

Service-led asset management – it's not only about condition

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Traditional approaches to building asset management within Local Government organisations generally focus on the condition of the building portfolio, with required works being identified and completed based upon building-related defects or in-house knowledge. Taking this approach has served Council's well in the past, however with growing expectations from the wider community, service-led asset management is more important than ever. An example of a shift toward service-led asset management can be seen at Wollongong City Council (Council). Upon review of their traditional approach to maintaining their assets, Council identified that they were potentially not meeting either the community's or their own expectations. Council commenced undertaking a structured review process to alleviate this potential situation, which resulted in Council commissioning SPM Assets in 2016 to work collaboratively with them to *"develop and implement an assessment program to inform a more strategic, equitable, transparent and sustainable approach for the management of Council's building assets."*

Upon commissioning this project, Council and SPM Assets worked together to both refine and implement an innovative & industry aligned (i.e. ISO 55000, IIMM, IPWEA PN3) approach to building asset management. This approach not only focused upon the condition of an asset, but looked at the functionality/performance factors that would also drive works to be completed. Over the next two years, SPM Assets undertook condition & performance/functionality based assessments on all of Council's building assets across the 18 different building categories. Key outcomes from the project included:

- Establishment of Levels of Service and Quality Standards – each building-category has different identified standards (as does each building within) as different expectations and requirements will occur. Not one standard will work for the portfolio.
- Works driven by functionality/performance were seen to be just as important as condition-based projects, and in some cases were determined to be greater in value!
- Standardised approach across the portfolio ensures that consistency for reporting & works programming can be achieved, whilst project budgets can be justified (i.e. 70% projects will be from planned activities & be inclusive of condition & functional outcomes).
- Ongoing commitment by Council (as an organisation) to continue the process, whilst outputs are being utilised by business managers to inform their decision making moving forward.