2023-27
POWERLINK QUEENSLAND REVENUE PROPOSAL

Supporting Document – PUBLIC

Asset Management Framework

Powerlink - Asset Management - Framework

Policy stream	Asset Management	
Authored by	Senior Asset Management Advisor	■■■■■
Approved by	Executive Manager, Strategy and Business Development	■■■■■

Version history

Version	Date	Section(s)	Summary of amendment
1.0	20/11/2015	All	Original version
1.1	15/11/2018		Revision date updated
2.0	31/05/2019		Minor amendments and revisions

Table of contents

1. Introduction

1.1 Purpose

The purpose of this document is to define an integrated framework for the management of Powerlink's assets to deliver electricity transmission services that are valued by our shareholders, consumers, customers and the market.

The Asset Management Framework aims to align customer requirements, asset management policies, strategies and methodologies with delivery plans in order to meet organisational business objectives. It integrates five key principles:
1. Alignment
2. Value
3. Assurance
4. Efficiency
5. Leadership and teamwork

The customer is at the centre of each of these elements. This indicates that customer requirements are taken into account through each element and customer value is created when all elements are working together. The integration of these principles, shown in Figure 1, is consistent and aligned with the intent of The Energy Charter, Powerlink's Customer Charter, and ISO 55000 (*Asset management -- Overview, principles and terminology)*.
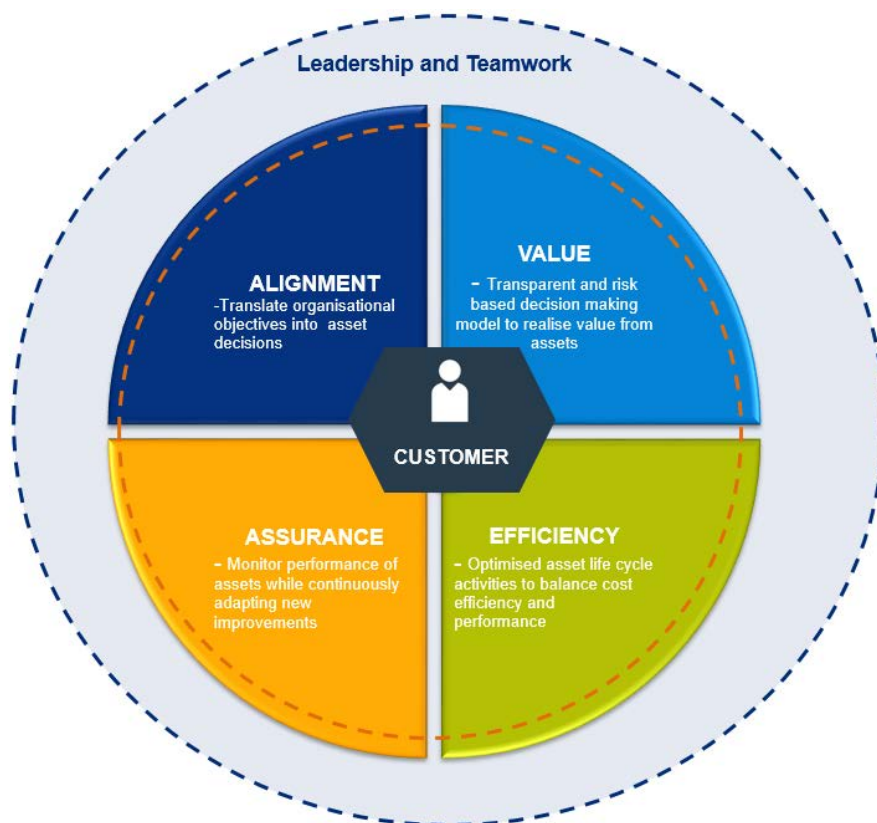

Figure 1: Principles of Asset Management Framework

1.2   Scope

This Asset Management Framework relates to the Business Strategy, Asset Management Policy and other asset management documentation that support the whole of life asset management across the business. The framework incorporates Powerlink's policies, strategies, objectives and plans, all of which ensure the appropriateness of Powerlink's asset management activities. The list of key documents underpinning this framework is provided in Section 2 – Framework.

1.3   References

Document code	Document title
Powerlink Business Strategy	Powerlink Business Strategy
Network Vision	Network Vision
Asset Management Policy	Asset Management Policy
The Energy Charter	The Energy Charter
ASM-I&P-STR-A969433	Asset Management Strategy
ASM-I&P-FRA-A537590	Transmission Line Asset Methodology Framework
ASM-I&P-FRA-A542372	Substation Asset Methodology Framework
ASM-I&P-FRA-A968358	Land Asset Methodology Framework
ASM-I&P-FRA-A968896	HV Underground Cable Plant Methodology Framework
AM-STR-0167	Digital Technology Asset Management Methodology
RSK-F&BP-STD-A1956394	Powerlink – Risk Management – Standard
	Asset Management Plan
2018 TAPR Appendix B	Demand Forecasting Methodology
ASM-I&P-PRO-A2412648	Asset Planning Criteria Procedure
ASM-I&P-FRA-A2338088	Joint Planning Framework
AM-POL-0880	Asset End of Life
AM-POL-1068	Asset Maintenance
AM-POL-0091	Asset Refurbishment
GOV-F&BP-FRA-A2103734	RAIDE-C Decision Rights Framework
HSE-POL-A2720172	Health and Safety Policy

1.4 Defined terms

Terms	Definition
Internal Drivers	Knowledge and competence of management and workforce
External Drivers	Economy, competitors, technology that shape the future
Risk Management	Coordinated activities to direct and control an organisation with regard to risk.
Decision Making Process	The application of RAIDE-C to ensure a logical and structured approach to identifying accountabilities for decision-making
Continual Improvement	To consistently strive to improve your products or service according to the highest standards

1.5 Roles and responsibilities

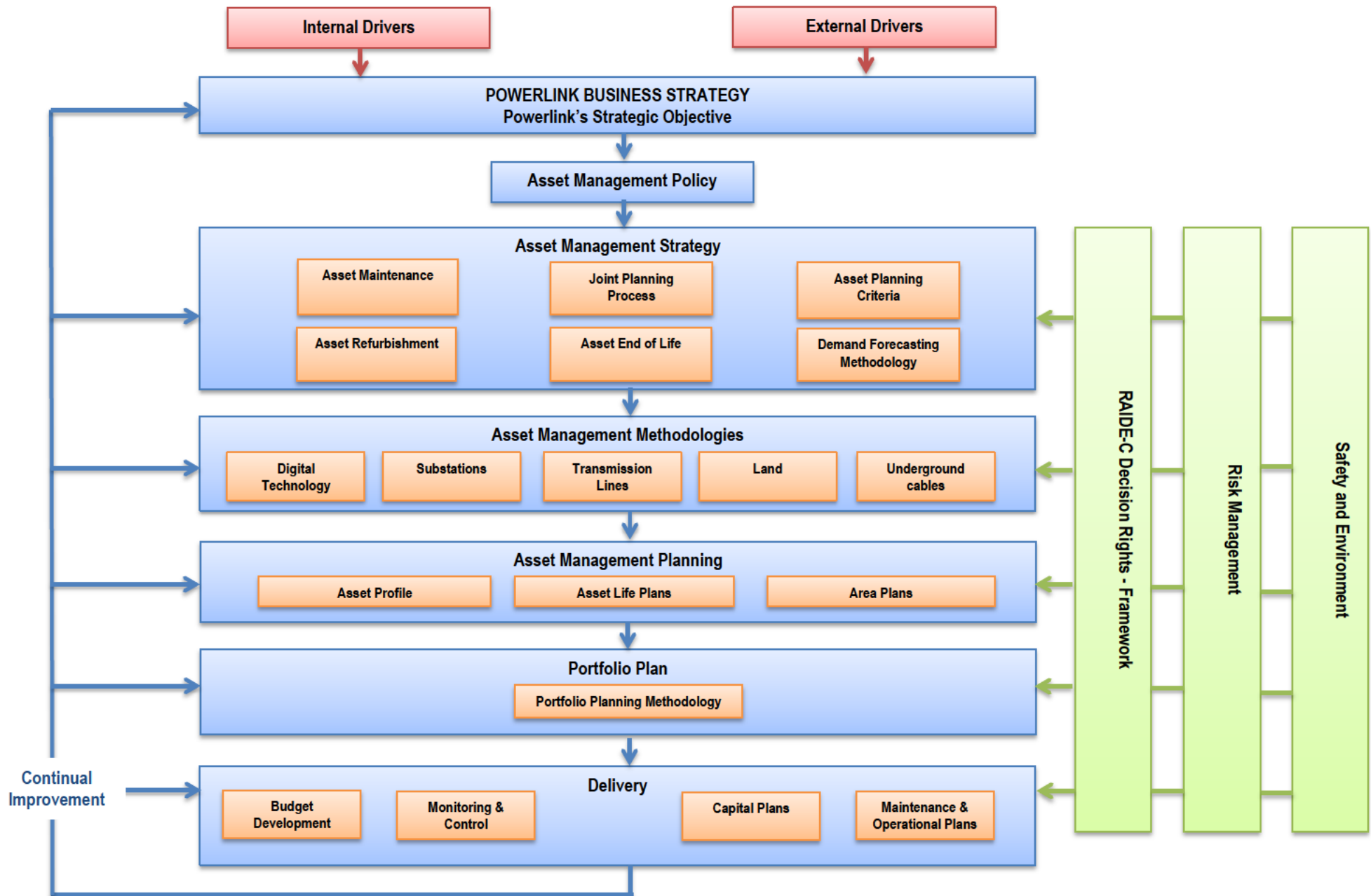| Who	What
Chief Executive	Accountable for Powerlink's overall asset management activities.
Executives / General Managers	Accountable for ensuring that the Asset Management Framework is executed within their respective Division / Group.
Executive General Manager Strategy and Business Development	Accountable for ensuring that the Asset Management Policy and sub-streams are fit for purpose for the business and are implemented across the business. Performs the **Decide** element of RAIDE-C for the Asset Management Policy stream.
Senior Asset Management Strategy Advisor / Manager Network Strategy / General Manager Strategy	Acts as the coordinator for the Asset Management Framework and is responsible for consistent application of the Framework Performs the Recommend element of RAIDE-C
All Powerlink	Are made aware of this framework to be used in asset management activities.

1.6   Asset management components

The table below broadly defines and is intended as a guide to figure to each of the components of asset management at Powerlink.

Asset Management Policy	The Asset Management Policy details the principles within which assets are managed by ensuring that statutory, customer, stakeholder and employee requirements are captured and aligned with Powerlink's Strategic Objectives.
Asset Management Framework	The Asset Management Framework is set within the context of the overall strategy of the organisation, so as to articulate the contribution of the assets to the delivery of Powerlink's longer objectives. This ensures that there is an obvious line of sight between asset management and the overall organisational vision. Each step in the framework is implemented by ensuring: • the needs of the customer are understood and reflected when decisions are made; • safety and environment requirements are followed; • asset information is used for informed decision making through whole of life cycle; • asset decisions are based on asset risk methodologies; and • innovative ideas are continuously sought. This ensures Powerlink delivers cost effective transmission services with increased utilisation and meeting customer requirements.
Asset Management Strategy	The Asset Management Strategy level sets the overarching objectives for managing assets and these are reflected in all asset category methodologies. These strategies also consider the approaches to be taken regarding improving asset management practices and achieving greater alignment and collaboration across Powerlink.
Asset Management Plan	The Asset Management Plan level then sets out the need for asset augmentation, maintenance, operation, decommissioning, and replacement and is optimised through a portfolio approach on resources, deliverables, risk and performance over a five year period.

Continuous review is undertaken for each step and provides ongoing monitoring.

2. Asset Management Framework

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│ Internal Drivers │              │ External Drivers │
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POWERLINK BUSINESS STRATEGY
Powerlink's Strategic Objective

Asset Management Policy

Asset Management Strategy

| Asset Maintenance | Joint Planning Process | Asset Planning Criteria |
| Asset Refurbishment | Asset End of Life | Demand Forecasting Methodology |

Asset Management Methodologies

| Digital Technology | Substations | Transmission Lines | Land | Underground cables |

Asset Management Planning

| Asset Profile | Asset Life Plans | Area Plans |

Portfolio Plan

Portfolio Planning Methodology

Delivery

| Budget Development | Monitoring & Control | Capital Plans | Maintenance & Operational Plans |

Continual Improvement

RAIDE-C Decision Rights - Framework

Risk Management

Safety and Environment

3. Distribution list

Internal	Contact Details
Finance and Governance	Executive General Manager General Manager Financial Strategy and Services General Manager Governance and Business Services
Delivery and Technical Solutions	Executive General Manager General Manager Infrastructure Delivery General Manager Design Solutions General Manager Technology and Planning General Manager Community and Delivery Services
Operations and Service Delivery	Executive General Manager General Manager Field Delivery General Manager Service and Supply Partners General Manager Network Operations General Manager Technical and Network Solutions
Strategy and Business Development	General Manager Network Regulation General Manger Network Portfolio
People and Corporate Services	Executive General Manager General Manager Communications General Manager Health, Safety and Environment General Manager People and Culture General Manager Business IT