chief Strategy Officer					○	○	○	○	○	○	○	○				
49		Monitor and report on performance of customer and technical levels of service annually to identify service gaps and drive continuous improvement in service delivery	Medium	Chief Strategy Officer					○	○	○	○	○	○	○	○				
50		Determine levels of service for inspection and response to requests within the Customer Request Management System (CRMS). Establish quarterly reporting on trends and key performance indicators (KPIs) to monitor and improve response times and customer satisfaction	Medium	Chief Strategy Officer					○	○	○	○	○	○	○	○	○	○	○	○

Note: Timeframes are indicative of the time required and the works have not been scheduled or potentially resourced at this time.

No	Asset Management Improvement Area	Scope	Priority	Delivery Responsibility	2025/26				2026/27				2027/28				2028/29			
					Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
51	Strategies	Develop asset-specific strategies across all asset classes to address future demand, informed by demand projections, population growth, and evolving community expectations.	Medium	Chief Strategy Officer	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
52		Develop long-term new and upgrade programs for all asset classes, aligned with the relevant Strategy and future community needs.	Medium	Chief Strategy Officer	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
53		Develop a comprehensive strategy for the management of the Stormwater Drainage and Flood Mitigation asset portfolio, focusing on long-term sustainability, risk mitigation, and alignment with community needs and regulatory requirements.	Medium	Chief Strategy Officer	■	■	■	■												
54		Develop a comprehensive strategy for the management and long-term sustainability of the Wastewater asset portfolio, focusing on service reliability, regulatory compliance, environmental protection, and cost-efficiency.	Medium	Chief Strategy Officer			■	■	■											
55		Develop a strategic plan for the management, enhancement, and sustainability of the Open Space asset portfolio, ensuring alignment with community needs, environmental stewardship, and long-term financial viability.	Medium	Chief Strategy Officer					■	■	■									
56		Develop a comprehensive strategy for the management, maintenance, and improvement of the Building asset portfolio, ensuring alignment with organisational objectives, community needs, and long-term sustainability.	Medium	Chief Strategy Officer	■	■	■	■												
57		Develop a comprehensive strategy for the management, operation, and future planning of Aquatic Centres, ensuring alignment with community needs, sustainability goals, and best practices in facility management.	High	Chief Strategy Officer	■	■	■	■												
58	Operation and Maintenance	Conduct a comprehensive review of the current maintenance practices and activities across all asset classes to identify areas for improvement and optimisation	High	Chief Operating Officer	■	■														
59		Develop and implement a comprehensive planned maintenance and inspection program for all asset classes.	High	Chief Operating Officer			■	■	■	■	■	■								
60		Review the current response times, processes, and procedures for reactive maintenance, aiming to streamline operations and reduce delays in addressing urgent issues.	High	Chief Operating Officer	■	■														
61		Determine the resources needed to implement a structured planned maintenance and inspection program for all asset classes, including staffing, tools, and expertise.	High	Chief Operating Officer	■	■	■	■	■	■	■	■								
62		Ensure all planned maintenance activities are consistently performed, recorded, and linked back to the asset management system for continuous improvement.	Low	Chief Operating Officer			■	■	■	■	■	■	■	■	■	■	■	■	■	■
63		Establish processes and systems to separately capture and report on operational, maintenance, and renewal expenditures. This will support better decision-making, cost control, and alignment with asset lifecycle planning.	High	Chief Operating Officer	■	■														
64		Review and compare forecasted planned maintenance with actual reactive maintenance by asset type. Align this data to the overarching maintenance strategy and adjust programs and budgets as necessary to optimise maintenance processes and outcome	Medium	Chief Operating Officer			■	■	■	■	■	■	■	■	■	■	■	■	■	■

| 65 | | Assess historical maintenance efforts and actuals, comparing reactive maintenance by asset type over time. This will help in understanding trends and inefficiencies in the current maintenance approach. | Medium | Chief Operating Officer | | | | | | | | | | | | | | | | | | | | |

Note: Timeframes are indicative of the time required and the works have not been scheduled or potentially resourced at this time.

No	Asset Management Improvement Area	Scope	Priority	Delivery Responsibility	2025/26				2026/27				2027/28				2028/29			
					Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
66	Finance	Secure funding within the Long-Term Financial Plan (LTFP) to support the implementation of a planned inspection and maintenance program for all asset classes.	High	Chief Financial Officer	■	■														
67		Review the current budget development process for the across all asset classes, identify any gaps, and implement a robust process for developing operational and capital budgets over the next 10 years.	High	Chief Financial Officer	■	■														
68		Develop a clear 10-year budget for new assets and upgrades, outlining expected costs across all asset classes.	High	Chief Financial Officer	■	■														
69		Develop a clear 10-year operation and maintenance budget that ensures sufficient funds are allocated for the ongoing upkeep and operational costs associated with maintaining all asset classes.	High	Chief Financial Officer	■	■														
70		Ensure that all operational and maintenance expenditures are distinctly identified within the 10-year budget, providing transparency and clarity for long-term financial planning.	High	Chief Financial Officer	■	■														
71		Develop internal processes to clearly capture and allocate maintenance, operational, and renewal expenditures by asset class and component. Link financial data to the AMIS to enable full lifecycle costing.	High	Chief Financial Officer	■	■														

Note: Timeframes are indicative of the time required and the works have not been scheduled or potentially resourced at this time

Appendix B: National Asset Management Assessment Framework

There are eleven core elements of asset management under the National Asset Management Assessment Framework (NAMAF). These elements are defined as:

Strategic Planning	Council's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy; including its capital and people.
Annual Budget	Council's budget prepared for a 12-month period. The Annual Budget outlines both the income and expenditures that are expected to be received and paid over the coming year.
Annual Report	A comprehensive report on Council's activities throughout the preceding year. Local Government annual reports are intended to give ratepayers and other interested parties information about the Council's activities and financial performance.
Asset Management Policy	A high-level document that describes how Council intends to approach asset management within the organisation.
Asset Management Strategy	A strategy for the implementation and documentation of asset management practices, plans, processes, and procedures within an organisation.
Asset Management Plans	Plans developed for the management of one or more infrastructure asset classes with a view to operating, maintaining, and renewing the class in most cost-effective manner possible, whilst providing a specific level of service
Governance and Management	A set of rules and policies designed to ensure that responsibilities within an organisation are well defined, and that the business runs smoothly. While Management are the staff in charge of authorising and delivering such rules. It is very important that Asset Management is intertwined into this framework.
Levels of Service	Defined as the service quality for a given activity. Levels of Service are often documented as a commitment to carry out a given action or actions within a specified time, or the provision of infrastructure to meet a desired level.
Data and Systems	Asset Data is qualitative and/or quantitative information used to identify and describe an asset group or group of assets. The Systems are the framework in which the data is processed and stored.
Skills and Processes	The level of skill and knowledge within the organisation in regard to Asset Management, along with a set of interrelated tasks that endeavour to increase awareness and learning.
Evaluation	How Council internally evaluates and monitors its performance in Asset Management.

Further Information

The Snowy Monaro 2035 Community Strategic Plan, Delivery Program, Operational Plan and Annual Reports can be viewed on Council's website.

For further information visit:

🌐 www.snowymonaro.nsw.gov.au

f Snowy Monaro Regional Council

📷 @snowymonaroregionalcouncil

in Snowy Monaro Regional Council

Your Feedback

A copy of this report can be obtained from Council's website: www.snowymonaro.nsw.gov.au

We are interested to know your thoughts about this Plan. Your comments and suggestions are valuable because they highlight opportunities for us to improve the quality of our services, plans and reports. If you would like to comment, or require additional information regarding this report, please contact us.

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Policy
Asset Management

Responsible Portfolio	Strategy Portfolio	Document Register ID	250.2016.210.2
Policy owner	Team Leader Asset Management	Review date	23rd June 2028
Date of Council Meeting		Resolution Number	170/22
Legislation, Australian Standards, Code of Practice	Local Government Act 1993 Local Government (General) Regulation 2021 Integrated Planning and Reporting Framework (IP&R Framework) ISO 55000 Series of Standards International Infrastructure Management Manual (IIMM)		
Vision	To sustainably manage our assets to deliver reliable, cost-effective, and high-quality services that meet the evolving needs of our community, while ensuring long-term financial and environmental sustainability. .		

1   Objective

To ensure the right assets are in place to meet agreed service levels and are managed efficiently and effectively.

2   Policy Statement

The Asset Management Policy provides for a flexible approach to ensure the importance of best appropriate practice asset management for the Council's assets to meet the demands of the present and future generations.

The Policy reflects Council's vision, mission, and asset management objectives as set out in the Community Strategic Plan.

The benefits of a strategic approach in establishing an asset management policy, together with an Asset Management Strategy that include an improvement program are:

- Better allocation of limited Council resources.
- Improved alignment of assets with services and community expectations.
- Reduced demand for new Council assets through better integration of service planning and asset planning.
- More effective use and maintenance of existing Council assets.
- Improved processes and accountability for capital and recurrent works.
- Use of non-asset solutions to meet service demand.
- An increase in environmentally sustainable solutions.

• Compliance with relevant accounting standards and legislative requirements for asset management.

3   Principles

a) Council is committed to implementing a systematic asset management approach that aligns with the guidelines of the International Infrastructure Management Manual (IIMM) and adheres to ISO 55000 standards. This ensures that assets are strategically planned, developed, operated, maintained, renewed, and disposed of in accordance with best practices while aligning with Council's service delivery priorities.

b) The overall asset management approach is aligned with and supports the Council's Strategic Objectives as outlined in the Community Strategic Plan.

c) Asset management practices and activities are driven by service delivery objectives and relate directly to the delivery plan and its actions and activities.

d) Asset management decisions are based on evaluating life cycle costs, benefits, risks, community needs, and the long-term sustainability of assets.

e) Asset management activities comply with all applicable laws, legislation, and regulations.

f) Council is committed to the continuous improvement of asset management through regular performance monitoring and reporting.

g) All councillors and employees take an integral part in asset management by creating and sustaining asset management awareness throughout the Council.

4   Responsibility

Councillors:

a) Adopting the Asset Management Policy
b) Adopting and Asset Management Strategy
c) Adopting Asset Management Plans for each class of assets and
d) Ensuring that sufficient resources are allocated to asset management.

Executive Leadership Team:

a) Ensure appropriate asset management governance structure, team, and position descriptions are in place Ensure leadership is involved in asset management coordination (AMSC, Capital Works Planning, etc.) Supporting cross-functional collaboration and promoting continual improvement of asset management.
b) Allocate appropriate funding for asset management.
c) Ensure that asset management practices comply with relevant laws, regulations, standards, and best practices (e.g. LG Act, Australian Accounting Standards, ISO 55000)

Asset Management Steering Committee (AMSC):

a) Provide strategic direction and guidance on asset management initiatives, ensuring alignment with the organisation's overall goals and objectives.

b) Develop, review, and approve asset management policies, strategies, and frameworks to ensure the effective and efficient management of assets.

c) Support the allocation of resources, including funding and personnel, for asset management activities to ensure projects are adequately supported.

d) Identify and assess risks associated with asset management and ensure that appropriate mitigation strategies are in place.

e) Oversee the monitoring of asset management performance and ensure that key performance indicators (KPIs) are established to track progress against asset management goals.

f) Ensure effective communication and engagement with key stakeholders, including departments, councillors, and the community, regarding asset management activities and priorities.

g) Promote a culture of continuous improvement by reviewing asset management practices, identifying areas for enhancement, and driving innovation in asset management.

5   Review Date

This policy is to be reviewed within 12 months of a Council election unless set out otherwise within legislation.

Variation

Council reserves the right to review, vary or revoke this policy.