



Institute of
Public Works
Engineering
Australia

NAMS.AU

NATIONAL ASSET MANAGEMENT STRATEGY AUSTRALIA

ANNUAL REPORT

2010-2011

October 2011

Message from the Chair

I am pleased to present the Annual Report for National Asset Management Strategy Australia (NAMS.AU), the Institute of Public Works Engineering Australia's national asset management committee.

NAMS.AU was established in February 2004 by the IPWEA Board following the 2003 Hobart International Public Works Conference. The Conference identified a coordinated asset management strategy at a national level as one of two key priority issues for the industry. The first meeting of NAMS.AU was held on 22 March 2004 with Ross Moody as the foundation Chair.

This 2010/11 Annual Report reports on performance of NAMS.AU on the objectives set in the 2010/11 Business Plan. Major achievements in 2010/11 include;

- Continued enhancement of the NAMS.AU web site www.nams.au.com
- Further development and promotion of AssetMates - the asset management discussion forum as part of the updated IPWEA and NAMS.AU websites.
- Publishing a NAMS.AU update summarising the outcomes of each NAMS.AU meeting on the web site.
- Ongoing AIFMG training courses based on the Australian Infrastructure Financial Management Guidelines (published in September 2009).
- Ongoing NAMS.PLUS training courses held throughout Australia on preparing Asset Management Plans and further development of NAMS.PLUS underway.
- In conjunction with the Australian Centre of Excellence for Local Government (ACELG), publication of the Practice Note 4 – Asset Management for Small, Rural or Remote Communities (Published in February 2011).
- Ongoing training courses around Australia and in Canada on application of Practice Note 4 – AM4SRRC.
- The seventh Consultants Roundtable to provide input into NAMS.AU activities attended by 10 Supporter Firms held in Melbourne in May 2011.
- Strategic alliance strengthened with INGENIUM NZ and NAMS NZ and very successful NZ Asset Management Study Tour held in November 2010, with 25 participants and 6 accompanying persons.
- Review of International Infrastructure Management Manual with NAMS NZ and AECOM completed and new edition published in July 2011.
- Ongoing promotion of post graduate courses in asset management offered at Graduate Certificate and Diploma levels by IPWEA and CPEE through University of Tasmania with over 200 unit enrolments to date.
- Continued to promote the DVD to raise awareness particularly among Elected Members and Senior Staff of Councils about Asset Management – titled "Sustainable Communities – Critical Insights".
- NAMS.AU continued the NAMie Award with third Award being made at the Canberra Conference in August 2011 for Best AM Paper presented.
- Published further Practice Notes on Condition Assessment with such now covering Footpaths/Cycleways, Kerb and Channel, Buildings and Stormwater Drainage.
- Quarterly NAMS.NEWS Newsletter published electronically.
- NAMS.AU representing IPWEA on Standards Australia Committee to provide input to proposed ISO Standard for Asset Management.

I would like to thank all Members of NAMS.AU for their time and contributions during the year. Also to John Howard as NAMS.AU Project Manager who has put in a tireless effort and greatly contributed to the achievements of NAMS.AU.

2011/12 looks a very exciting year building on the continuing strong asset management focus at the Canberra International Public Works Conference held in August 2011, and the publication of the new IIMM as an industry wide partnership.

Thanks to all for your support for NAMS.AU in 2010/11.



Peter Way PSM
NAMS.AU Chair

NAMS.AU Meeting October 2010



Attendees (left to right)

Back Row

Thomas Kuen, Victoria

David Braby, Queensland (proxy)

John Howard, NAMS.AU Project Manager

Andrew Llewellyn, Queensland

Mick Savage, NSW (observer)

Chris Champion, IPWEA National CEO

Front Row

Harry Galea, Tasmania

Leon Patterson IPWEA National

Glyn Davies, Western Australia)

Angelo Catinari, South Australia

Peter Way, NAMS.AU Chair

Other Members

Paul Di Iulio, IPWEA National Board

David Wolfenden, NSW



David Wolfenden, NSW



Paul Di Iulio, IPWEA National Board

Overview

The Institute of Public Works Engineering Australia Limited (IPWEA) is the national professional organisation providing member services and advocacy for those involved in and delivering public works and engineering services to the community.

Previously known as the Institute of Municipal Engineering Australia (IMEA) up to June 1999, the organisation expanded its traditional local government engineering focus to public works, and thereby covering all levels of government and private practice.

IMEA established a National Asset Management Committee in 1993. The National Asset Management Committee published the IMEA National Asset Management Manual in 1994 and partnered with INGENIUM to publish the International Infrastructure Management Manual (IIMM) in 2000 with updates to the Manual in 2002 and 2006. Editions of the IIMM have since been published in the UK.

The IPWEA National Board resolved in February 2004 to re-establish the Institute's role in the national asset management scene and re-established the National Asset Management Strategy (NAMS.AU) Committee as a Special Committee of the Board.

The Board authorised the engagement of a contract Project Manager to provide executive services to the Committee and assist the Board in achieving its Business plan.

This Corporate & Business Plan for NAMS.AU outlines the Committee's:

- purpose
- vision and mission
- supporting values
- operating principles
- business standards
- organisational structure
- business planning
- resources
- critical success factors,
- strategic priorities, and
- business plan for the financial year 2010/11.

In order to assist in understanding the Corporate & Business Plan, a glossary of terms is provided in **Table 1**.

Purpose of NAMS.AU

The principal purpose of the IPWEA NAMS.AU is to provide national leadership and advocacy in the sustainable management of public works infrastructure, community assets and services.

Vision for NAMS.AU

Our Vision is "for IPWEA through its NAMS.AU to be the leading organisation for all persons involved in the sustainable management of public works infrastructure, community assets and services".

NAMS.AU Mission

To achieve our Vision, NAMS.AU's Mission is to:

- improve the Asset Management (AM) skills of practitioners,
- provide national co-ordination and guidelines,
- identify future research and directions for AM,
- raise the awareness of and commitment to sustainable management of assets among the community and by decision makers,
- develop and provide for exchange of ideas, information and technology,
- develop strategic asset management, its processes and to achieve practical outcomes,
- provide leadership and support to stakeholders,
- provide public policy advice and advocacy to advance asset management issues for the betterment of the wider community.

Supporting Values

NAMS.AU will be:

- professional
- ethical
- respectful and helpful
- responsive to stakeholder needs
- competent, up-to-date and innovative
- commercially astute

Our Operating Principles

NAMS.AU works within the following key operating principles:

- Is a Special Purpose Committee of the IPWEA National Board;
- develops corporate partners to provide added value to NAMS.AU's operational activities and at the same time providing income;
- enhances, not duplicates, the work of other organisations and IPWEA State Divisions;
- adopts a strategic, co-ordination, leadership, and advisory role at national level;
- develops and maintains strategic relationships with other professional bodies to broaden the influence of NAMS.AU;
- develops national projects to meet industry needs.
- develops educational material and provides training programs, and.
- operates on a financially sustainable basis.

These principles guide NAMS.AU's approach to its business operations and strategic planning.

Our Business Standards

We have a clear and unequivocal commitment to business standards that are ethical, professional, performance-focused and service-oriented.

This commitment seeks to provide a clear and integrated focus on the:

- identification of industry needs through communication and consultation;
- provision of stakeholder services in a professional, timely and ethical manner;
- development of information and knowledge to make better informed decisions, and resulting actions;
- development and delivery of partnership arrangements which recognise and build on the responsibilities and capacities of the partners.

Our Organisational Structure

Our committee structure comprises representatives of the IPWEA National Board and State Divisions and invited stakeholders.

The committee is made up of volunteer members nominated by State Divisions that meet face to face approximately twice per year, and at other times via telephone hook-up, to set policy, assist in implementing initiatives, review progress, and provide broad direction for the overall activities of NAMS.AU. The National Board is also directly represented on NAMS.AU. The committee is supported by the Chief Executive Officer, a Project Manager, the Chair who currently undertakes projects and other resources as required.

Business Planning

Our Business Plan and Budget for 2010/2011 has been integrated into the Corporate Plan.

An Action Plan has been prepared for each Strategic Priority area and outlines for the Institute:

- the long term goal for each strategic priority area,
- short to medium term objectives,
- key results to be achieved by implementing strategies over the next three year period 2010-2013,
- actions to be undertaken in 2010/2011 to help achieve those key results,
- performance indicators for each action,
- resources (budget) committed to undertake those actions,
- responsible person (officer, board member or volunteer member) in the program team.

Thus, the adopted hierarchy is:

Vision > Key Result Areas > Long-term Goals > Short to Medium term Objectives > 3-year Strategies > 1-year Action or Business Plan

Resources

A source of revenue for NAMS.AU is IPWEA National and State Divisions.

NAMS.AU seeks to generate its income through national project initiatives, Federal and State Government grants, IPWEA National and State Foundation Grants, EA TIF funds and stakeholder partnerships.

NAMS.AU has formed a Consultants Supporters' Group with currently twelve consulting firms in 2009/10 to financially assist NAMS.AU to raise the profile and need for asset management, and to grow the size of the asset management industry for the benefit of all.

NAMS.AU acknowledges and thanks its Consultant Supporters Group is for their support.



Our Critical Success Factors

It is most important to identify key measures that, if performed well or correctly, reflect a major contribution to the achievement of our strategic priorities being achieved.

NAMS.AU has identified its Critical Success Factors:

- recognition by practitioners and stakeholders,
- networking of practitioners,
- ability to attract and generate funding for the operation of the committee and projects,
- strength of relationships with stakeholders,
- ongoing sustainability of the committee.

Our Business Plan proposes that an annual "State of the NAMS.AU" report be prepared which reviews the performance of the committee against its business plan.

Strategic Priorities

Our strategic priorities are reflected by the six Key Result Areas (KRA's) that will achieve our Mission ...and ultimately the vision to which we aspire.

Progress on our long-term goals is reported under the six Key Result Areas, namely:

1. Leadership & Innovation
2. Skills & Awareness
3. Networking & Information Exchange
4. Policy & Advice
5. Strategic Alliances
6. Committee Capability

Three-year strategies have been developed for each Key Result Area to assist us achieve our long-term goals and objectives. These follow below.

Table 1. Glossary of Terms Used

TERM	DEFINITION
Vision	A statement that describes the mental picture held by stakeholders of what they would like NAMS.AU to be in some year's time;
Mission	A statement that expresses the fundamental purpose of the Committee.
Goal	A description of a desirable condition or state to be worked towards and achieved over the longer term.
Objective	A statement that translates the vision and goals into realistic, clearly defined and measurable targets, which can be achieved within a specified time frame.
Strategy	A comprehensive and coherent series of decisions and actions designed to achieve an objective.
Action	Activities that result in quantifiable and measurable outcomes: the 'building blocks' of a strategy.
Outcomes	The end result or consequences of an action.
Performance indicators	Measures of performance that indicate progress made towards achieving a strategy and an objective.

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Key Result Area 1	LEADERSHIP & INNOVATION		
Long-term Goal:	IPWEA NAMS.AU will be acknowledged as being at the forefront of providing leadership and innovation in public works asset management.		
Short-to-Medium Term Objectives:	<p>To promote the benefits of good asset management as a business tool that delivers value to the stakeholder and the wider community.</p> <p>Identify opportunities and issues for innovative research and project development that will provide leadership in asset management for the public works industry and the wider community.</p> <p>Maintain dialogue with industry, government and educational organisations to initiate and/or promote leading edge and innovative projects, or research, of national significance.</p> <p>Undertake national initiatives, on a sound commercial basis, that seek to enhance the standing and credibility of NAMS.AU, and improve the capability and functionality of the organisation.</p>		
Strategies over next 3 years	2010/2011 Actions to Achieve Key Results	Performance Indicators	2010/2011 Performance
Maintain a priority list of strategic public works asset management issues, projects and initiatives.			Priority lists reviewed annually
Establish ongoing dialogue with other Agencies that have mutual AM interests to explore opportunities to undertake commercially sound, innovative, leading edge projects or research of national significance that can add value to NAMS.AU, raise the IPWEA and committee's profile in the industry and with government.	<p>Increase awareness of AIFMG to Auditors-General, Treasuries and LGAs.</p> <p>Increase international awareness of NAMS.PLUS and AIFMG.</p> <p>Investigate international markets for NAMS.PLUS and AIFMG.</p> <p>Actively participate in Standards Australia investigations and development of an ISO Asset Management Standard.</p>	<p>Briefing held for Auditors-General, Treasuries and LGAs.</p> <p>Positive responses received.</p> <p>Potential markets identified.</p> <p>Participation in ISO Standard investigations and development.</p>	<p>Discussions held with Tas AG office</p> <p>AM4SRRC pilot test with 8 LGs in BC and SK Canada</p> <p>NAMS.PLUS and AIFMG promoted in Canada</p> <p>IPWEA represented on Australian ISO AM Steering Committee</p>
Ensure existing projects are sustainable for the long term.			

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Key Result Area 2	SKILLS, AWARENESS, TOOLS & RESOURCES		
Long-term Goal:	IPWEA NAMS.AU will be acknowledged as being at the forefront of facilitating the development of skills, awareness, tools and resources to assist asset management.		
Short-to-Medium Term Objectives:	<p>Identify demand and needs for skills development in asset management for the public works industry and in our wider community.</p> <p>Identify deficiencies in awareness and commitment to asset management for the public works industry and in our wider community.</p> <p>Engage in partnerships with industry, government and educational organisations to provide tools, resources and training in skills development.</p>		
Strategies over next 3 years:	2010/2011 Actions to Achieve Key Results	Performance Indicators	2010/2011 Performance
<p>Maintain a priority list of asset management awareness, skills, tools, resources and training.</p> <p>Continue to assess industry and stakeholder needs and develop projects on a national basis where a need is identified.</p>	<p>Promote Australian Infrastructure Financial Management guidelines.</p> <p>Develop and promote 2 day AIFMG training course for 2011.</p> <p>Review need for NAMS.AU Practice Note for Roads & Drainage Fair Value and publish if required</p> <p>Promote NAMS.PLUS and provide training workshops.</p> <p>Upgrade NAMS.PLUS to include SA users and improve modelling and users guides.</p> <p>NAMS.AU Practice Notes published for Stormwater Drainage condition assessment, AM for Small Communities and Long Term Financial Planning.</p> <p>Finalise IIMM update stakeholder partners' agreement and scoping brief.</p> <p>Develop AM Awareness training for new and continuing councillors.</p> <p>Complete Grad Cert in Infrastructure AM course module notes.</p> <p>Promote Grad Cert in Inf AM with CPEE and NAMS.AU resources.</p>	<p>AIFMG promoted.</p> <p>AIFMG training held in major States. AIFMG updates issued as required</p> <p>NAMS.PLUS training workshops held to meet demand. NAMS.PLUS upgrade completed. SA users incorporated into NAMS.PLUS</p> <p>Practice Notes published to schedule. Resources equivalent to Practice Note promoted on NAMS.AU web site.</p> <p>Councillors AM courses in operation.</p> <p>Grad Cert course notes completed.</p> <p>Increase in Grad Cert enrolments.</p>	<p>AIFMG promoted</p> <p>2 day pilot Infrastructure Financial Management course held in Adelaide in May 2011 Not progresses</p> <p>Training held</p> <p>Upgrade is progress SA users incorporated</p> <p>PN 4 AM4SRRRC and PN 5 S'water published and promoted</p> <p>2011 IIMM update finalised</p> <p>Courses run in Qld, NT, NSW.</p> <p>Financial Mgt module completed 2011 – 110 unit enrolments</p>

	Promote MAV/IPWEA nationally consistent assessment methodology for National Frameworks for Asset and Financial Management with LOGJOG and LGPMC	Framework Assessment methodology in operation through ACELG.	NAF promoted through ACELG
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Key Result Area 3	NETWORKING & INFORMATION EXCHANGE		
Long-term Goal:	IPWEA NAMS.AU will provide a framework that encourages and facilitates networking and information exchange for the asset management practitioners nationally and internationally.		
Short-to-Medium Term Objectives:	<p>Increase the networking and exchange of information among asset management practitioners.</p> <p>Provide a framework for networking and information exchange for asset management practitioners.</p> <p>Build awareness amongst practitioners of IPWEA NAMS.AU networking and information exchange opportunities.</p>		
Strategies over next 3 years:	2010/2011 Actions to Achieve Key Results	Performance Indicators	2010/2011 Performance
Identify & encourage information exchange and networking.	Hold Roundtable with Consultants Supporters Group in May 2011.	Consultants Supporters Roundtable held and attended by 80% of consultants.	Meeting held in May 2011 with 80% attendance
	Hold AM Study Tour to NZ in Nov 2010.	NZ AM Study Tour held with 10+ delegates.	25 delegates and 6 accompanying persons attended 2010 AM Study Tour

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Key Result Area 4	POLICY & ADVICE		
Long-term Goal:	IPWEA NAMS.AU will be recognised as the authoritative and respected voice of the public works industry to policy makers, implementing agencies and the general public on asset management issues.		
Short-to-Medium Term Objectives:	<p>Establish the capability of IPWEA NAMS.AU to develop policy and provide advice on national public works asset management issues.</p> <p>Build awareness amongst policy makers, agencies and the general public that NAMS.AU actively seeks and is available to assist with public works policy development & advice.</p>		
Strategies over next 3 years:	2010/2011 Actions to Achieve Key Results	Performance Indicators	2010/2011 Performance
Identify and actively participate in public debate on public works asset management policy issues of national significance.	Develop policy statements as required.	Policy statement issued as required.	Nil required.

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Key Result Area 5	STRATEGIC ALLIANCES		
Long-term Goal:	IPWEA NAMS.AU will have strategic alliances with relevant key stakeholders both nationally and internationally.		
Short-to-Medium Term Objectives:	Engage in meaningful strategic alliances with kindred and other organisations at a national and international level that promote the Vision and wider objectives of the NAMS.AU.		
Strategies over next 3 years:	2010/2011 Actions to Achieve Key Results	Performance Indicators	2010/2011 Performance
Build strategic relationships based on existing IPWEA alliances to develop asset management objectives.	Actively participate in Board of ACELG.	ACELG Board membership maintained by IPWEA.	Board membership maintained
	Investigate potential for suitable alliance partners including ARRB TR, CSIRO, Universities, private companies, ICE (UK), Business Council of Australia (BCA), Association of Consulting Engineers Australia (ACEA), Facility Management Association of Australia (FMA) and Property Council of Australia (PCA), Scottish Municipals Group and Infrastructure Australia.	Suitable alliance partners identified and discussions commenced.	Not progressed
	Investigate opportunities for IPWEA to participate in a national AM co-ordinating group.	Potential members of national AM co-ordinating group identified and discussions commenced.	National co-ordinating group established with IPWEA membership

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Key Result Area 6	COMMITTEE CAPABILITY		
Long-term Goal:	IPWEA NAMS.AU will have the resources (staff, volunteers and finances) to achieve its annual business plan and respond to emerging asset management needs and opportunities.		
Short-to-Medium Term Objectives:	Develop a strong committee that fosters active participation of volunteer representatives of the broader public works industry in the achievement of the committee's objectives. Ensure the long-term viability of NAMS.AU through sound business practices.		
Strategies over next 3 years:	2010/2011 Actions to Achieve Key Results	Performance Indicators	2010/2011 Performance
Understand the differences in the needs and operations of the individual States and IPWEA Divisions. Maintain and foster close working relationships and communications with all IPWEA Divisions.	Continue reporting links from and to State Divisions.	Links to and from State Division maintained.	Links maintained through reporting and presentation at conferences and workshops.
Maintain the financial capacity of the committee to deliver its business plan.	Continue and encourage financial support from Consultants Supporters Group. Seek project funding sources where appropriate.	Financial Support from Consultants Supporters Group maintained. Project funding sources sought where available.	Support from Consultant Supporters maintained. Project funding sought where appropriate.