Creating the right environment for your **Asset Information System** implementation
Asset Information Management

It’s not the most exciting subject.....

But it’s damn important!
• Software is only as good as it is implemented
• Buying the software is the cheapest expenditure you will incur
• Collecting data is usually the critical cost factor

Allow for:

• Analysis of the data and completing Asset Management Plans
• Data maintenance - condition monitoring at regular intervals
• Bed down asset management business practices firmly in staff culture
Asset Management and Maintenance by Councils:

- Effectiveness of asset management limited by poor asset data
- Councils identified need to upgrade and integrate systems
- **Key challenge:** implementation requires time, skills and resources to make systems work effectively
- **Recommendation:** improve AM Information Systems and knowledge of asset portfolios
Whitehorse City Council Context

- Located in eastern suburbs of Melbourne
- Population: 161,700
- $1.2 billion in assets (excl. land)
- Asset base growth post war period
- Asset Management Challenges:
  - Post war and older infrastructure
  - Community demands
Asset Information System Implementation Background

- Identified need in 2007
- Procured Hansen8 in late 2009 (now Infor Public Sector)
- AM Steering Committee to oversee project and project charter established
- AM System Administrator employed
- Implementation funding provided
- Data collection projects established (Drainage)
Key Implementation Issues/Challenges

- Software purchased and resources in place - yet system implementation stagnated
- Poor quality or non-existent source data
- Needed structure - Data Management Framework
- Staff knowledge and skills
- Managing stakeholder demands
- People and relationships
- Difficult to resolve conflicts over detail
What does it mean to “create the right environment”?

At Whitehorse City Council it had very little to do with software......

- Asset Data Management Framework (roles, process, standards)
- Information System Governance
- Phasing the roll out
- Providing user access data
- Formally linking data to AM Planning
- Creating ownership of asset data
Data Management Framework
Roles and Responsibilities

Development of a Corporate Roles and Responsibilities Matrix:
- Detailed role definitions and assignment to specific assets
- Found orphan assets
- Provided foundation for clear processes definition

<table>
<thead>
<tr>
<th>BUILDINGS</th>
<th>Service Manager</th>
<th>Asset Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
<td>Service Planning</td>
<td>Operations</td>
</tr>
<tr>
<td>1. Aged Care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Senior Citizens</td>
<td>Mgr Community Development</td>
<td>Mgr Community Development</td>
</tr>
<tr>
<td>1.3 Residential Care</td>
<td>Mgr HACC</td>
<td>Mgr HACC</td>
</tr>
<tr>
<td>2. Civic Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Civic Centre</td>
<td>Mgr Civic Services</td>
<td>Mgr Civic Services</td>
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</tbody>
</table>
Documented processes and procedures for:

- Corporate asset handover/acceptance (internal and external)
- Reactive and proactive works management
- Defect inspections
- Condition assessment
Data Management Framework

Data Standards

- Clearly defined specification documents for each asset class:
  - Business requirements and reporting needs
  - Asset hierarchies and models
  - Full data specs for asset registers and maintenance data
- Definition of core / corporate asset attributes

### 1.2 CityWorks Activities and Assets – Quick Reference

<table>
<thead>
<tr>
<th>Activity Group</th>
<th>Activity and Description</th>
<th>Hansen Asset Type</th>
<th>Search in Hansen</th>
<th>Search in Weave</th>
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<tbody>
<tr>
<td>BBQ</td>
<td>R – BBQCLEAN <em>(BBQ Cleaning)</em></td>
<td>Barbeque</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>R – BBQMAINT <em>(BBQ Maintenance)</em></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>BIN</td>
<td>R – BINEMPTY <em>(Litter Bin emptying/overflowing)</em></td>
<td>Bin</td>
<td>✓</td>
<td>×</td>
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<tr>
<td></td>
<td>R – BININST <em>(Litter Bin - Install New)</em></td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>R – BINMAINT <em>(Litter Bin Maintenance)</em></td>
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<tr>
<td></td>
<td>R – BINREP <em>(Litter Bin Enclosure Repair)</em></td>
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<tr>
<td></td>
<td>R – BINRPLCE <em>(Litter Bin Replacement)</em></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Park</td>
<td>✓</td>
<td>×</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Street Segment</td>
<td>✓</td>
<td>✓</td>
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Information System Governance and Approach

- Project Sponsor maintained buy in at Executive level
- Asset Management Steering Committee - driving role
- Gap at the coal face – implementation team too broad
- Temporary Project Implementation Teams established
- Engaged consultants and system developers as needed
- Formal project monitoring/ reporting

Temporary Project Teams

- Roads and Drainage Works Management
- Buildings and Facilities Works Management
- Drainage Asset Register
- Open Space Asset Register
- Roads Asset Register
- Land and Building Lease Register
- Etc.
Phased Information System Roll Out

- Prioritised implementation program
- Achievable scope of each release
- Detail specification accompanies each release
- Factor in training and personal post go live support
- Integrated into broader AM Strategy Improvement Program

### Forward 2014 / 2015 Asset Management Improvement Program

<table>
<thead>
<tr>
<th>ID</th>
<th>Asset Management Improvement Action</th>
<th>Status</th>
<th>Expected Completion Timeframe</th>
<th>Project Leaders</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>1</td>
<td>Whitehorse Asset Management System (WAMS) Implementation Program</td>
<td></td>
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<tr>
<td>2</td>
<td>System Upgrades</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>3</td>
<td>Upgrade from Hansen (v8.2.3) to Infor Public Sector (v8.3)</td>
<td>In Progress</td>
<td>January 2014 – June 2014</td>
<td>Mgr Property and Rates</td>
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<tr>
<td>4</td>
<td>Asset Registers</td>
<td>In Progress</td>
<td></td>
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<tr>
<td>5</td>
<td>Land &amp; Buildings Leasing Register</td>
<td>In Progress</td>
<td></td>
<td></td>
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<tr>
<td>6</td>
<td>Buildings Asset Register Categorisation/ Profiling and Components</td>
<td>In Progress</td>
<td>June 2014 – December 2014</td>
<td>Mgr Capital Works, Mgr Property and Rates &amp; Mgr Finance</td>
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</table>
Easy Access to Asset Data

- Two way integration with corporate systems:
  - Web GIS (Weave)
  - Customer Request (Pathway)
- Users access Hansen data without knowing it
- Integration embedded in daily processes
Making the system work for users

- Report provides a snapshot of asset ownership, expenditure and activities
### WORK ORDER HISTORY:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Activity Description</th>
<th>No. of Visits</th>
<th>Contractor Cost</th>
<th>Internal Labour Cost</th>
<th>Total Spend</th>
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<tbody>
<tr>
<td><strong>PROGRAMMED</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>P - GUTTER</td>
<td>Gutter Cleaning</td>
<td>3</td>
<td>$527.50</td>
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<tr>
<td>P - HEIGHT</td>
<td>Height Safety Checks</td>
<td>1</td>
<td>$160.00</td>
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<td>P - RAT&amp;MICE</td>
<td>Pest Control - Rats &amp; Mice</td>
<td>4</td>
<td>$372.73</td>
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<td>P - WATERTAN</td>
<td>Clean Water tanks</td>
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<td><strong>REACTIVE</strong></td>
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<tr>
<td>R - CBCARP</td>
<td>Carpentry</td>
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<td>$0.00</td>
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<td>R - CBELEC</td>
<td>Electrical</td>
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<td>R - CBMECH</td>
<td>Mechanical Services</td>
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<td>$1,094.08</td>
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<td>R - CBPAINT</td>
<td>Painting</td>
<td>2</td>
<td>$833.04</td>
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<td>R - CBPEST</td>
<td>Pest Control</td>
<td>1</td>
<td>$750.00</td>
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<td>R - CBPLUM</td>
<td>Plumbing</td>
<td>4</td>
<td>$647.30</td>
<td>$153.77</td>
<td>$801.07</td>
</tr>
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</table>

Total Maintenance Expenditure (ex-GST): $5,045.33

Making the system work for users
• Data used to update existing AMPs in 2013/14
• Analysis of current technical levels of service
• Analyse asset management strategies and performance
• Summary AMP for Executive and Council
  • Asset stock
  • Forecast renewal demand
  • Management strategies
  • Key levels of service
  • Key issues from AMPs
Lessons Learnt

Executive Support

- Executive need to have a clear understanding of goals
- Project Sponsor critical to momentum
- Executive needed to maintain excellent relationships with key stakeholders across Council

Project Structure

- Temporary project teams = targeted discussion and focus
- Implement in bite sized chunks
- Phase system releases so you can provide critical/ timely support and education to end users
Lessons Learnt

Data Management Framework

- Document business requirements and configuration requirements for each release in consistent format
- Processes included in user manuals
- Will hold our data and information in good stead for years to come

Using the Data and Information

- Using the data in earnest proved value of system
- Spurred on implementation
- Finally integrated data and information in system to AM Framework
Outcomes and Next Steps

• Issues resolved were broader, systemic asset management issues, not software issues

• Once resolved – implementation kicked on

Next steps

• Do you ever finish an implementation?

• National Asset Management Assessment Framework – still some work to do in “data and systems”

• Move to enhancement/ refinement phase

We are seeking progress not perfection!