

# **DRAFT** **AlburyCity** **Asset** **Management** **Strategy**

2023



AlburyCity





# Contents

<b>Message from the CEO</b>	4	<b>Strategic Objectives</b>	28
<b>Executive Summary</b>	6	ISO55000 Alignment	30
<b>Asset Management at Council</b>	11	Systems and Processes	30
<b>Governance</b>	12	Changing Asset Landscape	31
Local Government Act 1993 - Integrated Planning and Reporting Framework	13	Asset Management Depreciation Method Review	31
Roles and Responsibilities	13	Resources	32
Other Acts and Regulations	15	Funding	33
<b>Where Are We Now</b>	16	Climate Change	34
Asset Systems and System Maturity	18	Natural Assets	35
Asset Management Maturity	19	Flood and Storm Preparedness and Resilience	35
<b>Key Assets</b>	20	<b>Our Approach</b>	36
Financial Indicators and Projections	22	<b>References</b>	39
Asset Type by Condition Rating	23		
Age Summary	24		
Community Satisfaction Survey (CSS)	26		



# Message from the CEO



It is with pleasure that I present the AlburyCity Asset Management Strategy 2023.

We are one of the fastest growing communities in NSW, and this strategy focusses on working with our community, key stakeholders and all levels of government to develop relationships that improve our capacity to plan and deliver timely infrastructure over the short, medium, and longer term.

Through this Strategy we are meeting our requirements under the NSW Local Government Integrated Planning and Reporting Framework, whilst delivering key outcomes within the AlburyCity Resourcing Strategy and Long-Term Financial Plan.

Within this document we have added some important Strategic Objectives including an alignment to ISO55000 Asset Management best practice, the review of Natural Assets and how we can incorporate them as a recognised asset, continual acknowledgment of the effects of Climate Change and the way we work day to day, and importantly, the renewal or replacement of assets.

I am confident that this Strategy will be a key contributor in ensuring we deliver our communities vision for the future as highlighted in our Community Strategic Plan 'Towards Albury 2050' by having a Growing Sustainable Economy, an Enhanced Natural Environment, being a Caring Community, and being a Leading Community.

We have the knowledge and experience to deliver the actions within this strategy, with our team employing the most advanced asset management practices, and continuing to develop their skills to deliver the best service on behalf of our community. I look forward to working with our community to create a more sustainable and resilient future for our city through leading asset management strategies and practices.

Frank Zaknich  
AlburyCity CEO



Fishing at Kremur Street



# Executive Summary

AlburyCity owns and manages more than \$2.4B of infrastructure and assets, including transport, drainage, buildings, sewer, water, and parks and recreation which are essential to our daily lives and the development of our community. The value of these assets will continue to increase as we invest in existing and new facilities, including the assets we will inherit from new development.

Our Asset Management Strategy is designed to meet the Integrated Planning and Reporting Framework of the Local Government Act 1993 and is a key component of the city's Resourcing Strategy required to implement the strategies in the Community Strategic Plan and our Long-Term Financial Plan.

Our Asset Management Strategy exists to provide strategic direction for Asset Management in the Albury LGA. The Strategy is a high-level action plan that will continuously evolve as the strategic objectives of the Council develop and change to meet the customer service provision. The key steps in this review process include understanding the customer expectations for service provisions, current asset conditions, the strategic objectives, assessing the challenges and potential impacts on the assets and assessing gaps in the asset knowledge required to review and develop the Asset Management Plans.

Some key additions within this Strategy include a goal to better align ourselves with the internationally adopted ISO55000 set of standards that define best practice in asset management, a review on our current method of depreciating our assets, the declaration to consider climate change as part of any asset replacements or renewals, the investigation into including natural assets as part of our asset management register, and increasing our resilience to flood and storm related natural disasters.

The Strategy includes discussion around Governance, which explains in detail how the Asset Management Strategy aligns with the Local Government Act 1993 - Integrated Planning and Reporting Framework and how it complies with other Acts, laws, regulations, and policies. It includes the responsibility of Council in maintaining the asset management framework in compliance with legal obligations and strategic principles for the allocation of funds and adequate resources. Managing and maintaining system and data sets, developing works, maintenance and renewal programs, and maintaining asset lifecycles are the responsibility of asset practitioners which will be summarised and implemented through updated Asset Management Plans. We also outline where this Asset Management Strategy aligns with the Community Strategic Plan and list other Acts and Regulations which AlburyCity must comply with under the Act.

The Strategy also outlines **Key Assets** which includes Council's buildings, transport infrastructure, drainage, sewer, water and parks and recreation, with an overall value of approximately \$2.4B. Currently, our three-year average Asset Renewal Funding Ratio and Infrastructure Backlog Ratio doesn't meet the optimum value which shows several high valued assets nearing their expected end of life. The strategic objective of Council's asset management expenditure is to gradually bring the maintenance cost down and make capital improvements to the infrastructure to improve asset longevity.

Asset condition rating and age summary is also provided which conveys most of our road asset base is in its best condition, rated 1 in a 1 (excellent) to 5 (poor) scale. This also explains **Where We Are Now** in terms of our Asset Systems and system maturity with references from International Infrastructure Management Manual (IIMM) standards. Our Community Satisfaction Survey (2022) outlined a gap in maintaining traffic flow, maintaining footpaths and maintenance of public toilets whereas sewer services, water quality and road safety were highest in levels of satisfaction.





# Executive Summary (cont.)

The Strategic Objectives list all the strategic pathways from the AlburyCity Community Strategic Plan that links to the Asset Management Strategy. This enables us to identify areas that might require greater focus, and to prioritise investments that will provide the greatest value to our community. An action of the Strategic Objectives include the financial forecast of the required asset expansions, maintenance and renewal to maintain service levels, all while optimising our existing resources, reducing costs, and ensuring that our infrastructure and assets are well maintained and ready to serve our community for many years to come. Our Strategic Objectives Include:

- Asset Management practices continually reviewed and adjusted to better align with ISO55000 and ISO55001.
- Asset Management Governance – foster the Asset Management Steering Committee.
- Maintain and review Asset Management Policy, Strategy and Plans to ensure currency.
- Asset Management practices consider all options of asset accounting to consider best practice methods for our organisation.
- Council has processes for making sound capital investment decisions.
- Council will continue to responsibly adjust funding levels and seek grant opportunities to meet our agreed levels of service with our community.
- Council has strategies in place to ensure our infrastructure can cater for a changing climate.
- Council identifies opportunities to recognise natural assets as part of our Asset Management System.
- Council will further investigate opportunities to build our level of resilience to storm and flood emergencies.



Noreuil Park Foreshore

Our **Decisions and challenges** outline the wide range of parameters which are used to inform the community of both how and when the Council makes asset related decisions. AlburyCity aims to fulfill the demands of the increasing population and its impact on the community and its economy. Our challenge is to provide the community with an appropriate level of service with an optimum life cycle cost which is financially sustainable. The recent change in climate is also forecast as a potential challenge moving forward. The inclusion of natural assets to our Asset Management System will enable more informed and integrated strategic decision making. By prioritising our approach to future actions it enables us to adequately optimise resourcing for operation activities, maintenance, renewal/ replacement, new assets and asset disposal.

**Our Approach**, the final section of the Asset Management Strategy lists to review our Asset Management Plans specific to each of our major asset classes. Implementing an Asset Management Steering Committee, asset portfolio review and developing a delivery program are a few of the key items listed in this section. Achieving these goals can ensure AlburyCity follows the best practice of asset management planning and delivery to the community. Asset Management in AlburyCity aims to take a data-driven approach to plan future maintenance, contributing to the long-term reduction of asset maintenance expenditure. Asset Management Plans for each asset class shall outline the scope of this forecasted expenditure and planning.

Our community has an expectation that our city's assets are maintained to a high standard, with the strategic decision being made to allocate a progressively higher share of Councils' annual budget over the next 10 years towards asset renewal. AlburyCity considers financial prudence and management of infrastructure for future generations as a part of our core service delivery objectives. We will continue to engage with our community to ensure investment decisions and the services and assets we provide are innovative, environmentally sustainable and best aligned with our community requirements.

Image credit



# Asset Management at Council

AlburyCity provides a range of places, spaces, facilities, and infrastructure. These assets provide the foundation for our community to carry out everyday activities while enhancing the overall quality of life. Quality assets help ensure we can deliver essential services to our community.

- Infrastructure assets such as parks, roads, drains, bridges, water and sewerage and public buildings may present challenges.
- Essential services must be provided at suitable agreed service levels through monitoring maintenance, operation and rehabilitation and identifying the optimal time to replace or dispose of assets.
- The Asset Management Strategy's key objective is to ensure we can continue to provide these assets now and into the future.
- AlburyCity needs to operate cost-effectively and sustainably to ensure stability and longevity for our community.
- Albury's long-term needs and demands need to be measured, and plans should be put in place to ensure we are proactive and prepared for the future.

These below strategies are some of our integral documents that will assist in implementing the strategic objectives that have been identified while developing this document:

- Albury CBD Master Plan
- Albury Wodonga Integrated Transport Strategy (MOVE) (DRAFT)
- Borella Road and Riverina Highway Corridor Strategy
- CBD Parking Strategy
- Climate Change Adaptation Strategy
- Disability Inclusion Action Plan
- Eight Mile Creek Flood Study
- Long Term Financial Plan
- Murray River Flood Study
- Public Toilet Strategy
- Regional Natural Environment Strategy
- Sustainability Framework Action Plan (DRAFT)

The Asset Management Steering Committee will play an important part in reviewing not only the existing strategies, but in developing future strategies and plans.





# Governance



Dean Street Pedestrian Bridge

## Local Government Act 1993 - Integrated Planning and Reporting Framework

The AlburyCity Asset Management Strategy has been designed to meet the Integrated Planning and Reporting (IP&R) Framework's requirements, which describes the integrated business planning system for local government in New South Wales (NSW). A vital component of the IP&R Framework is the Resourcing Strategy. The Resourcing Strategy outlines the resources (time, money, assets, and people) required to implement the strategies in the Community Strategic Plan (Towards Albury 2050) and the principal activities in the AlburyCity Four-Year Delivery Program.

Under the IP&R Framework, our asset planning must account for and plan for the existing assets under our control and any new asset solutions proposed. We must prepare and adopt an Asset Management Policy, an Asset Management Strategy and Asset Management Plans for each class of assets to support the Community Strategic Plan and Delivery Program. The IP&R Framework is shown in Figure 1. The Resourcing Strategy includes the Long-Term Financial Plan, Workforce Management Strategy (Our People Strategy) and the Asset Management Strategy and Plans.

## Roles and Responsibilities

The Asset Management Policy identifies the key roles and responsibilities in relation to Asset Management. Councillors act as stewards for community assets ensuring appropriate funding is available to construct and maintain these assets at an appropriate standard.

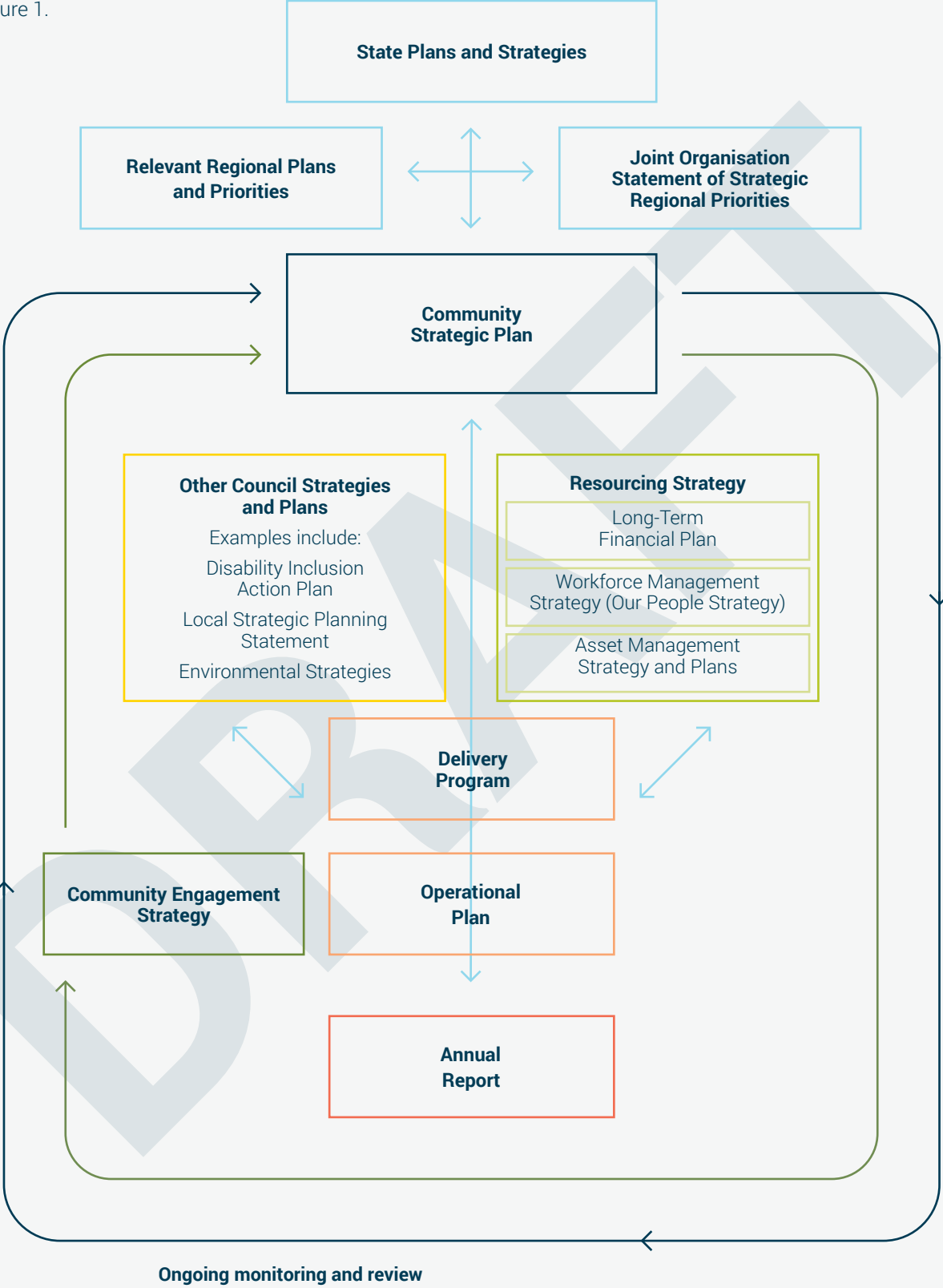
Council Executives must ensure an appropriate asset management framework is maintained, adequate resources are provided, compliance with legal obligations and strategic principles are set for the allocation of funds and these are communicated by Council.

Asset Practitioners are tasked with managing and maintaining systems, maintaining current data sets, monitoring costs, analysing asset lifecycle models, and developing works, maintenance and renewal programs. These tasks will be summarised and implemented through Asset Management Plans under the guidance of a multi-disciplinary Asset Management Steering Committee.



Governance

Figure 1.



Local Government Act 1993 – Other Acts and Regulations

Alburycity is guided by and must comply with, a range of government Acts, laws, regulations, and policies. These help inform Council to implement effective decision making resulting in positive outcomes for the community. These include:

- NSW Local Government Act 1993.
- NSW Protection of the Environment Operations Act 1997.
- Federal Environment Protection and Biodiversity Conservation Act 1999.
- Work Health and Safety Act and Regulations 2011.
- Workforce Management Strategy.
- NSW Disability Inclusion Act 2014.
- Accounting Standards and codes.
- Engineering Standards.



Alburycity Maintenance Crew



# Where Are We Now

AlburyCity is working towards aligning with the ISO55000 asset management suite of standards, launched in 2014, as part of our continuous improvement. The Asset Management Strategy, defined by ISO55000, is a guide to setting asset management objectives and defining the role of the Asset Management System in achieving these objectives. The Asset Management Strategy is used to develop plans that define specific and measurable goals related to a particular asset class.



To establish these strategic objectives, we need to examine our current position and our most important drivers. This process enables us to generate effective works programs and ensure that we have appropriate resources allocated to deliver the agreed services at an appropriate level to our community.

Our People continue to achieve our Strategic Outcomes that were identified in our previous Asset Management Strategy. A wide range of Apps and Maps have been developed to increase productivity, reduce manual data entry tasks, efficiently and accurately maintain asset data, and achieve ongoing asset inspections across all asset classes. This has also led to a systematic improvement in risks associated with our assets with risk assessments and prestart checks being logged into our databases in real time, which can be audited and ensures a high level of compliance is achieved.

Access to information has continued to be a focus. For example, an Online Mapping Portal has been developed to complement our existing Cemetery Mapping tool used to locate a grave or memorial based on the person's first name and/or surname. The Mapping Portal provides transparent, round the clock access to Council infrastructure data. This has also significantly reduced the number of data requests though our Customer Experience Team. As of January 2023, there are more than 400 registered users of this system.

A significant push has been made to reduce the paperwork required to process our vegetation and weed mapping workflows. Our Vegetation Removal Permits are now fully digital, from the removal request form through to the final approval permit, it is all online and captured within our databases. Furthermore, our Biosecurity Team has a fully integrated process meaning that the data captured daily with the tablets is instantly processed into a format that is required to be sent to the auditors on a monthly basis. Previously this process was entirely manual, manipulating data from one system to another, which was time consuming and increased the risk of human error.

We have achieved some fantastic energy savings with ongoing LED conversion projects. The biggest LED conversion project to date has been the upgrade of approximately eight thousand streetlights through our Bulk Lamp Replacement program, in conjunction with Essential Energy. Other projects involve the installation of solar panels on any available and suitable Council owned roof space, along with system upgrades such as the HVAC system at the Kiewa Street Administration Building.

With the recent adoption of the Disability Inclusion Action Plan, we are continuing to build a community that values diversity and recognises that having a disability is not a limiting factor if we facilitate an environment that offers equity of opportunity. With any road or footpath project we are ensuring we incorporate things such as tactile indicators, and with our public toilet replacement program we ensure we are adopting best practice for all ability designs and fixtures

AlburyCity has invested in a stormwater inspection camera that is able to quickly and easily react to customer requests to identify any drainage system faults. It is also being used to proactively inspect areas that are flagged as critical infrastructure, and ensure it is free from debris and remains unobstructed. We are continuing to recognise newly found stormwater assets that were previously unacknowledged in our Asset Register. This is reflected by the large increase in stormwater pipe lengths as shown in the Key Asset section.

The Assets Team perform both routine and reactive inspections on most asset classes. These are performed to ensure both our community expectations are met and asset expected lives are achieved. Some of these include:

- Footpath condition survey.
- Footpath risk inspections.
- CBD inspections.
- Bridge and Culvert inspections.
- Stormwater network inspections.
- Building valuation/inspections.
- Water main flushing.
- Sewer inspections.



## Where Are We Now



### Asset Systems and System Maturity

Albury City employs many resources, enabling the Council to make informed, data-driven decisions on various objectives, from day-to-day operations to visionary milestones in the future. These enablers include

- Project management tools that generate efficiency in knowledge transfer and clarity of objectives for everything we act on.
- Financial management software for transparency and traceability.
- Asset Management database which holds invaluable records of everything we build and its current condition and value information.
- Spatial instruments and software help us find and respond to issues in and around our city.
- Customer service enablers allow us to provide services and gain insights into all our functions.

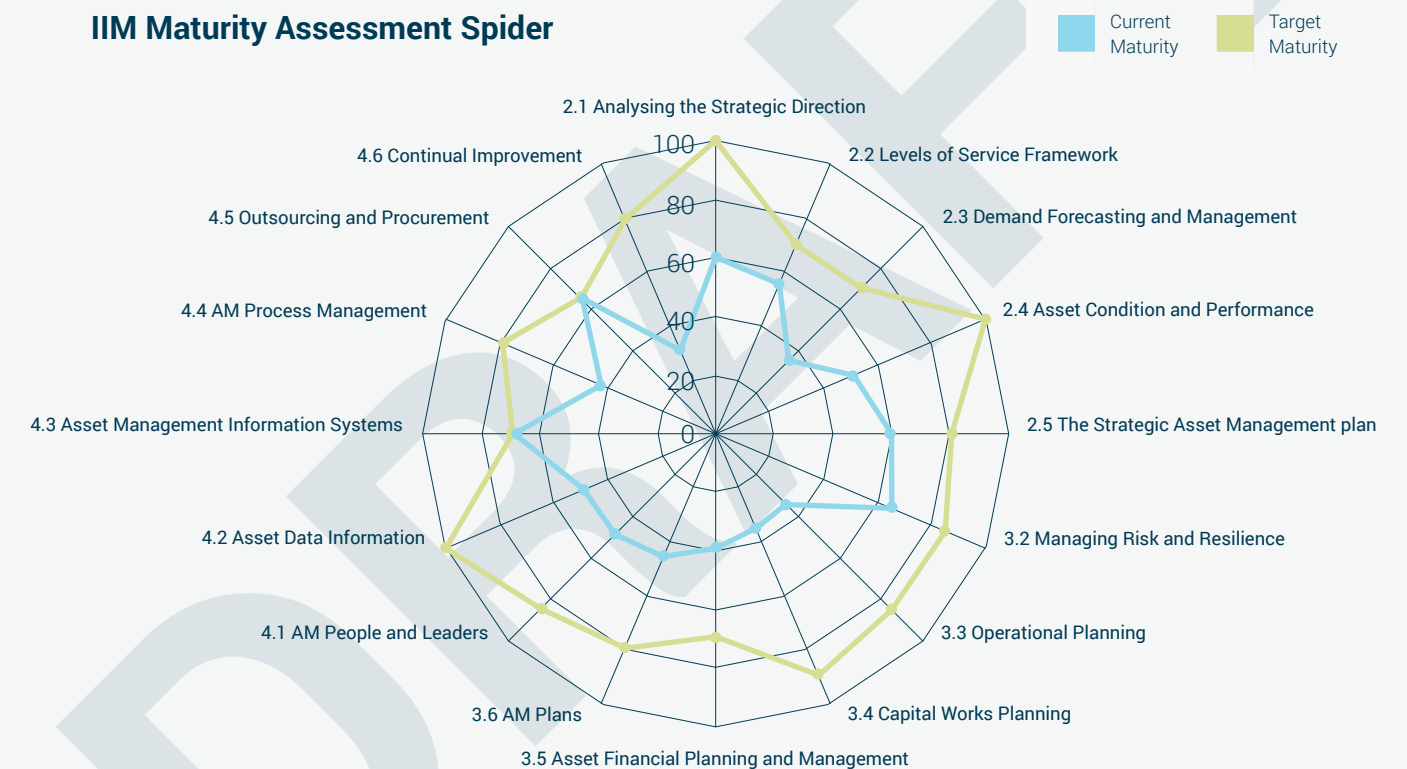
The success of Our People and these systems depends on the Council's ability to foster organisation-wide literacy in asset management and educate all on the benefits of good asset management and its ability to develop improved decisions.

### Asset Management Maturity

To measure maturity an assessment was completed using the IPWEA's International Infrastructure Management Manuals (IIMM) framework. The maturity assessment spider (Figure 2) shows areas where improvement can occur to better streamline, simplify asset process as well as broaden impact drivers emerging and generating influence not previously present.

Figure 2.

#### IIM Maturity Assessment Spider



From the above spider graph viewing the blue line we can see several points where maturity aligns with the target as well as some examples where there is need for improvement in documentation and formalisation of process.

Council's Enterprise Risk Management Framework outlines our commitment to effective management of risk and provides guidance as to the process we will follow to ensure a structured and comprehensive system of enterprise risk management. The Enterprise Risk Management Framework is intended to be integrated into all of Council's decision-making processes, governance structures, operational procedures and integrated planning and reporting processes.



# Key Assets

AlburyCity provides a wide range of infrastructure that we consider central to our service. Council has a modest appetite for risk, so we act to ensure we maintain these assets to a level that ensures public safety, financial stability, and a great experience of our city every time you walk out of the house.



## Buildings

AlburyCity has 677 buildings and structures under its control, an increase of 144 since 2018 (533). These buildings serve various purposes, from bus shelters and shade structures to the Library Museum and Sporting Facilities. Since 2018 the most significant additions to AlburyCity are the extension of the Lavington Sports Ground Grandstand and the addition of the Amenities Block.



## Transport

AlburyCity manages 555km of sealed roads (520km in 2018), 53km of unsealed roads, 310km of paths (200km in 2018), 55 road bridges, 52 pedestrian bridges and 16 carparks, including three multi-deck facilities. An increased focus on alternate transport modes has seen an increase in the path network to support both pedestrian and cyclist activity.



## Drainage

AlburyCity's drainage (stormwater) infrastructure consists of 613km of pipes (421km in 2018) and 17,019 structures (16,619 in 2018), including pits and 3.8km of levees. The city's growth in recent years has resulted in additional retention basins to assist in the control of stormwater and the protection of the environment.



## Sewerage

AlburyCity's sewerage network consists of 568km of pipes (530km in 2018), 9,097 structures (8,369 in 2018), 62 pump stations and four wastewater treatment plants.



## Water

AlburyCity's water network consists of 671km of pipes (641km in 2010), 34 Pump Stations and 40 Reservoirs. Significant work has been undertaken to service the growth of the city. Modernisation of the Water Filtration Plant has also significantly improved AlburyCity's water network in recent years.

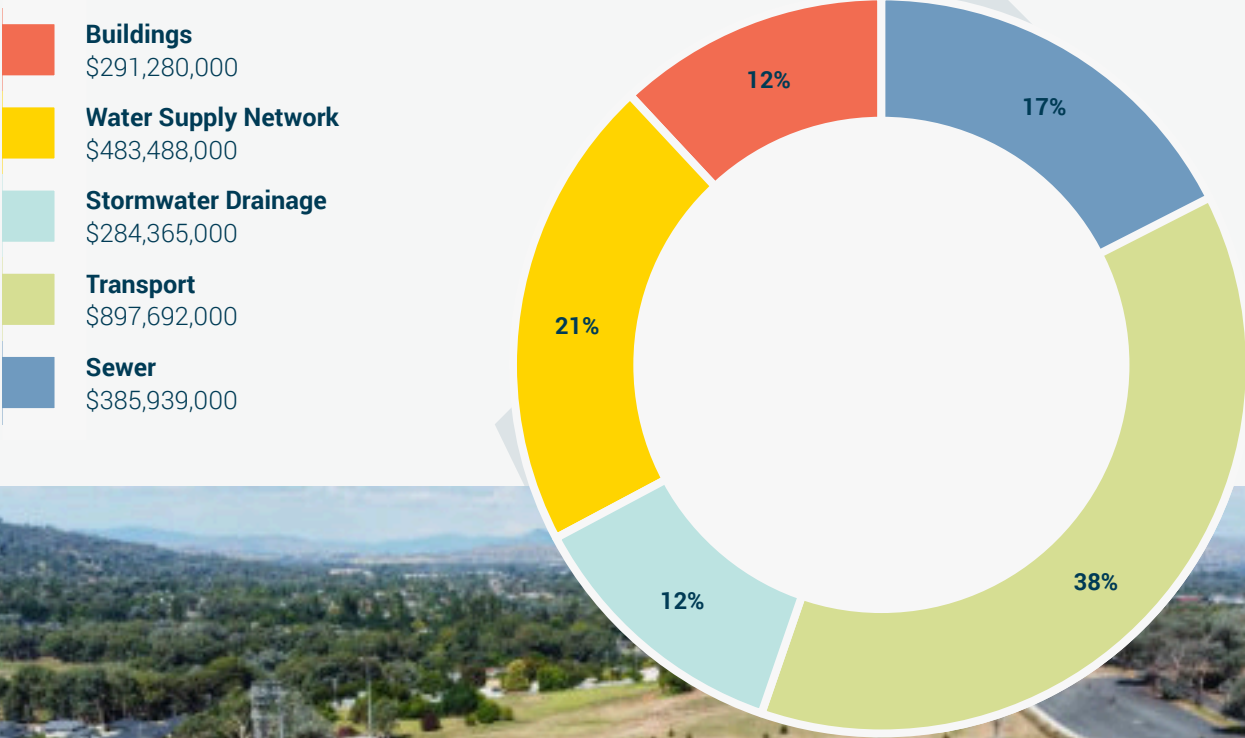


## Parks and Recreation

AlburyCity's Parks and Recreation register consists of 320 parks and reserves, including three skate parks, 18 sports fields and 91 playgrounds.

The below chart shows that of the key assets within AlburyCity, it is a relatively even split. We must continue to focus our attention in all areas with respect to acquisition, maintenance, renewals, and disposals. We will cover these areas in detail in the relevant Asset Management Plans.

Figure 3.



Lavington Sports Ground



Key Assets

Financial Indicators and Projections

Council employs many measures to monitor its long-term financial viability every year; we provide statements on our financial position which can be found on the Albury City website. From these statements, two fundamental indicators give us an idea of how we are currently tracking with replacing our assets versus how quickly they are depreciating

- 1. Asset Renewal Funding Ratio shows Council's financial ability to finance the renewal and replacement expenditure over the asset lifecycle in the long term. Our three-year ratio average at FY 21/22 is 80.04%. Ideally, this number would be over 100% (source IIFMM).
- 2. The Infrastructure Backlog Ratio is a measure of the percentage shortfall in asset condition against the current written down value of the asset portfolio, AlburyCity achieves 2.86%. Ideally, we would have a backlog ratio of less than 2%. This gap of 0.86% shows several high-value assets' nearing end of life.

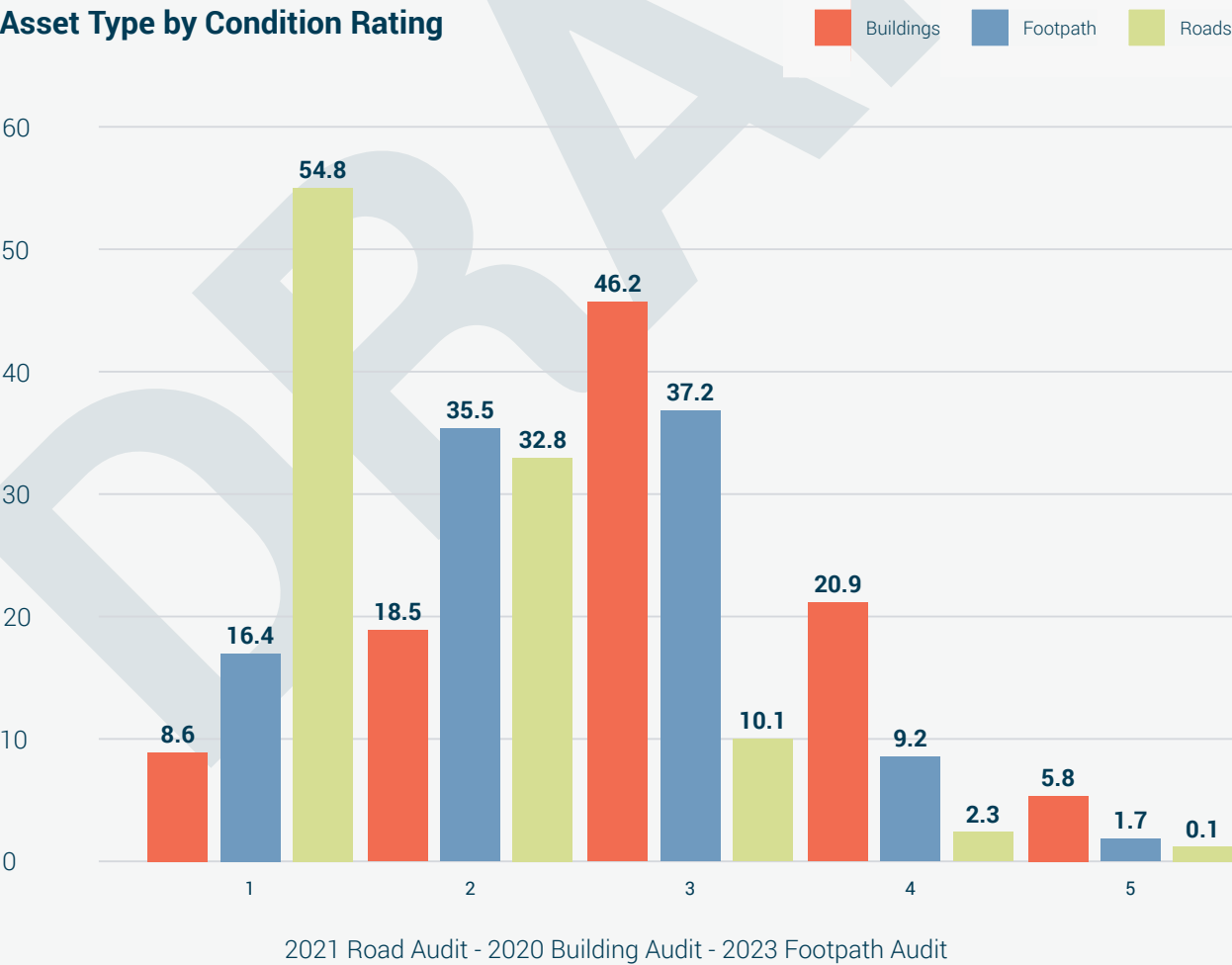


Asset Type by Condition Rating

The graph below shows our independently audited asset classes broken down by their condition rating. A condition rating of 1 indicates a near new asset in perfect condition, and a ranking of 5 indicates the asset is failing and in need of replacement. The outlier in this graph is our road asset class, here it shows our road network is generally in very good condition. This is reflective of the road pavements holding significant weighting as part of the road structure. Greater detail is given within the Asset Management Plans. Our Water, Stormwater and Sewer assets have not previously been conditionally assessed, for these asset classes we review them on an age basis, as shown in the Age Summary chapter.

Figure 4.

Asset Type by Condition Rating





## Key Assets

### Age Summary

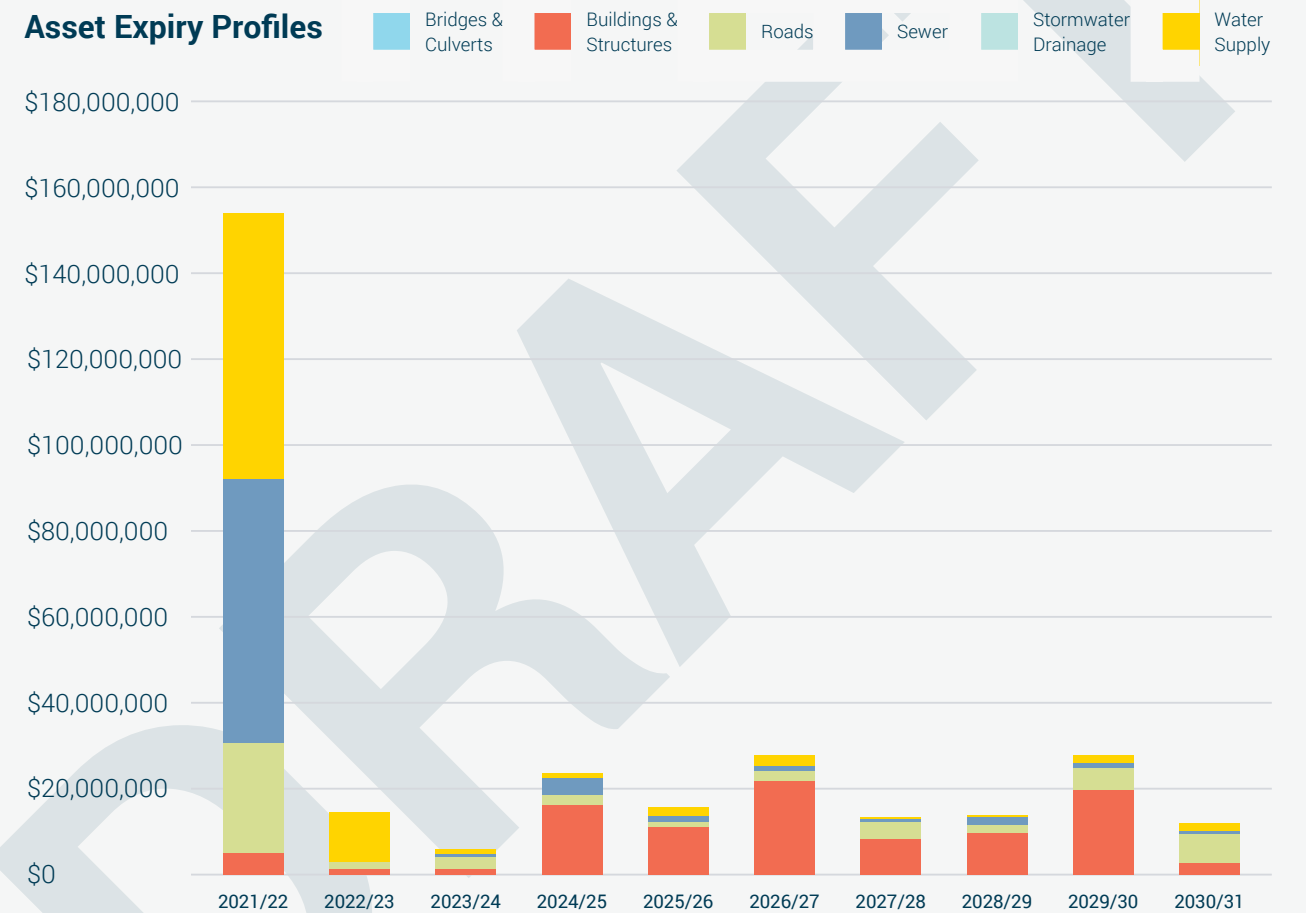
In addition to these measures of physical performance, we regularly collect feedback from our community through the Community Satisfaction Survey. We ask our community for feedback so we can be sure we are aware of, and continue to meet, community expectations.



Albury Botanic Gardens

When measuring the performance of infrastructure assets, it is vital to consider the age and condition of assets. The below graph shows assets coming to the end of expected life over the next ten years. Expenditure on assets is compared against the current condition in the form of the remaining useful life to model how Alburycity's critical assets' overall condition is travelling.

Figure 5.



The expiry profiles show significant increase in the water, sewer and roads categories, which indicates an increase in expenditure is required for these classes. The large spike in Year One can be attributed to the use of the assets "useful life" being used to generate the graph. The Assets Team are continuing to work towards a higher confidence level, meaning the data will be updated with condition-based age profiling, instead of the current age-based profile. Just because our assets are older than their expected useful life, doesn't mean they are not meeting our minimum levels of service. The aforementioned financial indicators and projects would support our current position in that we are renewing our assets at an acceptable rate, and that our backlog ratio being above the benchmark of 2% is an effect of the above useful lives not being adjusted as condition-based assessments are undertaken. A more detailed analysis of these profiles will be undertaken in the relevant Asset Management Plans.



Key Assets



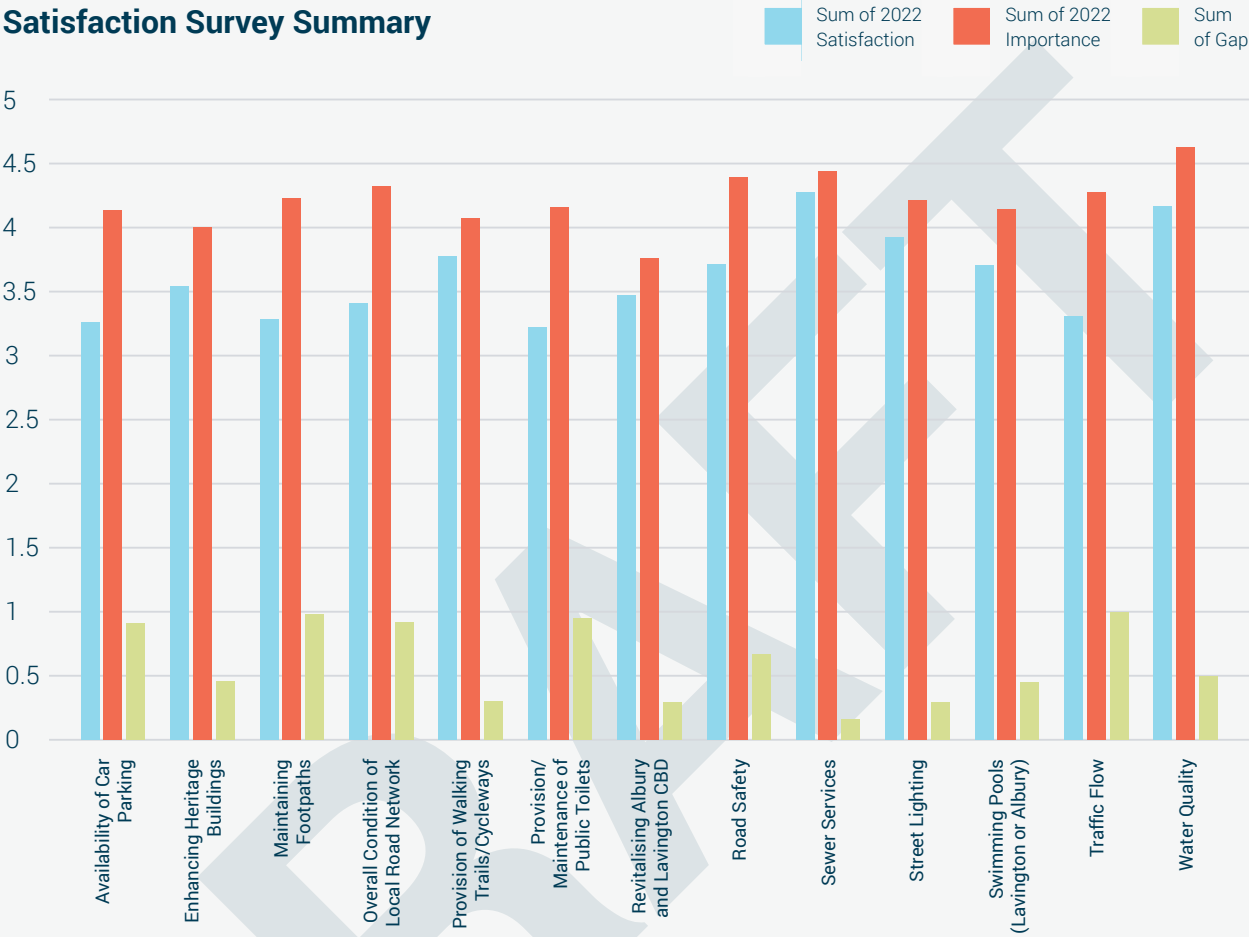
Community Satisfaction Survey

AlburyCity conducts Community Satisfaction Surveys (CSS) every two years to help us understand community priorities and levels of satisfaction with Council services. Community expectations challenge us to respond to the changing preferences of our city. Key outcomes of the CSS include:

- Identifying our community's overall level of satisfaction with our performance across a wide range of services and activities.
- Determining the level of contact with the Council by the community.
- Identifying methods of communication and satisfaction of engagement by the Council.
- Assessing and establishing the community's priorities with Council activities, services, and facilities.
- Determining the top drivers of community satisfaction.

Figure 6.

Satisfaction Survey Summary



The results of the most recent CSS were collected in February 2022. The CSS asked our community to rate the level of importance and level of satisfaction.

The top four most important services to our community were:

1. Water Quality;
2. Sewer Services;
3. Road Safety, and
4. Overall condition of the road network.

The most significant gaps between Importance and Satisfaction were found to be in:

1. Traffic Flow;
2. Maintaining Footpaths;
3. Provision/Maintenance of Public Toilets, and
4. Overall Condition of the Road Network.

This information provides Council with an insight into our community's expectations relating to assets and services, and the feedback to help drive our decision-making in this regard.



# Strategic Objectives

The Asset Management Strategic Objectives incorporate our desire to ensure that infrastructure assets are managed efficiently and sustainably, and that asset cost is optimised over the asset’s lifecycle. Asset Management Objectives transform the required outcomes (product or service) provided by Toward Albury 2050 into activity drivers for the goals of our Asset Management Plans.

A wide range of parameters are used to inform how and when the Council makes decisions. AlburyCity works to stay active and innovative in how it delivers services for the people of Albury. Our challenge is to provide the services needed by the community at an appropriate level of service at optimum life cycle costs that are financially sustainable. These services are an essential component to the liveability and economic prosperity of the community. Along with ongoing communication and consultation with the community we use several metrics to ensure we have our finger on the pulse. These include the following;



Albury Botanic Gardens in Autumn

Item	Demand Impact
Population	56,093 expected growth @ 1.234% pa - A growing population will place more demand on our assets, driving upgrades and improvements to capacity.
Median Age	The average age range of 39 years has remained consistent over the last four years, showing consistent growth across all age ranges.
Families with dependants	64.7% of households indicate a requirement for educational facilities and supporting infrastructures such as footpaths and parks.
Vehicles	91.1% of households having cars shows a tendency for people to drive to their destinations, placing a load on road networks and parking facilities.
Land Area	Albury covers 30,727 ha with around 10km from the CBD (Central Business District) to the growth corridor, indicating an increase in demand for linking arterial roads.
Global Pandemic	Changed how we see the workplace and what assets are important to us.
Technology Development	How we collect, view, manage, and interact with data changes with the technology available to us.
Supply Chain Impacts	Volatility in supply chains affects material availability which affects our capacity to deliver.
Workforce Resourcing	Details of impacts on our workforce are discussed in the Workforce Strategy.
Integrated Transport Network	A safe and efficient Integrated Transport Network connects the community to all parts of our city and surrounding regions.
Infrastructure in growth areas	A solid infrastructure approach that ensures our growth areas are supported and have improved accessibility to local services.
Destination city	Promote Albury as a destination city to encourage greater visitation and people relocating to the area, to support our ongoing growth while meeting the needs of the city.
Access to bicycle and walking tracks	Footpaths, shared paths, cycleways, and active modes of transport are available across our city.
Affordable living	Current and future generations to have access to affordable lifestyles (e.g., housing).
Disability Inclusion	Ensure access and inclusion are integrated into existing planning systems to ensure employees at every level consider inclusion of people with disability in their role.

Along with this list of known challenges, the Council faces some new and evolving difficulties and we are working to understand the impacts of these on Council and the community. The two biggest emerging challenges are adapting to the changing climate and recognising the actual value of our natural assets.



# Strategic Objectives

## 1. ISO55000 Alignment

**Objective – Asset Management practices continually reviewed and adjusted to better align with ISO55000 and ISO55001.**

The ISO55000 suite of standards is an international set that defines best practices in asset management and the development of asset management systems. ISO55001 defines an asset management system as how an organisation manages the interrelated parts of its business to achieve its objectives. AlbureCity is committed to the continued improvement of its asset management systems with a long-term vision of having the ability to be accredited in line with the ISO55000 suite of standards, in particular ISO55001, which defines the requirements of a robust asset management system. To achieve this, AlbureCity adopts the best practice methodology of the Institute of Public Works Engineers, which provides comprehensive and proven processes to generate successful and effective asset management, delivering the best value return on our assets.

**Alignment to Towards Albure 2050 with:**

- 1.1 Albure is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.
- 1.2 Albure has an accessible, integrated transport network that connects our city through safe and efficient travel options.
- 1.5 Albure has a secure integrated water and natural asset supply to support a circular economy.

## 2. Systems and Processes

**Objective – Asset Management Governance – foster the Asset Management Steering Committee.**

AlbureCity recognises opportunities within its existing systems and processes whereby we can further improve the robustness of asset management systems and processes. ISO55001 defines an asset management system as how an organisation manages the interrelated parts of its business to achieve its objectives. As a part of continuous improvement, we are working towards expanding the accessibility of our systems to all levels of Council.

**Alignment to Towards Albure 2050 with:**

- 1.1 Albure is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.
- 1.2 Albure has an accessible, integrated transport network that connects our city through safe and efficient travel options.
- 1.5 Albure has a secure integrated water and natural asset supply to support a circular economy.
- 2.1 Albure is a zero emission and climate resilient city.

## 3. Changing Asset Landscape

**Objective – Maintain and review Asset Management Policy, Strategy and Plans to ensure currency.**

In regard to the costs of resources increasing due to global shortages, the recognition of natural assets, in conjunction with the impacts of climate change, it can no longer be expected that previously allocated funding levels will be adequate to deliver the same service levels provided in the past. As a result, we expect our future modelling to change as we reassess functionality and required resourcing against our current Asset Register.

**Alignment to Towards Albure 2050 with:**

- 4.2 AlbureCity engages with its community by being included in two-way conversations that contribute to local decision-making.

## 4. Asset Management Depreciation Method Review

**Objective – Asset Management practices consider all options of asset accounting to consider best practice methods for our organisation.**

AlbureCity currently adopts a straight-line age-based method for calculating depreciation costs. This is the most common method for calculating depreciation. Council will review this current method for its ongoing suitability and investigate if alternate methods such as condition-based assessments should be adopted either in part, or for our entire asset base.

**Alignment to Towards Albure 2050 with:**

- 1.1 Albure is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.
- 1.2 Albure has an accessible, integrated transport network that connects our city through safe and efficient travel options.
- 1.5 Albure has a secure integrated water and natural asset supply to support a circular economy.



“The Bigger Picture” - Yindyamarra Sculpture Walk



# Strategic Objectives

Our challenge is to provide the services needed by the community at an appropriate level of service, at optimum life cycle costs that are financially sustainable. These services are an essential component to the liveability and economic prosperity of the community, and include.

## 5. Resources

**Objective – Council has processes for making sound capital investment decisions.**

Our resourcing dictates our ability to provide the core functions that enable us to prioritise and deliver the services that matter to the city. At the core of our ability to continue to function as a city are the following activities;

- Operation activities - these are actions directly related to the delivery of any service Council provides to the community.
- Maintenance - any actions necessary for retaining an asset as near as practicable to an agreed service level, including regular tasks essential to keeping assets functioning to their intended purpose.
- Renewal/replacement expenditure is significant work that does not increase the asset's originally designed capacity but restores, rehabilitates, or replaces an existing asset to its original or lesser required service potential.
- New assets are provided to deliver more of an existing service or offer a whole new service altogether.
- Disposal includes any activity associated with decommissioning an asset, including the sale, demolition, or relocation.

**Alignment to Towards Albury 2050 with:**

- 1.1 Albury is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services, and high levels of amenity.
- 2.1 Albury is a zero emission and climate resilient city.
- 2.2 Albury is a leader in resource management and circular economy.
- 2.3 Albury is a recognised leader in the protection and management of our natural assets.
- 3.5 Albury is a safe, inclusive and accessible region for our entire community.

## 6. Funding

**Objective – Council will continue to responsibly adjust funding levels and seek grant opportunities to meet our agreed levels of service with our community.**

The strategic objective of Council's asset management expenditure is to gradually bring the maintenance cost down and make capital improvements to the infrastructure to ensure asset longevity. Overall, the goal of Asset Management is to take a data-driven approach to plan future maintenance, contributing to the long-term reduction of asset expenditure. Asset Management Plans for each asset class shall outline the scope of this forecasted expenditure.

**Alignment to Towards Albury 2050 with:**

- 1.1 Albury is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.
- 1.2 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.
- 1.5 Albury has a secure integrated water and natural asset supply to support a circular economy.



NEXUS Industrial Precinct



# Strategic Objectives

## 7. Climate Change

**Objective – Council has strategies in place to ensure our infrastructure can cater for a changing climate.**

AlburyCity recognises that climate change is one of the most significant issues that will impact the social, cultural, economic, and environmental health and well-being of the Albury community.

Global, national, and state modelling makes projections about future climate. According to the Murray Murrumbidgee Climate Change Snapshot, the region is projected to experience the following changes:

- Maximum temperatures are projected to increase in the near future (2020 – 2039) by 0.4 – 1.0°C and in the far future (2060 – 2079) by 1.6 – 2.5°C.
- Minimum temperatures are projected to increase in the near future (2020 – 2039) by 0.4 – 0.8°C and in the far future (2060 – 2079) by 1.3 – 2.4°C
- The number of hot days will increase.
- The number of cold nights will decrease.
- Rainfall is projected to decrease in Spring.
- Rainfall is projected to increase in Summer and Autumn.
- Average fire weather is projected to increase in Summer and Spring.
- Severe fire weather days are projected to increase in Summer and Spring.

In the case of increased rainfall, this will place a requirement on the city to better manage drainage infrastructure, ensuring it is clean, clear, and able to operate at capacity, even in unexpected seasons. It is anticipated that the network's capacity will need to increase, which will then be reflected in the expected levels of service required. To continue to deliver these levels of service to the community, the efficacy of the existing stormwater management network will be assessed against the emerging reality of these climatic changes.

Where climate change is expected to affect heat and drought frequency, extreme heat may influence pavement seal longevity negatively, with bitumen binders reacting to extended high heat periods in diverse ways. UV-sensitive assets such as bitumen-bound roads will also suffer oxidation and hardening increases, so that more emphasis will be placed on binder rejuvenation in early intervention methodologies. Increasing temperatures and predicted longer, drier periods will likely negatively affect water availability.

We acknowledge that the climate is changing; as a result, we need to react to ensure our assets' longevity and maintain our ability to meet the expected levels of services we currently hold. Moving forward, we will need to stay up to date with emerging trends and developments in this area and move to engage in new techniques and technologies to ensure the best value from our works and the longevity of our assets.

**Alignment to Towards Albury 2050 with:**

- 2.1 Albury is a zero emission and climate resilient city.
- 2.2 Albury is a leader in resource management and circular economy.
- 2.3 Albury is a recognised leader in the protection and management of our natural.

## 8. Natural Assets

**Objective – Council identifies opportunities to recognise natural assets as part of our Asset Management System.**

Albury's natural assets include trees, waterways, vegetated corridors (roads, riparian) and parks. Natural assets are integral to the Albury community as they provide essential services, including stormwater management, climate regulation and pollution control. They also offer a range of other benefits, including health and well-being, fauna habitat, recreational opportunities, and increased productivity.

These natural assets carry significant material value, and as a part of AlburyCity's commitment to continual improvement, we are moving toward recognising this value. This process will necessitate the addition of natural assets to our Asset Management System, enabling more informed and integrated strategic decision-making on all assets that provide value to AlburyCity.

**Alignment to Towards Albury 2050 with:**

- 2.1 Albury is a zero emission and climate resilient city.
- 2.2 Albury is a leader in resource management and circular economy.
- 2.3 Albury is a recognised leader in the protection and management of our natural assets.

## 9. Flood and Storm Preparedness and Resilience

**Objective – Council will further investigate opportunities to build our level of resilience to storm and flood emergencies.**

AlburyCity will continue to review our current level of preparedness and resilience with regards to the increasing frequency and intensity of flood and storm related emergencies. With the city being surrounded by hills and the Murray River, we are susceptible to flooding and storm surges and these impacts need to be mitigated at every opportunity. Through reviews of engineering guidelines, subdivision development controls, and infrastructure upgrades, we will continue to build our resilience against these emergencies.

**Alignment to Towards Albury 2050 with:**

- 1.1 Albury is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.
- 1.2 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.
- 1.5 Albury has a secure integrated water and natural asset supply to support a circular economy.



# Our Approach

For council to be effective with our efforts we must tailor each strategic movement to each asset class, while continuing to review the strategic objectives for possible inclusion along the way. We do this because, for example, how climate change will likely affect our footpaths is different from how it will affect our water supply. To generate and control these specific actions we update our existing Asset Management Plans or develop new plans to ensure we are covering all of the functions that Council manages. The planning for the updating of these Asset Management Plans is included in the Action Items table.



Albury Waste Management Centre – Nathan Duncan

Action	Outcome	Date Due	Responsibility	Alignment to Objective Item
<b>Review Asset Management Policy</b>	Ensure that a robust and up-to-date policy governs AlburyCity's asset outcomes.	07/2023	Assets	1, 2
<b>Implement an Asset Management Steering Committee</b>	Align asset planning objectives with emerging plans and policies.	07/2023	Assets	2, 3
<b>Review Road Asset Management Plan</b>	Review efficacy and relevance and update to reflect current position and align with AlburyCity's requirements.	12/2023	<b>Assets/City Works/Transport</b>	1, 2, 3, 4, 5, 6, 7, 9
<b>Review Drainage Asset Management Plan</b>	Review efficacy and relevance and update to reflect current position and align with AlburyCity's requirements.	12/2023	<b>Assets/ Streetscapes &amp; Gardens/ City Works</b>	1, 2, 3, 4, 5, 6, 7, 9
<b>Asset Profiling Review</b>	Undertake a review of how we measure our asset lives (straight line vs condition-based assessments).	06/2024	Assets/ Finance	3, 6
<b>Review Sewerage Asset Management Plan</b>	Review efficacy and relevance and update to reflect current position and align with AlburyCity's requirements.	06/2024	<b>Water &amp; Wastewater/ Assets</b>	1, 2, 3, 4, 5, 6, 7, 9
<b>Review Water Asset Management Plan</b>	Review efficacy and relevance and update to reflect current position and align with AlburyCity's requirements.	06/2024	<b>Water &amp; Wastewater/ Assets</b>	1, 2, 3, 4, 5, 6, 7, 9
<b>Develop Footpath Asset Management Plan</b>	Develop a plan to manage the future of the pedestrian transport network and supporting infrastructure.	12/2024	<b>Assets/ Transport</b>	1, 2, 3, 4, 5, 6, 7, 9
<b>Review Parks &amp; Recreation Asset Management Plans</b>	Review efficacy and relevance and update to reflect current position and align with AlburyCity's requirements	12/2024	<b>Parks &amp; Recreation/ Assets</b>	1, 2, 3, 4, 5, 6, 7, 8, 9
<b>Review Building Asset Management Plan</b>	Review efficacy and relevance and update to reflect current position and align with AlburyCity's requirements.	12/2024	<b>Property &amp; Building/ Assets</b>	1, 2, 3, 4, 5, 6, 7, 9
<b>Review Car Park Asset Management Plan</b>	Review efficacy and relevance and update to reflect current position and align with AlburyCity's requirements.	06/2025	<b>Assets/ Transport/ Streetscapes &amp; Gardens</b>	1, 2, 3, 4, 5, 6, 7, 9
<b>ISO55000 Alignment</b>	Implement best practice methodologies to achieve ISO55000 alignment.	Ongoing	Assets	1, 2, 3
<b>Development of Delivery Program</b>	Deliver an ever evolving Four-Year Delivery Program forecast on specified asset classes.	Ongoing	<b>Assets/City Projects</b>	5

Note: Bold team indicates project lead.



# References

*ISO, 2014, ISO 55000, Asset management – Overview, principles and terminology*, International Organization for Standardization, Geneva.

*ISO, 2014, ISO 55001, Asset management – Management systems - Requirements*, International Organization for Standardization, Geneva.

*ISO, 2014, ISO 55002, Asset management – Management systems – Guidelines for the application of ISO 55001*, International Organization for Standardization, Geneva.

IPWEA, 2015, International Infrastructure Management Manual, Institute of Public Works Engineering Australia, Sydney [www.ipwea.org/iimm](http://www.ipwea.org/iimm)

IPWEA, 2014, 'NAMS.PLUS3 Asset Management', Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org/namsplus](http://www.ipwea.org/namsplus)

IPWEA, 2015, 'Australian Infrastructure Financial Management Manual, Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/aifmm](http://www.ipwea.org/aifmm)

ABS 3218.0 – Regional Population Growth, Australia - 1% growth per annum (in line with 20 year average).

Region Australia Institute, 2022, Pandemic Sees Doubling in Net Migration From Capital Cities to Regional Australia, < Pandemic Sees Doubling in Net Migration From Capital Cities to Regional Australia>



