



# Driving Change through an Asset Management Strategy



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## Background

It is said that asset management is more about the journey than the end result. This poster acknowledges this premise and demonstrates how a Water Authority is able to implement strategic asset management and implement the appropriate tools while delivering cultural change at all levels of the organisation. This was achieved with consultants providing the experience and direction while the Authority's personnel provided the enthusiasm, and the desire to change. This success story did not happen overnight, it occurred over a six year period with the major improvements occurring in the past 3 years.

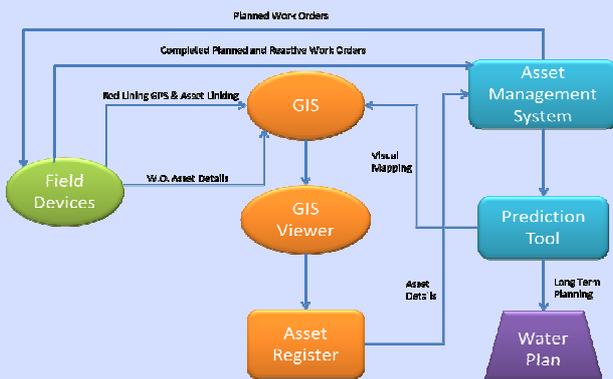
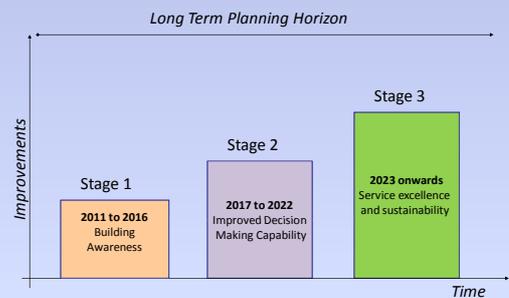
## Developing the Strategy

In 2004 the Water Authority having recognised its need to improve its asset management commissioned the development of a three year asset management strategy. The outcome of this strategy was the establishment of the Authority's direction in conjunction with a series of improvements to be completed over the period of the strategy.

The 2007 strategy focused on establishing some of the key foundations for asset management but also focused on the change management process. Simultaneously, the GIS system was being implemented as part of the 2004 strategy. This new strategy, recognising the potential of the GIS incorporated the alignment of the GIS with strategic asset management and the implementation of a new asset management system. This resulted in a greater level of involvement of the Water Authority's personnel. The activities included:

- Integrated systems including mobility in the field with a single source of truth
- Condition Assessments of above ground infrastructure
- Development of planned maintenance programs
- Introduction of mobile devices for the capturing of maintenance data in the field
- Identification of critical assets
- Development of an operations and maintenance manual template for pump stations
- Training in the use of the systems
- Development of asset management plans

It was the combination of these activities coupled with the involvement of the personnel that created the stimulus for change.



## Corporate Commitment - Development of the Asset Management Team

An asset management group was formed using existing personnel and charged with coordinating improvement actions and systems implementation. Two people were nominated for the positions of asset management and systems coordinator and GIS officer. The coordinator migrated from records management while the GIS officer was a water meter reader on a casual basis.

The introduction of these specific AM roles not only showed a commitment by the organisation to asset management but gave the personnel in these positions a real chance to 'get it right'.

While coming from non asset management backgrounds both personnel were fresh, enthusiastic and determined to improve. Not being afraid to ask for help the AMS/GIS co-ordinator sought ongoing training through external sources. Key success factors included:

- Cultural Change
- Communication, support and patience
- Solid training
- Listen to what people want
- Get Senior Management and the Executive involved

## Outcomes

The outcome of the strategy and its implementation was 'buy-in' across the business. What other businesses have attempted to achieve this Authority has delivered. The authority has delivered its five year strategy while embedding asset management improvements. The next stage is an update of the asset management strategy with the desire to continue to improve.

**INTERNATIONAL WATER ASSOCIATION  
4<sup>th</sup> LEADING EDGE CONFERENCE  
ON STRATEGIC ASSET MANAGEMENT  
SEPTEMBER 27-30, 2011  
MÜLHEIM AN DER RUHR, GERMANY**

