

Asset Management Maturity Project

Council Engagement

A joint initiative of **IPWEA NSW & ACT** and **Local Government NSW (LGNSW)**

1) Project overview (brief)

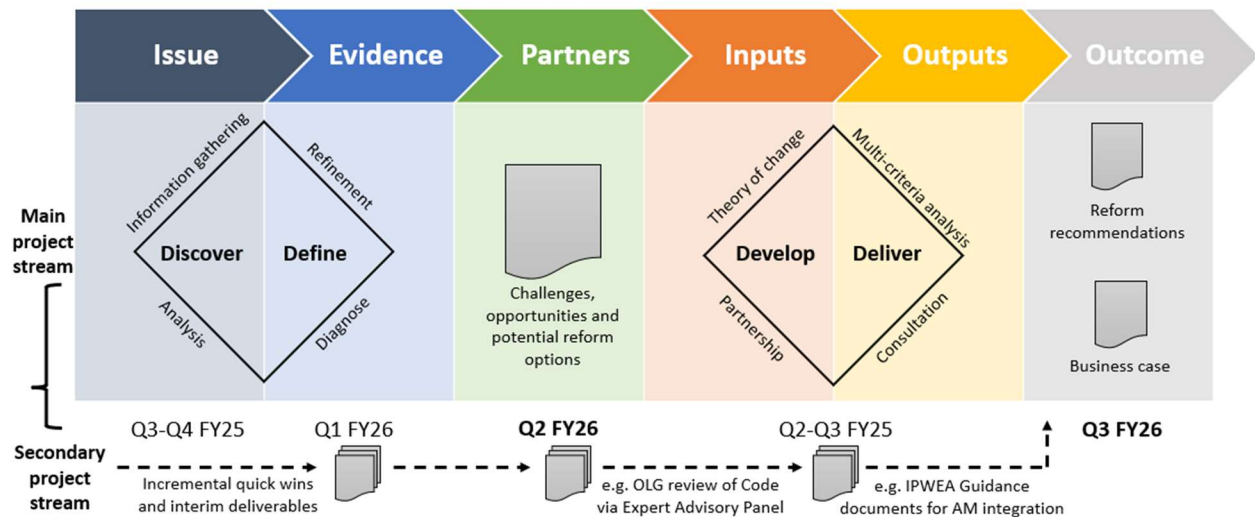
A **Two-year project** to lift asset management maturity across NSW councils.

Objectives:

1. **Identify** deficiencies in current asset management practices across NSW local government.
2. **Develop** detailed options to address the issues.
3. **Produce** a business case for implementing the preferred option(s).

Approach. Structured, user-centered reform with two strands:

- **Main stream:** Discover → Define → Develop → Deliver (policy & reform design).
- **Secondary stream:** Quick wins (practical tools/templates and pilots).



Where we are now.

- **Phase 1 – Discover** concluded in Q1 FY26.
- **Phase 2 – Define** is underway and will continue through **Q2 FY26**, culminating in **“Challenges, Opportunities and Potential Reform Options”** by end of **December 2025**.

2) Council engagement

We will engage councils through two complementary streams: **Executive stream** and **Frontline staff stream**.

- **Executive stream:** GM/CEO and Directors.
Focus on strategic priorities, service levels and trade-offs, affordability and funding architecture, governance and decision rights, and IP&R integration.
- **Frontline staff stream:** Asset Management, Engineering, Finance, Operations, Design, with planners, IT/GIS and Risk as appropriate.
Focus on lived experience, operational challenges, data/valuation/AMIS practice, AMP→LTFP mechanics, risk/resilience, and delivery feasibility.

Tiers of engagement:

- **Tier 1 Questionnaires (broad outreach):** brief survey sent to most councils to capture maturity perceptions, key challenges, what's working, and support needs. The questionnaire takes **about 5 minutes** to complete and can be distributed across relevant teams
- **Tier 2 Workshops (statewide):** single-council workshops (see Section 3) using both streams to surface challenges and practical reforms.
- **Tier 3 In-depth investigations & visits:** targeted on-site reviews with councils to explore asset management in detail, validate practice.

The Engagement framework combines **breadth** (Tier 1) and **depth** (Tier 2 and, where appropriate, Tier 3). Findings inform the **Phase-2 report** and shape **Phase-3 option development**.

3) Tier 2 workshop details

Mode: In-person at a council venue (e.g., chambers training room); hybrid dial-in available for remote staff if required.

Streams & durations. –

- **Executive workshop:** up to **60 minutes** (30-minute variant available)
- **Staff workshop:** up to **120 minutes**

Workshop Focus (both streams):

- Refine the current issues into a clear set of **challenges**.
- Share **what's working** locally and **what support is needed**.
- Identify **quick wins (0–12 months)** and **longer-term reforms (2–5 years)** that would materially improve service, risk and lifecycle cost.
- Sense-check that the emerging **reform pathway** is realistic, supported and impactful.

4) What councils receive after participating in Tier 2 workshops

Within **10 business days** of their Tier 2 workshop(s), councils receive: a council-specific summary note (key issues, opportunities, quick-wins).

All council-specific reporting is **anonymised by default** in sector/region outputs unless the council opts to be named.

5) How to participate now

Tier 1 Questionnaire:

- **Nominate a distribution contact:** provide the name and email/phone of the council contact to distribute the questionnaire to relevant staff (typical completion time ~5 minutes).

Tier 2 Workshops:

- **Express interest** in participating in **Tier 2 Workshops (Oct–Dec 2025)** via your Regional Chair/Secretary or by contacting the project lead.
- **Nominate two contacts:** a **lead executive** (GM/Director) and a **coordination contact** (e.g., AM/Engineering/Finance) for scheduling and materials.
- **Confirm logistics:** preferred dates/windows, **venue** (council facility), and any hybrid dial-in needs for remote staff.
- **Confirm attendees:** who will join the **Executive** session and the **Frontline staff** session.
- **Confidentiality preference:** inputs are **anonymised by default** in regional/sector reporting; advise if your council prefers to be named.
- (Optional) Indicate if your council wishes to be considered for a **Tier 3 in-depth visit**.

6) Scheduling & logistics

- **Window:** October–December 2025 (spillover in Q3 FY26 by demand).
- **Throughput target:** 24–36 single-council workshops across 12 Regions by 31 Dec 2025.
- **Venue:** Council facility (training room/boardroom). Please advise any security or access requirements.
- **Technology:** Projector/HDMI; Wi-Fi or 4G/5G; speakerphone as backup for hybrid.
- **Materials:** Flipcharts/whiteboard; sticky notes/dots; printed capture sheets.

7) Key dates

- **Oct–Dec 2025** — Executive + Staff workshops (rolling synthesis).
 - **Late Oct 2025** — Tier 1 questionnaire distributed to councils.
 - **Mid-Nov 2025** — Interim memo (common Resourcing Strategy gaps & quick wins).
 - **Mid-Dec 2025** — Draft **Challenges, Opportunities & Potential Reform Options**.
 - **Late Dec 2025** — Final Phase-2 report.
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8) Contacts

Project Lead: Morgan Spruce, Senior Asset Management Engineer, IPWEA NSW & ACT
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Upcoming webinar (RTD October):

Overview of the Asset Management Maturity Project with live Q&A

Wednesday 15 October 2025, 12:30–1:30 pm AEDT

Registration: <https://events.teams.microsoft.com/event/adb2e067-8915-48eb-8288-bf09260388f0@0c0d7054-f4ca-440f-9daf-3d3280c74878>

Bookings/Enquiries: Please use the above contact details for workshop scheduling and questionnaire distribution.

9) Frequently asked questions

Q1. Why single-council sessions?

To maximise candour, simplify scheduling and avoid technology barriers while still allowing remote dial-in if needed.

Q2. What will be published?

A Phase-2 synthesis of challenges, opportunities and potential reform options. Council inputs are anonymised by default unless a council opts to be named.

Q3. Do councils need to prepare anything beforehand?

No pre-work is required at this stage. If specific extracts or links would help a discussion, we may request them after scheduling.

Q4. Is there any cost to councils?

There is **no cost** for councils to participate in this project and participation is **voluntary**. Venue and basic meeting facilities are requested to be supplied by the host council.