CITY OF SUBIACO

Strategic Asset Management Plan

2019

Revision 1 as at 13/08/2019

Contents

Introduction

Why do we provide assets?

Through consultation, Council has defined a vision for the City of Subiaco that describes the future desires for the community. Fundamental to realising this vision is the provision of services that are delivered through physical assets.

The sole purpose of a physical asset is to facilitate provision of a service. A service may be critical such as transportation through roads or to provide amenity through parks and playgrounds.

What is Asset Management?

Asset Management is the process of understanding what services the community require the City to provide, providing the physical assets that will facilitate the delivery of the service and planning to ensure that they are in all ways sustainable.

Who is responsible for asset management at the City?

Asset Management is everybody's responsibility. It is an organisational activity that is undertaken daily on every level from the Council, Executive, Engineering, Finance and Operations branches. All of the separate functions of the City are involved and each is just as important.

Asset Management – we all practice it!

Asset Management is inherently part of our day to day lives. Owning a family car to provide transportation will require decisions made as to what type of car will be needed to satisfactorily provide the service, how many seats must it have, will it be a sedan or wagon, a manual or automatic, what price range?

Throughout its life the vehicle will be serviced periodically to ensure it is safe, reliable and will not break down unexpectedly requiring costly repair works and consequently not providing its intended service.

Ultimately a decision will be made to dispose of the vehicle if it is no longer suitable for the family's current requirements or is no longer reliable or affordable.

In the same way, the City is responsible for providing and managing assets that deliver important services such as transport, recreation, and community facilities on behalf of its community.

Integrated Asset Management Framework

The City's Integrated Asset Management Framework (IAMF) comprises a set of five components that enable effective asset management activities to occur.

The five elements and their relationship with other parts of the IAMF are shown in Figure 1 with the definitions of each component described below.

IAMF Component	Description
Strategic Community Plan (SCP)	Community vision, strategic direction, long and medium-term priorities and resourcing implications with a horizon of 10+ years.
Corporate Business Plan (CBP)	Four-year delivery program, aligned to the Strategic Community Plan, and accompanied by four-year financial projections.
Annual Report	Legislated annual report detailing financial performance.
Strategic Financial Plan (SFP)	10 year financial position of Council that is informed by the Strategic Asset Management Plan and Asset Management Plans.
Asset Management Policy	High level statement of Councils principles and approach to asset management.
Asset Management Strategy	Documents how organisational objectives are converted to asset management objectives and the approach to development of asset management plans.
Strategic Asset Management Plan (SAMP)	High level summary of individual asset classes which summarises how the community's vision and objectives will be translated into asset management objectives.
Asset Management Plans	Documented information that specifies the activities, resources and timescales required for an individual asset class to achieve Councils asset management objectives.
Evaluation	Measurement of performance reaching Councils asset management objectives.

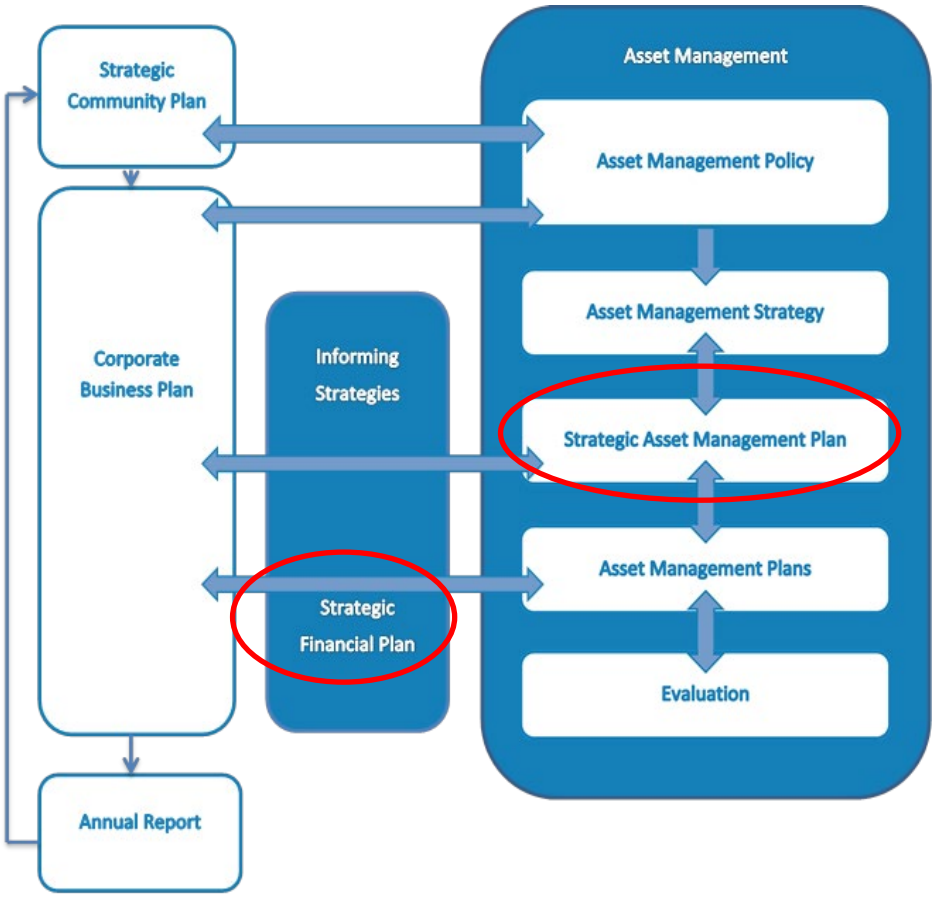


Figure 1 - Integrated Asset Management Framework

The Strategic Asset Management Plan (SAMP) has been prepared to summarise how the community's vision and objectives will be translated into asset management objectives. The SAMP will detail at a higher strategic level the City's current state of the assets it manages and how it will inform the development of the City's asset management plans for each asset class.

Translating Community and Corporate Visions into Asset Management Objectives

The community and corporate visions are defined within the Strategic Community Plan (SCP) and the Corporate Business Plan (CBP). The objectives and strategies that are also defined have been interpreted into asset management objectives to achieve the vision of the community and the City.

Community Vision

"In 2030 the City of Subiaco is a unique, popular and welcoming place. The City celebrates its rich history, while embracing the diversity and vitality of the present. The parks, public spaces, events and recreational opportunities are easily accessible and promote a healthy and happy lifestyle for all. There is a diverse range of local businesses and entertainment that contribute to a lively atmosphere. The City faces the challenges of the future with strong leadership, an innovative approach and an emphasis on community values and voices. Sustainability, in all its forms, is at the core of the community and underpins the City's operations."

Corporate Vision

"An innovative, community-focused organisation providing strong leadership to build a unique and welcoming place"

Within the SCP there are six focus areas to deliver on the overall community vision and there is an individual vision for each of the focus areas:

Focus Area 1 – Our sense of community

Our community is welcoming, diverse and respectful of each other. We have a strong sense of identity and the City's history is celebrated.

Focus Area 2 – Parks, open spaces and places

We have access to and enjoy a diverse and sustainable range of parks, streetscapes, open spaces and public places.

Focus Area 3 – Subiaco as a destination

Subiaco is a popular destination for everyone. There is a lively atmosphere, an exciting range of entertainment options and local businesses are well-positioned to generate wealth.

Focus Area 4 – The built environment

Our heritage buildings, places and streetscapes are protected and maintained, and new developments have been integrated with a respect for this heritage. The City has planned effectively for the increased residential population and business community.

Focus Area 5 – An effective and integrated transport system.

There is a range of sustainable transport options and supporting infrastructure available, making it easy to get into and around the city.

Focus Area 6 – Council leadership

A council that manages competing demands through engagement, accountability and transparency.

Objectives of each focus area and strategies to achieve these objectives are defined in the SCP. The way in which these objectives translate into asset management objectives is detailed below in table 1.

Table 1 - Asset Management Objectives

Focus Area	Objective	Strategy No	Strategy	Asset Management Objective
1.Our sense of community	1: A sense of identity achieved through an awareness of the City's history.	1.1.1	Ensure the community's identity and local history is reflected, promoted and celebrated.	Provide assets that are in keeping with the heritage of the City.
	2: A diverse, inclusive community where all members enjoy health and wellbeing, a sense of belonging and feel safe.	1.2.1	Facilitate a range of opportunities to foster community health and wellbeing that is accessible and inclusive for everyone.	Ensure assets are fit for purpose.
		1.2.2	Ensure a range of recreation opportunities for the community.	
		1.2.3	Contribute to a safe environment for the community.	
	3: The community is strengthened through the facilitation and support of local networks, organisations and service providers.	1.3.1	The community is strengthened through its events, programs and public art.	Events and programs are facilitated through provision of appropriate assets.
2.Parks, open spaces and places	1: A sustainable environment that is well-maintained, green and leafy.	2.1.1	Preserve, enhance and maintain the urban forest.	Well considered asset acquisition and asset maintenance planning to ensure park assets are sustainable.
		2.1.2	Continue to be at the forefront of supporting sustainable verges.	
		2.1.3	Manage the City's parks infrastructure in a way that is sustainable.	
		2.1.4	Continue infrastructure maintenance, renewal and replacement programs.	To have maintenance and renewal programs that are informed by appropriate business rules and asset knowledge.
		2.1.5	Maintain an efficient and sustainable waste and recycling service.	Continually monitor and periodically review provision of this service to best understand the most efficient delivery mechanism, for example, internally through City assets or other alternatives.
		2.1.6	Be proactive and innovative in its approach to environmental sustainability and climate change	Remain informed as to current best practices and apply to asset delivery.
	2: A wide range of well used parks, streetscapes, open spaces and public places.	2.2.1	Ensure that parks, streetscapes, open spaces and public places are developed and utilised to maximum benefit for current and future community members.	Thorough lifecycle planning, from conception to asset delivery to future disposal, to ensure it is fit for purpose and sustainable.
		2.2.2.	Promote active and passive recreation opportunities for all ages.	Provide assets that are well maintained, accessible and appropriate for envisaged use.

3.A unique destination	1: A unique, vibrant and diverse City that is welcoming to residents, workers and visitors.	3.1.1	Continue to support Subiaco as a hub for arts, culture and entertainment.	Ensure City built and natural assets are fit for purpose and well maintained to provide amenity, accessibility and an appealing aesthetic that encourages people to visit the City.
		3.1.2	Work towards establishing the City of Subiaco as a destination of choice.	
		3.1.3	Inform the community about what is available and what there is to do in the City.	
	2: To develop the economic sustainability of our city.	3.2.1	Attract and retain a diverse range of businesses.	
		3.2.2	Support community led business groups to drive the vibrancy of neighbourhood centres.	Undertake effective consultation of business and community groups to understand requirements as they relate to City services and the physical assets they are delivered through.
		3.2.3	Advocate for living, working and playing in the City.	
		3.2.4	Take an advocacy role in issues that affect the City.	
4.The built environment	1: A built form with heritage value that is recognised celebrated and protected.	4.1.1	Support the conservation of heritage places.	Provide assets that are in keeping with the heritage of the City.
		4.1.2	Promote public awareness of heritage places.	
		4.1.3	Identify and protect significant heritage buildings, places and streetscapes.	
		4.1.4	Ensure new developments are respectful of the built heritage and the character of the streetscapes.	
	2: A sustainable City that balances the requirements of an increasing population, whilst maintaining its valued character.	4.2.1	Identify appropriate locations for increased density, and plan effectively in order to accommodate an increasing population.	As an organisation, of internal and external strategic community planning initiatives when considering the current and future composition of the City's demographic and subsequent service requirements.
		4.2.2	Work to ensure appropriate infrastructure exists to support increased density.	
		4.2.3	Investigate and consider opportunities for the development of affordable and diverse housing.	
		4.2.4	Collaborate with state government agencies to achieve positive development outcomes for the community.	

5. An effective and integrated transport system	1. A transport management system that meets the needs of all users.	5.1.1	Plan and manage our streets to mitigate congestion, while accommodating the increasing population and developments.	Thorough lifecycle planning from conception to asset delivery to future disposal to ensure it is fit for purpose and sustainable.
		5.1.2	Design and maintain our streets acknowledging that they are spaces that connect our community.	
		5.1.3	Proactively advocate for enhanced public transport services that provide access to, from and within the City.	Continue to seek funding opportunities and work with external government stakeholders to provide a sustainable and well connected public transport network.
		5.1.4	Manage a range of parking options and the demand for parking supply.	Manage the impact of growth through demand management and infrastructure investment.
	2. A range of infrastructure to support a sustainable and accessible transport system.	5.2.1	The provision of public transport infrastructure to enhance public transport networks within the City.	
		5.2.2	Work to ensure that public transport provides access and benefits the City at all times of the week.	
		5.2.3	Manage parking assets to provide the best economic, social and environmental outcomes for the City.	
		5.2.4	Invest in improved pedestrian and cycle networks.	
6. Council leadership	1. A leading council that is supported by an excellent organisation.	6.1.1	The Mayor and councillors provide strong, consistent and decisive leadership.	Asset Management Plans which inform and support Council decisions.
		6.1.2	Actively engage with the community to inform decision making.	Clearly define service levels to guide and support Council decisions.
		6.1.3	Be innovative, responsive and maintain a strong customer focus.	
		6.1.4	Ensure best practice asset management principles are adopted.	
		6.1.5	Create organisational and community culture that is underpinned by financially sustainable practice.	Asset Management Plans which inform and support the City's Strategic Financial Plan.

What services do we provide through the City's assets?

The City of Subiaco is responsible for the day to day management of an extensive portfolio of transport, recreation and community facilities assets. These assets support the delivery of services and the community's day to day activities such as:

Footpaths: Provide safe access in and around the City for pedestrians and cyclists.

Playgrounds: Provide opportunities for play, while benefitting and contributing to a child's cognitive, physical and emotional development.

Buildings: Provide spaces for libraries and community halls where people can learn and meet.

Roads: Provide spaces for various transportation modes which connect places and communities.

In almost every case the services we deliver rely on physical assets for their delivery.

Fun Fact: *The entire length of the City's footpath network is 140 km, that is equivalent to running more than three marathons.*

What is it worth?

The three asset classes of Property, Recreation and Transport comprise 90 per cent of the City's infrastructure assets. It is the City's responsibility to ensure that assets continue to meet the expectations of our community as defined in the SCP and are managed in a cost-effective manner for present and future generations.

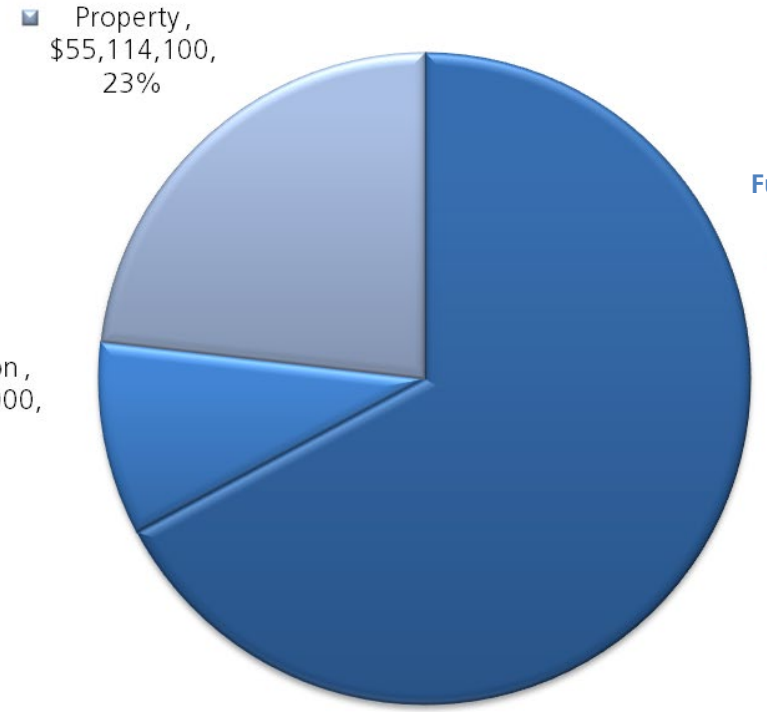


Chart 1 Total Approximate Replacement Value

Total Approximate Replacement Value

$237,741,231

Fun Fact: *That's over $13,000 worth of assets per resident.*

Note: The City's investment building portfolio is not included in this Strategic Asset Management Plan as it is managed to generate revenue rather than to provide services and appears as a separate item in the Strategic Financial Plan.

What assets do we manage?

Each of the three asset classes is made up of the following individual asset types.

Table 2 - Assets Covered

Asset Class	Asset Type	Description/Examples	Total Replacement Cost	%
Property (Buildings and Structures)	Community	General community hire	$45,183,000	82.0%
	Governance	Supports the day to day operations of the City	$8,811,500	16.0%
	Public Amenities	Public toilets and ancillary structures	$1,119,600	2.0%
	Total		**$55,114,100**	**100%**
Recreation (Parks and Gardens)	Fencing	Internal and boundary fences	$2,182,000	9.5%
	Furniture	Park benches, tables etc.	$2,344,500	10.3%
	Irrigation	Parks and reserves irrigation	$5,270,500	23.1%
	Lighting	Lighting within parks and reserves	$8,570,000	37.5%
	Playground	Swings, combination play units	$1,665,000	7.3%
	Signage	Information, directional signage within parks	$2,038,000	8.9%
	Sporting	Exercise stations	$787,000	3.4%
	Total		**$22,857,000**	**100%**
Transport (Roads, paths, drainage and ancillary)	Bus Shelters	Glass, concrete shelters	$613,000	0.4%
	Car Parking	Off road car parks	$4,190,000	2.6%
	Drainage	Underground stormwater drainage	$37,613,273	23.5%
	Paths	Roadside and non-roadside pedestrian paths and cycle ways	$21,447,414	13.4%
	Roads	Sealed roads	$86,090,944	53.9%
	Street Furniture	Bins, benches	$491,000	0.3%
	Street Lighting	Roadside lighting	$7,314,000	4.6%
	Street Signs	Street signs, information signs	$2,010,500	1.3%
	Total		**$159,770,131**	**100%**

How are they performing?

Assets are measured in terms of performance by considering factors such as:

- *Fit for purpose: is the asset appropriate to deliver its intended service at a satisfactory level?*
- *Capacity: is it the asset able to cope with demand?*
- *Condition: does the poor condition of the asset impede its ability to provide the intended service or limit its accessibility?*

The City will more clearly quantify the performance of its assets in terms of being satisfactorily fit for purpose and capacity as part of future asset management practice improvement.

A key indicator of performance is physical condition. Ensuring that assets are repaired or replaced at the right time helps to mitigate safety risks, provide service continuity, and minimise ongoing costs.

The assessment of condition varies by type and level of complexity of the asset. More complex assets are assessed using multiple condition variables whilst more simplistic assets are rated using a single overall rating. To demonstrate the condition distribution of each asset type, a consistent single rating scale of 1 to 5 has been determined by direct reference to a single condition score for simple assets or consolidation of multiple variables for more complex assets. The rating definitions are as detailed in Table 3 below.

Table 3 - Condition Rating Definitions

Condition Rating	Description
1	Very good condition - As new with no defects
2	Good condition - Minor defects only
3	Moderate condition - Maintenance required to return to acceptable levels of service
4	Poor condition - Consider renewal
5	Very poor condition - Approaching unserviceable

The intervention level refers to the condition state of the asset that the City will consider undertaking renewal as safe service delivery may be compromised.

Depending on the asset type, intervening at a specific condition level may allow a less expensive renewal treatment to be applied and not acting past this point will require perhaps a more comprehensive and expensive treatment.

A simple example of this is a road surface that may be treated with a resurfacing treatment up to a certain condition but past this point where potholes have developed only a costly full rehabilitation of the pavement will be appropriate.

The current condition distribution and potential capital expenditure for each asset type exceeding the City's nominated condition intervention level is detailed over the page. Where no physical assessment condition data is present, condition is derived from the assets remaining useful life divided by its total useful life.

The Confidence Grade Data Matrix is used to determine the reliability of the data used.

Table 4 - Data Confidence Grade Matrix

Confidence Grade	General Meaning
A	**Highly Reliable** Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment.
B	**Reliable** Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
C	**Uncertain** Data based on sound records, procedures, investigations and analysis which are incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available.
D	**Very Uncertain** Data based on unconfirmed verbal reports and/or cursory inspection and analysis.
E	**Unknown** No or very little data held.

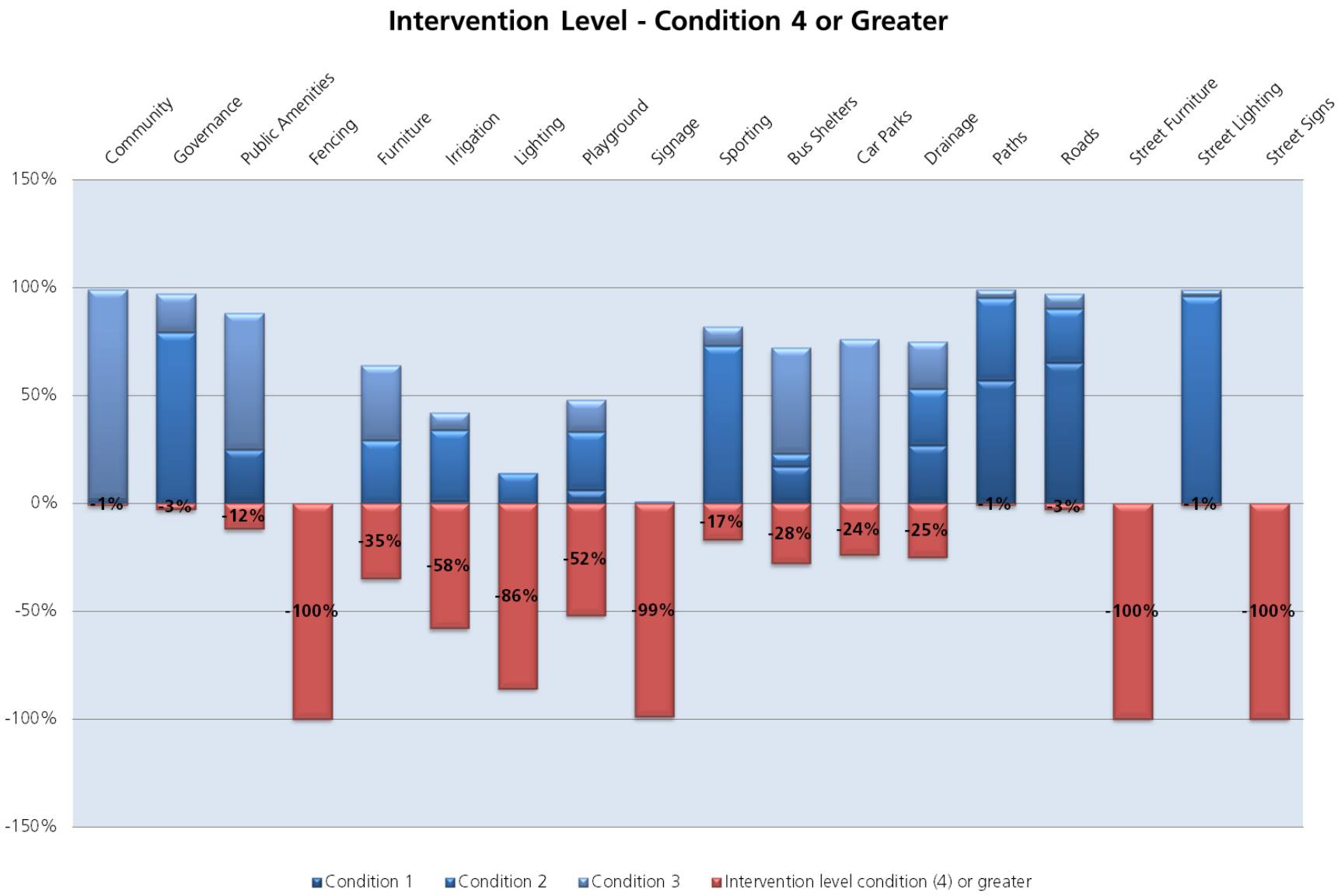
Condition data is taken from the last revaluation of each asset class and is desktop only, unless a recent in field condition audit was conducted.

Table 5 - Current Condition Distribution and Potential Capital Expenditure

Asset Class	Asset Type	Condition 1	Condition 2	Condition 3	Condition 4	Condition 5	Intervention level condition (4) or greater	Capital Intervention	Condition data source	Confidence Rating
Property	Community	1%	1%	97%	1%	0%	1%	$	In field	B
	Governance	0%	79%	18%	3%	0%	3%	$	In field	B
	Public Amenities	25%	0%	63%	12%	0%	12%	$	In field	B
Recreation	Fencing	0%	0%	0%	100%	0%	100%	$$$	Desktop	C
	Furniture	0%	29%	35%	31%	4%	35%	$$	Desktop	C
	Irrigation	1%	33%	8%	53%	6%	58%	$$$	Desktop	C
	Lighting	0%	14%	0%	86%	0%	86%	$$$	Desktop	C
	Playground	6%	27%	15%	34%	18%	52%	$$$	Desktop	C
	Signage	0%	0%	1%	99%	0%	99%	$$$	Desktop	C
	Sporting	0%	73%	9%	17%	0%	17%	$	Desktop	C
Transport	Bus Shelters	17%	6%	49%	28%	0%	28%	$$	Desktop	C
	Car Parks	0%	0%	76%	24%	0%	24%	$	In field	A
	Drainage	27%	26%	22%	22%	3%	25%	$	Desktop	C
	Paths	57%	38%	4%	1%	0%	1%	$	In field	A
	Roads	65%	25%	7%	2%	1%	3%	$	In field	A
	Street Furniture	0%	0%	0%	100%	0%	100%	$$$	Desktop	D
	Street Lighting	0%	96%	3%	1%	0%	1%	$	In field	C
	Street Signs	0%	0%	0%	100%	0%	100%	$$$	Desktop	D

Legend	
Up to 25% may require capital intervention	**$-Ideal Range**
Greater than 25% and up to 45% may require capital intervention	**$$-Renewal Gap Increasing**
Greater than 45% may require capital intervention	**$$$-Critical**

Chart 2 – Condition Intervention Level



How future demand may impact our assets and services?

Over time, the community's demand for the services that the City provides changes. The reasons for change can be varied, but some of the common drivers are population, demographics, technology, environmental, economic and political. Naturally as service demand changes, the City's assets may also need to change.

The City expects the following drivers of change to occur in the next 10 years.

Table 6 - Demand Drivers (Results are based on 2016 Census)

Demand	Census 2016	Present 2018	Future 2026	Service and Asset Impact
Population	17,109	17,714	20,057	Increased demand and use of assets such as roads, footpaths and buildings which increases maintenance and renewal.
Demographics Under Working Age (0-17)	3,159 (18%)	3,199 (18%)	3,337 (17%)	Change to the type of services delivered and the assets required to support them. For example: Increased demand for after-hours entertainment due to increase in working population.
Working Age (18-60)	9,941 (58%)	10,336 (58%)	11,948 (60%)	
Retirees, Seniors and Elderly Aged (60 onwards)	4,009 (23%)	4,179 (24%)	4,771 (24%)	
Density: **Homes per hectare**	15	15.8	19.4	Smaller block sizes will increase demand for public open space due to lack of private open space to recreate.
Dominant Household Types: Couples without dependents	2,101 (26.9%)	2,206 (27.2%)	2,615 (28.0%)	Changes to the type of assets provided. For example reduction in the number of playgrounds with an increase in exercise equipment to accommodate couples and lone person activities.
Lone person Households	3,045 (39.0%)	3,155 (38.9%)	3,610 (38.6%)	

What do we need to spend on our assets?

This section breaks down the three major asset classes and provides detail on the financial forecasting required for individual asset types within them. These individual requirements are then rolled up into the three major asset classes which support the figures in the SFP.

Based on the current available data it is estimated that the City will require an additional $526, 000 annually or $5.26M over the next 10 years. This amount is known as the Asset Renewal Gap. The Asset Renewal Gap describes the difference between what City spends on renewing its assets versus what it needs to spend to maintain the current average condition and service level of its asset portfolio.

The following renewal funding gaps for each asset class has been calculated based on available data and overall initial condition for each asset class and types. The calculation is based on the asset life, condition and the nominated intervention level being condition four or greater.

The following Asset Summary Profile provides a snapshot of the detail within each asset class which was used to support and inform the SFP.

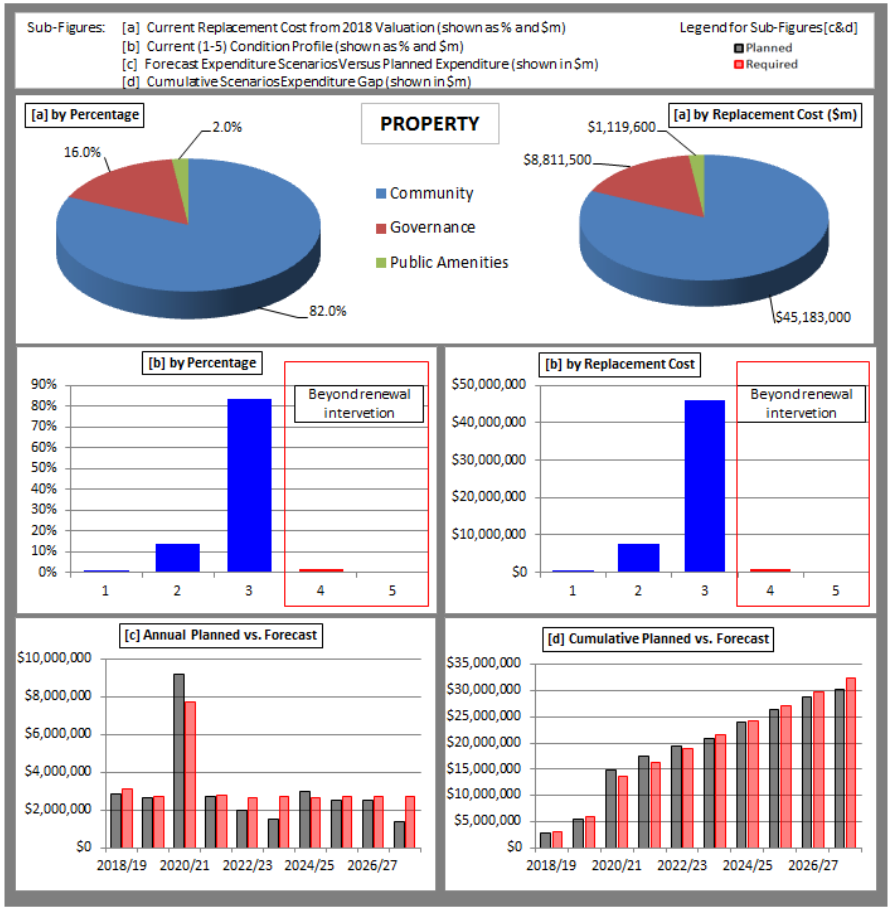
Property Asset Class

10 Year Projection 2018/19 to 2027/28		
Property		
		
Total Required Renewal	Total Planned Renewal	Total Projected Funding Gap
$14,910,733	**$13,756,000**	**-$1,154,733**

Fun Fact: *The City's library has over 30,000 books. That's more than one book per resident.*

Assumptions

- All expenditure is based upon 2018/19 dollars.
- OPEX is based upon an average of the past three years' actuals.
- Capital project splits (e.g. renewal/upgrade) were considered as only one activity (e.g. renewal).
- Capital project expenditure is based upon direct costs only.
- Annual depreciation expenses from a valuation company were calculated by dividing CRC by TUL.
- Model excludes all investment properties.

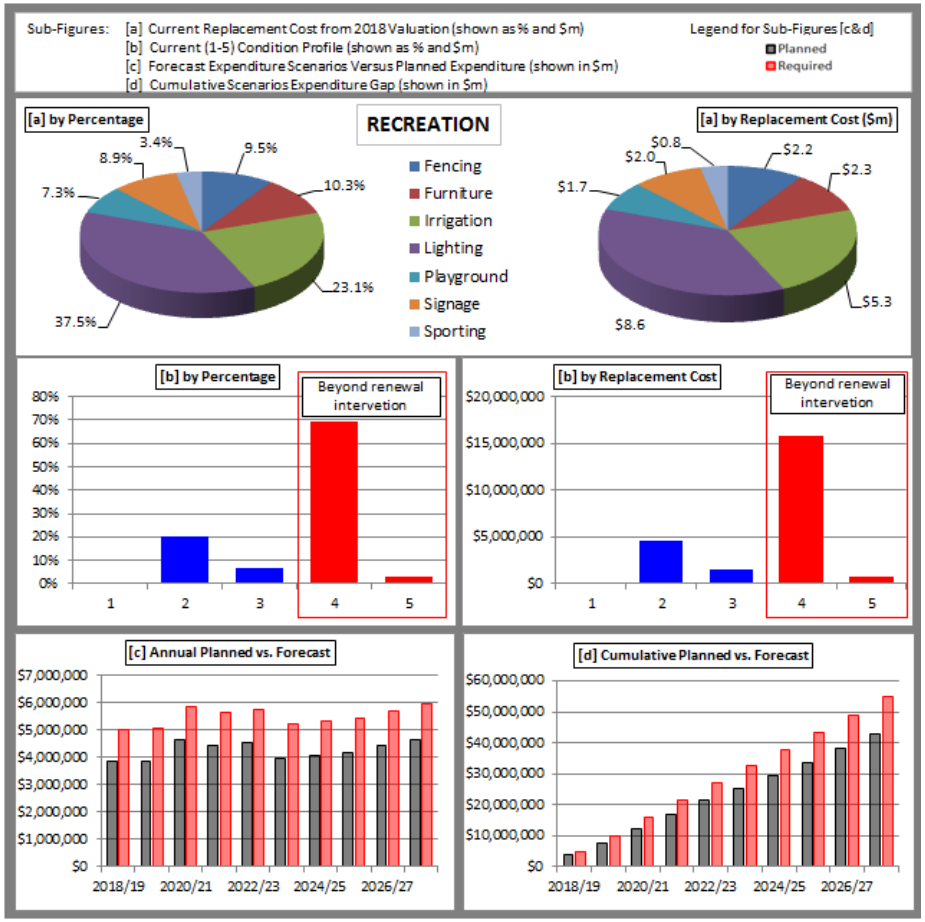


Recreation Asset Class

10 Year Projection 2018/19 to 2027/28		
Recreation		
		
Total Required Renewal	Total Planned Renewal	Total Projected Funding Gap
$11,739,333	**$9,264,005**	**-$2,475,328**

Assumptions

- All expenditure is based upon 2018/19 dollars.
- OPEX is based upon an average of the past three years' actuals.
- Capital project splits (e.g. renewal/upgrade) were considered as only one activity (e.g. renewal).
- Capital project expenditure is based upon direct costs only.
- Street Trees and Soft Landscaping are not included in these projections.
- Data confidence in condition data – (C) Uncertain.
- Sports Grounds and Major Open Parklands - 10 Year CAPEX amount is for turf which has not been included in these projections as an asset. To be included in future projections once we have the asset data.
- Environmental Projects - 10 Year CAPEX amount is for lakes which have not been included in these projections as an asset. To be included in future projections once we have the asset data.
- Green Strategy - 10 Year CAPEX amount is for trees which have not been included in these projections as an asset.
- Annual depreciation expenses from a valuation company were calculated by dividing CRC by TUL.
- Condition split is based upon valuation's RUL/TUL.
- Increase in depreciation is based on the increase of asset value considering total new and upgrade



Fun Fact: *The City mows over 1000 ha of turf each year, that's over 450 Subiaco Ovals.*

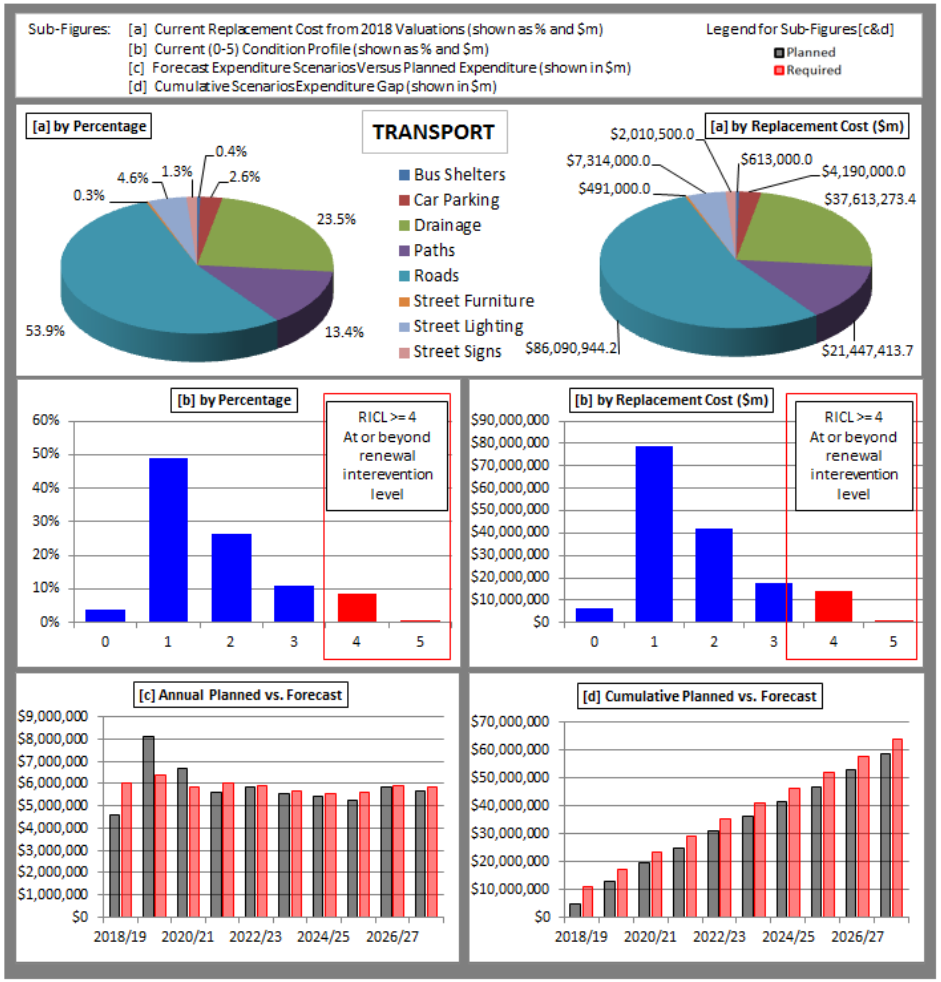
Transport Asset Class

10 Year Projection 2018/19 to 2027/28		
Transport		
		
Total Required Renewal	Total Planned Renewal	Total Projected Funding Gap
$30,301,647	**$28,673,582**	**-$1,628,065**

Assumptions

- All expenditure is based upon 2018/19 dollars.
- OPEX is based upon an average of the past three years' actuals.
- Capital project splits (e.g. renewal/upgrade) were considered as only one activity (e.g. renewal).
- Capital project expenditure is based upon direct costs only.
- Annual depreciation expenses from a valuation company were calculated by dividing CRC by TUL.
- Assets with no recorded condition rating in the valuations were assigned a condition based on RUL/TUL percentage.
- 10 Year Future CAPEX - Annual Cycling improvements budget allocations are included in Roads 119900.0406.61.
- 10 Year Future CAPEX - Public Art and Monuments are not considered in these projections.
- Data confidence in condition data for Roads, Footpaths and Carparks - (A) Highly Reliable.
- Data confidence in condition data for Drainage, Car Parks, Street Lights, Bus Shelters, Street Furniture and Street Signs - (C) Uncertain and (D) Very Uncertain.

Fun Fact: *The City's entire road network is 113 km, that's equivalent to 17 laps of the Bathurst 1000, Mount Panorama Circuit.*



Where to from here?

Through ongoing monitoring, periodic condition surveys and refinement of asset planning inputs such as costs and life expectancies, the City is gaining a better understanding of how individual assets are performing and the cost required for their renewal, upgrade or potential disposal. With this continuous improvement, future iterations of the SAMP will better inform the SFP to address any gaps.

The priority of the City will be to undertake the development of individual asset management plans for each asset class. The plans will quantify and detail at a tactical level how each asset type will be delivered and shall consider:

- The fundamental objective of the asset is provide a service that will help achieve the Council's vision for the community and in alignment with the asset management objectives within this SAMP.
- Delivery is planned at every stage of the assets lifecycle from conception, planning, construction, maintenance, renewal, upgrade and disposal.
- All potential risks that provision of these services represent and how they will be managed.

Asset management is a continuous and evolving practice that is inherently dynamic and continually being improved. Following the development of the initial plans, the City will continue to work to improve, monitor and review the following areas:

- Consultation with stakeholders to better understand the service requirements of the City and the physical assets required to deliver them.
- Increased confidence in decision making through improved data accuracy.
- Individual Asset Management Plans for each major asset class that consider the asset management objectives within this SAMP.
- Level of service definition for each asset class.
- Monitor performance.
- Asset management is well resourced and embraced by the City as a whole.

Appendix 1: List of acronyms

CAPEX	Capital Expenditure
CBP	Corporate Business Plan
CRC	Current Replacement Cost
IAMF	Integrated Asset Management Framework
OPEX	Operational Expenditure
RUL	Remaining Useful Life
SAMP	Strategic Asset Management Plan
SCP	Strategic Community Plan
SFP	Strategic Financial Plan
TUL	Total Useful Life

This information can be provided in alternative formats upon request.