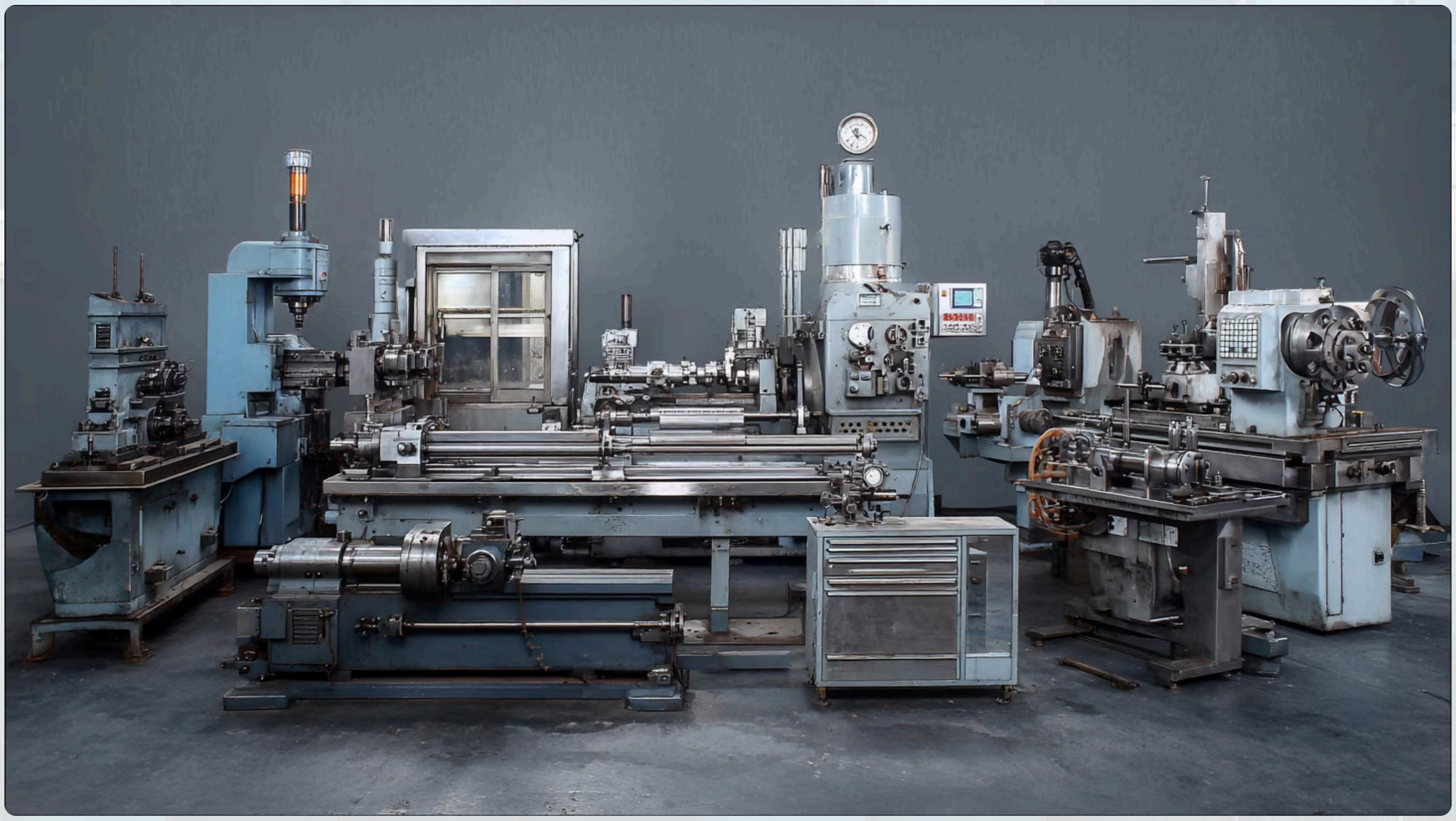
Case Study - Asset Management Roadmap (Education)

Supporting Compliance with NSW Treasury Asset Management Policy (TPP19-07)

TAFE NSW is Australia's leading vocational education and training provider, operating one of the most diverse public asset portfolios in New South Wales. Its network of campuses, training facilities, workshops, technology infrastructure, and supporting assets plays a critical role in delivering education and skills development to communities across the state. As a major public sector organisation, TAFE NSW is required to manage its assets responsibly, ensuring that investments support educational outcomes while demonstrating value for money, sustainability, and effective stewardship of public resources.



Following the release of the NSW Treasury Asset Management Policy (TPP19-07), TAFE NSW recognised that compliance would require more than simply producing documents and satisfying attestation requirements. The policy presented an opportunity to transform how asset-related decisions were made across the organisation by establishing stronger links between strategic objectives, service delivery, infrastructure planning, financial management, and asset performance. The challenge was to move from a traditional asset-focused approach towards a whole-of-lifecycle Asset Management framework capable of supporting informed decision-making at strategic, tactical, and operational levels.

To achieve this, TAFE NSW developed a multi-year Asset Management Roadmap that combined governance, capability development, organisational change management, maturity improvement, and leadership engagement. The roadmap was designed not only to achieve compliance with TPP19-07 but also to embed Asset Management as a core organisational capability that would strengthen decision-making, improve accountability, and create sustainable value for students, staff, government, and the broader community. Through a phased approach focused on Alignment, Assurance, Leadership, and Value, the organisation established a structured pathway from compliance to long-term organisational maturity and performance.

Executive Overview

The Challenge

Following the release of NSW Treasury Policy TPP19-07, a large NSW Government education organisation was required to establish a comprehensive Asset Management Framework, a Strategic Asset Management Plan (SAMP), Asset Management Plans (AMPs), and annual attestation capability. The organisation quickly recognised that compliance alone would not deliver enduring value to the business.

A broader transformation was required one that would fundamentally reposition asset management as a strategic capability rather than a regulatory obligation. This meant addressing structural, cultural, and operational dimensions simultaneously.

- Align asset decisions to organisational objectives
- Improve long-term infrastructure and financial planning
- Strengthen governance and accountability structures
- Create sustainable asset management capability
- Support evidence-based investment decisions

Key Outcome

A four-year Asset Management Roadmap was developed linking compliance, maturity improvement, leadership capability, and organisational value creation into a single, coherent transformation program.

Scope

Statewide education provider operating across NSW Government infrastructure portfolio, subject to TPP19-07 attestation obligations.

Timeframe

Four-year phased roadmap with rolling 90-day delivery cycles.

The Strategic Context

The development of the Asset Management Roadmap was driven by a convergence of regulatory requirements and internal organisational imperatives. Understanding these dual drivers was critical to designing a transformation program that delivered both compliance and genuine capability uplift.

NSW Treasury TPP19-07 Requirements

- Asset Management Principles
- Asset Management Framework
- Strategic Asset Management Plan (SAMP)
- Asset Management Plans (AMPs)
- Annual Attestation

Organisational Drivers

- One organisation strategy
- Long-term infrastructure planning
- Financial sustainability
- Improved service delivery
- Better asset investment decisions

Key Insight

Asset Management was deliberately positioned not as a compliance exercise but as a strategic capability enabling the organisation's core objectives. This framing was essential to securing executive sponsorship and sustained organisational commitment throughout the transformation.

The dual lens of regulatory compliance and strategic value creation distinguished this program from a checkbox exercise and enabled genuine, lasting transformation.

The Vision: Roadmap to Sustained Value

The vision was to place Asset Management at the centre of organisational decision-making creating a direct line of sight between the management of physical assets and the delivery of strategic outcomes. This required moving beyond asset stewardship toward active value management.

From: Managing Assets

A reactive, compliance-driven approach focused on maintaining physical assets in operational condition, with limited connection to strategic goals or investment planning.

To: Managing Value Through Assets

A proactive, evidence-based approach anchored in **Cost · Risk · Performance · Value · Sustainability** driving decisions that advance organisational objectives.

Roadmap Architecture: Four-Phase Transformation Model

The roadmap was built around the four Asset Management fundamentals derived from ISO 55000, providing a globally recognised and defensible structure for the transformation. Each phase built deliberately upon the last, ensuring that maturity gains were embedded before progression to the next stage.

1

Phase 1 > Alignment

Building understanding, readiness and strategic alignment across leadership and key stakeholders.

2

Phase 2 > Assurance

Establishing frameworks, governance structures, and controls to meet TPP19-07 obligations.

3

Phase 3 > Leadership

Embedding capability and leadership behaviours to sustain asset management practice.

4

Phase 4 > Value

Realising sustainable organisational value through mature, integrated asset management.

The model followed a continuous **Plan–Do–Check–Act (PDCA)** cycle over four years, ensuring iterative improvement and adaptive delivery. This approach aligned with NSW Treasury expectations for ongoing maturity development and annual attestation, while maintaining sufficient flexibility to respond to organisational change.

Underpinned by ISO 55000 principles, the four-phase model provided executive stakeholders with a credible, internationally recognised framework for transformation governance.

Maturity-Based Planning Approach

A structured maturity framework was central to the roadmap's design. Rather than applying a binary pass/fail compliance lens, the program adopted a progressive maturity model that enabled the organisation to measure, track, and report capability improvements across seven discrete dimensions over the life of the roadmap.

1 — Organisation

Governance structures, roles, responsibilities and executive accountability.

2 — Processes & Practices

Standardised asset management processes aligned to policy requirements.

3 — Resources

Workforce capability, competency frameworks and resourcing models.

4 — Management Plans

SAMP and AMP development, review cycles and integration with corporate planning.

5 — Data & Information

Asset data quality, completeness and fitness for decision-making.

6 — Information Management Systems

Systems supporting asset data capture, analysis and reporting.

7 — Continuous Improvement

Review mechanisms, lessons learned and maturity progression cycles.

Key Principle

Compliance and capability were developed together rather than separately. Each maturity dimension had defined outcomes, clear accountability and measurable milestones, enabling transparent reporting to executive leadership.

Each of the seven dimensions was assessed at baseline, then tracked against defined maturity targets at 12-month intervals. This enabled leadership to demonstrate credible progress against TPP19-07 obligations while building genuine organisational capability.

Organisational Change Management Strategy

Recognising that Asset Management is fundamentally a people change initiative, a dedicated change management program was incorporated into the roadmap from the outset. Technical frameworks alone cannot drive sustainable adoption behavioural change must be deliberately designed, resourced and led from the executive level.

Change Components

- **Communication & Engagement:** Structured stakeholder engagement and communication planning across all organisational levels.
- **Executive Sponsorship:** Visible leadership commitment and active executive participation in the program.
- **Training & Capability:** Asset management training pathways and competency uplift tailored to role requirements.
- **Working Groups:** Cross-functional collaboration structures to embed practice and share knowledge.
- **Leadership Coaching:** Targeted coaching to build asset management leadership behaviours at senior levels.

Change Models Leveraged

ADKAR

Awareness, Desire, Knowledge, Ability and Reinforcement individual change readiness model.

Kotter's 8-Step

Leading organisational transformation through urgency, coalition and anchoring change in culture.

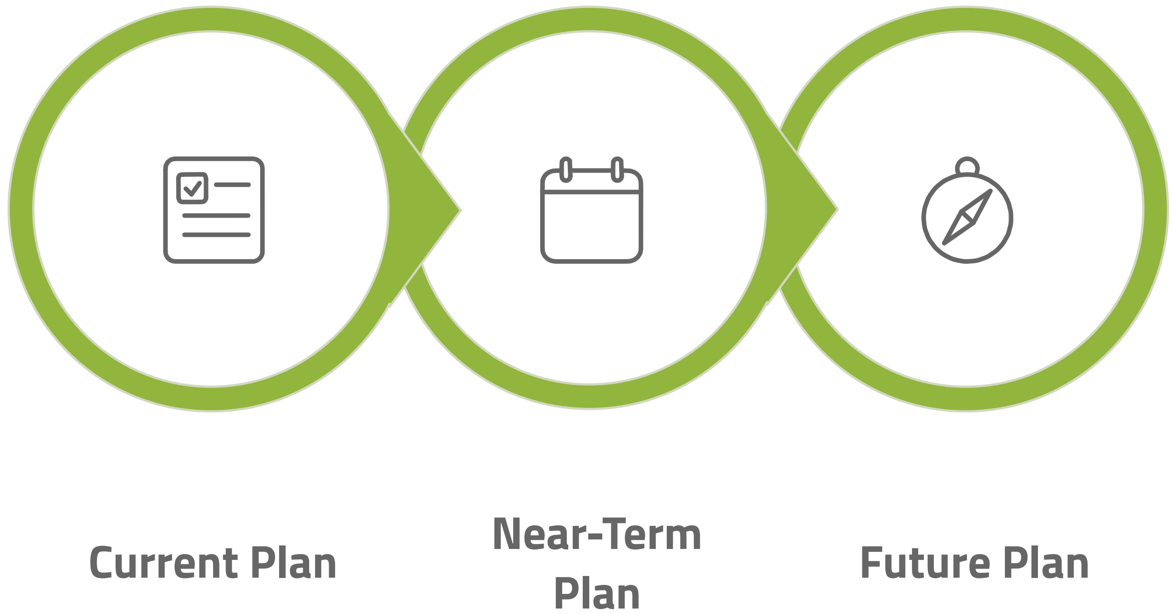
Kübler-Ross Curve

Managing emotional responses to change across the organisation through structured support.

The roadmap focused equally on behavioural adoption and technical compliance neither could succeed without the other.

90-Day Planning Framework: Rolling Wave Delivery

The roadmap was executed through a series of rolling 90-day plans a proven delivery model that balances structured accountability with the flexibility required in large-scale organisational transformation. Each 90-day cycle produced tangible deliverables, maintained stakeholder engagement, and refined the forward plan based on lessons from the preceding period.



This approach enabled the organisation to maintain clear governance and accountability for near-term delivery whilst preserving the agility to adapt to evolving organisational priorities, resource constraints, and emerging compliance requirements from NSW Treasury.

Improved Flexibility

Plans adapted to emerging priorities without disrupting overall roadmap integrity.

Better Resource Allocation

Resources committed to confirmed activities, reducing wasteful pre-allocation.

Faster Outcomes

Shorter planning horizons accelerated decision-making and delivery cycles.

Continuous Engagement

Regular review points sustained executive and stakeholder engagement throughout.

Key Deliverables Achieved

The four-year roadmap produced a comprehensive suite of strategic, governance, and operational deliverables. These outputs collectively provided the organisation with a credible, documented, and auditable foundation for TPP19-07 attestation and ongoing asset management maturity development.

Governance

- Asset Management coordination structures established
- Defined accountability and ownership at all levels
- Governance reporting frameworks implemented

Planning

- Strategic Asset Management Plan (SAMP)
- Asset Management Plan (AMP) templates
- Policy implementation planning completed

Information

- Data requirements defined across asset classes
- Asset information sources identified
- Information repositories mapped and documented

Capability

- Asset Management training pathway developed
- Competency development framework implemented
- Leadership development activities embedded

Results and Benefits

The program delivered measurable outcomes across compliance, capability, strategic alignment, and organisational culture. These outcomes collectively demonstrate the value of treating Asset Management as a strategic transformation rather than a regulatory exercise.

Compliance Outcomes

- Structured pathway to TPP19-07 attestation
- Alignment with NSW Treasury expectations
- Improved governance and assurance

Capability Outcomes

- Increased organisational maturity
- Improved decision-making capability
- Better integration across business functions

Strategic Outcomes

- Alignment of assets with organisational objectives
- Improved planning horizons
- Enhanced investment confidence
- Greater focus on value creation

Cultural Outcomes

- Shared ownership of asset performance
- Improved cross-functional collaboration
- Increased leadership engagement

Structured Change

Lessons for Government Agencies

This case study offers transferable insights for NSW Government agencies approaching TPP19-07 compliance and broader asset management transformation. The lessons below reflect the critical success factors that distinguished this program from a compliance-only exercise.

Compliance Alone Does Not Create Value

The greatest benefit came from using TPP19-07 as a **catalyst for organisational improvement** rather than a minimum standard to be met. Agencies that invest in genuine capability development will realise far greater returns than those pursuing attestation alone.

Asset Management is an Organisational Capability

Sustainable success required deliberate alignment across **People · Process · Information · Governance · Leadership**. Addressing any one dimension in isolation will not produce durable transformation.

Change Management is Critical

Asset management adoption accelerated when communication, capability development and leadership were embedded into the roadmap from the outset. Technical frameworks without behavioural change strategies will underdeliver.

Sustainable Value Requires Maturity

The phased roadmap created a repeatable and measurable pathway from compliance to long-term organisational value. Maturity-based planning enabled credible progress reporting and sustained executive commitment.

> Asset Management became more than an attestation requirement it became a **strategic enabler** supporting better decisions, stronger governance, and sustainable value creation across the organisation.