Quantum Assurance

Rottnest Island Authority

2025 Asset Management System Review
Electricity Integrated Regional Licence (EIRL3)

Report

Economic Regulation Authority
July 2025

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Quantum Management Consulting and Assurance
ABN 83 083 848 168 Liability limited by a scheme approved under Professional Services Legislation

Level 28 AMP Tower, 140 St Georges Terrace, Perth **M.** PO Box 6882, East Perth WA 6892
T. 08 9278 2570 **F.** 08 9278 2571
E. mail@quantumassurance.com.au **W.** www.quantumassurance.com.au

Limitations of this Report

This report was prepared for distribution to the Economic Regulation Authority and the Rottnest Island Authority for the purpose of fulfilling Rottnest Island Authority's asset management system review under its Electricity Services Licence. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the Economic Regulation Authority and Rottnest Island Authority, or for any purpose other than that for which it was prepared.

Because of the inherent limitations of any internal control environment, it is possible that fraud, error or non-compliance may occur and not be detected. A review is not designed to detect all instances of non-compliance with the procedures and controls over the licence obligations of the Electricity Services Licence, since we do not examine all evidence and every transaction. The audit conclusions expressed in this report have been formed on this basis.

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1. Executive Summary

1.1 Background

The Rottnest Island Authority ('RIA') has an Electricity Integrated Regional Licence (EIRL3) issued by the Economic Regulation Authority ('ERA') under Sections 36(1) and 37(1) of the *Electricity Industry Act 2004* (WA). Version 6 of the licence is applicable from July 2018.

The licence is for the operating area of Rottnest Island to:

- construct and operate generating works or operate existing generating works;
- construct and operate a new distribution system or operate an existing distribution system; and
- sell electricity to customers;

in accordance with the terms and conditions of the licence and for the purpose of supplying electricity to customers, otherwise than through the South West Interconnected System (SWIS).

The operations and maintenance services are contracted to Programmed Facility Management (PFM) whose management and field staff on the Island perform the management, operation and maintenance of the electricity services, as set out in the Rottnest Island Facilities Utilities and Support Services (FUSS) Contract.

Not less than once in every period of 24 months or such other period notified by the ERA, the ERA requires an effectiveness review of the asset management system to comply with the licensing requirements of the ERA.

Quantum Assurance has been engaged by the RIA to complete this Asset Management System Review ('Review') which is consistent with the requirements of the *Australian Standard on Assurance Engagement ASAE3000 – Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and the ERA 2019 Audit and Review Guidelines – Electricity and Gas Licences ('ERA Guidelines') (updated August 2022).

The review approach is based on the compliance obligations set out in the Licence, applicable legislation, regulatory guidelines as stated in the Electricity Compliance Reporting Manual (February 2023).

This review covers the period from 1 April 2023 to 31 March 2025. The previous review period was from 1 April 2021 to 31 March 2023.

1.2 Summary

This review has been conducted to assess the effectiveness of the Licensee's asset management system.

For 58 criteria in the asset management systems, the review rated 49 as performing effectively, 6 as opportunity for improvement and 3 as corrective action required.

The assessment of the 12 asset management components prescribed in the ERA's 2019 Audit and Review Guidelines: Electricity and Gas Licences found that:

- 10 components were rated A1 (documentation adequately defined, performing effectively).
- 1 component (Asset Planning) was rated B2 (process requires some improvement and performance requires some improvement).
- 1 component (Review of Asset Management System) was rated B3 (process requires some improvement and performance requires corrective action).

The review made one recommendation in respect of the asset management components, as follows:

Asset Planning and Review of Asset Management System

The Asset Management Plan – Electrical Infrastructure should describe how asset risk is determined and updated in response to condition assessment information and how asset condition and risk assessments are recorded and updated in the Enterprise Asset Management System (Maximo or Assetic).

1.3 Conclusion

For the review period from 1 April 2023 to 31 March 2025, the electricity generation, distribution and supply under the Electricity Integrated Regional Licence EIRL3 are considered to be operated with an effective approach. There have been continued improvements in the asset management system including the planning, operations and maintenance of the facilities since the previous review. This includes an escalation process to ensure timely close-out of maintenance work orders.

RIA has developed a staged electricity network development plan, which has been implemented to minimise supply disruptions to end-users and increasing renewable energy utilisation. Funding for infrastructure upgrades is being spent and new electrical infrastructure is being installed on the network. System studies are also being carried out as part of increasing renewable generation and ensuring supply reliability is maintained whilst further investment in network and generation assets continues over the subsequent financial years to 2026/2027 and onwards.

We confirm that the ERA's 2019 Audit and Review Guidelines: Electricity and Gas Licenses have been complied with in the conduct of this review and the preparation of the report, and that the review findings reflect our professional opinion.

Quantum Assurance

[redacted]

Geoff White
Director

28 July 2025

2. Asset Management System Review

2.1 Description of Infrastructure

Rottnest Island - one of Western Australia's premier recreation and holiday areas, is situated some 19 kilometres west of Fremantle. The Island is an A-Class Reserve governed by the *Rottnest Island Act 1987* which establishes the Rottnest Island Authority (RIA) as a statutory body to control and manage the Island on behalf of the West Australian Government. The Island receives approximately half a million visitors annually – made up of day trippers and holiday makers, accommodated at the islands premium and budget holiday spaces, Discovery Rottnest Island, Samphire Rottnest, The Lodge Wadjemup and the Campgrounds.

The RIA operates 45 kilometres of 11 kV distribution line and 3.3 megawatts of generation capacity, comprising a mix of solar, wind and diesel. The RIA has overall responsibility for the electricity services. This includes the design, construction, operation, maintenance and decommissioning of network assets.

The operations and maintenance services are contracted to Programmed Facility Management (PFM) whose management and field staff on the Island perform the management, operation and maintenance of the electricity services, as set out in the Rottnest Island Facilities Utilities and Support Services (FUSS) Contract.

At 30 June 2024, there were 25 business customers, being commercial lessees on the Island. This has not changed since the previous audit in 2023. There are no residential customers as defined in the licence. Electricity is supplied only to commercial tenancies and staff facilities under RIA operations.

The Rottnest Island Authority ('RIA') has an Electricity Integrated Regional Licence (EIRL3) issued by the Economic Regulation Authority ('ERA') under Section 19 of the *Electricity Industry Act 2004* (WA). Version 6 of the licence is applicable from July 2018.

The licence is for the operating area of Rottnest Island to:

- construct and operate generating works or operate existing generating works;
- construct and operate a new distribution system or operate an existing distribution system; and
- sell electricity to customers;

in accordance with the terms and conditions of the licence and for the purpose of supplying electricity to customers, otherwise than through the South West Interconnected System.

The RIA is required to comply with the terms and conditions of their licence, including applicable legislative provisions and performance reporting as set out in the Electricity Compliance Reporting Manual (February 2023).

This review covers the period from 1 April 2023 to 31 March 2025. The previous review period was from 1 April 2021 to 31 March 2023.

2.2 Objectives and Scope

The objective of the review was to assess the adequacy and effectiveness of the asset management system in place for the undertaking, maintenance and monitoring of the licensee's assets.

The scope of the review included an assessment of the adequacy and effectiveness of the asset management system by evaluating the key processes of:

- Asset planning
- Asset creation/acquisition
- Asset disposal
- Environmental analysis
- Asset operations
- Asset maintenance
- Asset management information system

- Risk management
- Contingency planning
- Financial planning
- Capital expenditure planning
- Review of the asset management system.

An initial risk assessment is performed to enable the review to be focused upon the higher risk areas by determining the audit priority from 1 to 5 of each area, as per the table below. Priority 1 and 2 audit areas require more in-depth testing than priority 4 and 5 audit areas.

Assessment of Review Priority

		Control Risk		
		High (weak controls)	**Moderate**	**Low (strong controls)**
Inherent Risk	**High**	Audit priority 1	Audit priority 2	
	Medium	Audit priority 3	Audit priority 4	
	Low	Audit priority 5		

The highest priority areas (priority 1, 2 or 3) based on inherent risk and the previous review's effectiveness ratings are:

- Asset Planning
- Asset Disposal
- Environmental Analysis
- Asset Operations
- Asset Maintenance
- Contingency Planning.

2.3 Asset Management Process and Performance Rating Scales

The adequacy of process policy and definition and the performance of the key processes were assessed using the scales described in the tables below. The overall effectiveness rating for each asset management process is based on a combination of the process and policy adequacy rating and the performance rating.

Asset Management Process and Policy Definition - Adequacy ratings

RATING	DESCRIPTION	CRITERIA
A	Adequately defined	• Processes and policies are documented. • Processes and policies adequately document the required performance of the assets. • Processes and policies are subject to regular reviews and updated where necessary. • The asset management information system(s) are adequate in relation to the assets that are being managed.
B	Requires some improvement	• Process and policy documentation require improvement. • Processes and policies do not adequately document the required performance of the assets. • Reviews of processes and policies are not conducted regularly enough. • The asset management information system(s) requires minor improvements (taking into consideration the assets being managed).
C	Requires substantial improvement	• Process and policies are incomplete or require substantial improvement. • Processes and policies do not document the required performance of the assets. • Processes and policies are considerably out of date. • The asset management information system(s) requires substantial improvement (taking into consideration the assets being managed).
D	Inadequate	• Processes and policies are not documented. • The asset management information system(s) is not fit for purpose (taking into consideration the assets being managed).

Asset Management Performance Ratings

RATING	DESCRIPTION	CRITERIA
1	Performing effectively	• The performance of the process meets or exceeds the required levels of performance. • Process effectiveness is regularly assessed, and corrective action taken where necessary.
2	Improvement required	• The performance of the process requires some improvement to meet the required level. • Process effectiveness reviews are not performed regularly enough. • Process improvement opportunities are not implemented.
3	Corrective action required	• The performance of the process requires significant improvement to meet the required level. • Process effectiveness reviews are performed irregularly, or not at all. • Process improvement opportunities are not implemented.
4	Serious action required	• Process is not performed, or the performance is so poor that the process is considered to be ineffective.

2.4 Summary of Asset Management System Effectiveness Ratings

The review's assessment of the asset management system process and policy definitions and their effectiveness, based on the ratings scale in Section 2.3, is shown in the table below.

Section 2.6 provides further details of the current rating results for each process in the asset management system.

Summary of Asset Management Performance Ratings

Process and Policy Definition – Adequacy Rating	Performance Rating for Effectiveness Criteria					
	Rating	1 Performing effectively	2 Improvement required	3 Corrective action required	4 Serious action required	Total
	A -Adequately defined	48	2	-	-	**50**
	B – Requires some improvement	1	4	3	-	**8**
	C – Requires substantial improvement	-	-	-	-	**-**
	D – Inadequate	-	-	-	-	**-**
	Total	**49**	**6**	**3**	**-**	**58**

Asset Management System Performance Ratings

ASSET MAN/AGEMENT SYSTEM COMPONENT & EFFECTIVENESS CRITERIA	Process and Policy rating				Performance rating			
	Adequately defined	Requires some improvement	Requires substantial improvement	Inadequate	Performing effectively	Improvement required	Corrective action required	Serious action required
required	A	B	C	D	1	2	3	4
1. Asset planning		**B**				**2**		
1.1 Asset management plan covers the processes in this table.	✓				✓			
1.2 Planning process and objectives reflect the needs of all stakeholders and are integrated with business planning.	✓				✓			
1.3 Service levels are defined in the asset management plan.	✓				✓			
1.4 Non-asset options (e.g. demand management) are considered.	✓				✓			
1.5 Lifecycle costs of owning and operating assets are assessed.	✓				✓			
1.6 Funding options are evaluated.	✓				✓			
1.7 Costs are justified and cost drivers identified.	✓				✓			
1.8 Likelihood and consequences of asset failure are predicted.		✓					✓	
1.9 Asset management plan are regularly reviewed and updated.		✓					✓	
2. Asset creation/ acquisition	**A**				**1**			
2.1 Full project evaluations are undertaken for new assets, including comparative assessment of non-asset solutions.	✓				✓			
2.2 Evaluations include all life-cycle costs.	✓				✓			
2.3 Projects reflect sound engineering and business decisions.	✓				✓			
2.4 Commissioning tests are documented and completed.	✓					✓		
2.5 Ongoing legal/environmental/safety obligations of the asset owner are assigned and understood.		✓				✓		
3. Asset disposal	**A**				**1**			
3.1 Under-utilised and under-performing assets are identified as part of a regular systematic review process.	✓				✓			

ASSET MAN/AGEMENT SYSTEM COMPONENT & EFFECTIVENESS CRITERIA	Process and Policy rating				Performance rating			
	Adequately defined	Requires some improvement	Requires substantial improvement	Inadequate	Performing effectively	Improvement required	Corrective action required	Serious action required
required	A	B	C	D	1	2	3	4
3.2 The reasons for under-utilisation or poor performance are critically examined and corrective action or disposal undertaken.	✓				✓			
3.3 Disposal alternatives are evaluated.	✓				✓			
3.4 There is a replacement strategy for assets.	✓				✓			
4. Environmental analysis	**A**				**1**			
4.1 Opportunities and threats in the asset management system environment are assessed.	✓				✓			
4.2 Performance standards (availability of service, capacity, continuity, emergency response, etc) are measured and achieved.	✓				✓			
4.3 Compliance with statutory and regulatory requirements.		✓				✓		
4.4 Achievement of customer service levels.	✓				✓			
5. Asset operations	**A**				**1**			
5.1 Operational policies and procedures are documented and linked to service levels required.	✓				✓			
5.2 Risk management is applied to prioritise operations tasks.		✓				✓		
5.3 Assets are documented in an Asset Register including asset type, location, material, plans of components, and an assessment of assets' physical/structural condition.	✓				✓			
5.4 Accounting data is documented for assets.	✓				✓			
5.5 Operational costs are measured and monitored.	✓					✓		
5.6 Staff resources are adequate and staff receive training commensurate with their responsibilities.	✓				✓			
6. Asset maintenance	**A**				**1**			
6.1 Maintenance policies and procedures are documented and linked to service levels required.	✓				✓			
6.2 Regular inspections are undertaken of asset performance and condition.		✓			✓			

ASSET MAN/AGEMENT SYSTEM COMPONENT & EFFECTIVENESS CRITERIA	Process and Policy rating				Performance rating			
	Adequately defined	Requires some improvement	Requires substantial improvement	Inadequate	Performing effectively	Improvement required	Corrective action required	Serious action required
required	A	B	C	D	1	2	3	4
6.3 Maintenance plans (emergency, corrective and preventative) are documented and completed on schedule.	✓				✓			
6.4 Failures are analysed and operational/maintenance plans adjusted where necessary.		✓				✓		
6.5 Risk management is applied to prioritise maintenance tasks.	✓				✓			
6.6 Maintenance costs are measured and monitored.	✓				✓			
7. Asset Management Information System	**A**				**1**			
7.1 Adequate system documentation for users and IT operators.	✓				✓			
7.2 Input controls include appropriate verification and validation of data entered into the system.	✓				✓			
7.3 Security access controls appear adequate, such as passwords.	✓				✓			
7.4 Physical security access controls appear adequate.	✓				✓			
7.5 Data backup procedures appear adequate and backups are tested.	✓				✓			
7.6 Computations for licensee performance reporting are accurate.	✓				✓			
7.7 Management reports appear adequate for the licensee to monitor licence obligations.	✓				✓			
7.8 Adequate measures to protect asset management data from unauthorised access or theft by persons outside the organisation.	✓				✓			
8. Risk management	**A**				**1**			
8.1 Risk management policies and procedures exist and are being applied to minimise internal and external risks associated with the asset management system.	✓				✓			
8.2 Risks are documented in a risk register and treatment plans are actioned and monitored.	✓				✓			

ASSET MAN/AGEMENT SYSTEM COMPONENT & EFFECTIVENESS CRITERIA	Process and Policy rating				Performance rating			
	Adequately defined	Requires some improvement	Requires substantial improvement	Inadequate	Performing effectively	Improvement required	Corrective action required	Serious action required
required	A	B	C	D	1	2	3	4
8.3 The probability and consequences of asset failure are regularly assessed.	✓				✓			
9. Contingency planning	**A**				**1**			
9.1 Contingency plans are documented, understood and tested to confirm their operability and to cover higher risks.	✓				✓			
10. Financial planning	**A**				**1**			
10.1 The financial plan states the financial objectives and identifies strategies and actions to achieve those.	✓				✓			
10.2 The financial plan identifies the source of funds for capital expenditure and recurrent costs.	✓				✓			
10.3 The financial plan provides projections of operating statements (profit and loss) and statement of financial position (balance sheets).	✓				✓			
10.4 The financial plan provides firm predictions on income for the next five years and reasonable indicative predictions beyond this period.	✓				✓			
10.5 The financial plan provides for the operations and maintenance, administration and capital expenditure requirements of the services.	✓				✓			
10.6 Large variances in actual/budget income and expenses are identified and corrective action taken where necessary.	✓				✓			
11. Capital expenditure planning	**A**				**1**			
11.1 There is a capital expenditure plan covering works to be undertaken, actions proposed, responsibilities and dates.	✓				✓			
11.2 The capital expenditure plan provides reasons for capital expenditure and timing of expenditure.	✓				✓			
11.3 The capital expenditure plan is consistent with the asset life and condition identified in the asset management plan.	✓				✓			

ASSET MAN/AGEMENT SYSTEM COMPONENT & EFFECTIVENESS CRITERIA	Process and Policy rating				Performance rating			
	Adequately defined	Requires some improvement	Requires substantial improvement	Inadequate	Performing effectively	Improvement required	Corrective action required	Serious action required
required	A	B	C	D	1	2	3	4
11.4 There is an adequate process to ensure that the capital expenditure plan is regularly updated and implemented.	✓				✓			
12. Review of asset management system		B					3	
12.1 A review process is in place to ensure that the asset management plan and the asset management system described in it remain current.		✓					✓	
12.2 Independent reviews (e.g. internal audit) are performed of the asset management system.	✓				✓			

2.5 Status of Previous Review Recommendations

The previous review covered the period from 1 April 2021 to 31 March 2023 and was reported in July 2023. Recommendations from the previous review are listed in the following table together with the current status of actions to address the recommendations.

Reference (no./year)	Previously Assessed Process and Policy Deficiency (Rating, Asset management process, Details)	Previous Auditor's Recommendation and *Action Taken*	Date Resolved	Further action required
A. Resolved before end of previous review				
	Nil			
B. Resolved during current review period				
2/2023	**Asset Disposal** ***B3*** *3.2 - The reasons for under-utilisation or poor performance are critically examined and corrective action or disposal undertaken.* **Asset Operations** **B3** *5.2 - Risk management is applied to prioritise operations tasks.* Under performing assets are identified by PFM from inspections and performance monitoring. PFM create work orders for corrective action (maintenance). The reviewer did not receive any samples of failure analysis and also the monthly reports have shown decline in performance of assets over time with recurring faults. Recommendations from inspections have not been implemented and there are overdue work orders that have direct impact on the electrical network performance. This depicts failure in undertaking corrective action in a timely manner, which requires improvement.	PFM to develop escalation processes to ensure the timely close-out of maintenance work orders. **Status: Completed** PFM implemented a formal escalation procedure for overdue work orders. This complements the existing process by which overdue work orders are highlighted in monthly contract reports.	November 2024	Nil

Reference (no./year)	Previously Assessed Process and Policy Deficiency (Rating, Asset management process, Details)	Previous Auditor's Recommendation and *Action Taken*	Date Resolved	Further action required
3/2023	**Environmental Analysis** **B3** *4.2 - Performance standards (availability of service, capacity, continuity, emergency response, etc.) are measured and achieved.* All short-term and long-term upgrade works are undertaken with a key objective of minimising supply disruptions to the power system and hence end-users. The current peak demand is 1300kW and currently the Island has 2400kW of diesel generation, plus solar and wind which equals supply capacity of 3600kW which is considered to be more than enough supply to meet the current and future demand. RIA has completed studies to shortlist preferred options that align with their strategic goal to increase renewable energy utilisation from the current 30% to 75% in the next 5 years. State Government funding has been obtained. The RIA has recently developed a staged network development plan that will be implemented based on recent Government funding provided. Such funding will be used to increase generation to meet forecast growth and to upgrade the network and also address compliance issues. The staged network development plan sighted shows 5 stages and what the proposed works are expected to involve from June 2023 to June 2026.	As planned, RIA should implement the staged electricity network development plan to June 2026 that was recently funded, including short-term and long-term infrastructure upgrade works with emphasis given to minimising supply disruptions to end-users and increasing renewable energy utilisation. This will improve the performance standards re availability of service, capacity and continuity. **Status: Implemented** RIA has developed a staged electricity network development plan, which has been implemented to minimise supply disruptions to end-users and increasing renewable energy utilisation. Funding for infrastructure upgrades is being spent and new electrical infrastructure is being installed on the network. System studies are also being carried out as part of increasing renewable generation and ensuring supply reliability is maintained whilst further investment in network and generation assets continues over the next Financial Years to 2026/2027 onwards.	February 2025	Nil

Reference (no./year)	Previously Assessed Process and Policy Deficiency (Rating, Asset management process, Details)	Previous Auditor's Recommendation and *Action Taken*	Date Resolved	Further action required
4/2023	**Asset Operations** **B3** *5.6 - Staff resources are adequate and staff receive training commensurate with their responsibilities.* A staff training matrix was provided by PFM. However, the training matrix appears to be not maintained as the dates are not current and no up-coming training requirements have been identified for staff and/or contractors. Some training for particular employees has been shown as mandatory. This appears to be used mainly to highlight where training or qualification needs to be renewed (e.g. some drivers licences show expired dates and have been highlighted as mandatory). From the site visit, PFM seemed to be adequately resourced to operate and maintain the electricity network. However, review of the work orders database showed some overdue tasks that had not been escalated for completion. This may be a lapse in the work order management or could be through lack of appropriate resourcing to complete the backlog. PFM's contract does not include maintenance of the Solar Farm and Wind Turbine. Reliance is placed on the external contractors that support the Solar Farm (EMCAM) and the Wind Turbine (ENERCON). PFM do not have contractors that carry out initial response to solar farm or wind turbine supplies. PFM has basic training to carry out initial responses to wind turbine and solar farm. Both assets may also be isolated remotely. The Training Matrix should be updated to show the relevant training for RIA and PFM staff and to show the coverage of the diesel generators, wind turbines and solar farm.	a) Update the Training Matrix to demonstrate staff and contractor training requirements, including initial responses to wind turbine and solar farm disruptions. b) Reassess resourcing requirements to clear overdue work orders. **Status: Completed** PFM have transferred all training records into ProSafe as the repository to store this information. This notifies the employee and Manager when renewal is required and is updated for the training completed. ProSafe provides a report on any overdue training for follow up by PFM. .	November 2024	Nil

Reference (no./year)	Previously Assessed Process and Policy Deficiency (Rating, Asset management process, Details)	Previous Auditor's Recommendation and *Action Taken*	Date Resolved	Further action required
C. Not resolved				
1/2023	**Asset Planning** **B3** *1.8 - Likelihood and consequences of asset failure are predicted*. Section 4.1.4 of the Asset Management Plan discusses asset criticality and risk of failure. A table of electrical infrastructure assets assessed as critical is included. A demonstration of the Maximo system managed by PFM was provided. This showed many assets are listed with a risk rating. However, the process for reviewing the risk rating, especially following any asset condition assessment activities was not clear. With work proceeding on populating the new Assetic system at the current time, there appears to be a lack of clarity around the process for updating asset risk assessments.	The Asset Management Plan – Electrical Infrastructure should describe how asset risk is determined and updated in response to condition assessment information, and processes need to be put in place to ensure asset risks are recorded and updated in the Enterprise Asset Management System (Maximo or Assetic). **Status: Ongoing** RIA advised that the previous plan to divest itself of electrical generation, transmission and distribution of electricity to an outside agency was discontinued in 2024. RIA plan to develop a suite of asset management plans including electrical. This will include assessment information and a process to ensure that asset risks are recorded and updated in the Enterprise Asset Management System. The Asset Management Plan – Electrical Infrastructure had not been updated at the date of this audit.	Not yet resolved	*Refer recommendation 1/2025*

2.6 Detailed Review Observations

The review period is 2 years from 1 April 2023 to 31 March 2025.

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
1	**ASSET PLANNING**			**B**	**2**
1.1	2	Asset management plan covers the processes in this table	The RIA has an Asset Management Policy (reviewed September 2024) that includes alignment with ISO55001 and the State Governments Strategic Asset Management Framework (SAMF). The SAMF requires State Government public sector bodies to prepare Strategic Asset Plans. Key objectives of the Asset Management Policy are to: • Define the principles and approach to asset management at Rottnest Island Authority • Promote and imbed a culture of best-practice asset management • Align with and support achievement of the strategic goals established in the Rottnest Island Management Plan 2023 - 2028 The Policy describes that RIA will establish and maintain an Enterprise Asset Management System which includes the Asset Management Policy, Asset Management Strategy, Asset Management Objectives, Asset Management Plans and the Computerised Maintenance Management System (CMMS) together with the tools, activities, processes and organisational structure for effective asset management. The Rottnest Island Management Plan 2023-2028 provides the overarching approach to managing the assets on the Island. The Asset Management Plan – Electrical Infrastructure 2020/21 details the RIA approach to the management of Electrical (ELE) assets (and services provided from assets), compliance with regulatory requirements and to communicate funding needed to provide the required levels of service over a 10-year planning period. It covers the processes in this review. As noted in section 1.9 below, the Plan is overdue for review.	A	1
1.2	3	Planning processes and objectives reflect the needs of all stakeholders and are integrated with business planning.	Section 1.3.3 of the Asset Management Plan – Electrical Infrastructure includes an assessment of stakeholder needs and interests and section 2.2 discusses strategic and corporate goals and how these influence the Plan.	A	1

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
1.3	4	Service levels are defined in the asset management plan	Customer and Technical Levels of Service are listed in section 2.4.1 of the Asset Management Plan – Electrical Infrastructure. The service levels cover the reliability, quality, availability (generation and network) and safety of supply and are considered appropriate.	A	1
1.4	4	Non-asset options (e.g. demand management) are considered	The concept of non-asset options is considered in the demand management section of the Asset Management Plan (section 3.4). The site visit confirmed that demand management is applied by the use of new technology to reduce the load demand on the system. For example, sensors can perceive peak load problems and utilize automatic switching to divert or reduce power in strategic places, removing the chance of overload and the resulting power failure.	A	1
1.5	3	Lifecycle costs of owning and operating assets are assessed	RIA provided the Electrical Infrastructure Upgrade – Business Case (February 2025) that includes estimates of the lifecycle costs of owning and operating the electrical infrastructure assets. This includes operating costs and capital upgrade expenditure. PFM maintain a detailed Lifecycle Costing Model that was sighted during the review and is updated at least annually. A review of all asset condition ratings and criticality was undertaken in 2024 to develop the lifecycle model.	A	1
1.6	4	Funding options are evaluated	The Asset Management Plans make no reference to funding options. Funding is dependent upon State Government funding from the annual budget submission process in May each year. Additional funding is being provided by the State Government to upgrade the infrastructure on the Island.	A	1
1.7	4	Costs are justified and cost drivers identified	The Asset Management Plans describe the process for the RIA approving the annual planned maintenance program performed by PFM. Business Cases are written to support the need for capital investment projects which include investment drivers linked to Corporate Strategy, Service Impacts, Benefits and Performance Indicators.	A	1
1.8	3	Likelihood and consequences of asset failure are predicted.	Section 4.1.4 of the Asset Management Plan discusses asset criticality and risk of failure. A table of electrical infrastructure assets assessed as critical is included. The probability and consequences of asset failure are included in the Enterprise Risk Management Plan and the Electrical Infrastructure Asset Management Plan. The Plan is overdue for review as noted in section 1.9 below. A demonstration of the Maximo system managed by PFM was provided. This showed many assets are listed with a risk rating.	B	3

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
			PFM uses the MRO (Maximum Returnable Outcome) Framework to assess asset criticality. This is based on a consequence matrix that considers five factors: safety, service, environment, cost, and reputation. Risk is assessed using the MRO framework and consequence matrix, with ratings updated in Maximo to inform maintenance and lifecycle planning. Condition data from inspections is integrated via mobile systems and used in a lifecycle modelling tool to forecast asset replacement. RIA rely upon PFM to assess the asset risk and report any issues in the monthly service report to RIA. High-risk assets are flagged in the Annual Service Plan End of Life Report provided to RIA each year. Additionally, criticality review sessions with RIA are planned to ensure alignment The coverage is considered to comprehensively cover potential risks to the electrical services. PFM also have comprehensive Occupational Health and Safety management systems. As recommended in the previous review in 2023, the Asset Management Plan – Electrical Infrastructure should describe how asset risk is determined and updated in response to condition assessment information. RIA advised that the previous plan to divest itself of electrical generation, transmission and distribution of electricity to an outside agency was discontinued in 2024. RIA plan to develop a suite of asset management plans including electrical. This will include assessment information and a process to ensure that asset risks are recorded and updated in the Enterprise Asset Management System. ***Recommendation 1/2025*** a) *The Asset Management Plan – Electrical Infrastructure should describe how asset risk is determined and updated in response to condition assessment information and how asset condition and risk assessments are recorded and updated in the Enterprise Asset Management System (Maximo or Assetic).*		
1.9	4	Asset management plan is regularly reviewed and updated	The Asset Management Plan – Electrical Infrastructure was developed in May 2021. The Asset Management Plan (section 6.1) states the Plan will be reviewed every 12 months as a minimum or when there is a significant driver from the network or other events that requires revision. The Plan was due for review in May 2022 and is overdue for review. As there have been some upgrades and additions to the electrical infrastructure since the Plan was developed, the Plan is overdue for review and update.	B	3

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
			Recommendation 1/2025 b) *The Asset Management Plan – Electrical Infrastructure should be reviewed and updated, and an annual review process implemented.*		
2		**ASSET CREATION/ ACQUISITION**		A	1
2.1	4	Full project evaluations are undertaken for new assets, including comparative assessment of non-asset solutions.	The Electrical Infrastructure Upgrade - Business Case (February 2025) was provided for review. The business case demonstrated assessment of multiple options to meet growth, to replace aging assets and to align with strategic objective to increase the renewable energy utilisation from 30% to 75%. In terms of non-asset solutions, do nothing options were considered (but rejected as not meeting energy requirements). Having received funding from the State Government, RIA are in the process of upgrading their electrical infrastructure by replacing aging assets with new ones to ensure supply reliability is maintained whilst further investment in network and generation assets continue over the subsequent financial years from 2026/2027 onwards. System studies are also being carried out as part of financing renewable generation penetration from current 30% to 75% by 2030. The RIA provided the Business Case – Electrical Infrastructure Upgrade (February 2025) that includes the project evaluation and assessment of strategic and short-listed options, including non-asset solutions. Non-asset solutions such as electricity demand management have been considered in the infrastructure upgrades as confirmed in the site visit.	A	1
2.2	3	Evaluations include all life-cycle costs.	The evaluation for the Electrical Infrastructure Improvement Project included present value costs comparison of the options, considering initial capital cost, ongoing operation cost and replacement cost.	A	1
2.3	4	Projects reflect sound engineering and business decisions.	The requirements of the Business Case (BC) reflect sound business and engineering decisions. The Business Cases are Authorised by the Chief Financial Officer and the Chief Executive (or Executive Director for the short form BC). The content of the business case includes statements of need and justification, alignment to Corporate Strategy, objectives and benefits, measures of success, alternative option analysis, cost benefit analysis, capital cost estimation, procurement planning and risk management.	A	1

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			The RIA use internal (and contract) Project Managers and engage specialist consultants and contractors to complete investigations, designs, third party reviews and construction works.		
2.4	4	Commissioning tests are documented and completed.	The requirement for commissioning is not specifically mentioned in the Asset Management Plans or the RIA template "High Level Project Management Plan". Inclusion in the Project Management Plan template is a suggested improvement to ensure this activity is planned for during the design and procurement phase as specific tests may need to be completed and identified in the scope of work, or a commissioning plan requested from the contractor including documentation to verify the tests are completed. The reviewer was provided with several Commissioning/Inspection & Test Plans related to the installation of Generator 8 in 2024/25. These confirmed that commissioning tests are documented and completed. The commissioning activity is noted in the PFM procedure for handover of new assets, but handover is potentially too late to trigger planning for commissioning. *An improvement is to include a commissioning plan in the Project Management Plan template to ensure this activity is planned for during the design and procurement phases.*	A	2
2.5	4	Ongoing legal/environmental/safety obligations of the asset owner are assigned and understood.	The reviewer was provided with RIA Compliance Management System (CMS) Register that lists the statutory and regulatory licences and other compliance requirements including reporting to the regulatory authorities. The CMS has a detailed listing of legal, environmental and safety licences and obligations, including drinking water extraction, waste water treatment plant, land clearing, dangerous goods, etc. The RIA's Contracts and Project Officer monitors compliance. The reviewer noted that the Register includes in the CMS Reporting worksheet, Incident Reporting procedure and Incident Reports that are currently being developed. *An improvement is that the Incident Reporting procedure and register should be completed, including work, health and safety obligations.* Any breaches or non-compliance issues are logged in the Breaches and Non-Compliances Register. There were some minor issues logged and actioned in the audit period. The ongoing obligations for compliance monitoring have been assigned to the contractor, Programmed Facility Management (PFM), under the Rottnest Island	B	2

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
			Facilities, Utilities and Support Services (FUSS) contract between the RIA and PFM. FUSS Volume 2 lists legal/environmental and safety obligations required of PFM in operating and maintaining the services on Rottnest Island including the electricity generation and distribution network. A monthly FUSS service report includes a section on Regulatory Compliance – reporting on monitoring and licence conditions being met as per the Compliance register.		
3		**ASSET DISPOSAL**		A	1
3.1	4	Under-utilised and under-performing assets are identified as part of a regular systematic review process.	The Asset Management Plan – Electrical Infrastructure (section 4.5) provides a brief discussion of asset disposal with the reasoning for asset disposal closely related to the criteria for asset renewal (asset condition and risk). It was discussed that under-performance and network non-compliance to the *Electricity Industry (Network Quality and Reliability Supply) Code 2005* are typically the two reasons for decommissioning and disposal. RIA has developed a staged Electricity Network Development Plan, which is being implemented in order to minimise supply disruptions to end-users and increasing renewable energy utilisation. Funding for infrastructure upgrades is being spent and new electrical infrastructure is being installed on the network. System studies are also being carried out as part of increasing renewable generation and ensuring supply reliability is maintained whilst further investment in network and generation assets continues over the next Financial Years to 2026/2027 onwards. Under performing assets are identified by PFM from monthly inspections and performance monitoring. PFM create work orders for corrective action (maintenance). Once an asset is decommissioned or has failed catastrophically and beyond repair or is non-compliant to the code requirements for the electrical network it will be disposed of in an environmentally responsible manner. The RIA asset disposal process is followed which includes ensuring the RIA Fixed Asset Register is updated. The decision to reuse or dispose of an asset is made with consideration of the potential to: • Re-use the asset;	A	1

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			• Utilise the asset as an emergency spare; or • Salvage the asset components as strategic spare parts. Where there is a high cost to dispose of an asset, the asset may be retained in a decommissioned state until funding is available. In this situation, inspections are scheduled to ensure the asset does not cause a safety risk. The monthly FUSS service report has a section for reporting on any assets decommissioned. The RIA has a Notification of Asset Disposal Form to be completed. The Executive Director has authority to approve the disposal of assets with a written down value of $10,000 or lower. Above this limit, disposal has to be approved by the Board.		
3.2	4	The reasons for under-utilisation or poor performance are critically examined and corrective action or disposal undertaken.	Under performing assets are identified by PFM from monthly inspections and performance monitoring. PFM create work orders for corrective action (maintenance). Since the last audit, PFM have developed an escalation process to ensure timely close-out of maintenance work orders. This has substantially improved the statistics of maintenance schedules being adhered to with target KPIs being used to measure performance each month. RIA's electrical team is working closely with PFM to upgrade the aging electrical network having received government funding for the Network Upgrade Project. The auditor has reviewed the system availability and reliability statistics for the audit period and confirm that there is definite continuous improvement in its performance and compliance to the Network Quality and Reliability of Supply (NQ&RS) Code requirements. *The ERA has requested a progress update on the project completion to date and further planned work to be provided.* Solar farm availability has gone up to as high as 94.75% having fixed the earthing issues caused by moisture ingress into the solar panels and continuous replacement of non-functional solar panels with the new panels, although they are of bigger capacity and size but can be accommodated on the existing panel support structure. This has led to fewer panels being used as replacement for the old solar panels.	A	1

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3.3	3	Disposal alternatives are evaluated.	The process for considering disposal alternatives is described in the Asset Management Plan including sale, demolition or relocation. The Notification of Asset Disposal Form requires the reason for disposal to be described. The process is shown in the Asset Disposal process chart. Many electrical network assets have been replaced over the last two years in the audit period and new and compliant infrastructure has been added in its place to improve the system availability and reliability. The Disposal of assets and consideration of alternatives is part of the Business Case submission to the State Government for asset replacement. This was confirmed by review of the Electrical Infrastructure Upgrade - Business Case (February 2025).	A	1
3.4	4	There is a replacement strategy for assets.	The Asset Management Plan – Electrical Infrastructure (section 4.2) states that new assets result from either: • Using the asset register to forecast the renewal costs using acquisition year and the useful life to estimate when renewal year will occur; or • Using capital renewal expenditures forecasts from external condition modelling systems (CMMS software). The asset condition information in the AMP shows a significant number of electrical generation and distribution assets have approached end-of-life or have degraded beyond the expected degradation. The asset condition is monitored through the monthly service reports The auditor confirms that RIA is progressively undertaking the electrical network upgrade works in accordance with their HV Network Development Staging Plan that shows the existing assets and the staged replacement based on consideration of the design life, asset condition, risk of failure and end-of-life replacement strategy for Existing Assets with Stages 1 & 2 having been implemented in the audit period and Stage 3 in progress and Stage 4 planned for completion by June 2026. The stages have regularly been reviewed. However, they have remained as 5 stages with the program being extended to 2027.	A	1

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4		**ENVIRONMENTAL ANALYSIS**		A	1
4.1	2	Opportunities and threats in the system environment are assessed.	The Electrical Infrastructure Asset Management Plan identifies opportunities and threats in the asset management system environment through identifying the aged condition of electrical infrastructure, financial constraints, customer trends, replacements with key asset risks quantified and strategies formulated to address the issues, including recommendation of capital projects. The reviewer confirmed the opportunities and threats in the system environment are assessed each month and reported upon for review and further action in the Monthly FUSS Reports.	A	1
4.2	3	Performance standards (availability of service, capacity, continuity, emergency response, etc.) are measured and achieved.	The Rottnest Island Facilities Utilities and Support Services (FUSS) contract between RIA and PFM defines service levels which are measured to KPI's and reported on a monthly basis as required by the PFM KPI Performance Reporting Manual. Furthermore, the monthly FUSS service report outlines utilities' performance such as planned and unplanned outages, trips, capacity, availability and outputs, updates, innovations and risk and opportunities. The reviewer sighted the Network Quality and Reliability of Supply Reports to the ERA for 2022/23 and 2023/24 and confirmed the performance standards are being achieved with one minor exception in 2023/24 re harmonics harmonic voltage being larger than limit nominated in standard due to the minimal load. All short-term and long-term upgrade works are undertaken with a key objective of minimising supply disruptions to the power system and hence end-users. The current peak demand is about 1300kW whilst the reliable generation capacity is around 2400kW, plus solar and wind which equals supply capacity of 3600kW which is considered to be more than enough supply to meet the current and future demand.	A	1
4.3	4	Compliance with statutory and regulatory requirements.	The RIA Compliance Management System Register lists the statutory and regulatory licences and other compliance requirements including reporting to the regulatory authorities. The CMS has a detailed listing of legal, environmental and safety licences and obligations, including drinking water extraction, waste water treatment plant, land clearing, dangerous goods, etc. The RIA's Contracts and Project Officer monitors compliance. Any breaches or non-compliance issues are logged in the Breaches and Non-Compliances Register. There were some minor issues logged and actioned in the audit period.	B	2

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
			The reviewer noted that the Register includes in the CMS Reporting worksheet, Incident Reporting procedure and Incident Reports that are currently being developed. *An improvement is that the Incident Reporting procedure and register should be completed, including work, health and safety obligations.*		
4.4	4	Achievement of customer service levels.	Service standards (including customer service levels) are measured and annually reported by PFM in the Network Quality and Reliability report, which is independently audited by a qualified third party every three years. It was noted through inquiry with the Asset Manager that in the event of loss of service to a customer, and subsequent re-energisation, the duration and lower level of service is recorded within the work order created. The above is logged electronically in Maximo and available for reporting when needed. In case of an outage, the Restoration Priority Register Electrical Services Procedure governs the re-energisation priority in line with customer service levels requirements. The average length of interruptions to any customer premises should not exceed 290 minutes (calculated as the total annual interruption minutes per customer premises, calculated for each of the last 4 years and then averaged over the 4 years) for areas that apply to Rottnest Island Authority. The average length of interruptions reported for the 4 years to 2023/24 was 30.8 minutes which is within this KPI. This is an improvement from the previous audit period report of 62.72 minutes.	A	1
5		**ASSET OPERATIONS**		**A**	**1**
5.1	4	Operational policies and procedures are documented and linked to service levels required.	The *Electricity Industry Network Quality and Reliability of Supply Code* requires the licensee must establish systems to monitor compliance with the requirements to ensure, so far as is reasonably practicable, that: • the supply of electricity to a customer is maintained; and • the occurrence and duration of interruptions is kept to a minimum. OPER-PRO-042 Planned Maintenance Procedure – Service Delivery sets out the operational procedures including timing, responsibility and the link to service levels. PRO-RNI-I02-001 is the Independent Power Quality Monitoring and Evaluation Procedure that ensures compliance with the standards for voltage fluctuation and harmonic voltage distortion level prescribed by the code.	A	1

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
			There has been no change made to the power station configuration be it diesel generation, solar or wind turbine generation through this audit period. The current peak demand is about 1300kW whilst the reliable generation capacity is around 2400kW, plus solar and wind which equals supply capacity of 3600kW which is considered to be more than enough supply to meet the current and future demand. All short-term and long-term upgrade works are undertaken with a key objective of minimising supply disruptions to the power system and hence end-users. PFM has full operational responsibility for both diesel generation facilities and renewables. As such has full responsibility in providing generation capability and operating the network in a compliant and efficient manner. Maintenance of the renewables, solar farm and wind turbine is coordinated in accordance with the needs of the assets and in conjunction with PFM who manage dispatch. In addition, the solar farm and the wind turbine are remotely monitored by EMCAM and Enercon remotely. PFM have full operational visibility and control of all assets. The Facilities, Utilities and Support Services (FUSS) contract provides governance and expectations on support services provided by PFM to RIA. Through a walkthrough with the Asset Manager, it was noted that operating manuals and procedures for all major plant and equipment exist. These operating manuals are either attached to the Maximo system, are from the Library at the Power House or are at the various trade buildings. The asset management system (Maximo) creates a job plan at a set frequency, which details operational procedures for the particular asset and is in line with the applicable operational manual. It is to be noted that PFM are in the process of phasing out Promapp and Jot Forms, previously used alongside Maximo, by the end of May 2025. Maximo and ProSafe are going to be the only two systems that will be utilised after 10th June 2025. Power Quality Studies were conducted by Nilsen in March 2024 and the outcome showed that Power quality complies with the standards for voltage fluctuation and harmonic voltage distortion levels prescribed by the code. Only one fault associated with 5th harmonic voltage being larger than limit nominated in standard was identified at Location 7 Transformer. This was caused by imbalance in the load between phases and was easily fixed by shifting some of the loads to Phase C.		

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5.2	3	Risk management is applied to prioritise operations tasks.	The Rottnest Island Power Risk Register outlines detailed risks on an individual asset level. The PFM Risk Management Framework is applied to this register which includes assessing the severity, likelihood, inherent risk, mitigation options, action plan and action owner of each individual asset risk. A Restoration Priority Register for the Electrical Services Procedure outlines the priority rating of each and every asset listed in the Asset Register in Maximo. These priorities drive the Maintenance Response times based on the KPIs set for each priority category. Review of the work orders from the March 2025 monthly report showed seven (7) overdue and sixty-one (61) completed tasks. There were a total of 36 corrective maintenance work orders raised between January and March 2025. Planned Work Orders in the year 2024-2025 was close to 9,500 with approximately 790 work orders completed each month, which has substantially increased from the year before due to the continuing upgrade and replacement of assets. There were four Power outages for the year 2024/25 with 3 outages affecting the entire island. These were due to generator failures and a feeder overload. The % Availability of Power Generation assets has improved with all diesel generators except for Generators 7 and 8 having availability over 97%. Solar availability is around 94% and Wind Turbine above 99%. In the reviewer's view, Operations and Maintenance of RIA assets have significantly improved over this audit period compared with the previous audit. However, the risk management application was seen to be lacking. Although Reactive Maintenance (RM) to Planned Maintenance (PM) is tracked as a KPI and work orders are closed in a timely manner, recurring corrective maintenance tasks are not being investigated through a root cause analysis and not being measured as a KPI. PFM's process for reviewing the risk rating, especially following any asset condition assessment activities was not clear. PFM are implementing an improvement to their processes for reviewing the risk rating and tracking KPIs for recurring corrective maintenance work orders along with undertaking Root Cause Analysis for such occurrences, thus reducing a reactive approach to asset failure. The condition rating changes will be exported monthly and the risk rating reviewed. The risk rating will then trigger a Notification of Works or End of Life submission to facilitate discussion with RIA on replacement options or changes to the maintenance regime. The reviewer confirmed this is an effective process being applied to prioritise operations tasks. The RIA confirmed this process has commenced from June 2025.	B	2

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
5.3	4	Assets are documented in an Asset Register including asset type, location, material, plans of components, and an assessment of assets' physical/structural condition and accounting data.	Asset records are included in the Maximo system maintained by PFM. Since the last audit in 2023, PFM have developed a more detailed Asset Register with information on asset type, location, asset condition, etc. There are also separate spare parts inventory lists. RIA The 'official' Asset register is Maximo which is managed by PFM. However, the Assetic System is being updated and is expected to become the 'official' information reference in 2025/26. The Assetic system is capable of recording asset condition and risk rating information, including storing maintenance records. The latter, for some assets is already available on the system as noted in this review. The Assetic system includes the solar and wind turbine assets. A copy of what is stored in Assetic is shown in the 'Renewable assets' file provided by RIA.	A	1
5.4	4	Accounting data is documented for assets.	Operations and Maintenance expenditure is tracked against budget in the RIA Financial Management System and monthly financial reports. There is also a detailed asset register maintained by Finance including accounting data.	A	1
5.5	3	Operational costs are measured and monitored.	The Electrical Infrastructure Asset Management Plan provides Operations and Maintenance (O&M) cost annual forecasts for a 10 year period. The CFO provided an outline of the process used to set and monitor budgets, with the Opex and Capex budgets set by Directors and approved by the Board before start of the Financial Year. The RIA Finance Team meet with the Director on a monthly basis to discuss how actual spending is tracking against the budget. This is reported to the Board by the CFO at each Board meeting (a sample report was provided). Budget variations may require Board or Executive Director approval depending on the nature of the project. Project Management Plans are required for all Capex and Opex projects between $50K and $250K. The previous review noted an improvement. Whilst O&M budgets are monitored from a Finance point of view, more understanding of service costs could be gained by drilling down to report on the fuel usage and maintenance and labour costs of electricity production separately. The ability to track this information against the performance reporting in the monthly FUSS service report would be ideal. *This is an ongoing and improving activity. Generation fuel usage is monitored from the Hybrid generation system. Further review is undertaken on an individual basis, with further review proposed by RIA.*	A	2

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
5.6	3	Staff resources are adequate and staff receive training commensurate with their responsibilities.	Since the last audit in 2023, PFM have transferred all training records into ProSafe as the repository to store this information. This notifies the employee and Manager when renewal is required. Upon checking the training matrix during this audit, all training records were up-to-date. Review of the work orders database showed minimal overdue tasks with lower priority rating, which was indicative of PFM being sufficiently resourced. The FUSS contract with PFM requires that the PFM Facilities Manger ensure that all staff will possess the appropriate skill, expertise, authority and qualifications to exercise their functions. PFM's contract does not include maintenance of the Solar Farm and Wind Turbine. However, PFM staff are able to carry out initial responses to wind turbine and solar farm. Reliance is placed on the external contractors that support the Solar Farm (EMCAM) and the Wind Turbine (ENERCON), which appears to be sufficiently managed at this stage.	A	1
6		**ASSET MAINTENANCE**		A	1
6.1	4	Maintenance policies and procedures are documented and linked to service levels required.	Since the last audit, RIA has developed a staged electricity network development plan, which has been implemented and is having the effect of minimising supply disruptions to end-users and increasing renewable energy utilisation. The Rottnest Island Facilities Utilities and Support Services (FUSS) contract between RIA and PFM defines service levels which are measured to KPI's and reported on a monthly basis as required by the PFM KPI Performance Reporting Manual. Furthermore, the monthly FUSS service report outlines utilities' performance such as planned and unplanned outages, trips, capacity, availability and outputs, updates, innovations and risk and opportunities. The Multi Utility Asset Management Plan (MUAMP) and the Electrical Infrastructure Asset Management Plan detail the maintenance strategy for key assets. As per the Maximo system walkthrough, it was noted that a Preventative Maintenance Plan is assigned to each electrical asset and a Job Plan created with a Work Order on the required maintenance frequency in Maximo. OPER-PRO-042 Planned Maintenance Procedure – Service Delivery sets out the operational procedures including timing, responsibility and the link to service levels. PRO-RNI-I02-001 is the Independent Power Quality Monitoring and Evaluation Procedure that ensures compliance with the standards for voltage fluctuation and harmonic voltage distortion level prescribed by the code.	A	1

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6.2	4	Regular inspections are undertaken of asset performance and condition.	The Electrical Infrastructure Asset Management Plan includes an Appendix which lists the annual PFM maintenance list, with many of the tasks being inspection activities. A demonstration of Maximo verified maintenance tasks loaded to undertake these inspection activities. When an asset is identified as under-performing and exhibiting declining performance, a formal examination is arranged and performed by PFM, who then reports on the issue to the RIA through the monthly KPI report and through the notification of works (NOW) process. The appropriate corrective action is then considered and, if deemed appropriate (financially and practically) then addressed after appropriate approvals from RIA through either the asset disposal or business case process. Since the last audit in 2023, PFM have implemented a formal escalation procedure for overdue work orders. This complements the existing process by which overdue work orders are highlighted in monthly contract reports. Number of connections have increased from 529 in 2023 – 2024 to current 558 in 2024 – 2025. There is a total of 25 retail customers currently on RIA's electrical network. The non-compliant CT metering units have now been replaced as part of the State Electrical Network Upgrade Program. Network quality and reliability of supply report is generated on a monthly and annual basis through the calculated SAIDI, SAIFI and CAIDI figures. RIA continues to co-ordinate the maintenance works for the Wind Turbine and Solar Farm with ENERCON and EMCAM respectively, and PFM continue to perform basic functional checks as required. Earthing issues caused by moisture ingress into the solar panels, as identified during the last audit in 2023, have been addressed and failing solar panels are being replaced with new panels, although the new panels are somewhat larger than the old panels. Vegetation management is undertaken as and when required. Solar Farm is reported to have an overall availability of 94.75% for the year 2024 – 2025. Condition assessments of the assets from the inspection tasks are being regularly updated into the asset register within Maximo, which is a definite improvement from the last audit period. *This process should be captured within RIA's asset management system and documented in the Asset Management Plan. PFM has developed a system that informs RIA when approvals are needed and reports on the performance.*	B	1

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
6.3	4	Maintenance plans (emergency, corrective and preventative) are documented and completed on schedule.	Planned/preventative maintenance plans are agreed between RIA and PFM and scheduled in PFMs Maximo application. A copy of the planned maintenance programs for electrical network infrastructure is included in an Appendix to the Asset Management Plan. OPER-PRO-042 Planned Maintenance Procedure – Service Delivery sets out the operational procedures including timing, responsibility and the link to service levels. PRO-RNI-I02-001 is the Independent Power Quality Monitoring and Evaluation Procedure that ensures compliance with the standards for voltage fluctuation and harmonic voltage distortion level prescribed by the code. A demonstration of Maximo confirmed that maintenance work orders are allocated and completed on schedule. Corrective and emergency maintenance have required response and rectification times depending on the priority of the fault. The required response times range from 30 minutes to 3 days, and the required rectification times range from 2 hours to 3 days. The work orders are tracked to completion on the system. A priority rating is attributed to each job determining the type and urgency of the work to be performed (reactive maintenance, capital works, planned maintenance and corrective maintenance). Monthly, an update on maintenance completion according to schedule is provided to the RIA through the issuance of the FUSS report. Monthly KPI reports are generated and actual performance is reported in comparison to the target performance requirements. The report details emergency maintenance (safety issue or outage), preventative maintenance (planned maintenance) and corrective maintenance (fixing faults).	A	1
6.4	4	Failures are analysed and operational/maintenance plans adjusted where necessary.	As discussed in Section 5.2, PFM has processes in place through Maximo to track Reactive Maintenance (RM) to Planned Maintenance (PM) ratios every month. RIA receives a list of RM work orders which shows all work orders that have been completed and what is overdue. This is reviewed with PFM at monthly meetings to expedite outstanding work orders or other critical concerns as appropriate. The Notice of Works Procedure is in place which requires PFM to notify RIA when an asset has failed or is at end of life. Failures are also recorded in the Outage Register and incident reports are completed for each failure, which is also reported to management. *Accordingly, some failures are being analysed and maintenance plans adjusted, however there is a definite room for improvement.*	B	2

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
			High-risk or end of life assets identified through lifecycle modelling are able to be reported to RIA via the Annual Service Plan End-of-Life Report, as well as ad hoc End-of-Life notifications which the RIA is required to assess under the Contract to determine whether replacement is required. Adjustments to maintenance strategies can be discussed and agreed with RIA as part of this process.		
6.5	3	Risk management is applied to prioritise maintenance tasks.	Reactive maintenance is clearly prioritised by risk and assigned a priority (1 to 4) which determines the required response time and rectification time. Through the discussion contained in the FUSS monthly service report (referred to in criteria 6.4 above), maintenance activities are also prioritised in response to observed trends and failure analysis. The RIA relies upon PFM and the review of the monthly service report to ensure that risk management is being applied to prioritise maintenance tasks. As noted in criteria 5.2 above, review of the Maximo Outstanding Work Order Tracker shows that overdue tasks have now got an escalation procedure in place in accordance with PFM's Risk Management Framework. Also, asset failures have a direct impact on the system availability and reliability KPIs due to the ageing assets and lack of critical redundancy within the network. The system availability and reliability KPIs recorded for this audit period and maintenance response times and schedules being met on time are some of the improvements noticed by the reviewer compared to the previous audit findings. Under the State Electrical Network Upgrade Program, new Electrical Infrastructure installations to improve Quality and System Reliability of Electricity supply have made a positive impact.	A	1

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6.6	4	Maintenance costs are measured and monitored.	With the State Government funding in place to address the ageing infrastructure of the Island's electrical network, RIA has made many changes by replacing aging infrastructure with the new assets in order to improve the Network Quality and Reliability of Electricity Supply. The costs of all the upgrade works and System studies being undertaken to increase renewable generation are being tracked and monitored monthly. The Electricity Infrastructure Asset Management Plan has been updated with Operations and Maintenance Cost annual forecasts for a 10-year period. There is evidence to show that RIA and PFM report fuel usage and maintenance/labour costs of electricity production separately through the performance reporting in the monthly FUSS service report.	A	1
7		**ASSET MANAGEMENT INFORMATION SYSTEM**		A	1
7.1	4	Adequate system documentation for users and IT operators.	RIA and PFM have adequate system documentation for the asset management system including the Asset Management Process Manual, Asset Register Management procedure and Maximo system documentation.	A	1
7.2	4	Input controls include appropriate verification and validation of data entered into the system.	Data accuracy is controlled by edit checks of data fields in the Maximo system and the Assetic system checks by the Administrator when entering manually completed work order requests and updates – considered adequate.	A	1
7.3	4	Logical security access controls appear adequate, such as passwords.	The Maximo system has global password rules that require complex passwords, password change every 60 days and restricted reuse of passwords. Only authorised staff are provided with access to the system. Also sighted the RIA Information and Related Technology Policy (August 2024), RIA Information Security Management Policy (August 2023), PFM Information Security Policy, including Acceptable Usage and the RIA Operational Procedure - Identity and Access Management.	A	1
7.4	4	Physical security access controls appear adequate.	The PFM site office on the Island is locked and alarmed outside of office hours. The servers are at PFM's central office and not on the Island. This was confirmed during the site visit. The RIA site office is also locked and alarmed outside of office hours. Entry to the office requires a security pass issued by RIA.	A	1

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
7.5	4	Data backup procedures appear adequate and backups are tested.	The system is backed up at least daily and a copy stored offsite as part of the standard IT data backup procedure. The backups are regularly tested by recovery of data files. Also sighted the backup procedures for the automated control system.	A	1
7.6	4	Key computations related to licensee performance reporting are materially accurate.	From review of source data for the performance reporting, the calculations are considered to be accurate.	A	1
7.7	4	Management reports appear adequate for the licensee to monitor licence obligations.	Maximo reporting is largely online to responsible officers. PFM provide a monthly report to RIA on performance of the FUSS contract and a dashboard report of key performance indicators, which is reviewed by RIA to confirm that the licence obligations are being met. Considered adequate.	A	1
7.8	4	Adequate measures to protect asset management data from unauthorised access or theft by persons outside the organisation.	PFM has adequate system documentation for the asset management system including the Asset Management Process Manual, Asset Register Management procedure and Maximo system documentation. RIA has the Information and Related Technology Policy (August 2024), Information Security Management Policy (August 2023) and the Operational Procedure - Identity and Access Management to protect asset management data.	A	1
8		**RISK MANAGEMENT**		A	1
8.1	3	Risk management policies and procedures exist and are being applied to minimise internal and external risks associated with the asset management system.	The RIA has a Risk Management Policy that was reviewed in March 2023 and is due for review every 3 years. Also, PFM has a risk management policy and procedure that has been applied to develop an Enterprise Risk Management Plan covering their FUSS services on the Island including electricity services. The Plan has been applied to the operations and maintenance activities as described above. The Plan includes risk statements covering external risks such as bushfire and internal risks such as performance management. The coverage is considered to comprehensively cover potential risks to the electricity services. There is also a Power Quality Risk Management Plan and a Summer Air-conditioning supply Risk Management Plan that have assessed the risk for these services in more detail and been applied in the operations and maintenance activities.	A	1

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
			PFM also have a comprehensive Risk Management Framework (March 2025) and comprehensive Occupational Health and Safety management systems.		
8.2	4	Risks are documented in a risk register and treatment plans are actioned and monitored.	The Electrical Infrastructure Asset Management Plan 2020/21 includes a risk management framework to prioritise the capital projects. The operational risks are documented in the Operational Risk Register – Infrastructure including the risk "Failure to maintain a safe electrical supply to Rottnest Island" Treatment plans are monitored through the Quarterly Risk Management Summary provided to executive management.	A	1
8.3	3	The probability and consequences of asset failure are regularly assessed.	The probability and consequences of asset failure are included in the Enterprise Risk Management Plan and the Electrical Infrastructure Asset Management Plan. The Electrical Infrastructure Asset Management Plan is overdue for review as noted in section 1.9 above. However, the Enterprise Risk Management Plan provides the regular assessment of the probability and consequences of asset failure and is regularly reviewed. The coverage is considered to comprehensively cover potential risks to the electrical services. PFM also have comprehensive Occupational Health and Safety management systems.	A	1
9		**CONTINGENCY PLANNING**		A	1
9.1	2	Contingency plans are documented, understood and tested to confirm their operability and to cover higher risks.	The RIA and PFM have documented the contingency plans in the Emergency Response Plan (reviewed December 2024). The Plan includes key contacts for RIA and PFM, including emergency contacts, incident scenarios, emergency response and other response procedures. The scenarios include detailed action plans. The Plan includes the scenarios expected from our review of the electrical supply services. The plan was tested in a desktop scenario exercise every quarter in the review period as confirmed by the Electricity Continuity Drill Forms sighted in this review.	A	1

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
10		**FINANCIAL PLANNING**		A	1
10.1	4	The financial plan states the financial objectives and strategies and actions to achieve the objectives.	The Electrical Infrastructure Asset Management Plan 2020/21 identifies opportunities and threats in the asset management system environment through identifying the aged condition of electrical infrastructure, financial constraints, customer trends, replacements with key asset risks quantified and strategies formulated to address the issues, including recommendation of capital projects.	A	1
10.2	4	The financial plan identifies the source of funds for capital expenditure and recurrent costs.	The Asset Management Plan includes the required funding projections for the 10 years from 2020/21. The Plan make no reference to funding options. Funding is dependent upon State Government funding from the annual budget submission process in May each year. This review noted that additional funding is being provided by the State Government to upgrade the infrastructure on the Island.	A	1
10.3	4	The financial plan provides projections of operating statements (profit and loss) and statement of financial position (balance sheets).	The Plan includes projections of operating costs. The RIA prepares annual budgets and produces monthly and annual financial statements of actual to budget income and expenses. Also, a Statement of Financial Position is produced.	A	1
10.4	4	The financial plan provides firm predictions on income for the next five years and reasonable indicative predictions beyond this period.	The financial plan states financial predictions until 2030/31 although these may not be fully funded.	A	1
10.5	4	The financial plan provides for the operations and maintenance, administration and capital expenditure requirements of the services.	The financial plan provides adequate funding for the operating expenses and the capital expenditure requirements for a year but beyond that is subject to further funding approval from government.	A	1
10.6	4	Significant variances in actual/budget income and expenses are identified and corrective action taken where necessary.	Variances in actual to budget income and expenses are analysed and reported in the monthly financial statements to the RIA.	A	1

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
11		**CAPITAL EXPENDITURE PLANNING**		**A**	**1**
11.1	4	There is a capital expenditure plan that covers issues to be addressed, actions proposed, responsibilities and dates.	The Rottnest Island Management Plan 2023-2028 provides alignment between the RIA strategic business objectives, stakeholder requirements and the resulting asset management objectives to ensure that the assets are being managed to provide the value required of them. This is supported by the Electrical Infrastructure Asset Management Plan that identifies opportunities and threats in the asset management system environment through identifying the aged condition of electrical infrastructure, financial constraints, customer trends, replacements with key asset risks quantified and strategies formulated to address the issues, including recommendation of capital projects. The Plans includes priorities for capital expenditure in the next year and a 10-year unfunded capital expenditure plan. With the State Government funding in place to address the ageing infrastructure of the Island's electrical network, RIA has made many changes by replacing aging infrastructure with the new assets in order to improve the Network Quality and Reliability of Electricity Supply. The costs of all the upgrade works and System studies being undertaken to increase renewable generation are being tracked and monitored monthly. The Electricity Infrastructure Asset Management Plan has been updated with Operations and Maintenance Cost annual forecasts for a 10-year period.	A	1
11.2	4	The plan provides reasons for capital expenditure and timing of expenditure.	The rationale and priorities for capital expenditure, including estimated timing over 10 years to 2030/31 are stated in the above Plans.	A	1
11.3	3	The capital expenditure plan is consistent with the asset life and condition identified in the asset management plan.	The capital expenditure plans are being reviewed at least annually to consider the asset life and condition assessment of assets as recorded in CMMS (Assetic).	A	1
11.4	4	There is an adequate process to ensure that the capital expenditure plan is regularly updated and actioned.	The RIA has a regular process to review and update their annual capital expenditure plan and to monitor actual against planned expenditure. This process is documented in the RIA's Financial Management procedures.	A	1

Item no.	Review Priority (1 High to 5 Low)	Component and Effectiveness Criteria (per Audit Guidelines)	Observations and results (including any potential improvements)	Process and Policy Rating	Performance Rating
12		**REVIEW OF ASSET MANAGEMENT SYSTEM**		B	3
12.1	3	A review process is in place to ensure that the asset management plan and the asset management system described therein are kept current.	There is a process for the RIA and PFM to review the asset management plans as documented in the RIA's annual budgeting procedures. The RIA Asset Management Policy also documents the objectives and roles and responsibilities. There is also a process for PFM as the service provider to review and update the supporting plans and procedures for the electrical services as documented in the PFM Asset Management Process Manual. The RIA Asset Management Plan – Electrical Infrastructure 2020/21 was developed in May 2021. The Asset Management Plan (section 6.1) states the Plan will be reviewed every 12 months as a minimum or when there is a significant driver from the network or other events that requires revision. The Plan was due for review in May 2022 and is overdue for review. As there have been some upgrades and additions to the electrical infrastructure since the Plan was developed, the Plan is overdue for review and update. RIA advised the Plan is currently being reviewed and updated by an Engineering Consultant. ***Recommendation 1/2025*** *b) As planned, the Asset Management Plan – Electrical Infrastructure should be reviewed and updated, and an annual review process implemented.*	B	3
12.2	4	Independent reviews (e.g. internal audit) are performed of the asset management system.	An independent review is performed every 24 months as required by the licence. This review complies with this obligation.	A	1

2.7 Review Recommendations

Note: As per the Audit and Review Guidelines, only recommendations with a Policy or Process Rating of C or D and/or Performance Rating of 3 or 4 are included in this report. Other improvement opportunities are provided direct to the Licensee.

Table of Current Review Asset System Deficiencies and Recommendations			
A. Resolved during current review period			
Reference (no./year) Compliance rating	**Asset System Deficiency** (AMS Component/Effectiveness Criteria/Details)	**Auditor's Recommendation**	**Management Action taken by end of review period**
	Nil		

B. Unresolved during current review period			
Reference (no./year) Compliance rating	**Asset System Deficiency** (AMS Component/Effectiveness Criteria/Details)	**Auditor's Recommendation**	**Management Action taken by end of audit period**
1/2025 **B3**	**Asset Planning** *1.8 - Likelihood and consequences of asset failure are predicted*. Section 4.1.4 of the Asset Management Plan discusses asset criticality and risk of failure. A table of electrical infrastructure assets assessed as critical is included. As recommended in the previous review in 2023, the Asset Management Plan – Electrical Infrastructure should describe how asset risk is determined and updated in response to condition assessment information. RIA advised that the previous plan to divest itself of electrical generation, transmission and distribution of electricity to an outside agency was discontinued in 2024. RIA plan to develop a suite of asset management plans including electrical. This will include assessment information and a process to ensure that asset risks are recorded and updated in the Enterprise Asset Management System.	a) The Asset Management Plan – Electrical Infrastructure should describe how asset risk is determined and updated in response to condition assessment information and how asset condition and risk assessment are recorded and updated in the Enterprise Asset Management System (Maximo or Assetic). b) As planned, the Asset Management Plan – Electrical Infrastructure should be reviewed and updated, and an annual review process implemented.	Nil

B3	*1.9 Asset management plan is regularly reviewed and updated* The Asset Management Plan – Electrical Infrastructure was developed in May 2021. The Asset Management Plan (section 6.1) states the Plan will be reviewed every 12 months as a minimum or when there is a significant driver from the network or other events that requires revision. The Plan was due for review in May 2022 and is overdue for review. As there have been some upgrades and additions to the electrical infrastructure since the Plan was developed, the Plan is overdue for review and update. RIA advised the Plan is currently being reviewed and updated by an Engineering Consultant.		
B3	**Review of Asset Management System** *12.1 A review process is in place to ensure that the asset management plan and the asset management system described therein are kept current.* There is a process for the RIA and PFM to review the asset management plans as documented in the RIA's annual budgeting procedures. The RIA Asset Management Policy also documents the objectives and roles and responsibilities. There is also a process for PFM as the service provider to review and update the supporting plans and procedures for the electrical services as documented in the PFM Asset Management Process Manual. The RIA Asset Management Plan – Electrical Infrastructure 2020/21 was developed in May 2021. The Asset Management Plan (section 6.1) states the Plan will be reviewed every 12 months as a minimum or when there is a significant driver from the network or other events that requires revision. The Plan was due for review in May 2022 and is overdue for review. As there have been some upgrades and additions to the electrical infrastructure since the Plan was developed, the Plan is overdue for review and update. RIA advised the Plan is currently being reviewed and updated by an Engineering Consultant.		

Appendix A - Methodology

A1. Review Approach

Our approach to meeting the requirements for the asset management system review is set out below.

Review Planning

- Conduct an initial meeting with the ERA to confirm the review approach and timing for the review, if required.
- Contact the licensee to gain an understanding of the business, relevant management plans and systems that may affect the risk assessment for planning purposes.
- Prepare a risk assessment including any specific factors or changes relevant to the licensee (in tabular form against each asset management system component).
- Submit a draft Review Plan, including the risk assessment and proposed approach, to the ERA for review and approval.
- Send a Pre-Visit Checklist of information and documentation to the licensee to enable staff to prepare for the visit (and where possible, send us information prior to the site visit).

Fieldwork

- Undertake a visit to the licensee and conduct various meetings with stakeholders, including corporate services and works/facilities management personnel, to determine the effectiveness of systems and procedures in place and to compare actual performance against the licence standards. The on-site visit included our Principal Engineer.
- Obtain copies of the latest asset management plans, performance reporting statistics and relevant correspondence between the licensee and the ERA for the audit period.
- The activities in the Asset Management System Review include:
    - analyse the documented procedures and processes for the planning, construction, operation and maintenance of assets to assess whether they are consistent with regulatory requirements under the licence;
    - interview key personnel to assess whether they understand and comply with the documented processes and procedures;
    - physically inspect the key assets and infrastructure; and
    - assess the effectiveness of the processes and system in place.

Review Reporting

- Prior to the conclusion of the visit, the lead auditor will discuss any observations and recommendations with the licensee's management to confirm our understanding of the issues and to discuss the action to be taken.
- Provide a draft report to the ERA for review no later than two weeks before the final report is due and make any revisions necessary.
- Provide the updated draft report to the ERA for review and feedback prior to finalising the report.
- Issue the final report to the ERA.
- The ERA will arrange responses to the proposed actions in the Post Audit Implementation Plan.

A2. Key Documents Reviewed

Regulatory Compliance

- Electricity Industry Act 2004
- Economic Regulation Authority (Licensing Funding) Regulations 2014
- Electricity Compliance Reporting Manual (February 2023)
- Electricity Integrated Regional Licence EIRL3 (Version 6)

Asset Planning

- Asset Management Policy (May 2020)
- Rottnest Island Management Plan 2020-2024
- Rottnest Island Master Plan
- Multi-Utility Asset Management Plan
- Asset Management Plan - Electrical Infrastructure 2020/21
- SP02210 – RIA HV Network Development Staging Plan

Asset Operations and Asset Maintenance

- Facilities Utilities and Support Services (FUSS Contract)
- FUSS Service KPI Report – YTD to March 2025
- FUSS001 - Planned Maintenance Activity Report 2022/23 and 2023/24
- System Performance Measures SAIDI SAIFI CAIDI Procedure
- Rottnest Island Power Quality Report 2022
- Reactive Maintenance Monthly Tracker – YTD March 2025
- Planned Maintenance Monthly Tracker – YTD March 2025
- Maximo Outstanding Work Order Tracker
- Planned Maintenance Procedure - Service Delivery
- Renewable Assets spreadsheet

Environmental Analysis

- Rottnest Electrical Distribution and Connection Manual

Risk Management

- Corporate Policy Statement 56 - Risk Management
- Rottnest Island Power Risk Register
- PFM Risk Management Plan
- PFM Risk Management Procedure
- RIA Risk Management Framework
- Operational Risk Register – March 2025
- RIA Compliance Management System Register

Financial Planning and Capital Expenditure Planning

- Annual Report 2023/24 (website)
- Operating Area Map (ERA-EL-076(A)
- Asset Management Review Report (July 2023)
- Post Review Implementation Plan (November 2023)
- Performance and Compliance Reports to the ERA for 2022/23 and 2023/24

- PFM Asset Criticality Assessment Guideline
- PFM Life Cycle Model

Asset Creation/Acquisition

- Rottnest Island Electrical Infrastructure Upgrade - Business Case (February 2025)

Asset Disposal

- Notification of Asset Disposal

- Powerhouse Outages Procedure
- Planned Outage Notification Procedure
- Power Outages 2022/23 and 2023/24
- Network Quality and Reliability of Supply Reports to ERA for 2022/23 and 2023/24
- Corrective Maintenance Monthly Tracker – YTD
- Work Orders – March 2025
- Rottnest Island Hybrid Power Station Monthly Report – March 2025
- ECAM Monthly Report – February 2025
- Assetic Predictor Screenshots
- Training Competency Matrix
- Maximo Priority Definitions
- Electrical Workshops – RIA-PFM Notes

Asset Management Information System

- Corporate Policy Statement 63 - Information and Related Technology
- Corporate Policy Statement 70 - Information Security Management
- PFM Information Security Policy
- Maximo Electrical Assets Register

Contingency Planning

- Rottnest Island Emergency Management Plan
- PFM Emergency Response Plan.
- Electrical - Service Recovery and Contingency Plan.
- Electricity Business Continuity Drill Testing evidence

A3. Key Contacts

The licensee's representatives participating in the review were:

RIA

- David Pond – Environmental Compliance and Approvals Coordinator
- Rebecca Gabbitus – Manager Approvals and Compliance
- Brigid Ward - Environment Officer (Compliance)
- Roger Petit – Manager Electrical & Fuel Infrastructure
- Martin Marerwa – Director Infrastructure
- Sydney McDowell; Project Manager - Enterprise Asset Management System

Programmed Facility Management (PFM)

- Gary Monaghan – General Manager, Island Operations
- Rebecca Mercer-Gaunt – Contracts and Compliance Manager (Rottnest Island)
- Jay Petterwood – Quality and Compliance Officer
- Adam Stefaniuk – Maintenance and Utilisation Project Manager
- Andrew Bekker - Electrical Compliance Manager
- Clint McDonald – Electrical Supervisor (Rottnest Island)
- Jean Montocchio (JP) – Electrician and stand in Supervisor (Rottnest Island)
- Habib Chowdhury; Strategic Asset Manager

A4. Consultants

NAME AND POSITION	BUDGET HOURS
Geoff White - Director	60
Tanuja Sanders – Principal Planning Engineer	60
TOTAL	**120**

END OF REPORT