

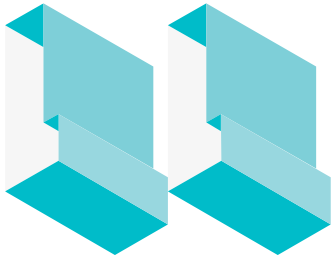


Transforming Asset Management at Moree Plains Shire Council

A strategic data-driven asset management governance and policy approach

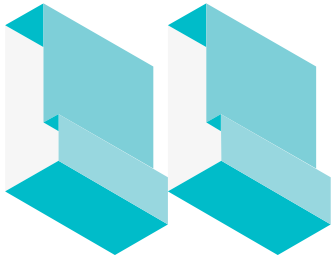
February 2025





For want of a nail the shoe was lost, For want of a shoe the horse was lost, For want of a horse the rider was lost, For want of a rider the battle was lost, For want of a battle the kingdom was lost, And all for the want of a horseshoe nail.

Benjamin Franklin, Poor Richard's Almanack 1758



Asset Management

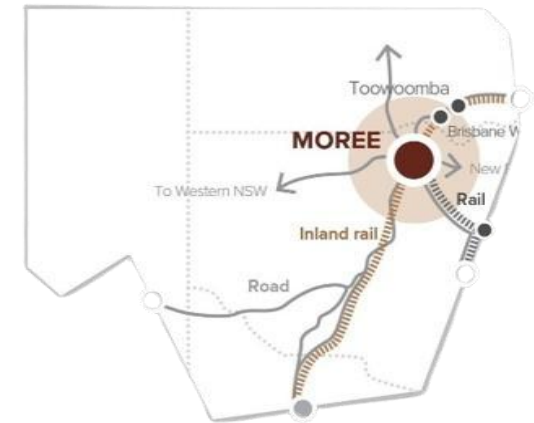
For want of a ~~nail~~ the shoe was lost, For want of a shoe the horse was lost, For want of a horse the rider was lost, For want of a rider the battle was lost, For want of a battle the kingdom was lost, And all for the want of a horseshoe nail.

Benjamin Franklin, Poor Richard's Almanack 1758

> Context

A complex infrastructure and asset environment.

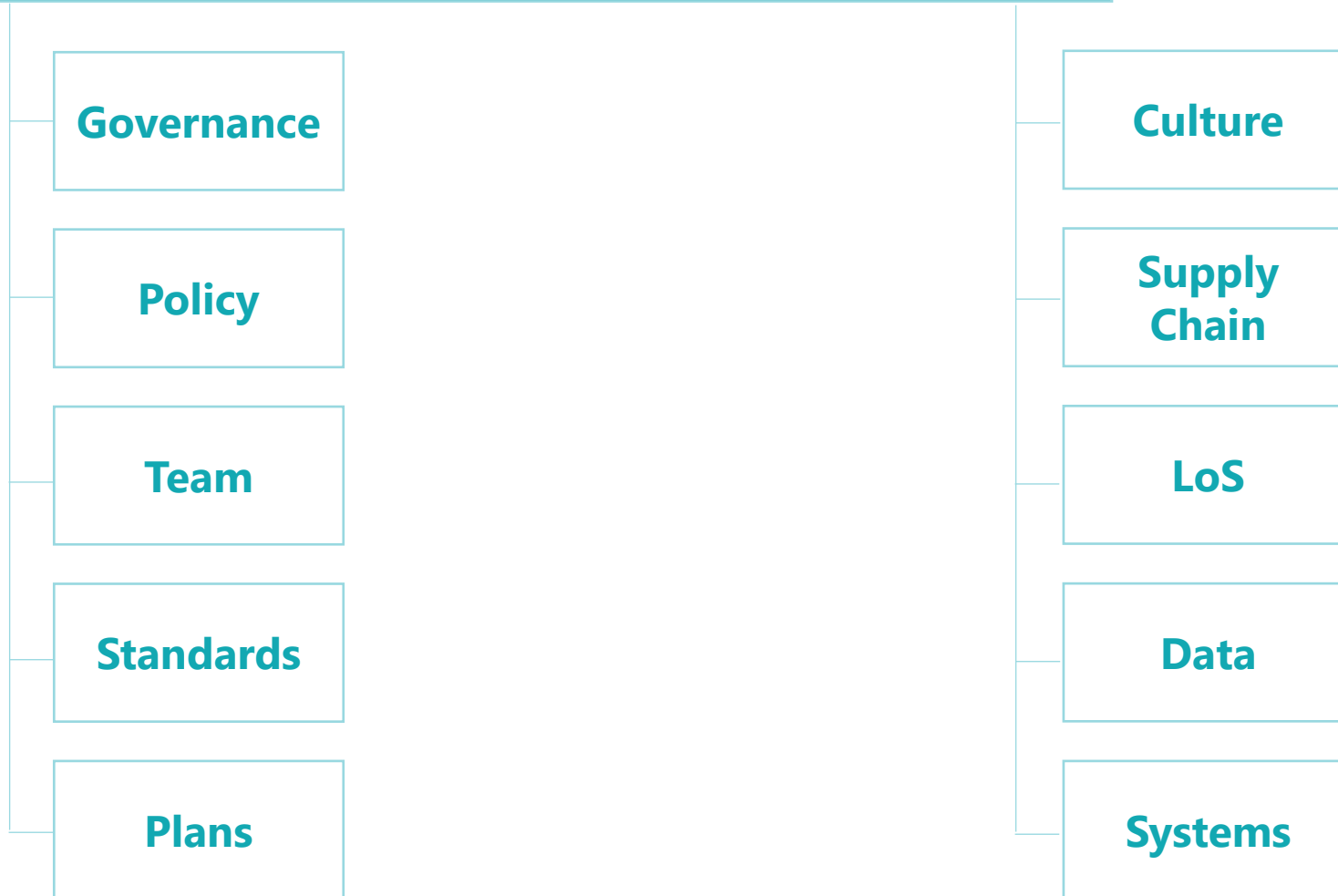
- > Population of >7,000; 1 in 4 from aboriginal heritage with double the national average of population over 60
- > A major agricultural hub emanating from a rich cotton-growing industry since 1960
- > By area; one of the largest LGA in NSW
- > Complex asset base – from 2,850 km of roads, hot springs, Olympic pools, airports, parks, rivers, boat ramps, storm water, heritage buildings, social housing, gallery, and showgrounds.
- > A complex economic environment –
 - > 1/10th of CoS's asset spend
 - > 10x the road length of CoS



> Looking Back

An immature asset management, infrastructure, and data organisation.

ISO 55000 Assessment Framework



> Looking Back

An immature asset management, infrastructure, and data organisation.

ISO 55000 Assessment Framework

Jun 2022		Jun 2022	
Governance	1	Culture	2
Policy	2	Supply Chain	3
Team	3	LoS	1
Standards	2	Data	1
Plans	2	Systems	1



> Onwards and Upwards

Starting with the vegetables.

Governance

- > Appoint single point accountability
- > Business case for change
- > Accountability by sub-portfolio
- > Learning from others; and regular and transparent audits

Policy

- > Co-Develop an AM policy people aspire to reach
- > Public communication of the policy

Plans

- > New SAMP
- > New sub-class AMPS
- > New Levels of Service

Team

- > New team with single point accountability for sub-classes
- > 20% dedicated FTE for data and information
- > Greater use of interns

Culture

- > Creating an open environment for change
- > Allowing team to 'own' the asset class

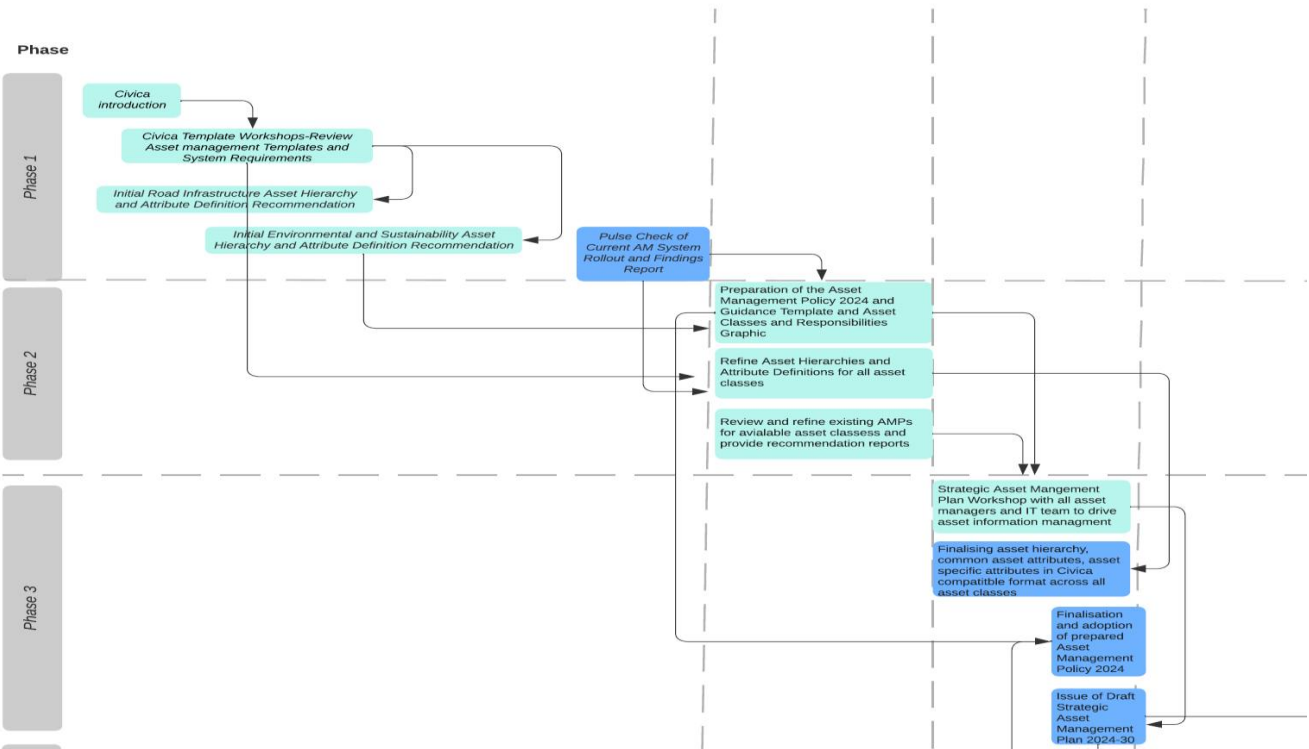
> Onwards and Upwards

Starting with the vegetables.



Moree Plains Shire Council Asset Uplift Project


Arka Ghosh | September 20, 2024



	Recommendation	Short	Medium	Long
Governance and Leadership	Establish clear governance structures and document roles and responsibilities within Council.	▶		
	Conduct stakeholder reviews to address service levels for each asset class (e.g. Buildings, Public Spaces, Fleet, etc.).	▶		
	Regularly review and enhance governance structures based on feedback and performance metrics.		▶	
	Continuously refine asset management strategies to align with evolving Council goals.			▶
Roles and Responsibilities	Conduct training sessions for leadership on asset management principles and good practices.	▶		
	Designate specific leads for smaller asset classes and develop processes for optimising budget allocations.		▶	
	Implement collaborative tools for inter-departmental coordination and train staff on roles and responsibilities.		▶	
Plans and Processes	Implement yearly updates for all asset management plans and conduct KPI performance reviews.	▶		
	Incorporate environmental and sustainability considerations into all asset management plans, aligning them with broader Council objectives and regulatory requirements.			▶
	Explore and implement tailored delivery models for each asset class to optimise operations and maintenance activities.			▶
	Develop and implement integration frameworks for asset management with budgeting, procurement, and project management.		▶	
	Develop a financial management plan that accounts for recurring expenses and facilitates better financial planning.		▶	
Systems and Data	Evaluate and improve the work order structure and update project management tools like Authority.	▶		
	Establish comprehensive data governance policies to maintain high standards of data quality and security.	▶		
	Conduct an initial audit to assess the availability, reliability, and security of asset management information.	▶		
	Conduct a thorough audit of all assets and establish a recurring audit schedule		▶	
	Maintain ongoing audits of assets and prioritise rectification based on condition and risk.			▶

> Onwards and Upwards

Starting with the vegetables.



MPSC Asset Management Advancement Pulse Check

Moree Plains Shire Council is enhancing its strategic, tactical, and operational asset management processes, systems, and technologies.

To support continuous improvement and ensuring we're aligned to our objective, we are conducting an independent and de-identified 'pulse check' on MPSC's asset management reform progress over the past six months. Your feedback will be pivotal in understanding progress, alongside identifying opportunities and blockers to further advancement.

Your feedback will be anonymous and this survey will take 10-15 minutes to complete.

* Required

Governance

Strategy, Roles and Responsibilities, and Direction

1. On a scale of 1 to 5, how clear are you on the **objectives, goals, and vision** as it underpins MPSC's Asset Management Strategy (or Strategic Asset Management Plan, SAMP)? *

☐ 1. **Very unclear.** I've never read the Strategy. Or, it doesn't exist, or is out of date or irrelevant to what we do at a tactical or operational level.

☐ 2. **Unclear.** It exists, but isn't widely communicated across all Council stakeholders and groups. It is also out of date and could be refreshed and revitalised.

☐ 3. **Somewhat clear.** I've read the Strategy, but we make decisions that are counter to the strategy. Others across the council are aware of the Strategy and we're all broadly in alignment across the various functions of MPSC.

☐ 4. **Clear.** I've read the Strategy. It's up to date and what we do at a tactical and operational level is aligned to what we do. Others across the council regularly cite the Strategy and have aligned their decisions and investments in line with it.

☐ 5. **Very Clear/Exemplar.** I've read and intimately understand the Strategy. It's up to date, and kept up to date. It is a guiding document that is referenced and used to inform decisions across the council.

[policy-1/file](#)

(more stars, more quality/relevance/adherence)

[More Details](#)

Asset Management Advancement Pulse Check


07:09 Average time to complete Active Status

date results in Excel.

MPSC Asset Management Advan...
Arka Ghosh > Documents

[View results](#)

How clear are you on the **objectives, goals, and vision** as it underpins MPSC's Asset Strategic Asset Management Plan, SAMP)?



quality of, relevance of, and adherence to, MPSC's Asset Management Policy?
<http://www.mpsc.nsw.gov.au/index.php/hot-topics/docman/strategic-planning/231-asset-management-policy-1/file>

Level of **alignment and integration** with Asset Management across other functional areas at MPSC. *

	No Alignment/ Integration	Weak Alignment/ Integration	Medium Alignment/ Integration	High Alignment/ Integration	Very High Alignment/ Integration
Officials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and Budgeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
works/ Delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ity Services & operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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s	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On a scale of 1 to 5, how clear are you on the division of roles and responsibilities as it underpins Management function at MPSC? *

☐ 1. **Very unclear.** The division of roles and responsibilities within the Asset Management function is undefined or poorly communicated, leading to confusion and inefficiencies.

☐ 2. **Unclear.** While some roles and responsibilities may be defined, there is inconsistency or lack of clarity across the organization, resulting in misunderstandings and overlaps.

> Onwards and Upwards

Starting with the vegetables.



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Prepared for
Moree Plains Shire Council

Beca
Beca Pty Ltd
ABN: 85 004 974 341

Strategic asset management plan
2024 – 2030

30 August 2024
#makeeverydaybetter

Moree Plains
SHIRE COUNCIL

Shire Strategic Asset Management Plan 2024-26 | 0000000002 | 2

> Onwards and Upwards

Starting with the vegetables.

Data

- > Create a fit for purpose asset management hierarchy
- > Alignment with Uniclass2015
- > New AM parameters – linked with LoS and use cases
- > Integrate within infrastructure contracts and field applications

LoS

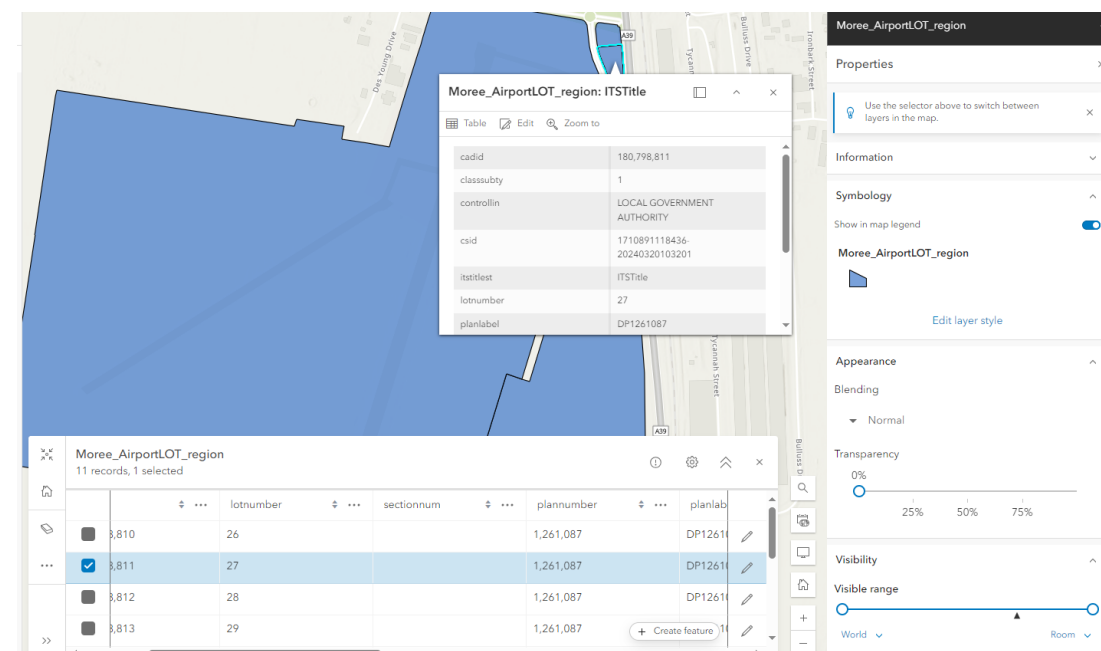
- > Co-Develop an AM policy people aspire to reach
- > Public communication of the policy

Systems

- > Implemented a new AM system
- > New field apps
- > **Adopt digital engineering**

> Onwards and Upwards

Enjoying the dessert.



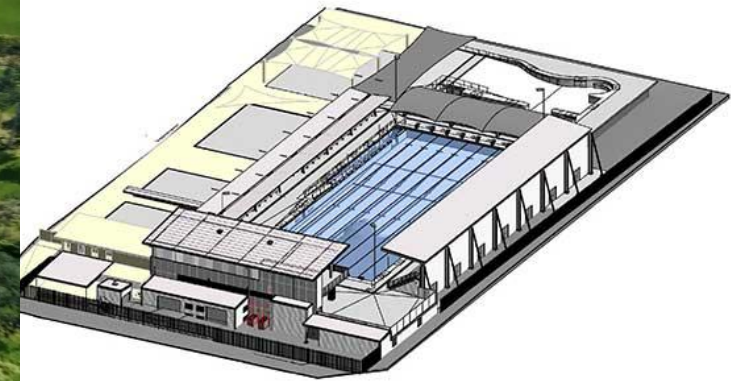
> Onwards and Upwards

Enjoying the dessert.



> Onwards and Upwards

Enjoying the dessert.



> Onwards and Upwards

Enjoying the dessert.



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<input type="checkbox"/> .Moree Workshop Slides25_07_2024.pdf			PDF	6.73 MB		✓
<input type="checkbox"/> MPSC AM Pulse Check - Findings.pptx			PPTX	11.2 MB		✓
<input type="checkbox"/> MPSC AMP Guideline.pdf			PDF	541 kB		✓
<input type="checkbox"/> Draft Copy MPSC Asset Policy 2024 Final.doc			DOC	261 kB		✓
<input type="checkbox"/> Other Structures AMP Recommendations.pdf			PDF	580 kB		✓
<input type="checkbox"/> MPSC Airport AMP Recommendations.pdf			PDF	402 kB		✓
<input type="checkbox"/> 26Apr24 MPSC AM Pulse Check.pdf			PDF	3.26 MB		✓
<input type="checkbox"/> Asset Information Management Strategy Draft for Discussion.pdf			PDF	1.17 MB		✓
<input type="checkbox"/> MPSC Road Infrastructure AMP Recommendations.pdf			PDF	574 kB		✓
<input type="checkbox"/> MPSC Asset Classes and Responsibilities.pptx			PPTX	1.04 MB		✓
<input type="checkbox"/> Draft Copy Moree Strategic Asset Management Plan 2024-30.docx			DOCX	5.43 MB		✓
<input type="checkbox"/> Moree Asset Uplift Project Overall program.pdf			PDF	63.4 kB		✓

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MPSC Environmental and Sustainability AMP Recommendations.pdf

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Environmental and Sustainability Asset Management Plan 2022 Recommendations

Section	Standard Reference	Recommendation	Significance Level	Significance Description
C1	MPSC Asset Management Policy (2011), MPSC Growth and Infrastructure Plan (2024) Local Housing Strategy (2022), ISO 55000, MPSC Asset Management Policy, NSW Treasury TPP19-07	Legislation to consider in meeting legislative requirements:	High	Improves understanding of the AMP's role within the organisational structure
	MPSC Asset Management Policy (ISO 55000: Clause 4)	Showcase how this AMP aligns with broader Moree policies and asset management framework. This clarifies the hierarchy of policies and the AMP's position within it (aligns with MPSC Asset Management Policy).	Medium	Ensures the AMP adheres to all applicable legislative requirements.
C1.4 Asset Inventory	ISO 55000: Clause 6	Expand the asset inventory table: Include sub-assets within the major categories (water, sewer). Provide confidence levels for asset condition data (high, medium, low)	Medium	Improves data accuracy and transparency regarding asset health.
C1.8 Maintenance Strategies	ISO 55000: Clause 7.1	Combine data from C1.8 & C1.9 to provide a holistic overview of the maintenance plan. This includes: Planned maintenance strategies for each asset class (e.g. pipes, pumps, treatment plants), considering preventive, corrective, and predictive approaches.	Medium	Provides a clearer roadmap for maintaining and extending asset lifespans.
C1.9 Renewal Strategies		Emphasise a lifecycle approach to maintenance, addressing needs throughout the asset's lifespan (acquisition, operation, maintenance, disposal/renewal). Describe the decision-making process for selecting appropriate maintenance interventions		

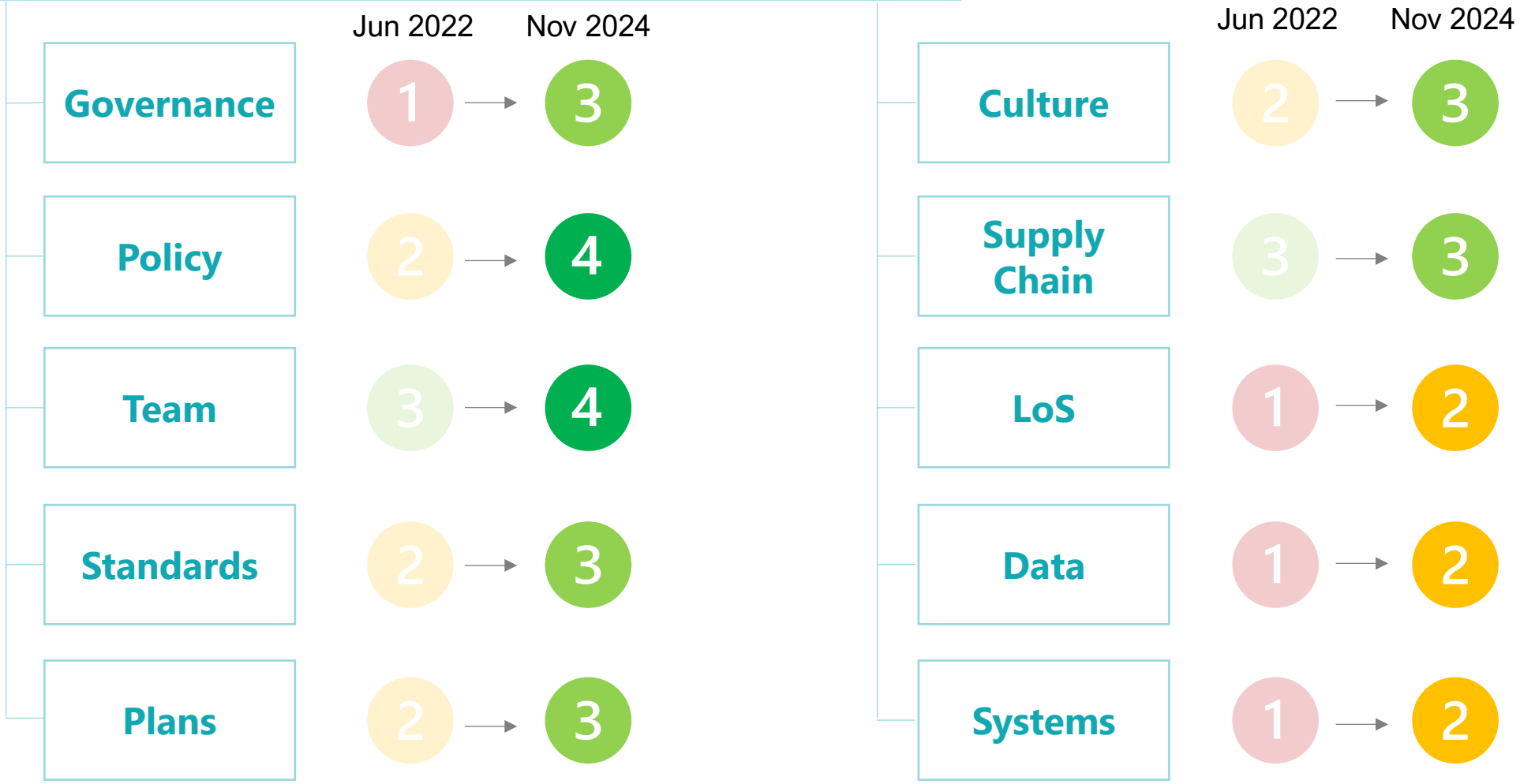
Help

> Now and into The Future

A 41% increase in practices in two years



ISO 55000 Assessment Framework



> What have we learned

One step back + two steps forward.

- > Clear line of sight to organisation objectives – i.e. care what they care about and never waste a crisis!
- > Allowing the team to 'own' the outcomes
- > "A new system" isn't the panacea. Starting with technology without clarity on why, how, who, when, etc. will end up in erosion of value and trust
- > Asset hierarchy, attributes and asset information are boring; but critical
- > Community are more digitally engaged that you think – but it's important to support them in the process

> What have we learned

One step back + two steps forward.

- > Asset hierarchies, attributes and asset information are intensely boring; but critical
- > Digital, data, and technology exists; don't reinvent the wheel, instead:
 - > Learn it
 - > Specify it properly
 - > Owning the outputs
 - > Share it to the next party
- > Not adopting technology ultimately costs more money
- > Having a third party, such as a consultant you trust, with experience and the war wounds is critical.
- >Perseverance is unrelenting, but rewarding (providing you reward yourself for progress)

