



ATTACHMENTS TO MINUTES GENERAL COUNCIL MEETING

22 MARCH 2017

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ASSET MANAGEMENT STRATEGY

March 2017

V 1.0



Southern Downs
REGIONAL COUNCIL

Asset Management Strategy

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Asset Management Strategy

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Asset Management Strategy

1. Executive Summary

The economic, social and environmental well-being of the Southern Downs region is underpinned by a vast asset infrastructure that is generally taken for granted by the community until it fails or is no longer capable of providing the levels of service expected of it.

Council currently has over \$970 Million¹ invested in infrastructure, land and other physical assets. These assets are essential to the delivery of critical Council services such as water, waste management and transport. Assets are also crucial for the delivery of Council's key social services such as parks, community centres, libraries and recreational facilities.

Population growth, changing demographics (particularly an ageing population), competing demands for funding and an increasingly demanding external regulatory environment are putting pressure on Council's ability to deliver these services. This poses several challenges for Council going forward, specifically:

- The ability to balance community service needs with Council's capacity to sustainably fund them.
- The ability to fund investment in new or upgraded assets while still maintaining and renewing its existing assets at acceptable levels of service.

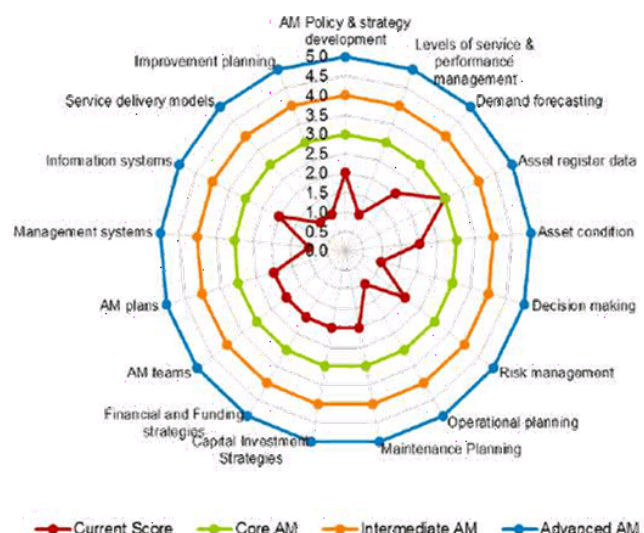
Consequently, Council is exposed to a range of significant political, managerial and financial risks related to its assets (particularly in relation to its long-lived infrastructure assets). To effectively manage these risks, Council needs to develop a core set of asset management capabilities and skills.

Unfortunately, the Asset Management Maturity Assessment performed in August 2016 by Queensland Treasury Corporation found that Council has significant improvement required in this area.

Council's capital works program for 2016-17 stands at \$28.86 Million. The asset maintenance budget across all asset classes is estimated to be around \$19.5 Million per annum². A 1% productivity improvement in the delivery of Council's capital works and asset maintenance programs could free up as much as \$480,000 per annum³.

The purpose of this Asset Management Strategy is to translate the strategic intent of Council's Asset Management Policy into an integrated, actionable and achievable program of work to optimise the delivery

Figure 1: Asset Management Maturity Assessment (August 2016)



¹ Gross Replacement Value as at 30 June 2016

² Council does not currently separate maintenance from operational expenditure, so this is an estimate only.

³ **Please note:** As per Council's *Asset Management Policy*, any benefits derived from the implementation of this strategy will be directed toward: (a) improving the sustainability of Council's asset based services (i.e., savings will be directed to the renewal of existing assets rather than creation of new assets); and (b) resourcing of the Asset Management Strategy Implementation program.

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of Council's asset based services. Further, it sets out a comprehensive and achievable plan for dealing with the issues identified in the Asset Management Maturity Assessment.

This strategy applies to all physical assets, but it focuses on Council's infrastructure and building assets because these collectively represent 93% of the value of Council's asset base.

The objectives of this strategy are:

1. Implement an effective, Council-wide asset management governance framework that is aligned with good industry practice.
2. Support decision making at all levels with fit-for-purpose asset information management systems and data.
3. Deliver asset-based services at the lowest possible whole-of-life cost to meet specified levels of service while adequately controlling for risk.

The success of this strategy will be measured by:

1. The achievement of a core level of asset management practice for all Infrastructure asset classes.
2. All significant asset related risks are being actively managed and have appropriate mitigations and/or treatments in place.
3. Council's performance against the Asset Sustainability Ratio target set out in the State's Financial Management (Sustainability) Guideline 2013 is at an acceptable level.

An Asset Management Governance Framework (refer [Appendix B](#)) with defined roles and responsibilities (refer [Appendix C](#)) will be used to ensure a whole-of-Council approach to the implementation of this strategy. Implementation will be done in a controlled and staged manner to enable Council to make the necessary changes while still meeting its operational service commitments.

The remainder of this document sets out the context, rationale and approach for implementing this strategy. This document culminates in a detailed *Strategy Implementation Plan* which is contained in [Appendix E](#).

It should be noted that Council's asset management functions are not currently resourced to perform the work required to implement this strategy in addition to their day-to-day activities. An assessment of Council's capacity and capability for each improvement activity has been included in the implementation plan ([Appendix E](#)).

Where capacity and capability are both rated as 'low', it is likely that Council will require additional resources and/or asset management expertise that is not currently available within Council. If these resources are not available, then the Implementation Schedule may slip significantly, or the expected benefits may not be realised.

Asset Management Strategy

2. Introduction

2.1 Purpose

The purpose of this strategy is to translate the strategic intent of Council's *Asset Management Policy* into an integrated, actionable and achievable program of work to optimise the delivery of Council's asset based services.

This strategy provides the link between the high-level aspirations and guiding principles of the *Asset Management Policy* and Council's tactical planning documents (e.g., *Asset Management Plans*, *Asset Management Improvement Plan*, *Capital Works Programs* and *Operational Plans*). These documents then inform Council's operational asset management practices.

Figure 2: Strategic Asset Management Framework Elements



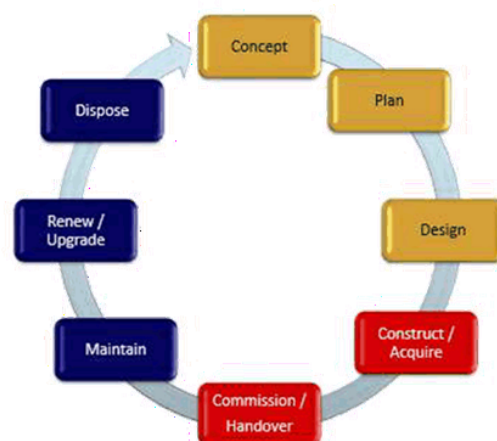
2.2 Scope

This strategy applies to all physical assets owned or controlled by Council. It covers all phases of the asset management lifecycle.

Service Conceptualisation and *Planning* are included in the asset management lifecycle because decisions at these stages often affect the fitness-for-purpose of the assets delivered. For example, if the initial service concept is flawed, the asset may require expensive retro-fitting, augmentation and/or more frequent maintenance to achieve the expected service outcomes.

Where this occurs, Council may end up with an inappropriate or under-performing asset for the remainder of its (potentially long) service life.

Figure 3: Asset Management Lifecycle



Asset Management Strategy

2.3 Priority Asset Classes

The *Asset Management Strategy Implementation Plan* shown in [Appendix E](#) is initially focused on the following infrastructure asset types:

- Roads (including bridges, footpaths, kerb & channel)
- Stormwater drainage (including large culverts)
- Water
- Wastewater
- Buildings

This is because these asset classes represent 90% of the total value of Council's asset portfolio (Refer [Section 4.1](#)). Implementing an asset management governance regime and sound asset management practices for these asset classes will enable Council to significantly improve its asset management performance and reduce its overall asset related risk profile.

The *Asset Management Strategy Implementation Plan* will be expanded as resources allow to cover all other physical asset types including:

- Parks (including playgrounds and other structures)
- Waste management
- Land improvements
- Fleet and plant
- Information technology
- Other portable and attractive items currently below Council's asset capitalisation threshold.

2.4 Acknowledgements

It is gratefully acknowledged SDRC's permission to use information from its internal reports and strategic planning documents. It is also gratefully acknowledged the authors of the following external documents from which we drew inspiration, concepts, data and ideas that were used in the development of this Asset Management Strategy:

- *Southern Downs Socio-Economic Profile* (2016) AEC Group
- *Asset Management Strategy: Infrastructure Assets & Land* (2011) Gold Coast City Council
- *Darling Downs and South West Region: Community Profile* (website) .IdCommunity
- *ISO:55000 Asset Management* (2014) International Standards Organisation
- *International Infrastructure Management Manual* (2015) NAMS Group
- *Forecasting long-term sustainability of local government. Report 2: 2016-17* (2016) Queensland Audit Office
- *SDRC Asset Management Maturity Review* (2016) Queensland Treasury Corporation
- *Strategic Asset Management Plan* (2015) Townsville City Council

Asset Management Strategy

3. Strategic Context

3.1 Region Overview

Southern Downs Regional Council is a local government authority located along the Queensland border with New South Wales on the south-eastern edge of the Darling Downs. It was created in 2008 through the amalgamation of Warwick Shire Council and Stanthorpe Shire Council.

The following key statistical data for the Southern Downs region was obtained from the idCommunity website:



The Southern Downs Regional Council has a total land area of about 7,100 square kilometres. The profile of the region is predominantly rural, with numerous small townships.

The largest townships are Warwick and Stanthorpe, with smaller townships at Allora, Killamey, Yangan and Wallangarra.

A large proportion of the region's land area is currently defined as a Priority Agricultural Area under the *Darling Downs Regional Plan* (2013).

Rural land is used largely for agriculture, with a focus on sheep and cattle grazing, orcharding and vegetable and grain growing⁴. Forestry and viticulture are also important industries.

Figure 4: Southern Downs Regional Council Area



⁴ <http://profile.id.com.au/rda-dd-sw/about?WebID=170>

Asset Management Strategy

3.1.1 Population

The Southern Downs Region has an estimated residential population of 35,738⁵. Population growth in the Southern Downs Local Government Area (LGA) has been positive over the past decade, with a net gain of 3,728 people since 2005. This equates to an average annual growth rate of 1.1% between 2005 and 2015, which is approximately half the State average (refer Fig. 5)⁶.

Current projections indicate that the Southern Downs LGA population will grow by about 1.0% per annum, reaching an estimated 44,000 residents⁷ in 2036.

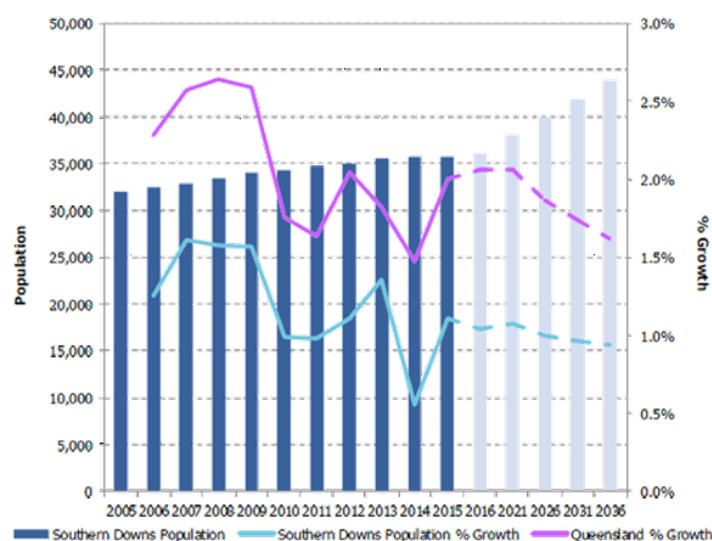
The population of the Southern Downs Regional is generally older than comparable councils.

- There is a lower proportion of young people (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).
- The Southern Downs population is ageing, with an increasing share of persons over 80 years between 2009 and 2014.

The largest changes in the age structure between 2006 and 2011 were as follows:

- Empty nesters & retirees (60 to 69) (+988 people)
- Seniors (70 to 84) (+514 people)
- Older workers & pre-retirees (50 to 59) (+373 people)
- Elderly aged (85 and over) (+197 people)

Figure 5: SDRC Forecast Population Growth (AEC Group)



Source: ABS (2015), QGSO (2013, 2016)

3.1.2 Employment

In the December quarter 2015, Southern Downs had a recorded labour force of 16,584 people with an official unemployment rate of 4.9%. Southern Downs' unemployment rates have generally trended below the State average over the last five years, reflecting a solid overall employment outlook⁸.

However, the regional labour force has been trending lower over the past 18 months, which suggests a level of recent weakness within the local labour market.

Southern Downs had 3,999 registered businesses in 2015, with 40% of these being in Agriculture, forestry and fishing⁹. Other sectors that are major employers in the region are:

⁵ ABS (2015), QGSO (2013, 2016)

⁶ Please note that the growth projections in Figure 5 will be reviewed once the 2016 Census data is available.

⁷ "Southern Downs Socio-Economic Profile" AEC Group (2016)

⁸ Ibid

⁹ Ibid

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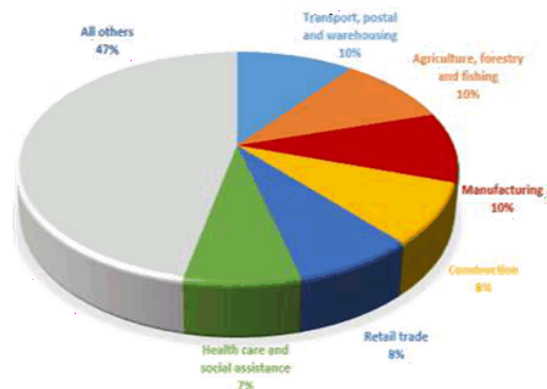
- Construction (12.0%)
- Rental, hiring and real estate services (7.6%)

3.1.3 Economy

Southern Downs' LGA Gross Regional Product (GRP) was estimated to be over \$1.845 billion in 2014-15¹⁰. The local economy has grown strongly by an average of 4.8% per annum since 2006-07. The leading economic sectors (by value) in 2014-15 were:

Table 1: SDRC Leading Economic Sectors (2014-15)

Industry Sector	Value Add (\$M)	%
Transport, postal & warehousing	191.2	10.4%
Agriculture, forestry & fishing	182.7	9.9%
Manufacturing	182.1	9.9%
Construction	156	8.5%
Retail trade	138.7	7.5%
Health care & social assistance	132.4	7.2%
All others	861.9	46.7%
Total	1,845	100.0%



3.1.4 Tourism

Tourism plays an important and growing part in the regional economy. Southern Downs received over 858,000 visitors in 2015, which was an increase of 40% on the number of visitors to the region in 2014¹¹. The region experiences relatively volatile visitation from year to year, although there has been an overall increasing trend in visitor numbers (rising at an average annual average rate of 10.9% since 2005).

3.2 Community Concerns

The following issues were identified in Council's 2030 Community Plan.

Table 2: Community Concerns

ID	Theme	Issue
1	Employment opportunities	Regional concern about future employment opportunities, particularly for young people. There is a feeling that there needs to be meaningful and fulfilling employment for all, to attract and retain a strong workforce for the region.
2	Improving value for money from rates	Concern that increases in the cost of living are putting pressure on ratepayers.
3	Infrastructure to support growth	Community infrastructure priorities are: <ul style="list-style-type: none"> • expansion of hospital services; • provision of adequate facilities to support community life;

¹⁰ "Southern Downs Socio-Economic Profile" AEC Group (2016)

¹¹ Ibid. The uncommon event of snow on the Granite belt in that year contributed to this variance

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ID	Theme	Issue
		<ul style="list-style-type: none"> provision of sewerage services to smaller townships; road maintenance and upgrade, including heavy vehicle bypass for large centres; securing a reliable water supply for the southern end of the region
4		The community recognises that funding significant infrastructure projects will be a challenge.
5	Keeping small towns and villages alive	maintaining the small town feel and village life will be compromised if suburban sprawl allowed
6	Maintaining sporting fields and facilities	The region has an active sporting culture, and the community recognises the importance of maintenance and upkeep of facilities
7	Mining	The community has the impacts on neighbouring regions, and believe that any mining activity must be for the long-term benefit of the region and not for short term gain.
8		The community feels strongly that the cost to upgrade necessary services should not be passed on to ratepayers.
9		<p>People are concerned about the long-term impacts of mining, particularly coal seam gas. Concerned about:</p> <p>ensuring the food and fibre production of strategic agricultural land is not compromised</p> <ul style="list-style-type: none"> ensuring the long-term quality and availability of ground water and waterways; impacts socially and on public health; management of mining by-products; protection of both rural and urban landowners' rights
10		<p>It is recognised that council business and infrastructure can be negatively impacted on by resources sector activity, especially:</p> <ul style="list-style-type: none"> Roads Sewerage Waste management
11	Population change	The Southern Downs is becoming an increasingly desirable place to live, and this will put pressure on services. It will also require extra revenue to fund new and upgraded services.
12		Ageing population is seen as a particular challenge because this will place increasing pressure on local health services
13	Protecting the agricultural industry	<p>There is a strong sentiment that protecting the agricultural industry will prove to be a challenge because of a range of threats to industry viability, including:</p> <ul style="list-style-type: none"> access to water increasing transport costs
14	Protecting the Environment	Want to look at renewal energy options, especially solar and wind power.
15		<p>There are concerns about securing long-term use of the natural resources required for sustainability of both economic and population growth, particularly:</p> <ul style="list-style-type: none"> Soil Timber Water

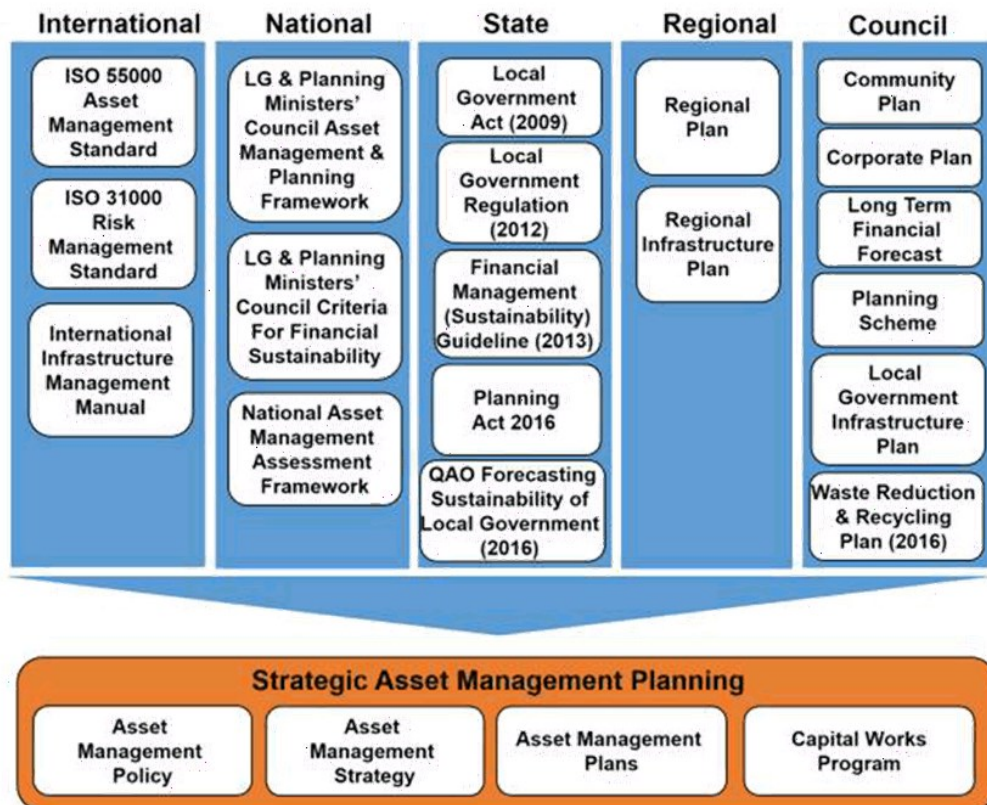
Asset Management Strategy

3.3 Organisational Context

3.3.1 Strategic Alignment

The strategic context within which Council's *Asset Management Policy* and *Asset Management Strategy* were developed is shown below.

Figure 6: Asset Management Strategy Context



This interaction of this strategy with other elements of the *Asset Management Governance Framework* is described further in [Appendix B](#).

3.3.2 Organisational Objectives

This strategy contributes *directly* towards the achievement of 30 of the 79 strategic objectives in the Corporate Plan 2014 – 2019 and *indirectly* contributes towards 27. For details refer to [Appendix F](#).

Asset Management Strategy

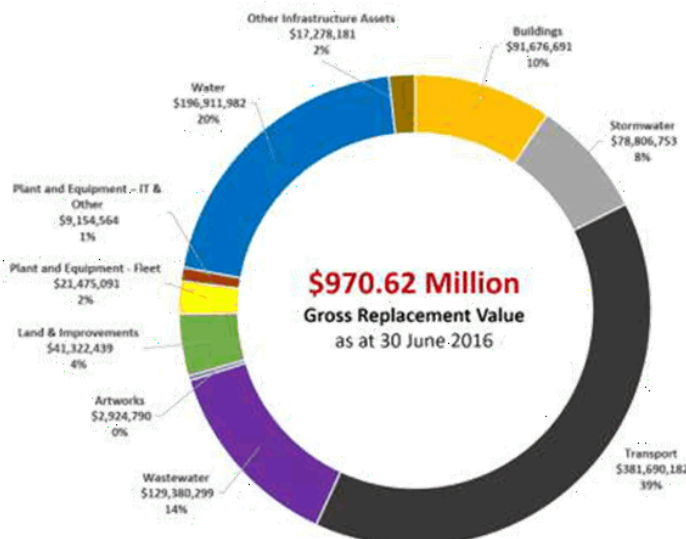
4. Asset Overview

4.1 Asset Portfolio

A summary of the total value of Council's assets is shown below:

Table 3: SDRC Asset Gross Replacement Value as at 30 June 2016

Asset Class	GRV ¹²	%
Land & Improvements	\$ 41,322,439	4.3%
Buildings	\$ 91,676,691	9.4%
Plant and Equipment - Fleet	\$ 21,475,091	2.2%
Plant and Equipment - IT & Other	\$ 9,154,564	0.9%
Transport	\$ 381,690,182	39.3%
Stormwater	\$ 78,806,753	8.1%
Water	\$ 196,911,982	20.3%
Wastewater	\$ 129,380,299	13.3%
Other Infrastructure Assets	\$ 17,278,181	1.8%
Artworks	\$ 2,924,790	0.3%
Total:	\$ 970,620,972	100%



Council's asset base currently includes:

- More than 3,000 Km of roads (56% of which is unsealed)
- 495 Km of water mains
- 341 Km of waste water (sewer) mains
- Over 6,200 individual stormwater pipes and 2,600 stormwater pits
- 682 Buildings¹³

A comprehensive dissection of Council's asset base by Asset Class and Type can be found in [Appendix A](#).

¹² Gross Replacement Value

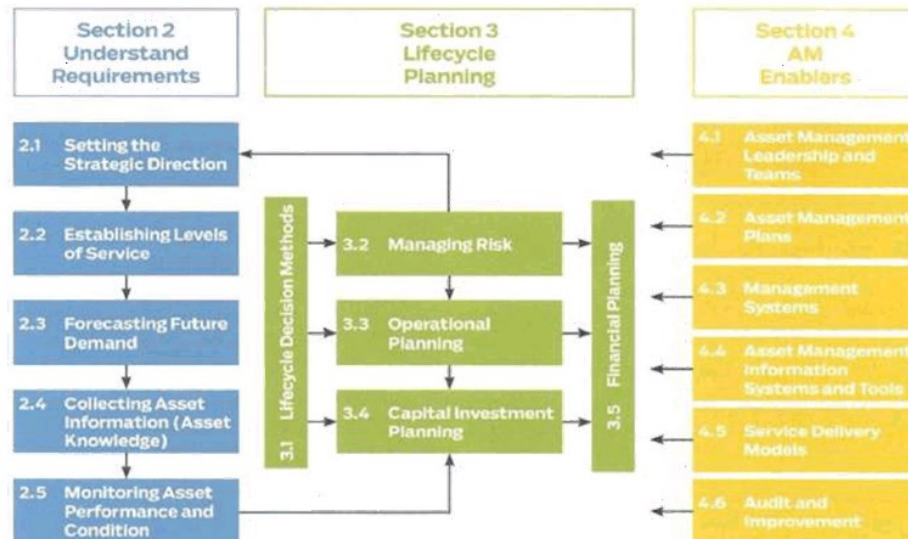
¹³ This summary includes Council owned asset only. It does not include assets owned by community groups that may become Council's responsibility if the community group becomes defunct.

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4.2 Asset Management Maturity

In August 2016 Queensland Treasury Corporation (QTC) assessed Council's level of asset management maturity against the 17 practice areas listed in the *International Infrastructure Management Manual* (2015).

Figure 7: Asset Management Practice Areas¹⁴



The key findings of this report¹⁵ were:

- Council has made some progress towards meeting its' core asset custodial obligations. However most practice areas are deemed to be below the 'core' level required (refer Figure 8).
- Council is not taking a whole-of-Council approach to asset management.
- Council's current Asset Management Plans do not yet provide a sound view of investments needs.
- Further advancement of these plans and improved finance integration is required.
- A consolidated approach to the asset registers and renewals planning tool(s) is required to better utilise improved asset data and to perform corporate level analysis.
- Currently, there is variation across the organisation regarding the pace of asset management. Improvements have been made in the road, water and wastewater asset data and registers. However the progress of the buildings asset class is limited.

Figure 8: SDRC Asset Management Maturity Assessment (August 2016)



¹⁴ International Infrastructure Management Manual (2015) NAMS Group p.1|10

¹⁵ SDRC Asset Management Maturity Assessment (2016) Queensland Treasury Corporation

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- Council's Asset Management Steering mechanisms need reviewing along with improved coordination of capital works program development.
- Council needs to focus on improved asset governance and embedding and sustaining whole-of-Council AM practices.
 - This will be a 'work in progress' and dependent on the skills and work of individuals who have been assigned the AM roles within the separate directorates.
- A robust asset management improvement program has not yet been developed and formally adopted.

QTC's key recommendations were focused on:

- The development and implementation of an asset management governance framework that promoted a systematic and whole-of-Council approach to asset management.
- The creation of good quality asset data to support the development of robust estimates of future needs that can be used to inform Council's Long Term Financial Plan.

Asset Management Strategy

5. Asset Management Strategy

5.1 Objectives

This strategy has the following objectives:

Table 4: Asset Management Strategy Objectives & Outcomes

Strategic Objective		Desired Outcome	
1	Implement an effective, Council-wide asset management governance framework that is aligned with good industry practice	A	Council meets its legislative obligations in relation to asset and service management
		B	Council's level of asset management maturity is at a core level for all asset practices, and above core where deemed necessary
		C	The community is involved in an informed conversation about current and future levels of service and how these will be funded ¹⁶
2	Support decision making at all levels with fit-for-purpose asset information management systems and data	A	Good quality asset data is available when and where it is needed
		B	Council understands the whole-of-life cost and risk implications when making asset and service decisions
		C	Council makes informed, evidence-based decisions ¹⁷ about its asset and service management activities
3	Deliver asset-based services at the lowest possible whole-of-life cost to meet specified levels of service while adequately controlling for risk	A	Council's investment in assets is optimised using a whole-of-lifecycle asset management approach
		B	Council's asset-based services are financially sustainable
		C	Council and community risks related to assets are effectively managed

5.2 Performance Measures

Council's performance measures for this *Asset Management Strategy* are:

1. Independent assessment shows that Council has achieved a core level of asset management practice across all its asset management practice areas (refer Fig. 8)¹⁸.
2. All asset management risks identified in the Risk Register rated as 'High' or above are being actively managed and have appropriate mitigations and/or treatments in place.
3. Council's performance against the Asset Sustainability Ratio target set out in the *Financial Management (Sustainability) Guideline 2013* is at an acceptable level¹⁹.

¹⁶ Once Council is able to explain the whole of life costs and level of risk associated with each service level option

¹⁷ Extra resources are likely to be required to support evidence based asset and service decision making

¹⁸ Initially for its key infrastructure asset classes and eventually for all asset classes.

¹⁹ "Acceptable level" meaning that Council's Asset Sustainability Ratio is not considered to be a significant issue by the Queensland Audit Office.

Asset Management Strategy

5.3 Implementation Approach

The following approach will be adopted for the implementation of this Asset Management Strategy:

5.3.1 Alignment with Good Industry Practice

As per QTC's recommendations, the *Strategy Implementation Plan* shown in [Appendix E](#) is aligned to the Practice Areas recommended in the *International Infrastructure Management Manual* (2015).

Since *International Standardisation Organisation ISO 55001:2014 Asset Management System* requires a Strategic Asset Management Plan, it is expected that this Strategy will eventually evolve into that plan.

5.3.2 Staged Implementation

The *Strategy Implementation Plan* ([Appendix E](#)) has been prioritised and sequenced to enable Council to make the necessary change while still delivering on its day-to-day service commitments.

Where possible, the recommendations of the QTC *Asset Management Maturity Assessment* have been prioritised within the *Strategy Implementation Plan* to demonstrate Council's commitment to implementing an effective asset management system²⁰.

As a risk mitigation measure, *Strategy Implementation Plan* activities will initially be undertaken Council's major infrastructure asset classes and then extended to other asset classes when resources allow.

Please note: The *Strategy Implementation Plan* will be updated as required by the Asset Management Steering Committee.

5.3.3 Whole-of-Council Governance Framework

As per QTC's recommendation, Council has developed an *Asset Management Governance Framework* to control and direct the improvement activities set out in this strategy and its associated *Strategy Implementation Plan*.

The *Asset Management Governance Framework* is shown in [Appendix B](#).

The framework is supported by the asset management roles and responsibilities shown in [Appendix C](#).

5.3.4 System-based Approach

In line with good industry practice, Council will coordinate its implementation activities to deliver this strategy effectively and efficiently.

These activities will cover a range of dimensions (e.g., people, process, data, technology and governance) and will involve stakeholders from across the organisation, not just those areas concerned with asset management planning, delivery, maintenance and operations.

A Functional Model of asset management will be used to assist with communication and planning of strategy implementation activities (Refer [Appendix D](#)).

²⁰ In this context 'system' refers to the coordinated set of activities performed across a range of dimensions (e.g., people, process, data, technology and governance) in order to effectively and efficiently plan, manage and deliver Council assets.

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5.4 Risk Management

The *Asset Management Maturity Assessment* report recommended the application of a formal risk management regime to Council's asset management practices and the development of Asset Risk Registers for infrastructure assets.

This risk management regime is a priority action of the *Strategy Implementation Plan*. It will be developed in accordance with Council's *Risk Management Framework* and good industry practice, specifically *ISO 31000: 2009 Risk Management*.

5.5 Resourcing Implications

The move to the systematic, whole-of-Council, lifecycle-based, asset management approach proposed in this strategy will yield significant benefits to Council. Council's capital works program for 2016-17 stands at \$28.86 Million. The asset maintenance budget across all asset classes is estimated to be around \$19.5 Million per annum²¹. A 1% productivity improvement in the delivery of Council's capital works and asset maintenance programs could free up as much as \$480,000 per annum.

It should be noted that Council's asset management functions are not currently resourced to perform the work required to implement this strategy in addition to their day-to-day activities. Consequently, any benefits derived from the implementation of this strategy will be directed toward:

- improving the sustainability of Council's asset based services in accordance with Council's *Asset Management Policy* (i.e., savings will be directed to the renewal of existing assets rather than creation of new assets); and
- resourcing of the Asset Management Strategy implementation program.

An assessment of Council's capacity and capability to perform each activity has been included in the implementation plan ([Appendix E](#)).

Where capacity and capability are both rated as 'low', it is likely that Council will require additional resources and/or asset management expertise that is not currently available within Council. If these resources are not available, then the Implementation Schedule may slip significantly, or the expected benefits may not be realised.

²¹ Council does not currently separate maintenance from operational expenditure, so this is an estimate only.

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Appendix A: Asset Portfolio by Asset Type

The number of Council assets in each Asset Class is shown below.

Table 5: Asset Quantities and Value by Asset Class and Asset Type as at 30 June 2016

Asset Class	Asset Type	Quantity	Unit
Roads	Sealed Roads	1,333.1	Km
	Floodways	10.7	Km
	Unsealed Gravel Roads	1,565.8	Km
	Unsealed Formed Roads	173.5	Km
	Car Parking Lanes & Off street carparks	93,170	m2
	Footpaths / Cycle ways	69.8	Km
	Kerb & Channel	394.6	Km
	Bridges	51	No.
	Bus-stops & Shelters	55	No.
	Traffic Signals	49	No.
	Road Signs	7,773	No.
Stormwater	Major Culverts	46	No.
	Minor Culverts (Rural)	642	No.
	Headwalls	6,263	No.
	Urban Stormwater Pipe	6,258	No.
	Urban Stormwater Pits	2,621	No.
	Open Drains (lined)	568	m
Waste Water	Waste Water Equipment and Civil	509	No.
	Waste Water Main	341.9	Km
	Waste Water Node	5,202	No.
Water	Water Equipment and Civil	800	No.
	Water Fitting	4,786	No.
	Water Main	495.9	Km
	Water Meter	11,690	No.
	Water Service	11,690	No.
Buildings	Administration	4	No.
	Aerodrome	5	No.
	Ancillary	1	No.
	Animal	5	No.
	Aquatic	21	No.
	Cemetery	22	No.
	Civic Centre	1	No.
	Community Building	10	No.

Asset Management Strategy

Asset Class	Asset Type	Quantity	Unit
	Cultural	4	No.
	Depot	34	No.
	Hall Community	1	No.
	Housing	20	No.
	Memorial	2	No.
	Open Space	52	No.
	Public Toilet	48	No.
	Recreation Centre	5	No.
	Saleyards	11	No.
	SES	4	No.
	Shed	2	No.
	Stanthorpe Museum	11	No.
	Stanthorpe Sporting	13	No.
	Warwick Town Hall	1	No.
	Waste Facility	23	No.
	Wastewater	17	No.
	Water Supply	41	No.
	Other Buildings	148	No.
	Market valued Buildings	3	No.
	Other Structures - Buildings	22	No.
	Other Managed Buildings	151	No.
	Total Buildings	682	No.
Land	Parcels of Land	257	No.
Waste Facilities	Waste Sites	18	No.
	<ul style="list-style-type: none"> • 3 Landfills • 15 Transfer Stations 		
Open Spaces	Parks & Gardens	612	Ha

Asset Management Strategy

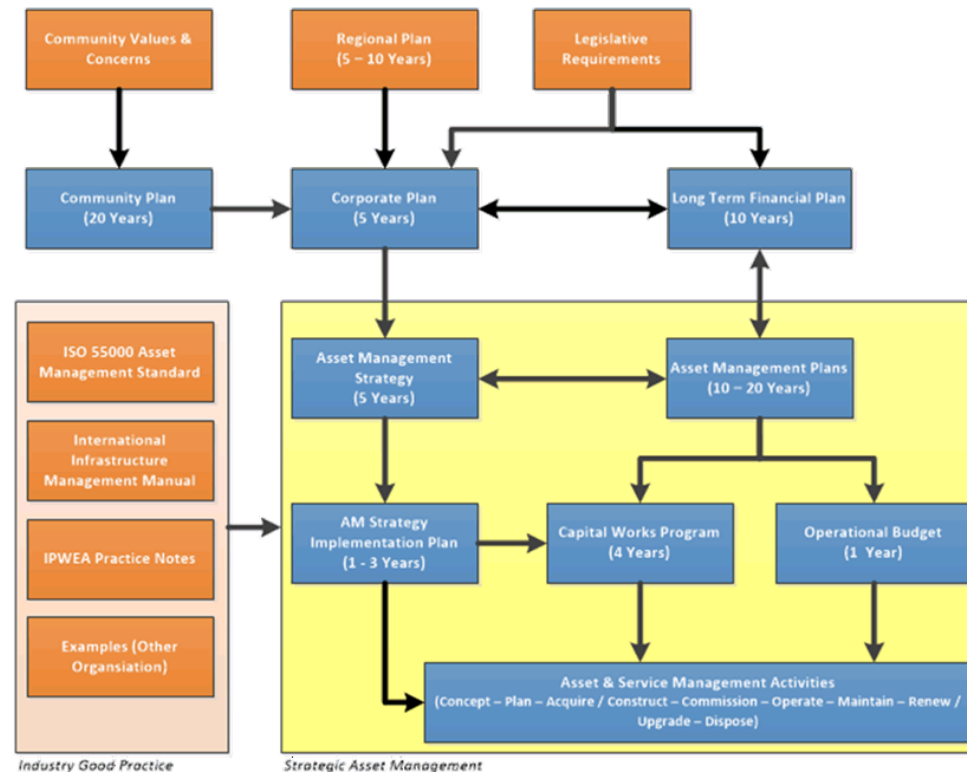
Appendix B: Asset Management Governance Framework

As per Queensland Treasury Corporation's recommendation, a formal governance framework will be implemented to ensure the integration of planning and execution of asset and service management related tasks.

Figure 9 shows the relationships between the various components of this governance framework.

This framework is underpinned by formal roles and responsibilities and an organisational communication model shown in [Appendix C](#).

Figure 9: Asset Management Governance Framework



Asset Management Strategy

Appendix C: Roles and Responsibilities

The *Asset Management Governance Framework* and Asset Management System²² are supported by a formal communication structure with the following roles and responsibilities:

Council

1. Understand the issues and implications around strategic AM decision-making.
2. Review and adopt the Long Term Financial Plan.
3. Review and adopt the 4-year Capital Works Plan and Annual Budget.
4. Review and adopt Asset Management Policy, Strategy and Plans.
5. Review Audit Committee reports.

Audit Committee

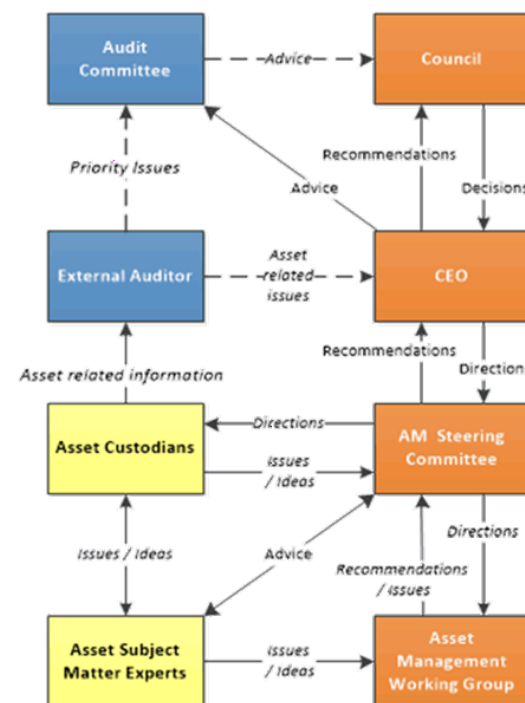
1. Report to Council on the performance of Council's Asset Management System.

External Auditor

1. Identify issues with Council's performance against its statutory obligations.
2. Monitor progress of remedial asset management actions identified in the Audit Letter.

CEO

1. Advise Council and the Audit Committee on asset management activities.
2. Ensure asset risk management is managed effectively.
3. Ensure Council's Asset Management System meets relevant legislative requirements and that it is consistent with Council's policies, strategies and plans.



²² In this context 'system' refers to the coordinated set of activities performed across a range of dimensions (e.g., people, process, data, technology and governance) in order to effectively and efficiently plan, manage and deliver Council assets.

Asset Management Strategy

Asset Management Steering Committee

1. Ensure a whole-of-council approach is taken towards the delivery of Council's asset management objectives.
2. Ensure that the Asset Management Policy, Strategy and objectives are consistent with the Council's objectives.
3. Monitor asset management reporting to ensure appropriate stewardship and leadership.
4. Undertake periodic reviews to ensure that the Asset Management System is achieving its intended outcomes and improvement actions are being adequately addressed.
5. Identify and prioritise asset management resource and skills gaps based on feedback from stakeholders²³.
6. Promote cross-functional collaboration across Council.

Asset Custodians

Service Management Role

1. Take the ultimate accountability for the function, performance, safety and cost of the asset
2. Ensure that any statutory obligations related to the assets are met (e.g., inspections and maintenance, universal access, occupational health & safety).
3. Management of customer service requests.
4. Engage Council and the community to determine the most appropriate levels of service, whole-of-life cost and risk for current and future circumstances²⁴.
5. Set financially sustainable levels of service for the assets used to deliver the service. These levels of service depend on available funding (i.e., the level of service cannot be higher than the funding available to deliver it).
6. Asset budget control and management
7. Development and maintenance of the Asset Management Plan, including:
 - a. Define service objectives based on community needs.

²³ Extra resources are likely to be required to support evidence based asset and service decision making

²⁴ Once Council is able to explain the whole of life costs and level of risk associated with each service level option

Asset Management Strategy

- b. Determine service priorities.
 - c. Identify service related risks.
 - d. Measure and report on performance against KPIs.
8. Prioritise asset acquisition, upgrade, renewal and maintenance requirements for the service.

Asset Management Role

1. Provide expert advice to Council on asset-related issues, including:
 - a. Asset options;
 - b. Whole-of-life costs associated with asset options;
 - c. Risks associated with different asset management choices (e.g., timing and prioritisation of renewals, upgrades and maintenance).
 - d. Asset acquisition, upgrade and renewal forecasting.
2. Translate Customer Level of Service criteria into Technical Level of Service that make sense to the other parties involved in the asset management lifecycle.
3. Participate in the various management lifecycle activities to ensure that the assets are fit for purpose and capable of delivering the Levels of Service defined in the Service Specification at the lowest possible cost while controlling for risk. This will involve:
 - a. Having input into key asset management documents such as concept plans, design briefs, construction briefs and maintenance plans;
 - b. Performing asset condition inspections and recording asset defects.
4. Asset information management activities, including:
 - a. Specification of asset data and systems requirements;
 - b. Ensuring that physical asset data is entered into Council's systems in a timely manner (regardless of who enters it);
 - c. Ensuring that asset data quality is fit for operational, planning and reporting purposes;
 - d. Ensure asset data is provided so that assets are correctly recognised and valued in the Financial Asset Register as per the requirements of the Manager Finance & IT.

Asset Management Strategy

Manager Finance & Information Technology

1. Ensure that Council's assets are correctly accounted for in accordance with the Australian Accounting Standards, including:
 - a. Initial recognition
 - b. Valuation / revaluation
 - c. Depreciation
 - d. Impairment
 - e. Disposal
2. Specify the systems and data requirements for the Asset Financial Register.
3. Ensure the alignment of the Long-Term Financial Forecast (LTFF) with the modelled outputs from the asset renewal, new/upgrade and maintenance forecasts from the Asset Management Plans.
4. Collaborate with (and provide advice and assistance to) Asset Custodians to develop and refine costing systems, long term financial forecasts and reporting for the various Asset Classes.

Asset Subject Matter Experts

1. Provide specific subject matter expertise to Asset Custodians and the Asset Management Steering Committee so that all dimensions of asset management issues are considered before key decisions are made.

Asset Management Working Group(s)

1. Come together as required to investigate issues identified by the Asset Management Steering Committee or Subject Matter Experts.
2. Make recommendations to the Asset Management Steering Committee that reflect a whole-of-Council approach to asset management.
3. Escalate unresolved issues and options for consideration by the Asset Management Steering Committee.

Asset Management Strategy

Appendix D: Asset Management Functional Model

The functional model²⁵ shown in Figure 11 provides context for describing the functions of asset management within Council. It sets out the major activities and inter-relationships between physical asset management, financial asset management and capital project portfolio management. The purpose of the model is to help staff understand how their activities are related to the work of other areas within Council. In this way, it can be used to create a common view of data, technology, process or governance issues.

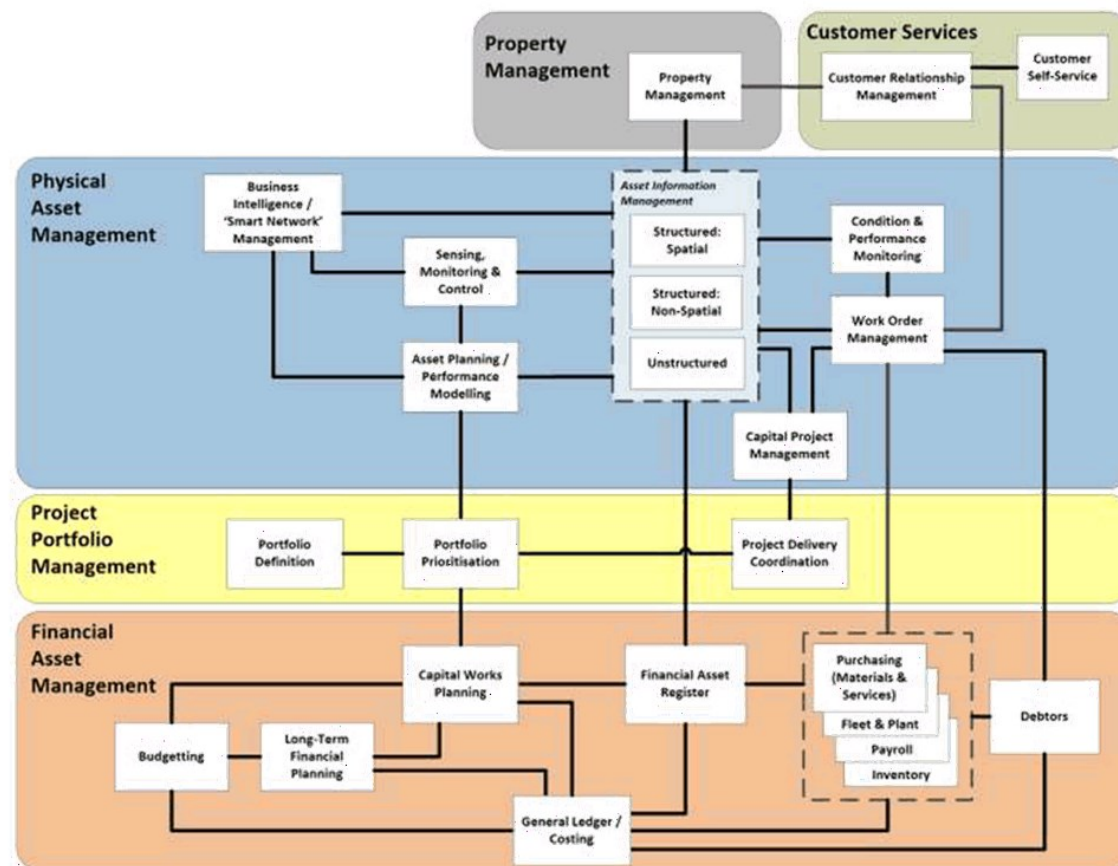
This model is aspirational, in that not all the functions shown here are currently performed within Council (e.g. 'smart network' management). The key features of this model are:

1. The model is divided into a series of 'views' that group similar asset management functions together (e.g., financial asset management, physical asset management, capital portfolio management).
2. There is a set of functions in the Physical Asset Management view that represent the different types of physical asset data, namely:
 - Spatial Data (GIS)
 - Structured non-spatial data (Asset Component Register)
 - Unstructured data (Document Management System)
3. These 'core' Asset Management functions are tightly coupled. Collectively they provide the 'single point of truth' for all physical assets. These data do not have to be stored in the one application, but they need to be managed collectively to enable users can access them efficiently.
4. There is a separation of the Financial Asset Register function from the operational Asset Component Register function. This is to enable the capture of operational asset data at a level of detail that supports asset lifecycle management without compromising the needs of the financial accounting functions. It is expected that operational asset data will be filtered and/or aggregated to create the financial / fixed asset management data required for financial planning and reporting.
5. It is envisaged that eventually, data from all Asset Management functions will be accessible via a 'Smart Network' management function that will provide a holistic view of Council's asset information (e.g., Business Intelligence tools, expert systems).
6. It is possible to have multiple applications for each function if required (e.g., Council may select different applications to fulfil the Asset Planning / Performance Modelling function).

²⁵ Source: Gorman, J & Connolly, E. (2016)

Asset Management Strategy

Figure 11: Asset Management Functional Model



Asset Management Strategy

Appendix E: Strategy Implementation Plan

The following activities are required to implement this Asset Management Strategy. Responsibility for the management of this Implementation Plan will be in accordance with the *Asset Management Governance Framework* described in [Appendix B](#). This *Strategy Implementation Plan* will be updated as required by the Asset Management Steering Committee. For the latest version, please contact the Asset Management Steering Committee.

Table 6: Asset Management Strategy Implementation Plan

ID	AM System Dimension	Action	Task	Priority	Depends On	Task Owner	Program Year	Capability	Capacity	Strategy Objective	IIMM Ref.	Comments
1	Governance	Implement AM Governance Framework	Define key roles and responsibilities for AM Governance Framework participants.	High		Manager Works Construction, Asset Management & Workshop	Year 1	High	Medium	1B	4.1	Roles defined in AM Strategy.
2	Governance	Implement AM Governance Framework	Review Asset Custodianship arrangements	High	1	Asset Management Team	Year 1	Medium	Low	1B	4.1	Nominate responsibilities for each asset class
3	Governance	Implement AM Governance Framework	Define Terms of Reference for AM Governance Committee	High	1	Asset Management Team	Year 1	Medium	Medium	1B	4.1	
4	Governance	Implement AM Governance Framework	Define AM issue escalation and management rules	High	1	Asset Management Team	Year 1	Medium	Medium	1B	4.1	
5	Governance	Document current Levels of Service	Document indicators, measures and targets for required to maintain current	Medium		Asset Custodians	Year 2	Low	Low	1B	2.2	Organisation needs to collect data before we can commence this process

Asset Management Strategy

ID	AM System Dimension	Action	Task	Priority	Depends On	Task Owner	Program Year	Capability	Capacity	Strategy Objective	IIMM Ref.	Comments
			levels of service									
6	Governance	Document current Levels of Service	Develop and implement Level of Service monitoring and reporting regime	Low	5	Asset Management Team	Year 2	Low	Low	1B	2.2	
7	Governance	Develop AM risk management framework	Define and implement AM Risk Management framework	High		Asset Management Team	Year 1	Low	Medium	1B	3.2	
8	Governance	Review current service delivery models	Perform options analysis on service delivery (works delivery - capital, maintenance, operations) models	Low		Asset Custodians	Year 3	Low	Low	2C	4.5	In-house or external delivery of each of the asset management lifecycle
9	Governance	Define asset lifecycle investment rules	Capital Project Selection Framework be developed	High		Asset Management Team	Year 1	Low	Low	2C	3.4	Internal audit issue
10	Governance	Define asset lifecycle investment rules	Capital project prioritisation rules	Medium		AM Steering Committee	Year 1	Medium	Medium	2C	3.4	Internal audit issue
11	Governance	Define asset lifecycle	Optimised decision making	Medium		Asset Custodians	Year 2	Medium	Medium	2C	3.3	

Asset Management Strategy

ID	AM System Dimension	Action	Task	Priority	Depends On	Task Owner	Program Year	Capability	Capacity	Strategy Objective	IIMM Ref.	Comments
		investment rules	rules (maintenance versus renewal)									
12	Governance	Improve quality of Asset Management Plans	Review current Asset Management Plans	High		Asset Custodians	Year 1	Low	Low	1A	4.2	
13	Governance	Improve quality of Asset Management Plans	Develop AMP improvement plans	High	12	Asset Custodians	Year 1	Low	Low	1A	4.2	
14	Governance	Harmonise Long Term Financial Forecast (LTFF) and AMP forecasting methods / data	Develop process to integrated AM forecasting outputs into the LTFF	High	34,35,36	Asset Management Team & Finance	Year 2	Low	Low	3B	2.3	
15	Governance	Harmonise Long Term Financial Forecast (LTFF) and AMP forecasting methods / data	Identify LTFF funding gaps for AM, implications and options	Low	14	Asset Management Team & Finance	Year 3	Low	Low	3B	2.3	Gap between funding and requirements. Identify the gap between asset new/upgrade/renewal requirements and LTFF.

Asset Management Strategy

ID	AM System Dimension	Action	Task	Priority	Depends On	Task Owner	Program Year	Capability	Capacity	Strategy Objective	IIMM Ref.	Comments
16	Governance	Periodically review AM maturity levels	Develop AM maturity review process and schedule	Low		Asset Management Team	Year 2	Low	Low	1A	4.3	
17	Governance	Periodically review AM maturity levels	Conduct AM maturity assessments	Low	16	Asset Custodians	Year 3	Low	Low	1A	4.3	
18	People	Define AM roles and responsibilities	Perform AM stakeholder analysis	High		Asset Engineering Coordinator	Year 1	High	Medium	1B	4.1	
19	People	Define AM roles and responsibilities	Develop AM Roles and Responsibilities Schedule	High	1,2,18	Asset Custodians	Year 1	Medium	Medium	1B	4.1	
20	People	Define AM roles and responsibilities	Update Position Descriptions with AM responsibilities	High	19	HR Manager	Year 1	High	Medium	1B	4.1	
21	People	Develop in-house AM capacity	Perform AM Training Needs Analysis	Medium	19	Asset Custodians	Year 2	Low	Low	3C	4.1	
22	People	Develop in-house AM capacity	Develop prioritised AM training program	Medium	21	Asset Custodians	Year 2	Low	Low	3C	4.1	
23	People	Develop in-house AM capacity	Develop AM succession plan / contingency plan	High	2,20	Asset Custodians	Year 2	Low	Low	3C	3.2	Contingency planning for key resources
24	Process	Identify critical AM business processes	Assess criticality of AM business processes by Asset Class and	High		Asset Custodians	Year 1	Low	Low	3C	4.3	

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Asset Management Strategy

ID	AM System Dimension	Action	Task	Priority	Depends On	Task Owner	Program Year	Capability	Capacity	Strategy Objective	IIMM Ref.	Comments
			AM lifecycle stage									
25	People	Identify critical AM business processes	Document issues and options for critical AM processes	High	24	Asset Custodians	Year 1	Low	Low	3C	3.2	
26	Process	Identify critical AM business processes	Determine appropriate level of documentation required for critical AM business processes	Medium	24	Asset Custodians	Year 2	Low	Low	1B	4.3	
27	Process	Identify critical AM business processes	Document critical business processes	Medium	28	Asset Custodians	Year 2	Medium	Low			
28	Data	Develop AM data standards	Review asset hierarchy	High		Asset Custodians & Manager Finance and IT	Year 1	Low	Medium	2A	2.4	Needs to be an organisational approach not asset class by asset class approach
29	Data	Develop AM data standards	Review key attribute structures	High	29	Asset Custodians & Manager Finance and IT	Year 1	Medium	Medium	2A	2.4	Needs to be an organisational approach not asset class by asset class approach
30	Data	Review AM data quality requirements	Identify critical AM data items	High	29	Asset Custodians & Manager Finance and IT	Year 1	Medium	Medium	2A	2.4	

Asset Management Strategy

ID	AM System Dimension	Action	Task	Priority	Depends On	Task Owner	Program Year	Capability	Capacity	Strategy Objective	IIMM Ref.	Comments
31	Data	Review AM data quality requirements	Create AM Data Quality assessment regime	High	29,30	Asset Custodians & Manager Finance and IT	Year 1	Medium	Medium	2A	2.4	Completeness, Consistency, Currency, Confidence (Accuracy)
32	Data	Perform AM data gap analysis	Perform data quality assessment for critical data	High	31	Asset Management Team & Finance	Year 1	Medium	Medium	2A	2.4	Completeness, Consistency, Currency, Confidence (Accuracy)
33	Data	Perform AM data gap analysis	Develop a prioritised data improvement plan based on asset criticality	High	32	Asset Management Team & Finance	Year 1	Medium	Medium	2A	2.4	
34	Data	Perform asset demand forecasting	Develop 10 year asset renewal forecasts	High	10,11	Asset Custodians	Year 2	Low	Low	3B	2.3	
35	Data	Perform asset demand forecasting	Develop 10 year asset new asset / upgrade forecasts	High	10,11	Asset Custodians	Year 2	Low	Low	3B	2.3	
36	Data	Perform asset demand forecasting	Develop 10 year asset maintenance and operations projections	Medium	11	Asset Custodians	Year 2	Low	Low	3B	2.3	
37	Technology	Perform AM application analysis	Develop AM systems roadmap	Medium		Manager Finance and IT	Year 1	Low	Low	2A	4.4	
38	Technology	Define AM business requirements	Determine AM functional requirements for	Medium	24,25,26	Asset Custodians, Asset	Year 1	Low	Low	2A	4.4	

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Asset Management Strategy

ID	AM System Dimension	Action	Task	Priority	Depends On	Task Owner	Program Year	Capability	Capacity	Strategy Objective	IIMM Ref.	Comments
			TechnologyOne implementation			Management Team & Manager Finance and IT						
39	Technology	Define AM business requirements	Identify AM systems gaps and opportunities	Medium	38	Asset Management Team & Finance	Year 1	Low	Low	2A	4.4	AM System = governance, people, process, data, technology
40	Technology	Define AM business requirements	Determine non-functional requirements for TechnologyOne implementation	Medium	24,25,38, 39	Asset Custodians, Asset Management Team & Manager Finance and IT	Year 1	Low	Low	2A	4.4	
41	Technology	Define AM business requirements	Determine AM application interface requirements	Low	38,39	Asset Management Team & Finance	Year 1	Low	Low	2A	4.4	
42	Technology	Select and implement Improved AM software	Implement TechnologyOne asset management solution	Medium	38,40,41	Asset Custodians, Asset Management Team & Manager Finance and IT	Year 1	Low	Low	2C	3.3	
43	Technology	Select and implement improved AM software	Select and implement Capital Project Prioritisation / Optimal Decision Making software	Medium	10,11	Asset Custodians, Asset Management Team & Manager Finance and IT	Year 2	Low	Medium	2C	3.3	

Asset Management Strategy

Appendix F: Strategic Alignment

This strategy's contribution to the strategic objectives defined in the *SDRC Corporate Plan 2014-2019* (Revised Edition - July 2016) is shown below:

Table 7: Contribution to Organisational Objectives

Strategic Theme	ID	Strategic Objective	Direct	Indirect
Southern Downs Sense of Community	1.1	Undertake best value review of Council's Services	✓	
	1.2	Continually monitor and evaluate all Council operations and conduct independent surveys of client/customer satisfaction levels	✓	
	1.3	Continue to monitor and stay informed about matters that affect the community		✓
	1.4	Review the Southern Downs Community Plan and Community Engagement Strategy in consultation with other key stakeholders including other levels of Governments		✓
	1.5	Continue to record and protect all significant heritage and cultural sites and structures		✓
	1.6	Partner with agencies to develop and implement services for young people, people with a disability and our ageing residents		✓
	1.7	Review Council's long term involvement in Council housing		✓
	1.8	Assist community groups to increase their sustainability and build social capacity and develop a five year plan to ensure priorities are identified and communicated to the Council		
	1.9	Continue to develop and extend Council's public consultation processes	✓	
	1.10	Review all cemetery services including determining the viability of above ground vault construction and identify land for future expansion	✓	
	1.11	Clarify community expectations prior to establishing community service obligations in relation to water, waste water, roads, etc. to prioritise the levels of service	✓	
	1.12	Develop and promote our unique artistic and cultural diversity		
	1.13	Develop a proactive approach to safety within town centres		✓
The Healthy and Active Southern Downs	2.1	Support sport and recreation to encourage a healthier lifestyle for residents in the region		✓
	2.2	Complete the Footway and Bikeway Master Plan		✓

Asset Management Strategy

Strategic Theme	ID	Strategic Objective	Direct	Indirect
	2.3	Coordinate and review sport and recreation opportunities and planning		✓
The Southern Downs Learning Community	3.1	Investigate opportunities for additional tertiary education in the region (e.g. University of Southern Queensland – Memorandum of Understanding)		
	3.2	Further develop libraries to become active community hubs of learning and social inclusion		✓
	3.3	Continue to work with external agencies to deliver learning opportunities (e.g. U3A, Men's Shed)		
	3.4	Lobby state government for improved state secondary educational opportunities and/or facilities in the Southern Downs		
The Economically Strong, Sustainable and Diverse Southern Downs	4.1	Identify new external revenue sources, including grants, to fund regional infrastructure and services		✓
	4.2	Participate in the development of a fire trail implementation and maintenance program with other agencies		✓
	4.3	Protect our prime agricultural land for sustainable primary industry use		
	4.4	Apply the Planning Scheme to ensure consistent and balanced decisions are made in relation to lifestyle and growth opportunities		✓
	4.5	Determine and review levels of service to the parks and gardens network and flora reserves/wildlife corridors	✓	
	4.6	Advocate for improved/increased use of Warwick TAFE facility and other similar facilities in the SDRC region for residents living in Southern Downs		
	4.7	Lobby State and Federal Governments on issues of concern to the regional community		
	4.8	Maximise private and government funding opportunities to foster both community and business growth in the region		
	4.9	Investigate options for extending Southern Downs Industrial Estates		
	4.10	Explore the establishment of Council quarries in the region to enable the delivery of economically viable process construction and maintenance projects		✓
	4.11	Further develop and foster the strategic alliance between SDRC and Tenterfield Shire Council and investigate opportunities with other neighbouring councils		✓
	4.12	Explore/review potential efficiencies and opportunities for Council's operations, infrastructure and assets	✓	
	4.13	Investigate strategies for the provision of additional infrastructure for regional villages	✓	

Asset Management Strategy

Strategic Theme	ID	Strategic Objective	Direct	Indirect
	4.14	Develop a five year Economic Development Plan for the region		✓
Southern Downs Major Events and Tourism	5.1	Investigate opportunities to fund and implement streetscape plans for beautification, safety and accessibility	✓	
	5.2	Assist in development and promotion of appropriate marketing strategies for the Southern Downs Region including signage		
	5.3	Develop the action plan for Council's role in Major Events and Tourism		
The Environmentally Sustainable Southern Downs	6.1	Promote education and environmental awareness programs in relation to water conservation and wastewater recycling for both industry and residents		✓
	6.2	Investigate appropriate waste water services and systems	✓	
	6.3	Utilise 'best practice' waste management practices and further develop regional facilities in accordance with the Waste Management Plan	✓	
	6.4	Implement innovative measures to reduce Council's energy use and carbon emissions and seek grant funding for alternate energy systems	✓	
	6.5	Protect the natural environment of reserves under Council control via strategic natural resource management		✓
	6.6	Continue to develop and maintain the urban stormwater system	✓	
	6.7	Secure a sustainable, reliable water supply to support industry and population growth	✓	
	6.8	Develop and review plans for Emu Swamp Dam including the associated risk management strategies	✓	
	6.9	Continue to promote, educate and implement awareness and best practice waste collection, recycling, environmental health and environmental protection strategies	✓	
	6.10	Encourage the use of renewable energy sources, such as wind and solar power to protect the environment		✓
The Well Connected Southern Downs	7.1	Lobby for the improved delivery of NBN services to Southern Downs Region		
	7.2	Develop a Regional Transport Strategy encompassing – Road, Air and Rail		✓
	7.3	Lobby State and National Governments to enhance and develop key transport gateways, freight links including public transport and rail services		✓
	7.4	Review Council's level of involvement in aerodromes, implement strategies to allow for aviation activities at both		✓

Asset Management Strategy

Strategic Theme	ID	Strategic Objective	Direct	Indirect
		aerodromes as funding permits		
	7.5	Lobby relevant authorities in regards to the upgrade of the Legume to Woodenbong section of Mt Lindsay Road		
	7.6	Lobby Department of Transport and Main Roads to identify the corridor for a Warwick Heavy Vehicle Bypass		
	7.7	Lobby the State and Federal Governments for safety improvement upgrades on the Federal, State and Local Road Networks	✓	
	7.8	Facilitate and advocate for a transport network that provides adequate accessibility across the SDRC region	✓	
	7.9	Develop and enhance key strategic alliances with the Department of Main Roads and other key partners		✓
	7.10	Analyse current roads and other associated infrastructure to determine priorities	✓	
	7.11	Provide well maintained sealed and unsealed roads, including footpaths and stormwater drainage, and determine levels of service as defined in the Asset Management Plan	✓	
The Well Governed Southern Downs	8.1	Review the Planning Scheme in accordance with State legislation		
	8.2	Develop a procedure to ensure all lobbying processes are reported and completed		
	8.3	Develop a Memorandum of Understanding with local Indigenous groups		
	8.4	Develop and implement customer focussed policies and processes in keeping with Council's commitment to customer service	✓	
	8.5	Become an employer of choice – appropriate training, innovative leadership and improved career pathways	✓	
	8.6	Continue to upgrade and use most effective technology to provide the best delivery of services to the region		✓
	8.7	Continue to develop accurate flood mapping studies		✓
	8.8	Investigate Council vs. contractor for delivery of services	✓	
	8.9	Review depot/workshop operations including development of master plan	✓	
	8.10	Develop and implement Council land management strategies	✓	
	8.11	Review plant strategy (own or lease)	✓	
	8.12	Manage and develop SDRC's disaster management and recovery responsibilities		✓

Asset Management Strategy

Strategic Theme	ID	Strategic Objective	Direct	Indirect
	8.13	Continue to review and expand Asset Management Plans	✓	
	8.14	Implement an ongoing review of the rating system encompassing benefited rate areas		✓
	8.15	Review pest management services in accordance with legislative requirements, community expectations and to ensure the protection of the environment		
	8.16	Promote a proactive approach to risk management, including business continuity	✓	
	8.17	Provide and maintain appropriate security measures to protect Council's assets (buildings, plants, sites, etc.)	✓	
	8.18	Provide and maintain WIFI functionality within Council's administrative buildings, with some free access for the public where feasible		
	8.19	Investigate upgrades to Council's Information and Communication technology network structure		✓
	8.20	Provide and maintain strategies to ensure Council's long-term financial sustainability.	✓	
	8.21	Research a Full Cost Recovery Model for Council Services		✓

Annexure A

RADF-16/17-R1-001	Stanthorpe Pottery Club	Slip Slop SLAB: Hand-building ceramics using slabs	\$1,200
RADF-16/17-R1-004	Border District Eisteddfod Inc	2017 Border District Eisteddfod	\$3,000
RADF-16/17-R1-005	Deborah Wheeler	My Pop was a Kangaroo ANZAC – Children's Picture Book	\$8,060
RADF-16/17-R1-006	Stanthorpe Regional Art Gallery Inc	Extending the Boundaries of the Gallery: Stanthorpe Street Art	\$7,124
RADF-16/17-R1-009	Warwick District Recreational Fish Stocking Association Inc	Murray Cod Sculpture	\$18,000
RADF-16/17-R1-011	Stephen Popple	Killarney Area Heritage Mapping Concept Development Project	\$9,900
RADF-16/17-R1-012	Trevor Horsnell	W.A.T.C.H. (Warwick Art Therapy & Creative Hub) and Rose Community Gallery	\$8,690
RADF-16/17-R1-013	Jumpers and Jazz in July	Jumpers and Jazz in July Jazz Programme 2017	\$27,100
RADF-16/17-R1-014	Trevor Horsnell	Art on the Edge (Activities/Displays as part of Allora Autumn Festival)	\$2,300
RADF-16/17-R1-016	Warwick Shire Woodcrafters Inc	Fine Furniture Making Workshop	\$2,100
RADF-16/17-R1-017	Stanthorpe & District Historical Society Inc	Security Cameras for Sensitive Areas of the Displays	\$4,615
		TOTAL	\$92,089