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> GREAT LAKES COUNCIL
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> RECEIVED RECORDS

20 March 2013

Dear Mr Handford

I would like to extend my appreciation to you and your staff for taking part in the Division of Local Government's Infrastructure Audit and in particular, the on-site component of this audit.

The aims of the on-site audit were to examine the asset management practices within the selected councils and to test the validity of the desktop reviews that have been undertaken by the Division. This information will greatly assist the Division in providing advice to the NSW Government on the status of infrastructure throughout the State and determining future priorities.

Morrison Low Consultants Pty Ltd have now completed the on-site infrastructure audit of Council and I have enclosed a copy of their report for your information.

I hope that you will find the report helpful in determining Council's asset management development priorities and in targeting its future infrastructure needs.

The Division is currently finalising the NSW Local Government Infrastructure Audit Report for the Minister for Local Government, which will be available to all councils on completion.

It would be appreciated if Council would treat this report as confidential until the Minister has released the final report.

Again, I would like to thank you for your Council's participation in this very important project.

Yours sincerely

Grahame Gibbs
Manager Investigation and Performance, Local Government
A Division of the Department of Premier and Cabinet

SCANNED RECORDS

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MorrisonLow

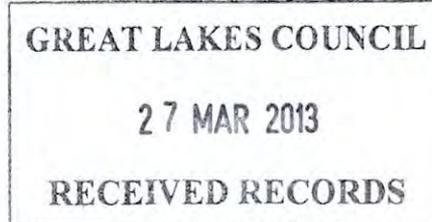**NSW GOVERNMENT**

Premier & Cabinet
Division of Local Government

On-site Infrastructure Audit of
Great Lakes Council

December 2012

achieving
results
in the public sector

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Document Status

Approving Director:		Date:	

1.   INTRODUCTION

1.1   Background

In 2011, the NSW Government released its State Plan - NSW 2021: *A Plan to Make NSW Number One*. That plan includes Goal 19: Invest in critical infrastructure. As part of its strategy to achieve this goal, as it relates to local government infrastructure, the NSW Government announced the Local Infrastructure Backlog Policy. This policy comprises four inter related elements:

1. An audit of each council's infrastructure backlog

2. A scheme to provide interest subsidies to fund infrastructure renewal works

3. Setting up a system for financial benchmarking

4. Accessing loans or guarantees from the Commonwealth Government where available

This project relates to the first element of the policy, the infrastructure backlog audit. It involves a council by council assessment of current and future infrastructure conditions and needs. The NSW Premier, the Hon Barry O'Farrell MP, stated that "*The findings of the audit will assist the NSW Government in identifying precisely where the State's infrastructure needs lie – and we will work with Councils to deliver on those needs for local communities.*"

The objectives of the overall infrastructure audit are:

- To report to the Government on the current state of the NSW councils' infrastructure backlog, covering maintenance and renewal

- To identify trends in infrastructure needs across the state (type of infrastructure, resourcing needs, professional knowledge and skills needs)

- To identify gaps in what types of asset classes are currently recorded and maintained by different councils

- To enhance confidence and consistency in infrastructure backlog data by assessing the reliability of infrastructure backlog information that is reported by councils

- To identify current infrastructure risk exposure (financial, over-usage / over-exposure, natural disasters, climate change)

- To assist in identifying best practice infrastructure backlog management principles already being implemented by councils

- To increase awareness of infrastructure management issues and the impact of sound asset management

- To assist in meeting the Division's strategic goal that NSW is a recognised leader in Local Government infrastructure asset management

In doing so, the audit will assess the capacity of individual councils to fund infrastructure backlog, assess asset groups at whole of state and regional level and assess asset classes, but not individual assets.

1.2 Infrastructure Audit

The infrastructure audit project has been broken down into four stages:

1. Scoping and data collection
2. Desktop data review
3. On-site review
4. Aggregate data and prepare final report

Stages of 1 and 2 have been conducted by the Division of Local Government in conjunction with the councils across the state that have recently competed an Infrastructure Audit Survey and Data Collection.

The Division has selected 35 councils for an independent on-site audit. The selected councils represent a cross section of councils including those that are considered to be best practice as well as those whose Infrastructure Audit Survey and Data Collection disclosed potential issues.

1.3 Independent Audit – Process and Methodology

Our methodology is based on achieving consistent and repeatable results across a range of councils while recognising the differences between councils in terms of size, asset base and capacity. A standardised assessment has been made and reported along with findings relating to each category which summarises the evidence on which the assessment was made.

Asset Management Systems and Processes

Key roles within the council that have responsibilities for asset management within the organisation (strategic, operational and financial) were interviewed over a two day period.

The independent audit assesses each council against the following categories and sub-categories.

Asset Knowledge / Data	Asset Knowledge Processes
▪ Asset Classification / Hierarchy ▪ Attributes and Location ▪ Condition Data ▪ Lifecycle Cost Data ▪ Valuation, Depreciation and Age / Life Data	▪ Asset Accounting / Valuation

Strategic Asset Planning Processes	Operations and Maintenance Work Practices
▪ Strategic Long Term Plan ▪ Asset Management Policy and strategy ▪ Levels of Service ▪ Risk Management ▪ Financial Planning and Capital Investment ▪ Asset Management Plans	▪ Operations / Maintenance Management ▪ Critical Assets

Information Systems	Organisational Context
▪ Asset Register ▪ Systems Integration	▪ Organisational Strategy ▪ Asset Management Review/Improvement ▪ Asset Management Roles and Responsibilities

An assessment against each category based on an A – F scoring is provided as well as an overall weighted score again based on A – F. The table below sets out the ranking system.

Assessment	Description	Standard
A	At or near best practice	≥ 9.0
B	Advanced level of competence	7.50 – 8.99
C	Core level of competence	6.00 – 7.49
D	Basic level of competence	4.00 – 5.99
E	Awareness	2.50 – 3.99
F	Nothing / limited	≤ 2.49

Physical inspection of assets

An inspection of a sample of Council's physical assets was conducted. Typically the inspection samples a few assets across different asset classes and reviews the condition matrix and the most current asset inspection reports as well as field inspections to confirm the reliability of the asset registers.

The results of the inspection are reported, however, it is acknowledged that due to the small sample size that limited conclusions can be drawn from the inspections.

Infrastructure backlog

A comparison of the Council's infrastructure backlog (as set out in Special Schedule 7 in 2010/11) against a standard methodology for assessing the Infrastructure backlog was also undertaken. For the purposes of this assessment the infrastructure backlog number is considered to be that cost to bring an asset up to condition rating 3.

The purpose of the assessment is to:

(a) Comment, as part of the independent audit, on whether the infrastructure backlog is of sufficient size to be of concern to the Council and therefore the Division of Local Government

(b) Comment, as part of the independent audit, on our level of confidence in the infrastructure backlog number that each council has specified.

Common questions

A common set of questions have also been answered for each council in order to provide a consistent and directly comparable set of results.

2.   SUMMARY OF AUDIT RESULTS

Category	Assessment
Asset Knowledge / Data	D
Asset Knowledge Processes	C
Strategic Asset Planning Processes	D
Operations and Maintenance Work Practices	D
Information Systems	D
Organisational Context	D

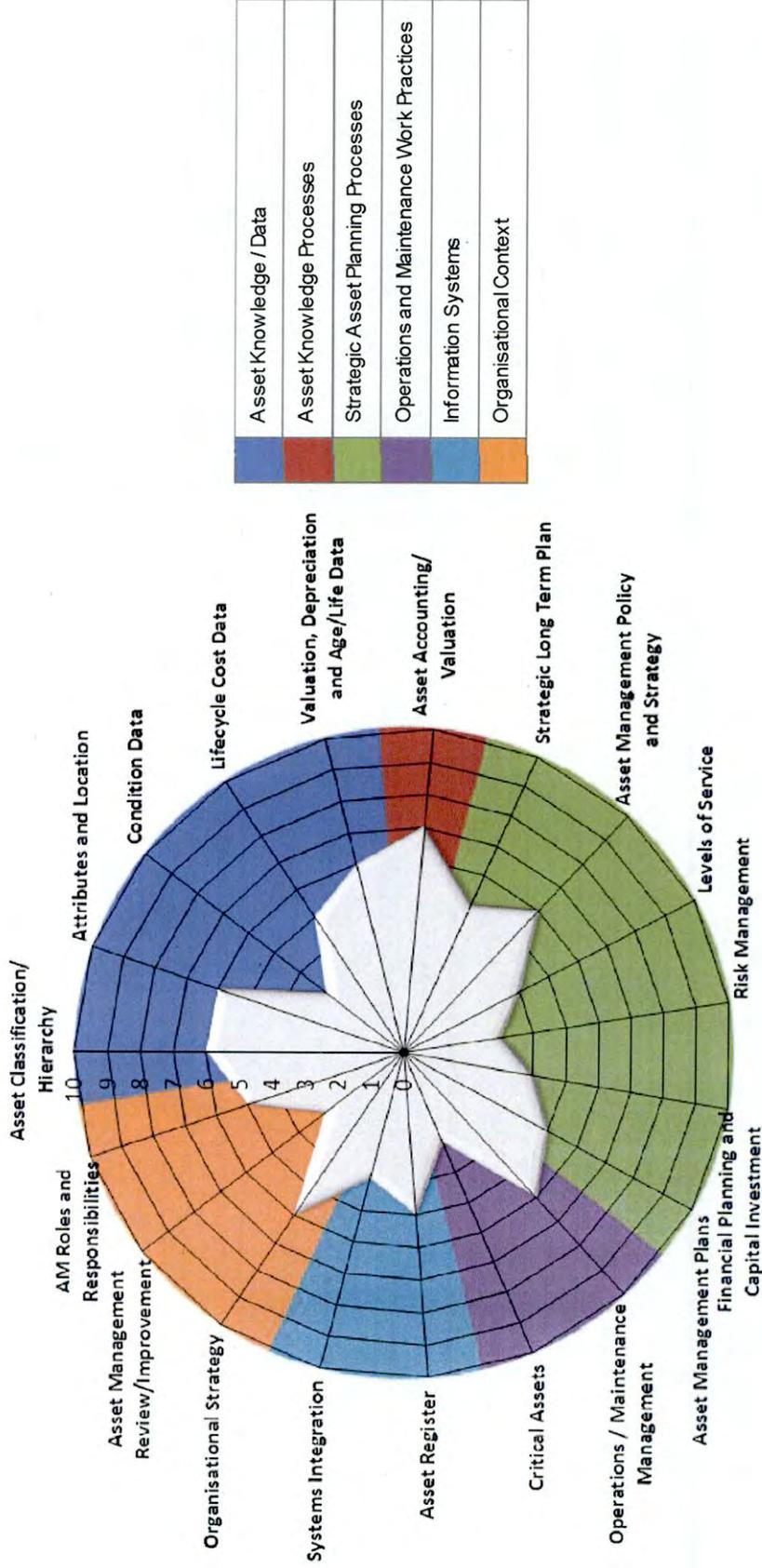| Overall Asset Management Assessment	D

The overall score of **D** would indicate that the Council is at a **Basic** level of competence in asset management. To improve competence in asset management more work is required in the areas of Strategic Asset Planning Processes and Information Systems.

3.   ASSET MANAGEMENT ASSESSMENT

Gap Analysis Assessment Chart - Great Lakes Council

Great Lakes Council	Current Score	Desired score 3yrs	Priority (1-3)	1	2	3	4	5	6	7	8	9	10
Asset Knowledge / Data	**5.0**	**8.0**											
Asset Classification/ Hierarchy	6												
Attributes and Location	6												
Condition Data	3												
Lifecycle Cost Data	5												
Valuation, Depreciation and Age/Life Data	6												
Asset Knowledge Processes	**7.0**	**8.0**											
Asset Accounting/ Valuation	7												
Strategic Asset Planning Processes	**5.0**	**8.0**											
Strategic Long Term Plan	5												
Asset Management Policy and Strategy	6												
Levels of Service	4												
Risk Management	3												
Financial Planning and Capital Investment	4												
Asset Management Plans	5												
Operations and Maintenance Work Practices	**5.0**	**8.0**											
Operations / Maintenance Management	6												
Critical Assets	3												
Information Systems	**5.0**	**8.0**											
Asset Register	5												
Systems Integration	4												
Organisation Context	**5.0**	**8.0**											
Organisational Strategy	6												
Asset Management Review/Improvement	3												
AM Roles and Responsibilities	5												

This information is also presented as a radar chart to enable greater visual understanding of the Council's current strengths and weaknesses.

Gap Analysis Assessment Chart - Great Lakes Council

Legend:
- Asset Knowledge / Data
- Asset Knowledge Processes
- Strategic Asset Planning Processes
- Operations and Maintenance Work Practices
- Information Systems
- Organisational Context

Chart categories:
- Asset Classification/Hierarchy
- Attributes and Location
- Condition Data
- Lifecycle Cost Data
- Valuation, Depreciation and Age/Life Data
- Asset Accounting/Valuation
- Strategic Long Term Plan
- Asset Management Policy and Strategy
- Levels of Service
- Risk Management
- Financial Planning and Capital Investment
- Asset Management Plans
- Operations / Maintenance Management
- Critical Assets
- Asset Register
- Systems Integration
- Organisational Strategy
- Asset Management Review/Improvement
- AM Roles and Responsibilities

3.1 Asset Knowledge / Data

Overall category score	D

3.1.1 Asset Classification / Hierarchy

We would expect Council to have a logical structure to the collection and storage of its asset data including:

- Assets identified by unique IDs
- Registers segmented into appropriate classification levels

We would expect to find an asset hierarchy that covers all asset classes and is consistent with guidelines and processes.

There should be guidelines and processes for asset identification using unique IDs.

Findings

Council's asset data is well structured and includes hierarchical allocation and break up of assets. Most road data, but not all other asset data, is segmented to an appropriate level. No defined process has been set out for asset creation; however several informal processes exist to ensure that asset data is collected.

3.1.2 Attributes and Location

We would expect asset attribute data (location, size, material, type etc.) to be in the asset register and able to be represented in a spatial format, with associated mapping guidelines and processes.

Findings

In most cases asset data is broken down into appropriate asset attributes. More work has been undertaken on the roads asset data than other asset classes. Asset attributes such as video files and pictures of assets are available for some asset classes.

3.1.3 Condition Data

We would expect there to be written processes for carrying out condition surveys and defect identification assessments, with data recorded in accordance with the asset hierarchy. Condition assessment guidelines and processes should be developed and used, and there should be a consistent rating system applied. Historical assessment data should be available in a consistent format.

Findings

Collection of road condition data is good with full inspection of roads on a two yearly cycle. Some other high risk asset classes have inspections carried out but the inspection data is only available in hard copy report. No formal condition inspection happens for other asset classes and condition is age based in many cases.

3.1.4 Lifecycle Cost Data

There should be clear definitions of operations and maintenance, renewals and new/upgrades expenditure. Cost data should be recorded separately for each, with the data used in decision making. There should be a written lifecycle strategy and cost and planning processes which are used.

Findings
The organisation as a whole utilises whole of life cost on large scale asset projects only. As a general rule, asset life cycle data is not used on a regular basis, nor is it used to support day to day asset decisions. The cost ledger is broken down to a level that life cycle cost data may be collected at a network level, if required.

3.1.5 Valuation, Depreciation and Age / Life Data

We would expect there to be a common data system used across all asset groups, with current depreciation and replacement cost data at the appropriate asset hierarchy level. Depreciation should be updated on the basis of annual assessments of useful asset life. Historical accounting data should be available.

Findings
Council has undertaken a robust assessment of its assets as part of preparing the annual financial statements. Given the lack of an asset management system, there is no historical cost information for asset valuation which is available.

3.1.6 Asset Knowledge / Data Summary

Asset classification/hierarchy	Information verified with acceptable quality and coverage that covers major infrastructure classes.
Attributes and location	Information verified with acceptable quality and coverage that covers major infrastructure classes.
Condition data	Some unverified information that covers a limited range of asset classes.
Lifecycle cost data	Information verified with poor quality/coverage
Valuation, Depreciation and Age / Life data	Information verified with acceptable quality and coverage that covers major infrastructure classes.

3.2 Asset Knowledge Processes

Overall category score	C

3.2.1 Asset Accounting / Valuation

There should be clear valuation and depreciation guidelines and accounting processes against various hierarchy levels and categorised in accordance with accounting requirements developed and used. The responsibilities for system and data management should be clearly defined. There should be data validation and audit processes developed and used.

Findings
Council has well defined asset valuation guidelines in place for most asset classes. Building assets have been valued by an external valuer and the remaining asset classes are valued using in house resources supported by external consultants where necessary. Current asset valuation data is managed through asset data spreadsheets.

3.2.2 Asset Accounting / Valuation Summary

Asset Accounting / Valuation	Good written procedures are generally used that covers major infrastructure classes.

3.3 Strategic Asset Planning Processes

Overall category score	D

3.3.1 Strategic Long Term Plan

There should be Strategic Asset Management Plan (SAMP) documents that are fully aligned with Councils other strategic documents. The documents should include or define the plan review process, long term expenditure forecasts with operations and maintenance, renewals and new/upgrade forecasts separately identified and Council's strategy for the management of Council's assets. There should be evidence that the strategy is being complied with.

Findings
Council has completed its Asset Management Strategy as part of the development of the integrated planning and reporting requirements. The various plans and strategies are not as well integrated as the Council would like. Council will look to substantially improve this with the next set of plans to be developed.

3.3.2 Asset Management Policy and Strategy

We would expect there to be an Asset Management Policy which has been adopted by Council and which defines vision and service delivery objectives and reinforces the need to use a lifecycle cost approach. The policy should be reviewed annually. There should be evidence that the policy is being complied with.

> **Findings**
>
> Council has an adopted Asset Management Policy which incorporates lifecycle cost as an important part of asset decision making. The Policy has not undergone an annual review, nor is there evidence that the Policy is being complied with.

3.3.3 Levels of Service

We would expect that levels of service are clearly defined in each asset management plan and are aligned to Council's strategic objectives and legislative requirements and have been developed taking community input into account. Community and technical levels of service should be separately identified with the latter incorporated into service level agreements and operations and maintenance and renewals processes. Performance against level of service targets should be monitored in accordance with documented procedures.

> **Findings**
>
> Council currently has a range of service levels articulated in the various asset management plans. The service levels, in most cases, are generic in nature and are not being monitored or reported on. Significant work is required to develop service levels that will improve and drive asset performance.

3.3.4 Risk Management

Council should have a corporate risk management policy and strategy and a risk assessment should exist for each asset class in accordance with them. The assessment should identify critical assets and any risk mitigation strategies or measures. Council should have emergency response and recovery and business continuity plans, taking into account each asset class.

> **Findings**
>
> Council has an organisational risk policy and strategy. Currently, asset related risk is based on public liability issues rather than asset vulnerability. Council should identify critical assets and develop maintenance and inspection strategies to minimise the risk associated with these assets.

3.3.5 Financial Planning and Capital Investment

We would expect Council to have a Long Term Financial Plan (LTFP) that is based on Council's Community Strategic Plan, Workforce Plan and Asset Management Plans, The LTFP should incorporate lifecycle planning, forward capital works planning, risk and sensitivity analyses and project prioritisation processes.

> **Findings**
>
> Council has a Future Capital Works Plan for both the short and long term plans. This Plan is primarily based on asset renewal and growth in the area. There is no formal project evaluation model, nor has there been a formal financial planning analysis undertaken.

3.3.6 Asset Management Plans

There should be asset management plans covering all assets owned by Council. The asset management plans should include levels of service with performance targets and actions and costs established to achieve them together with the following:

- Demand forecasts
- Lifecycle cost plans
- Forecast costs separately identified for operations, maintenance, renewals new/upgrades and depreciation
- Asset disposals
- An asset management improvement plan

Consideration should be given to solutions not involving assets owned by Council. There should be clear evidence that they have been prepared taking community consultation into account.

Findings
Council has a series of asset management plans for all its major infrastructure assets. The plans are first cut in nature. To bring the plans to the next level of development will require more condition information for the non-road assets and further analysis of the financial implications of asset ownership.

3.3.7 Strategic Asset Planning Processes Summary

Strategic Long Term Plans	Satisfactory written procedures which covers major infrastructure classes but they are not widely or consistently used.
Asset Management Policy and Strategy	Satisfactory written procedures that are widely and consistently used which covers major infrastructure classes.
Levels of Service	Written procedures of limited value that covers some asset classes.
Risk Management	Written procedures of no real value that covers a limited range of asset classes.
Financial Planning and Capital Investment	Unwritten procedures in most parts of the organisation that covers some asset classes.
Asset Management Plans	Satisfactory written procedures which covers major infrastructure classes but they are not widely or consistently used.

3.4 Operations and Maintenance Work Practices

Overall category score	D

3.4.1 Operations / Maintenance Management

We would expect there to be operation and maintenance plans taking levels of service and performance targets into account for each asset class. This should be supported by processes for collecting, validating and auditing operations and maintenance data. There should be written processes for planning maintenance and works order and costing management that are used. There should be written maintenance specifications and, where appropriate, performance based contracts or service level agreements in place.

Findings

Council has good works management processes in place. The emphasis is on planned rather than unplanned maintenance. This is supported by the implementation of the Reflect maintenance management system. Costing within the cost ledger is at an activity level rather than at an asset level. There are no clearly defined specifications in place that are being monitored on an ongoing basis.

3.4.2 Critical Assets

We would expect critical assets to have been identified taking into account risk and emergency management and written strategies established for their management, with regular written reports on their condition and performance.

Findings

Whilst Council has an understanding of its critical assets they have not formally identified them and the information is not widely available and neither does it drive maintenance and operational standards. This information should be more formally assessed, made more widely available and the condition of these assets should be regularly assessed and reported on.

3.4.3 Operations and Maintenance Work Practices Summary

Operations / Maintenance Management	Satisfactory written procedures that are widely and consistently used which covers major infrastructure classes.
Critical Assets	Unwritten procedures that covers a limited range of asset classes.

3.5 Information Systems

Overall category score	D

3.5.1 Asset Register

There should be a single asset register that captures, manages and reports on asset data as required by asset management. It should be possible to sort data by different hierarchy levels and to customise reports if required. The register should integrate with other asset management systems.

Findings
Currently there is no single asset register for the organisation. Asset data is in a series of spreadsheets and the Reflect system, rather than in a database form. Data is well structured and, whilst it links to the GIS system, there is no link with the financial system.

3.5.2 Systems Integration

Asset management systems should integrate or interface with corporate systems, including the customer request, document management, accounting and HR systems. There should be a spatial system (GIS) implemented with written processes that are used.

Findings
As mentioned, Council asset data resides in a series of spreadsheets. This data includes asset and financial information. There is no interface with any of the other corporate systems apart from the GIS for some asset classes. It should be noted that Council is planning to introduce a new asset management system that will fully integrate with the corporate finance system.

3.5.3 Information Systems Summary

Asset Register	Satisfactory written procedures which covers major infrastructure classes but they are not widely or consistently used.
Systems Integration	Unwritten procedures in most parts of the organisation.

3.6 Organisational Context

Overall category score	D

3.6.1 Organisational Strategy

There should be evidence that asset management drives Council in terms of the use and management of its assets aligned with Council's policies and strategies. Council's structure and position descriptions should clearly identify asset management roles and responsibilities across all asset classes. There should be written processes for capital investment based on Council's strategic plans, lifecycle costs and risk assessments.

Findings

Asset management plays an important role in the overall organisational strategy. Council's overall focus is on key infrastructure issues. The size of the organisation ensures that accountability for assets is generally well understood. More work is required in documenting ongoing asset management practices within the organisation.

3.6.2 Asset Management Review / Improvement

We would expect that there is a prioritised asset management improvement plan, with responsibilities and timeframes in place that is monitored and reported on. There should be a benchmarking process and regular asset management reviews in place.

Findings

Council has an Asset Management Improvement Plan as part of the Asset Management Strategy. The Plan is not reviewed in any formal manner by Council or the executive. The Plan is limited and requires improvement in order to drive the ongoing development of asset management within the organisation.

3.6.3 Asset Management Roles and Responsibility

We would expect that asset management roles and responsibilities are clearly identified. There should be a clear training program in place for all levels in the organisation, including Council, with needs assessments where appropriate. Identified needs should be included in a workforce management plan.

Findings

Currently, Council has an appropriate number of staff with the right skill set to effectively manage its assets. All appropriate staff are trained in asset management and training opportunities are offered, as and when appropriate courses are available.

3.6.4 Organisational Context Summary

Organisational Strategy	Satisfactory written procedures that are widely and consistently used which covers major infrastructure classes.
Asset Management Review / Improvement	Satisfactory written procedures that are widely and consistently used which covers major infrastructure classes.
Asset Management Roles and Responsibility	Satisfactory written procedures which covers major infrastructure classes but they are not widely or consistently used.

4. INFRASTRUCTURE BACKLOG ASSESSMENT

The independent audit also considered each council's infrastructure backlog as set out in Special Schedule 7. For comparative purposes the 2010/11 year was used as at the start of the audit all councils had reported Special Schedule 7 as of 30 June 2011 in their 2010/11 Annual Reports.

Our comments, reflect our opinion, and are solely in relation to whether:

    (a) the size of the backlog should be of concern to Council (*Asset Rating*)

    (b) we have confidence in the number declared by Council as the size of its infrastructure backlog (*Confidence in data*)

The results are set out in the table below and for clarity we have used indicators to demonstrate the answers to each of the questions.

Asset rating

The assessment has been made by considering the size of the backlog relative to the asset base.

🟢	Green	In control
🟡	Yellow	Monitor
🔴	Red	Action required

Confidence in data

The assessment has been made in part on the robustness of the methodology that Council has used to calculate the infrastructure backlog and in part on a comparison with the standard methodology used to calculate the cost to bring the assets up to condition rating 3 taking into account the relative size of the asset base. To derive a standard methodology we have, for the purposes of this assessment, assumed that 'satisfactory' is Condition 3.

🚩	Green	High level of confidence
🚩	Yellow	Medium level of confidence
🚩	Red	Low level of confidence

Table 1 Infrastructure Backlog Assessment

Assets	Replacement cost	SS7 Cost to satisfactory	Asset Rating	Confidence in data
Airports	$0	$0		
Roads assets	$283,656,400	$32,121,000	🔴	🚩
Bridges	$63,960,000	$1,813,000	🟢	🚩
Footpaths	$12,759,000	$221,000	🟢	🚩
Water supply network	$0	$0		
Sewerage network	$0	$0		
Stormwater drainage	$199,054,800	$250,000	🟢	🚩
Buildings	$60,920,263	$4,064,000	🟡	🚩
Parks	$0	$0		
Recreational assets	$0	$0		
Foreshore assets	$1,725,032	$0	🟢	🚩
Any other assets	$121,529,558	$0	🟢	🚩
Total	**$743,605,053**	**$38,469,000**	🟡	🚩

Council does not have a common methodology for determining the cost to bring assets up to a satisfactory standard that is applied consistently across the organisation.

In our opinion, the extent of the backlog reporting in Special Schedule 7 is of a size that will require monitoring and the development of some strategies to reduce the backlog amount. In particular the size of the backlog in roads will need to be addressed by Council.

Overall we have a medium level of confidence in the backlog reported by Council due to the inconsistent approach in determination of the cost to bring the asset to a satisfactory condition.

5.   DATA RELIABILITY ASSESSMENT

A sample of Council's assets was inspected and the results indicate consistency between the physical assets and their description in the relevant asset register.

The assets inspected included, footpaths, roads, kerb and gutter, building, parks and drainage assets.

6.   BEST PRACTICE

The independent onsite audit program provides a unique opportunity to highlight best practice asset management processes and systems across the state. For the purposes of this audit program any individual component that scored a 9 are considered to be at or near best practice.

While no area was assessed as a 9, the Council's use of the reflect system and the integration of video roads assessment is considered to be good practice.

7.   WHAT ARE THE UNIQUE CHALLENGES FOR GREAT LAKES COUNCIL?

The main challenges for the Great lakes Council include the diversity of its water way assets and the environment in which operates. Council has a significnat amount of water ways witin its boundaries which provide a range of unique challenges. The lakes enviroment impacts on the Council's operations in terms of the environmental protection and travel distances for works.

8.   SUMMARY OF NEEDS, ISSUES AND BARRIERS

It is noted that the main issues for addess at Great Lakes are the lack of an IT system to support asset data, and the shortfall in required funding to address the infrastructure.

APPENDIX A

Asset Management
Questionnaire

Questionnaire

Are all assets for each asset class recorded in an asset register?	Partial
Are assets recorded in segments or components appropriately?	Yes
Is the asset register updated regularly?	Yes
Does the asset register link to the general ledger?	No
Does Council assess the condition of assets each year?	Partial
Is a sample of assets for each asset class assessed?	Partial
Does Council have a condition rating system?	No
Are condition assessments taken into account when preparing the operational plan?	Yes
Are useful lives of assets assessed each year?	Partial
Does Council have a confidence grade for asset information?	No
What database and computer systems are used to record assets?	Spreadsheets and Reflect MMS system
Does Council's GIS system have the capacity to include infrastructure?	Yes
Is the GIS system linked to the asset management database?	Partial
Have any data integrity issues been identified in your review?	No
Have risk assessments been undertaken for critical assets?	No
Are working groups/committees in place to deal with infrastructure?	No
Are Council staff adequately trained in asset management requirements?	Partial
Is Council's backlog realistic and based on good data?	Partial
Has Council appropriate records to support all aspects of asset management?	Partial
Are the results of the audit consistent with the results of the desk-top review?	Partial