

SSG Case Study Template

This template is to provide input to the IAM Subject Specific Guidelines Project. The aim is to capture individual and collective experience of operational and technical practices so that it can be shared and discussed. *Suggested* headings are shown in **bold**. Comments and suggestions are shown in italics.

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Company represented: TAFE NSW (Australia)

Role: Asset Management Specialist

Sector: Vocational and Higher Education Training

Asset owner: TAFE NSW (NSW Government)

Introduction

Description of assets in study

{Quantity, type and operational environment e.g. 500 electrical transformers}

Our asset portfolio includes over 1,700 buildings in 162 locations, over 67,000 items of educational equipment, 22 Connected Learning Centres (CLC's), 91 Mobile Training Units (MTU's), 420 commercial and passenger fleet vehicles, and over 69,000 ICT and digital assets. These assets enable a broad range of learning environments - from traditional classrooms to mobile and digitally-enabled platforms - ensuring accessibility and flexibility for students across metropolitan, regional, and remote areas. Key statistics of this asset portfolio are shown in Figure 7.

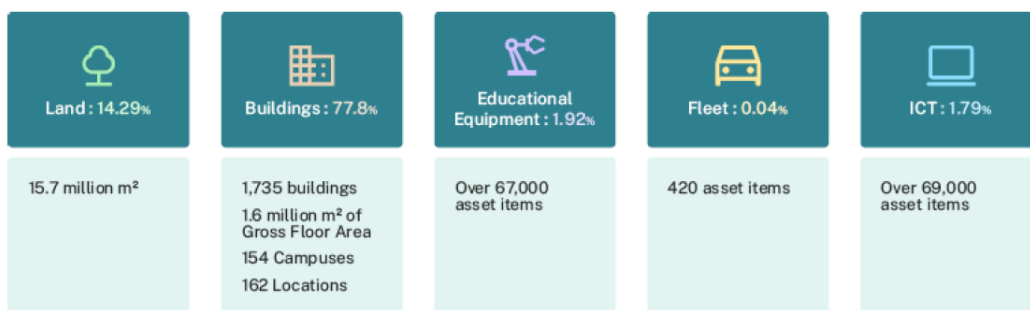


Figure 7: High Level Overview of TAFE NSW Physical and Digital Assets²

Assets data is captured, maintained and managed across a suite of enterprise systems to ensure integrity, traceability and inform decision-making. These systems include the SAP Finance System for the Fixed Asset Register (FAR) and financial information, Microsoft Dynamics 365 for maintenance management, Service Now for ICT asset management, and Asset Future's Asset Intelligence Platform (AIP) for condition and lifecycle insights.

Asset Portfolio Overview

Services functions are enabled by physical and digital assets

TAFE NSW ensures that its services are effectively supported through the strategic deployment of a diverse range of assets that are aligned to meet the needs of students, educators, and the broader community. These assets represent partnership opportunities between TAFE NSW and the Communities (particularly Land, Buildings and Educational Equipment) that may be leveraged for mutual benefit (incl. TAFE NSW's benefit). Refer to Figure 5 below for a brief overview of the support function of each asset class.

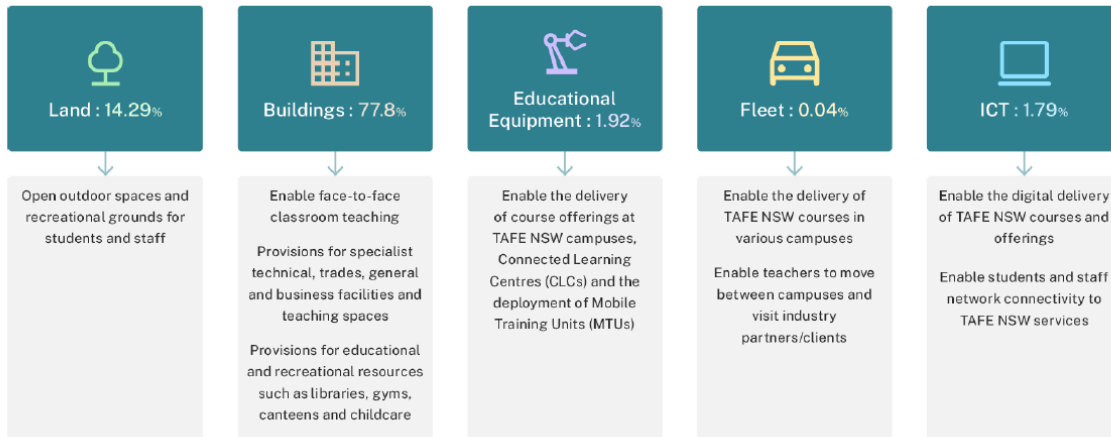


Figure 5: How TAFE NSW assets contribute to Service Delivery

TAFE NSW manages, operates and maintains a large and diverse portfolio of physical assets with a total Asset Replacement Value (ARV) of \$12.3 billion as of 30 June 2025 as shown in

When was the activity carried out? 2024 and 2025

Why was the activity carried out?

{E.g. ageing assets, safety concerns, preparation of business case, corporate direction, regulatory requirement, environmental impact/sustainability etc
Was the approach used for prioritisation and selection of optimum courses of action/investment on programmes of work rather than single projects?}

Understanding the past, present, and future states of assets empowers asset management professionals and top management by providing the data needed to support their decisions and achieve desired targets. Transforming Strategic Asset Management Plans (SAMP) and Asset Management Plans (AMPs) into digital tools enhances the effectiveness, efficiency, and timeliness of organisational operations, revolutionising the way goals are achieved.

Having accessible information is crucial for driving effective asset management decisions. When data is readily available and easily digestible for users at any level of data proficiency, it becomes a powerful tool for empowering informed decision-making. Transparency and improved accessibility to information place decision-makers in control, enabling them to navigate the path ahead with confidence.

Terminology

{Please provide definitions of terms used, where appropriate}

Abbreviation	Full Name
20YIS	20 Year Infrastructure Strategy
AID	TAFE NSW Asset Intelligence Dashboard
AIP	Asset Future Asset Intelligence Platform
AMF	Asset Management Framework
AMMA	Asset Management Maturity Assessment
AMP	Asset Management Plan
AMS	Asset Management Solution – Dynamics 365
ARP	Asset Replacement Program
CAPEX	Capital Expenditure
CLC	Connected Learning Centre
CMP	Campus Master Plan
CSO	Community Service Obligation
DoE	Department of Education
DVCA	Data Validation and Condition Assessment
DVCFA	Data Validation, Condition and Functional Assessment
EDP	Education Delivery Plan
FCI	Facility Condition Index
GFA	Gross floor area
Ha	Hectare
ICT	Information and Communication Technology
iNSW	Infrastructure New South Wales
MD	Managing Director
MRLFM	Maintenance & Renewal Liability Funding Methodology
MTU	Mobile Training Unit
NPV	Net Present Value
O-GCIDO	Office of the Government Chief Information and Digital Officer
OPEX	Operational Expenditure
PaDI	Physical and Digital Infrastructure Committee
SAMP	Strategic Asset Management Plan
SMART	Specific, Measurable, Actionable, Relevant, Tangible
SME	Subject Matter Expert
TAFE NSW	Technical and Further Education Commission New South Wales
TEFMA	Tertiary Education Facilities Management Association
TINSW	TAFE Infrastructure NSW
TotEx	Total Expenditure (CapEx and OpEx)
TPP	Treasury Policy Paper
VET	Vocational Education and Training

Description of activity

Methodology

{E.g. weighted scores, probability/consequence – please outline the approach used and why this was chosen over other methodologies.

Was the approach used for multiple types of asset and multiple types of risk?

The approach chosen and the product developed had to cater for a number of varying physical and digital asset types and infrastructure, including land, buildings, workshops, classrooms,

educational equipment, ICT equipment, data centres and fleet of vehicles including mobile training units. Risks ranged from low to medium and high risk, e.g, heritage buildings and specialised training equipment such as Lathes.

How did the risks link to the business objectives?

TAFE NSW Enterprise Risk Management (ERM) Framework incorporate strategic, tactical and operational risks captured in the Risk Register. The Risk Register has an Asset & Infrastructure category that linked to TAFE NSW service delivery plans, strategic plan, objectives and is continually monitored by the Executive Leadership Team (ELT).

Did the approach produce an overall cost/benefit?

The approach resulted in an overall capability uplift for the users of the dashboard, time savings efficiencies and improved customer satisfaction.

Did the approach take account of the position over time (i.e. including asset deterioration)?

Fundamental to the development of the Asset Intelligence and Insights Dashboard was the capturing of asset conditions over time, risks, performance, utilisation, spare capacity, availability and required level of service.

Was this a one off exercise or a rolling repeatable programme?

The development of the Power BI tools and dashboards is a one-off deliverable that is constantly being updated and refreshed with the latest assets conditions, performance and criticality indexes.

References

{Is the methodology based on any published papers or reference material? Is it based on ISO55000? Is it based on International Infrastructure Management Manual? Is it based on HM Gov Orange & Green Book guidance? Please specify other sources if available}

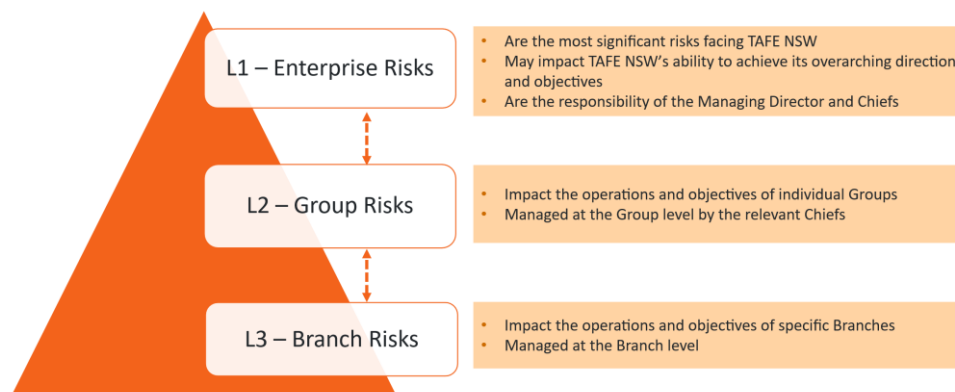
The methodology adopted was in line with the NSW Government Asset Management Policy (TPP19-07), ISO55001 (Data and Information and Information Management Systems, Asset Register, Asset Performance)

Risk types

{What types of risk were considered? The Green Book ¹lists: Availability risk, Business risk, Construction risk, Decant risk, Demand risk, Design risk, Economic risk, Environment risk, Funding risk, Legislative risk, Maintenance risk, Occupancy, Operational risk, Planning risk, Policy risk, Procurement risk, Project intelligence risk, Reputational Risk, Residual Value risk, Technology risk, Volume risk – see Annex 5 of the Green Book for further details}

TAFE NSW conducts regular Risk Assessment and Mitigation Strategies for Managing Physical and Digital Infrastructure Assets Aligned to the Enterprise Risk Management (ERM) Framework. A profile of Risks, Consequences, Likelihood and Mitigation Approaches is developed across the ERM risk categories of Infrastructure, Safety, Regulatory, Probity, Customer, Financial, Reputation, and Workforce TAFE NSW Enterprise Risk Management (ERM) Categories

Risk Management Uplift – Risk Taxonomy



TAFE NSW Office of Deputy COO - Risk Profile - 9 April 2025

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Risk Themes:

1. People
2. Educational Quality
3. Governance & Compliance
4. Information Security & Data Protection
5. Student Experience
6. Financial Sustainability
7. Stakeholders Management
8. Technology
9. Resilience and Transformation
10. Infrastructure

Risk management process

{How did the risk assessment used in the case study relate to the corporate risk register? (if at all).

The risk assessment in this case study focused on the asset information contained in the various and disparate asset registers across the four (4) asset classes and the need to have a single, central, accurate, source of truth asset data that is continually refreshed and updated.

Was the process for determining levels of risk the same as corporate processes with the addition of financial measurement, or was another process used.

The process used for assessing the risk in this case was based on TAFE NSW Enterprise Risk Management (ERM) Framework.

If another process, was there a Governance mechanism in place to keep Risk Managers briefed? What was the relationship between risk evaluation and asset management planning?}

The risk assessment was conducted in conjunction with the assigned Risk Manager.

Tools used

The tools and applications used included, Power BI Dashboard development Software packages, Excel spreadsheets and Dynamics 365.

Costing

{What financial parameters were used? How were they determined? Were they historic (i.e. evidence-based), expert judgement or future estimates?}

Not applicable to this case.

Was there a link to actual budgets/costs and how did this work? Was cost of carbon included and if so what guidelines were followed? e.g. Shadow Price of Carbon or Market Value at time of case study.}

Not applicable to this case

People

{Who was involved in the exercise? How many people (experts, stakeholders, neutral parties, etc)? Was the approach owned at Executive level?}

The approach was strongly supported by TAFE NSW Executive Leadership Team (ELT), assets custodians, finance, procurement, strategic planning, capital planning, operational and maintenance teams. The development of this Asset Intelligence Portal was developed in consultation with a working group from across all of TAFE NSW functional areas. The number of personnel involved during the various stages of the development lifecycle ranged from 30 to 50 subject matter experts.

Evaluation

What was the main output of the activity?

{E.g. documented risks, secured funding, prioritised investment plan, improved safety, improved communication, etc. Also how did the risk subsequently appear in the financial plan, Net Weighted Value at departmental level, centralised risk fund, new capital investment etc}

Validation

{Was it possible to have the outputs validated? How was this done?}

The output of this project was validated at various stages of development by the subject matter experts leading to the release of a prototype version that was later full released in a production version state.

Did anybody scrutinise the results?

The output and the data contained in the portal was validated by the subject matter experts and asset custodians.

Were they borne out in practice?

Yes.

Was the approach subject to independent audit and continuous improvement and if yes how was this done?}

This project was initiated based on a continuous improvement opportunity that was identified in one of the regular assurance reviews.

Outcome

{Was the activity successful (yes/no/partially)?

Yes.

Was the outcome as predicted?

Yes, the outcomes exceeded the senior management expectations.

What embedded process or practice changed?

The main process impacted was the capturing and maintenance of the currency of TAFE NSW physical and digital assets. Efficiencies were introduced that enabled field hand-held units to capture in real time the changes to the asset base and the instant update to the asset base register.

In hindsight what would you do differently? Please elaborate if possible.}

Nil