



City of
Belmont

Asset Management Strategy

2026 – 2031



Publication date: [00/00/00]

The background of the page is a detailed mural in shades of beige and brown. It features various traditional Indigenous patterns, including wavy lines, spirals, and stylized floral motifs. A dark blue, rounded rectangular shape is superimposed on the center of the mural, containing white text.

Acknowledgement of Whadjuk Noongar Peoples

The City of Belmont acknowledges the Whadjuk Noongar people as the Traditional Owners of this land and we pay our respects to Elders past, present and emerging. We further acknowledge their cultural heritage, beliefs, connection and relationship with this land which continues today.

We acknowledge all Aboriginal and Torres Strait Islander peoples living within the City of Belmont.

Executive summary

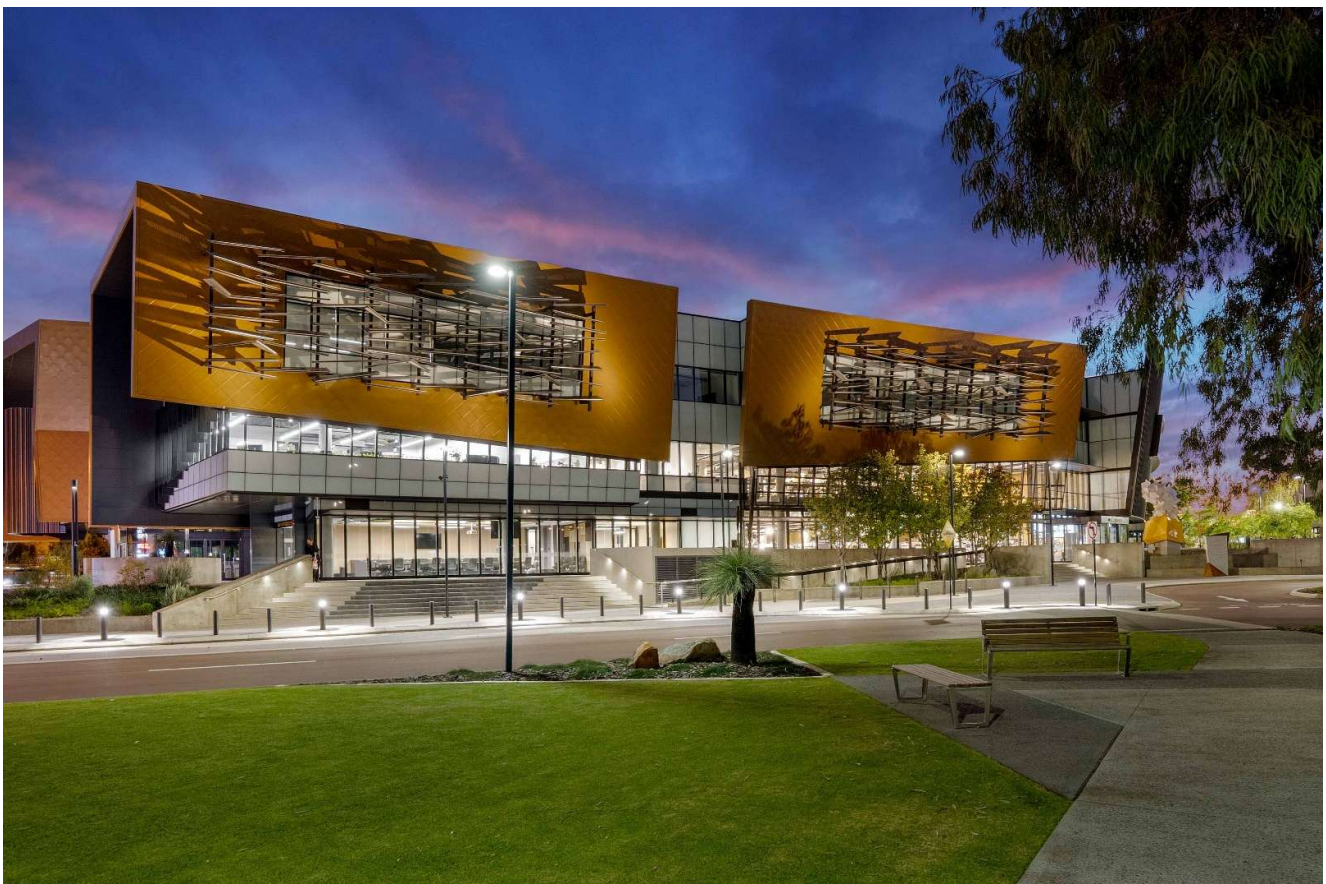
The City of Belmont is the City of Opportunity. We are home to a diverse and harmonious community with thriving industrial and commercial precincts (including the Perth Airport), situated on the banks of the Derbal Yerrigan (Swan River).

Underpinning this liveability is a significant portfolio of infrastructure assets ranging from roads and pathways to community buildings and parks with a current replacement cost in excess of \$800 million.

As an established City experiencing ongoing growth and infill development, we face increasing pressure on our existing infrastructure. The City's focus is on service delivery through optimal and timely maintenance, renewal or upgrade of these assets. This requires a disciplined approach to financial sustainability from a 'whole of life' asset viewpoint, ensuring decisions today are affordable in the long term.

The Asset Management Strategy (AMS) 2026-2031 is a key component of the City's Asset Management Framework and provides a way forward. It marks a transition away from reliance on historical knowledge and reactive maintenance towards systems that provide a clear line of sight from our community aspirations to our daily operations.

By improving our governance, data and risk management we will ensure the City of Belmont remains a sustainable City of Opportunity for generations to come.



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Alternative formats

This document is available on the City of Belmont website and can be requested in alternative formats including electronic format by email, in hardcopy both in large and standard print and in other formats as requested. For further information contact the City on 9477 7222.

For language assistance please contact TIS (Translating and Interpreting Service) on 131 450.

Introduction

The City of Belmont has long recognised the importance of asset management to its infrastructure and the services delivered to the community. Our commitment to managing these assets is well established as early participants in the Western Australian Asset Management Improvement Program (WAAMI), finalising our first generation of Asset Management Plans (AMP) in 2008.

Over the last two decades these plans have guided the City through a period of growth and stable service delivery. To build on this longstanding foundation we have now entered into a phase of responsible custodianship.

The City continues to experience growth, driven by urban densification and significant land use developments planned in the future, such as the Perth Airport precinct. With our population forecast to grow from 43,868 to 54,269 over the next 10 years, this Strategy needs to be responsive and offer clear guidance for the ongoing management of our assets through their life cycle to deliver acceptable levels of customer service. We must take into account the infrastructure capacity required as the City grows, ensuring we can support increased demand on our existing network.

Our previous strategies have served the City well, however, we recognise that reactive maintenance remains common in some areas and our data maturity varies between asset classes. This new Strategy builds on our established experiences to close that gap – moving beyond our early successes to embed the systems required for a proactive asset management culture.

Strategy purpose

The primary focus of this Strategy is bridging the gap between the high-level aspirations of our Strategic Community Plan (SCP) 2024-2034 and the operational delivery of our Asset Management Plans.

Specifically, this document will aim to achieve 3 key outcomes:

1. Formalising Custodianship – To implement a structured, evidence-based management framework that ensures consistency and transparency in how we invest, renew and maintain our assets.
2. Closing the Maturity Gap – To establish the strategic direction that will generate the City's Asset Management Implementation Plan. This aims to improve the confidence in our data, improve system integration, manage risks associated with our asset base and elevate our maturity levels in alignment with ISO 55000 international standards and the Institute of Public Works Engineering Australia (IPWEA) national best practice frameworks.
3. Community Value – To balance the delivery of high-quality service levels through sustainable financial decision making ensuring we optimise lifecycle costs to deliver the best possible value for our community.

Strategic context

Integrated Planning and Reporting Framework (IPRF)

Asset management is a key enabler of the City’s Integrated Planning and Reporting Framework (IPRF). This Strategy provides a clear line of sight between the high-level aspirations of our community and the City’s day to day operational delivery. As a designated informing Strategy, it directly informs and supports the Corporate Business Plan, ensuring our resources are allocated efficiently.

To achieve this, the focus areas within the Strategy are designed to directly support the desired outcome of the Strategic Community Plan 2024-2034, specifically targeting Outcome 10: Effective leadership, governance and financial management.



Strategic Community Plan

The Strategic Community Plan 2024-2034 outlines the City’s plan for the future with five key performance areas of People, Place, Planet, Prosperity, and Performance. The primary area of alignment for this Strategy under the SCP is Performance and the desired outcome of “Effective leadership, governance and financial management.” It is the key to delivering Objective 10.2: Manage the City’s finances, assets and resources in a responsible manner.”

Corporate Business Plan

The development of this Strategy was a specific priority action within the Corporate Business Plan 2025-2029.

It delivers on Action 10.2.3: “Complete a major review and update of the Asset Management Strategy, including an Asset Management Maturity Assessment to confirm the road map for improvement actions.

Links with other strategic documents

This Strategy is closely aligned with the following key documents:

- Long Term Financial Plan (LTFP)
- Risk Management Framework

Other informing strategies and plans

- Community Infrastructure Plan
- Public Open Space Strategy
- Urban Forest Strategy
- Sustainable Transport Strategy
- ICT Strategic Plan
- Community Safety Strategy
- Road Safety Management Plan

Asset Management Framework

The Asset Management Framework (AMF) is the suite of documents, policies and processes that collectively work together to govern how the City's assets are managed. It serves as a link between the high-level community aspirations defined in the Strategic Community Plan and the day to day operations.



Governance & Oversight

The City applies a tiered oversight structure that separates strategic direction from operational delivery. The following table defines the corporate roles and business units responsible for asset management across the organisation.

Role / Business Unit	Role as per Corporate Business Plan	Role in Asset Management
Council	Represents the views of the community and provides strategic direction to the City.	Responsible for setting the strategic direction for the City and adopting the Asset Management Strategy and Policy. Council ensures that appropriate resources are allocated in the Long-Term Financial Plan to support sustainable service delivery.
Executive Leadership Team (ELT)	Implements Council's direction through the management of the organisation's operations and performance.	Responsible for corporate oversight of the Asset Management Framework. The ELT ensures that asset management capabilities are fit-for-purpose, monitors organisational performance, and champions asset management principles across all directorates.
Asset Management Steering Committee	Internal governance and strategic alignment body.	Responsible for high level oversight, resourcing and resolving complex matters. The goal of this group is to maintain the Strategy alignment with the Strategic Community Plan and corporate objectives.
Asset Management Improvement Working Group	Internal cross-functional implementation team.	A cross-functional team that is responsible for the practical application of this Strategy. This group will drive the delivery of the 5 year implementation plan, resolve practical implementation challenges and ensure that the new framework is integrated into daily operations.
Asset Management Department (Design, Assets & Development)	Coordinates the strategic planning, data analytics, and lifecycle modelling for the City's infrastructure portfolio.	Administers the Asset Management Framework, maintains accurate asset registers, conducts condition auditing, and develops predictive models to validate capital works priorities.
City Projects / Project Management	Manages the procurement and delivery of major, high-value capital infrastructure projects.	Ensures new major assets are constructed to specified standards and provides complete "as-constructed" data and componentization for the asset register upon project handover.
Operations Departments (Works, Parks & Facilities)	Undertakes the physical maintenance, servicing, and preservation of the City's built and natural environments.	Executes proactive and reactive maintenance programs, monitors asset degradation, and ensures infrastructure remains safe and functional to agreed service levels.
Finance	Ensures long-term effective financial management and accountability of the City.	Allocates funds in the annual budget and LTFP based on asset renewal data to ensure financial sustainability.



Asset Management Strategy (2021-2025)

The previous Asset Management Strategy (2021 – 2025) laid the foundation for formalising the City’s asset management practices. It identified several priority actions to improve the organisational maturity and establish baseline metrics. Key focus areas and outcomes progressed during this period are as follows:

- **Data Management:** Undertaking comprehensive reviews of asset inspections, data collection methodologies and management systems to improve the reliability of the City's asset registers.
- **Asset Custodian Steering Group:** The formation of an internal governance group to lead and guide asset management practices across the organisation.
- **Levels of Service:** Progressing the integration of Community Survey data into formal service planning to better align technical delivery with community expectations.
- **Risk Management:** Advancing the integration of asset level risks into the City's overarching Corporate Risk Register.
- **Financial Planning:** Establishing stronger alignment between asset renewal forecasting and the Long-Term Financial Plan (LTFP).
- **Asset Maturity Assessment:** Conducting a formal, independent capability assessment to confirm the City's current maturity baseline and inform future improvement initiatives.
- **ISO 55000 Alignment:** Preparing the City’s asset management frameworks and processes to align with the principles of the international standard for asset management (ISO 55000 series).
- **Standardised Asset Management Plans (AMPs):** Successfully developed and unified the AMP template across all City asset classes based on the industry standard IPWEA NAMS+ framework. This allows for a consistent, best practice approach to life cycle planning, risk management and technical data collection.

Asset Management Maturity Assessment

To close out the previous Strategy and establish the baseline for the 2026-2031 period, the City engaged an independent consultant to conduct a comprehensive Asset Management Maturity Assessment. This assessment measured the organisation’s capability and asset management systems against the international standard for asset management.

While the 2021-2025 Strategy drove significant foundational progress, the recent assessment evaluated our current baseline against these elevated industry standards. The results reflect that industry expectations and best practices have shifted substantially, driven by two key factors:

1. Global best practices, particularly the IIMM, have advanced significantly. Achieving higher maturity scores now requires much stricter levels of formal, rigorous documentation and highly integrated business systems.
2. There is now a clearer understanding that genuinely achieving a Well Progressed alignment with ISO 55000 standards is not solely a technical engineering function but a comprehensive, whole of organisation responsibility.

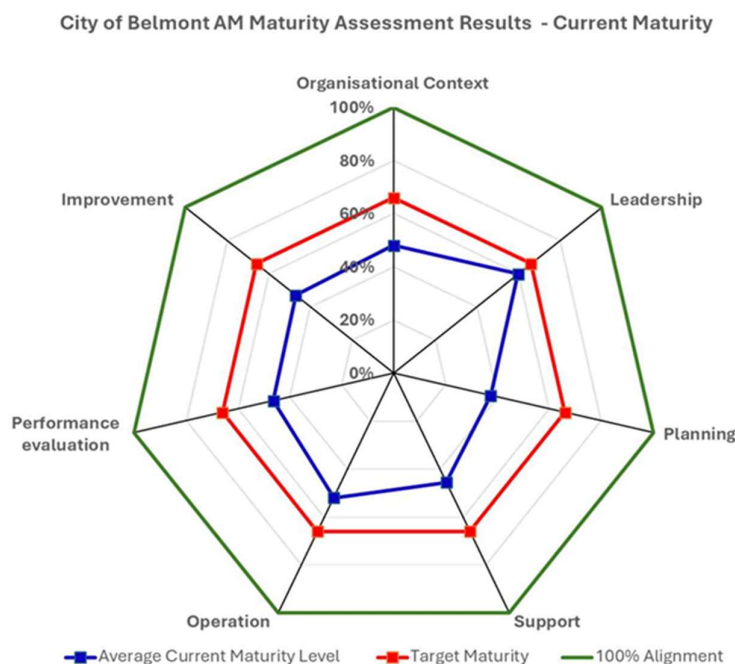
The City remains committed to aligning our practices with the ISO 55000 framework to ensure industry best practice. Our focus is on practical, sustainable improvements that deliver value to our community. Elevating our capability to meet these standards is a long-term commitment that requires continuous, cross departmental collaboration.

To accurately assess our alignment with ISO standards and evaluate our data confidence, the assessment utilised two recognised industry frameworks.

ISO 55000 Organisation Capability

The assessment was structured around the IPWEA NAMS+ tool for assessing maturity levels against ISO 55000 requirements. The framework measures capability across key asset management system elements, scaling performance as Not Started, Partially Complete, Well Progressed or Complete.

The City’s target is to achieve a Well Progressed (66%) maturity level across all elements by 2036.



Asset Information Maturity

Confidence in our data directly impacts our financial and operational decision making. The City assessed its asset data confidence using the International Infrastructure Management Manual (IIMM) maturity index. This framework scores data reliability on a five-point scale: Aware, Basic, Core, Intermediate and Advanced.

The assessment identified varying levels of data maturity across the City’s major asset classes. Where some, but not all, of the requirements for a Target Maturity Level have been achieved the data maturity is considered “Partially Complete”.

Asset Class	Current Maturity Level (2025 Baseline)	Target Maturity Level
Roads	Basic (Met 75% of Core & 75% of Intermediate requirements)	Intermediate
Fleet and Plant	Basic (Met 75% of Core & 75% of Intermediate requirements)	Intermediate
Paths	Basic (Met 75% of Core & 50% of Intermediate requirements)	Intermediate
Facilities and Structures (inc. lighting)	Basic (Met 75% of Core requirements)	Intermediate
Drainage	Basic (Met 75% of Core requirements)	Intermediate
Land	Basic (Met 75% of Core requirements)	Intermediate
Public Open Space & Irrigation	Basic (Met 75% of Core requirements)	Intermediate
Playground Equipment	Basic (Met 75% of Core requirements)	Intermediate
Public Art	Basic (Met 50% of Core requirements)	Intermediate
Street Infrastructure	Basic (Met 25% of Core requirements)	Intermediate
IT and Communications Equipment	Basic	Core / Intermediate
Furniture and Equipment	Basic	Core / Intermediate

Our Journey to Intermediate Maturity

Across the assessed asset classes, the independent assessment identified a consistent set of foundational requirements needed to elevate the City’s data maturity to Core and Intermediate levels. The key items required to bridge this gap are not necessarily related to physical asset knowledge but rather the formalisation of overarching data frameworks.

To achieve our target maturity the City must establish the following:

- **Establishment of a Data Standard and Asset Information Plan (AIP):** This provides a structured approach to managing asset-related data and information within the organisation. It defines how information about assets is collected, stored, maintained, and used to support business processes, decision-making, and overall asset management goals.
- **Establishment of a data improvement plan:** Covering all asset classes to support the establishment of comprehensive asset data and information that is accurate, consistent, and reliable to inform asset planning and decision-making.
- **Development of asset-specific risk registers and standardised risk management processes:** Aligned with the City's Risk Management Framework, this will enhance risk management efforts by enabling targeted risk identification, tailored mitigation strategies, prioritisation of risks, and improved decision-making.
- **Active monitoring and reporting:** Establishment of processes to ensure the asset information plan and data improvement programme are being actively monitored and reported.
- **Reviewing for effectiveness:** Ensuring the practices seen in some asset custodian areas—where a review for effectiveness is completed for the use of asset information in asset management planning and decision making—are established across all asset classes.
- **Systematic data collection:** Ensuring that a documented, systematic, and audited data collection process is in place for all asset classes based on a formal information needs analysis.

Future demand & key drivers

The demand on the City's asset portfolio is driven by forecasted population growth between 2026 to 2036 of 15.4%. This high density and infill development adds significant pressure on our existing asset base, requiring our infrastructure to be carefully managed to handle increased utilisation.

Climate Change & Sustainability

The Strategic Community Plan and previous asset strategies have identified that climate change requires assets to be designed for adaptation and repurposing. This includes initiatives such as returning underused active reserves to passive reserves to increase tree coverage and combat urban heat islands.

Consumers are increasingly demanding ethically sourced and environmentally friendly goods. This drives the need for the City to procure and construct sustainable materials to reduce environmental impact, creating a shift in how we specify and deliver capital projects.

Evolving Demographics

The City is home to an increasingly diverse population which has influence on where and how services are delivered. This presents a dual challenge: the City's assets need to support the needs of our community while adapting to demographic changes. A single purpose approach is less effective in a diverse community, meaning that legacy assets may need to be reviewed to ensure they meet current accessibility standards and the Access and Inclusion Plan. There is also the need to ensure that facilities are multifunctional and capable of servicing different user groups over their lifecycle.



Financial Sustainability

A key issue facing local governments is remaining financially sustainable while managing assets against renewal needs and community expectations. The creation of new assets presents a challenge in funding the ongoing operating and replacement costs required to provide service over the asset's full lifecycle.

Balancing the rising expectations of the community against a sustainable and affordable management model presents a significant challenge. Without careful planning, the demand for new or improved services can impact the City's ability to fund the renewal of existing infrastructure. Applying a whole of life cost analysis to all capital decisions can optimise benefits to the community rather than focusing solely on upfront delivery, ensuring long term maintenance and operating costs are factored into the initial investment decisions.

Data & Technology

Data analysis is used to inform many asset decisions at both a strategic and operational level. The ongoing development of digital technologies presents opportunities to improve and streamline asset planning and management. Practical examples include the use of advanced road laser surveys for condition monitoring and the deployment of a CCTV camera used for targeted drainage network inspections.

The City currently utilises a range of specialised systems to manage the technical complexity of its diverse asset portfolio. The challenge is ensuring these systems can effectively communicate with corporate financial planning tools. Moving forward, the strategic focus will be on system integration and data integrity. This approach preserves the technical depth required for engineering management while aligning our data sets to support accurate financial reporting and decision making.

Our community at a glance

People

Population forecast

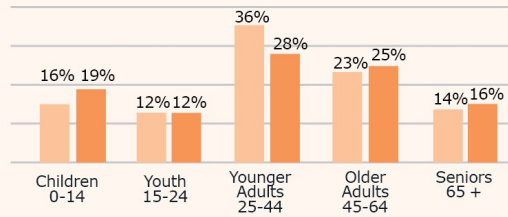


2026
49,165
2046
60,120

forecast.id.com.au/belmont/

Age Profile

City of Belmont
WA



2021, ABS Census

Median Age

36
WA: 38 years

Transport modes

City of Belmont
Greater Perth

Train

2.3%
4.9%



Bus

7.2%
3.5%



Car

67.3%
66.4%



Walk and Bicycle

2.1%
2.4%



Average household size



2026
2.42
people

forecast.id.com.au/belmont/

Dwellings and development forecasts



2021
20,321



2046
26,959

forecast.id.com.au/belmont/

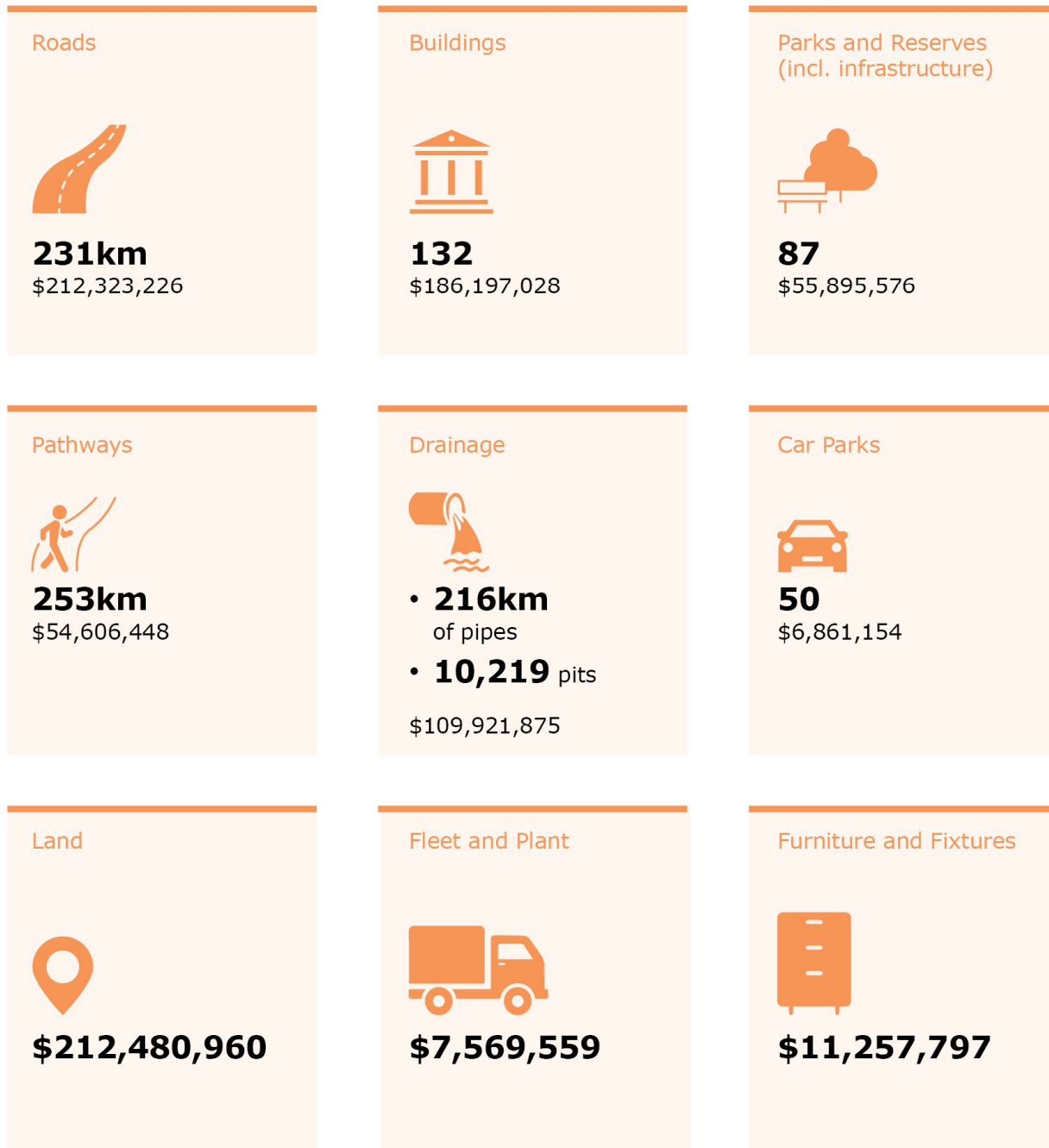
Our asset base

Note: All asset quantities, replacement costs, and condition data in this section are effective as of 30 June 2025. As the City's portfolio is continually changing and revalued, please refer to the latest Annual Report for the most current financial valuations.

Asset Portfolio

The City manages an infrastructure portfolio with a Current Replacement Cost in excess of \$800 million. This figure represents the total amount the City would need to replace its existing network of assets to their current condition.

It is essential that these assets are managed in accordance with industry best practice to ensure that the appropriate levels of service are provided to the community.

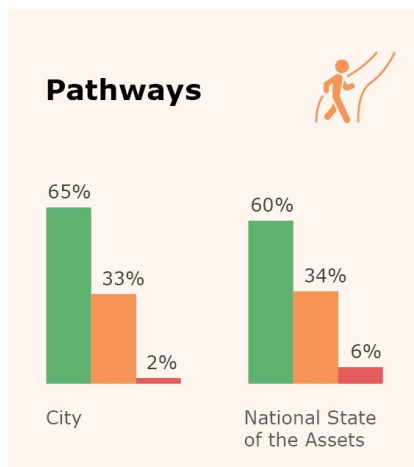
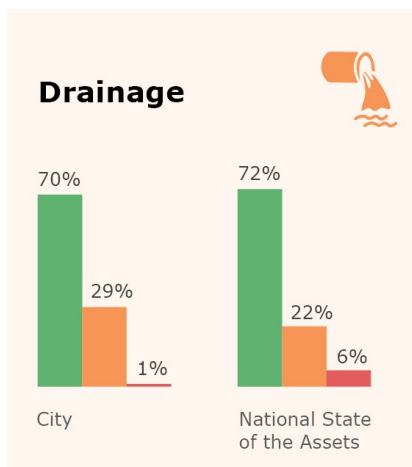
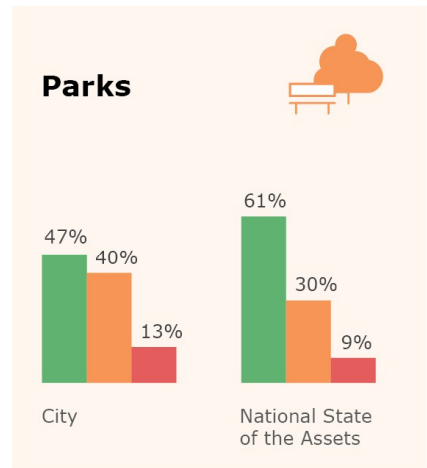
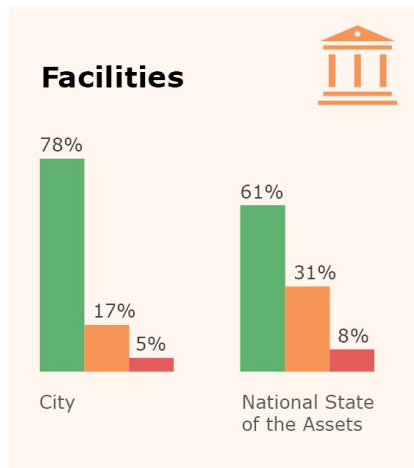
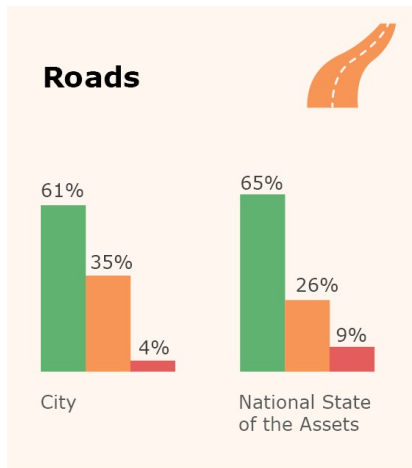


Current state of the assets

To provide context to these values, the City has benchmarked its asset condition data against the 2024 National State of the Assets (NSoA) report. This comparison allows the City to measure the performance of our assets against industry averages.

Overview

■ Good ■ Average ■ Poor



Historical Financial Performance

To understand the City’s current asset baseline, it is important to review our recent historical performance. The following ratios reflect the City’s asset management trends over the past 5 financial years leading up to this Strategy.

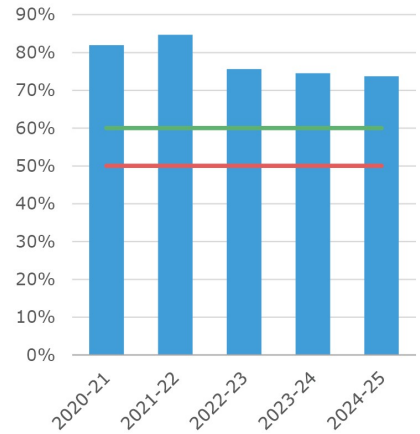
Asset Consumption Ratio

Description: Highlights the aged condition of the City’s physical assets. It measures the extent to which the depreciable assets have been “consumed” by comparing their current written down value to their replacement cost.

Target: 50% - 60%

Performance Context: The City has consistently tracked above the target range, meaning our overall asset base is relatively new or in good condition rather than nearing the end of its useful life.

Asset Consumption Ratio



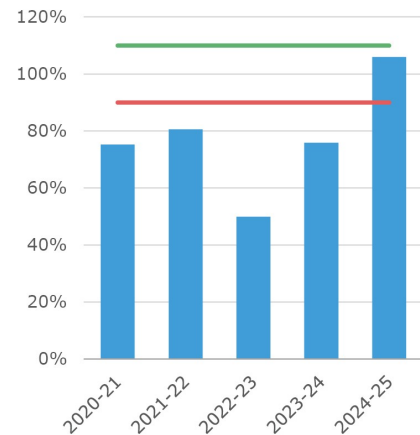
Asset Sustainability Ratio

Description: An indicator of the extent to which assets managed by a local government are being replaced or renewed as they reach the end of their useful lives. It compares the actual expenditure on capital renewal against the required depreciated expense.

Target: 90% - 110%

Performance Context: This ratio has historically tracked below the 90% target with a notable dip in 2022-23. This variance was the result of capital budgets being more focused on new or upgraded assets during that period, as well as a major asset revaluation that increased the City’s annual depreciation expense.

Asset Sustainability Ratio



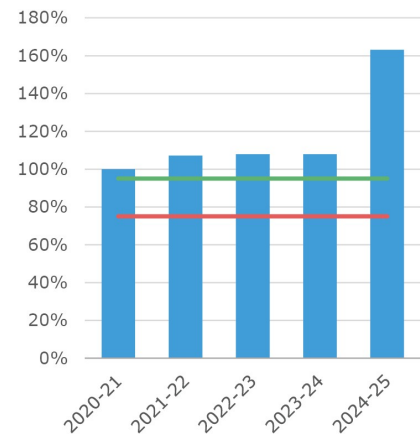
Asset Renewal Ratio

Description: This ratio indicates whether the local government has the financial capacity to fund asset renewals at existing revenue and service levels. It compares the funding allocated in the LTFP against the renewal needs identified in the asset management plans.

Target: 75% - 95%

Performance Context: This ratio has tracked above the target band with a notable spike in 2024-25 due to the inclusion of major renewal projects.

Asset Renewal Funding Ratio



While this Strategy uses these historical trends to inform our 5-year objectives, all future financial forecasting and long term capital expenditure are actively managed and updated on an annual basis within the City’s Long Term Financial Plan and Asset Management Plans. This allows the City to be proactive with forward works planning and responsive to current market conditions and Council adoptions.



Community engagement

The City of Belmont has an engaged population. We survey the community regularly via the MARKYT Community Perceptions Scorecard and utilise the data collected to identify community priorities. This ensures that the Asset Management objectives directly relate to the lived experience of our residents.

What we heard

Priority 1: Safety and Lighting

Feedback: Street and public space lighting consistently ranks as a top priority for improvement amongst the community in the MARKYT Scorecard. Feedback specifically highlighted poor lighting on footpaths and in parks as barrier for use and a safety concern.

AMS Response: Street lighting is largely owned and maintained by Western Power, however the City plays a role in identifying gaps and advocating lighting renewal programs. The AMS aligns with the Community Safety Strategy 2025-2030 which identifies lighting as a key enabler of safety.

City Lighting: The City prioritised renewal of aging electrical and lighting infrastructure within parks and public spaces which we directly own and maintain. All City owned lighting have now been upgraded to LED. Energy efficient technologies (LED, solar, etc.) will be the standard specification for all future City owned lighting projects.

State Lighting (Advocate):

- a) The City will advocate to the State Government to progress the Targeted Underground Power Programme (TUPP), including the provision of new streetlighting, across all remaining areas of the City.
- b) The City will investigate options for Retrospective Underground Power applications, including new streetlighting, in areas where TUPP timelines exceed fifteen years.
- c) A financial reserve has been established to assist in the funding of underground power in line with a decision of Council.

Priority 2: Streetscapes and Green Infrastructure

Feedback: There is strong community desire for greener streets, but this often conflicts with existing infrastructure such as overhead power, stormwater and pathways. A recurring theme is for the undergrounding of power to improve verge aesthetics and allow for greater canopy coverage.

AMS Response: The AMS aligns with the Streetscape Enhancement Strategy 2022-2027 and Urban Forest Strategy 2025-2030. The City is committed to an operational target of planting 3,000 trees annually on City land to increase the current 14.27% canopy cover.

Priority 3: Connectivity (Footpaths and Cycleways)

Feedback: While the extent of our pathway network is good there have been concerns raised about connectivity as well as faults and defects.

AMS Response: The City inspects the pathway network for both condition and defects on a regular basis. We will explore options that allow for more frequent defect inspections so faults can be addressed proactively.

Priority 4: Local Traffic Management

Feedback: Residents within residential precincts have expressed frustration with rat running and congestion at key intersections, noting this impacts the amenity of local streets.

AMS Response: The Strategy recognises the difference between physical condition (surface and pavement) and functional Level of Service (traffic flow and safety). To address these functional and safety concerns the City carries out targeted traffic studies to identify appropriate traffic treatment options. These options are then prioritised alongside future capital works.



Focus areas

To deliver the objectives of this Strategy, the 2025 Asset Management Maturity Assessment identified the following priority focus areas to assist the City move towards our “Well Progressed” target maturity.

1. Asset Management Governance

This focus area will aim to transition asset management from a technical function to a cross-organisation discipline. The Maturity Assessment identified that while executive support is strong, the governance structure needs formalisation to ensure clear decision making and accountability.

Focus area	Key actions	Responsible
1. Governance Structure	1.1 Establish AM Governance Bodies – Establish a dedicated Asset Management Steering Committee (Strategic) and AM Improvement Working Group (Operational) to oversee the delivery of this Strategy and the Implementation Plan.	Director Infrastructure Services Manager Design, Assets & Development
	1.2 Develop AM Framework – Formalise a fit for purpose Asset Management Framework (AMF) that integrates the City’s Risk Management Framework and defines processes for all lifecycle stages.	Coordinator Asset Management

2. Data & Systems

To transition from “Data Collection” to “Data Intelligence”. The Maturity Assessment found that while the City has multiple specialised systems, there is a need to improve system integration and formalise operational tasks.

Focus area	Key actions	Responsible
2. Asset Information	2.1 Asset Information Plan and Data Standard – Development of an Asset Information Plan and Data Standard will define exactly what data is required for decision making and address the current gap where information needs analysis has not been undertaken.	Coordinator Asset Management Asset Custodians
	2.2 System Integration & Data Integrity – Review current systems to identify opportunities for integration to ensure improved asset data integrity and transparency.	Coordinator Asset Management Asset Custodians

3. Process & Risk

To integrate risk and climate resilience into decision making. The Maturity Assessment noted that risk management is currently inconsistent and often relies on reactive responses rather than proactive planning. This focus area aims to shift the City towards a risk based approach where resources are prioritised against the most critical assets.

Focus area	Key actions	Responsible
3. Risk Management and Lifecycle Processes	3.1 Asset Risk & Criticality Framework – Develop a Criticality Framework to classify assets based on their consequence of failure. This allows appropriate resourcing towards high criticality assets over lower impact assets.	Coordinator Business Planning, Improvement & Risk Asset Custodians
	3.2 Update Asset Management Plans – Update all AMPs to include critical assets and specific risk mitigation measures.	Coordinator Asset Management Asset Custodians
	3.3 Asset Handover Governance – Establish formal frameworks for the transition of completed capital works into asset registers, ensuring data integrity and clear custodian accountability.	Manager Design, Assets & Development

4. Workforce Capability

To build a resilient workforce capable of managing assets to current standards and practices. The assessment highlighted a reliance on specific individuals and limited formal AM training.

Focus area	Key actions	Responsible
4. Capability and Training	4.1 Asset Training Program – Provide tiered asset management training for: - Executive: Strategic awareness - Technical Staff: Lifecycle modelling and data management. - General Staff: Basic AM awareness.	Coordinator Asset Management
	4.2 Operating Model – Conduct an RACI analysis to clarify roles between the central asset team and operational teams to ensure there is no duplication of effort or gaps in accountability.	Director Infrastructure Services

5. Community Feedback Response

To ensure “Levels of Service” reflect community priorities. The Maturity Assessment noted that while community feedback is collected, it is not yet transparently aligned to technical operational plans.

Focus area	Key actions	Responsible
5. Service Alignment	5.1 Define Functional Levels of Service – Translate high level community satisfaction targets (survey feedback and customer request trends) into functional levels of service.	Asset Custodians
	5.2 Capital Project Origin – Establish a transparent “Line of Sight” process that directly links the origin of all capital projects back to factors such as community feedback, service level gaps, safety requirements and/or technical condition data.	Director Infrastructure Services

Desired outcomes:

1. Outcome 1: A safe, healthy community – Achieved by Focus Areas 3 & 5.
 - Prioritises safety in risk registers and links capital works to community feedback to ensure that assets directly facilitate improved community safety.
2. Outcome 5: Climate resilience – Achieved by Focus Area 3.
 - By integrating risk management into asset lifecycle planning, the City will be able to identify and mitigate climate risks such as flooding and heat.
3. Outcome 10: Effective leadership, governance and financial management – Achieved by Focus Areas 1, 2 & 4.
 - Through formalising the Asset Management Framework and transitioning to data intelligence ensures that infrastructure decisions are evidence based and financially sustainable.
4. Outcome 11: A happy, well-informed and engaged community – Achieved by Focus Area 5.
 - By establishing a “Line of Sight” process, the City can demonstrate to residents how their feedback shapes capital works and maintenance programs.

Delivery and reporting

To ensure the Strategy transitions from a document of intent to tangible organisational change, delivery will be managed through a structured implementation framework. The framework utilises existing City reporting methods while introducing new processes for oversight and real time tracking.

Implementation Plan

A detailed Implementation Plan will be prepared to deliver the key Focus Area actions over a 5 year period. These actions enable us to prioritise our improvement efforts based on risk and value, advancing our assets with “Partially Complete” data maturity levels towards “Well Progressed”.

Monitoring and Reporting

The City will monitor the progress of the Strategy and the Implementation Plan through existing reporting processes.

- **Internal Tracking:** Strategic objectives and Implementation Plan actions will be tracked internally. This allows the Executive and Steering Committees to monitor progress in one location and on a monthly basis to allow for timely interventions if actions fall behind schedule.
- **Council Reporting:** High level progress updates for the Asset Management Strategy will be reported to Council annually through the Corporate Business Plan performance report.
- **Community Perceptions Scorecard:** Regular community surveys will be used to actively monitor Customer Levels of Service. This will enable the City to capture and report on the community’s satisfaction and perception of our asset portfolio. The feedback received will directly inform future service levels and capital planning.

Review Cycles

To ensure the Strategy remains dynamic and responsive to changing community needs, it will be monitored and reviewed within the City’s Integrated Planning and Reporting Framework as follows:

- **Annual Desktop Review:** This review focuses on the 5 Year Implementation Plan. It will allow the roadmap to remain agile, allowing for adjustments based on completed tasks, emerging risks and budget performance without requiring a full strategic rewrite.
- **Strategic Alignment Review (2028):** While the Strategy has a 5-year strategic horizon, a major review will be conducted in 2028. The timing of this is deliberately scheduled to coincide with the next major review of the Strategic Community Plan.
 - **Objective:** To ensure asset management objectives remain fully integrated with any changes to community priorities identified during the SCP review.
 - **Outcome:** The Strategy will be updated following this review (transitioning to a 2028-2033 cycle) to synchronise the asset planning cycle with the City’s overarching strategic planning schedule.

Definitions

Asset Criticality – A rating that measures how important an asset is to the community and assesses the consequences of failure (e.g. a park bench breaking has a lower consequence vs a main stormwater pipe collapsing).

Asset Custodian – The specific role accountable for the operational and strategic performance of an asset class (e.g. Manager Works is the custodian for road assets).

Asset Management Framework (AMF) – The set of policies, strategies and procedures that define how the City manages its assets. It integrates the City’s strategic goals with operational plans.

Asset Management Plan (AMP) – A tactical plan for managing a specific asset class to deliver agreed levels of service over the lifecycle of those assets.

Asset Maturity Assessment – A formal assessment of the City’s asset management capabilities against industry standards (e.g. ISO 55000 or IIMM).

Level of Service – The defined quality and performance standards for an asset measured in two ways:

- **Community Levels of Service:** How the community experiences the service (safety, availability, appearance)
- **Technical Levels of Service:** The operational performance criteria used by the City to ensure those standards are met (response times, condition ratings, frequency of maintenance).

Lifecycle – The comprehensive approach to managing an asset from the initial planning phase through to construction, maintenance, renewal and disposal.

Line of Sight – A term that describes the direct alignment between the high-level community aspirations and the specific technical decisions made.

References:

Asset Management Strategy (2021 – 2025)	Community Safety Strategy 2025-2030
Strategic Community Plan 2024-2034	Road Safety Management Plan 2025-2030
Corporate Business Plan 2025-2029	Asset Management Maturity Assessment (2025)
Long Term Financial Plan (LTFP)	Asset Management Improvement Plan (2025)
Risk Management Framework	ISO 5500X
Community Infrastructure Plan 2022-2040	International Infrastructure Management Manual
Public Open Space Strategy 2022-2040	Asset Management Plans
Urban Forest Strategy 2025 -2030	MARKYT Community Perceptions Scorecard
Sustainable Transport Strategy (in development)	
ICT Strategic Plan 2024-2027	



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