

**WORKS AND SERVICES COMMITTEE MEETING HELD ON
WEDNESDAY 17 SEPTEMBER 2014 AT GATEWAY MOTEL
CONFERENCE ROOM, 16 CHURCHILL STREET, KAIKOURA.**

AGENDA

1. Apologies

2. Matters of Importance to be raised as Urgent Business.

3. Reports:

- **Operations and Maintenance Manager's Report** *page 1*
- **Budget Report** *page 5*

4. Determining the Appropriate Level of Asset Management Practice *page 6*

5. Urgent Business

OPERATIONS AND MAINTENANCE MANAGER'S REPORT

1.0 WATER SUPPLY

1.1 Urban Water

Operations – Kaikoura Urban Supply

This facility operated satisfactorily during the reporting month.

Operations – Suburban Supply

This facility operated satisfactorily during the reporting month. The new water meter is still to be commissioned.

Water Demand

Table 1 below shows the water demand for the reporting month measured from the Mackle's bore while Figure 1 shows the yearly cumulative water demand since 2009.

| <i>Water Demand (m³/day)</i> | | | | |
|---|------------|------------|------------|---------------------|
| | <i>Min</i> | <i>Avg</i> | <i>Max</i> | <i>Total Demand</i> |
| <i>July 2013</i> | 1157 | 1826 | 2626 | 58,416 |
| <i>August 2013</i> | 1710 | 2001 | 2668 | 62,021 |
| <i>September 2013</i> | 1380 | 2272 | 2668 | 68,151 |
| <i>October 2013</i> | 2093 | 2607 | 3426 | 78,199 |
| <i>November 2013</i> | 1585 | 2332 | 2976 | 69,961 |
| <i>December 2013</i> | 2633 | 3149 | 4064 | 97,630 |
| <i>January 2014</i> | 1928 | 3002 | 3667 | 93,052 |
| <i>February 2014</i> | 2712 | 3339 | 3968 | 93,494 |
| <i>March 2014</i> | 1534 | 2510 | 3671 | 77,796 |
| <i>April 2014</i> | 1436 | 2609 | 3723 | 78,257 |
| <i>May 2014</i> | 1316 | 2639 | 3874 | 81,834 |
| <i>June 2014</i> | 2072 | 2710 | 3403 | 81,305 |
| <i>July 2014</i> | 1629 | 2166 | 2681 | 67,158 |
| <i>August 2014</i> | 1791 | 2271 | 2989 | 70,415 |

Table 1: Water Demand for reporting period

There was a 14% increase in water use compared to the same time last year. Fulton Hogan is checking to see if any major change in demand, about 3 litres per second, can explain this.

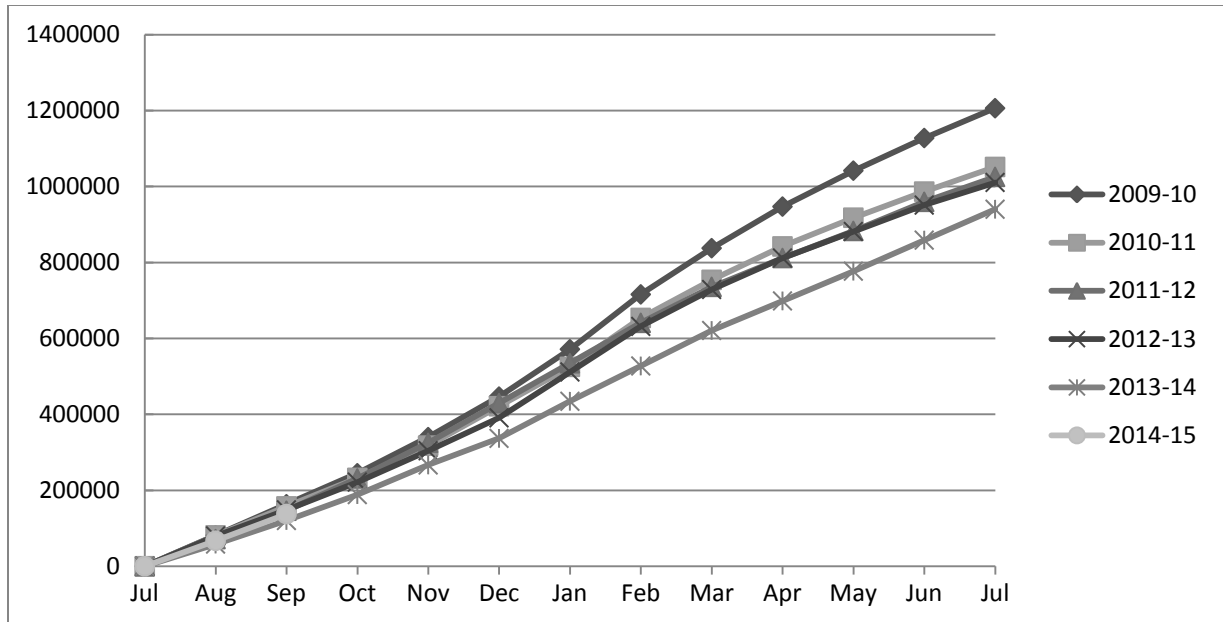


Figure 2: Cumulative Water Demand in cubic metres

1.2 Kincaid Water Supply

There were no issues with this system during the reporting month. The new water meter is still to be commissioned.

The intake at the Waimangarara River is still to be reconstructed following damage during the heavy rain in June.

1.3 Oaro Water Supply

There were no issues with this system during the reporting month.

1.4 Fernleigh Water Supply

There were no issues with this system during the reporting month.

1.5 Ocean Ridge Water Supply

There were no issues with this system during the reporting month.

1.6 Peketa Water Supply

There were no issues with this system during the reporting month.

1.7 East Coast Water Supply

There were no issues with this system during the reporting month.

2.0 SEWER SYSTEM

The communication system upgrade between Lyell Creek and Ludstone Road is still to be completed.

| Sewage flows (m3/day) | | | |
|------------------------------|------------|-------------|---------------------|
| | avg | Max* | Total Flow** |
| July 2013 | 967 | 2012 | 30,255 |
| August 2013 | 857 | 1771 | 25,723 |
| September 2013 | 857 | 2005 | 25,710 |
| October 2013 | 1149 | 2931 | 34,484 |
| November 2013 | 733 | 1093 | 22,000 |
| December 2013 | 775 | 2238 | 32,928 |
| January 2014 | 868 | 1839 | 32,823 |
| February 2014 | 957 | 1139 | 26,802 |
| March 2014 | 1095 | 2357 | 33,938 |
| April 2014 | 1642 | 2516 | 49,247 |
| May 2014 | 1004 | 1927 | 31,141 |
| June 2014 | 1028 | 2500 | 30,830 |
| July 2014 | 857 | 2500 | 26,571 |
| August 2014 | 677 | 860 | 20,975 |

Table 3 : Sewage generated for reporting period

*The asterisk figure represents daily flows during heavy rainfall events.

**The double asterisk figure has not been adjusted to reflect inflows from storm-water.

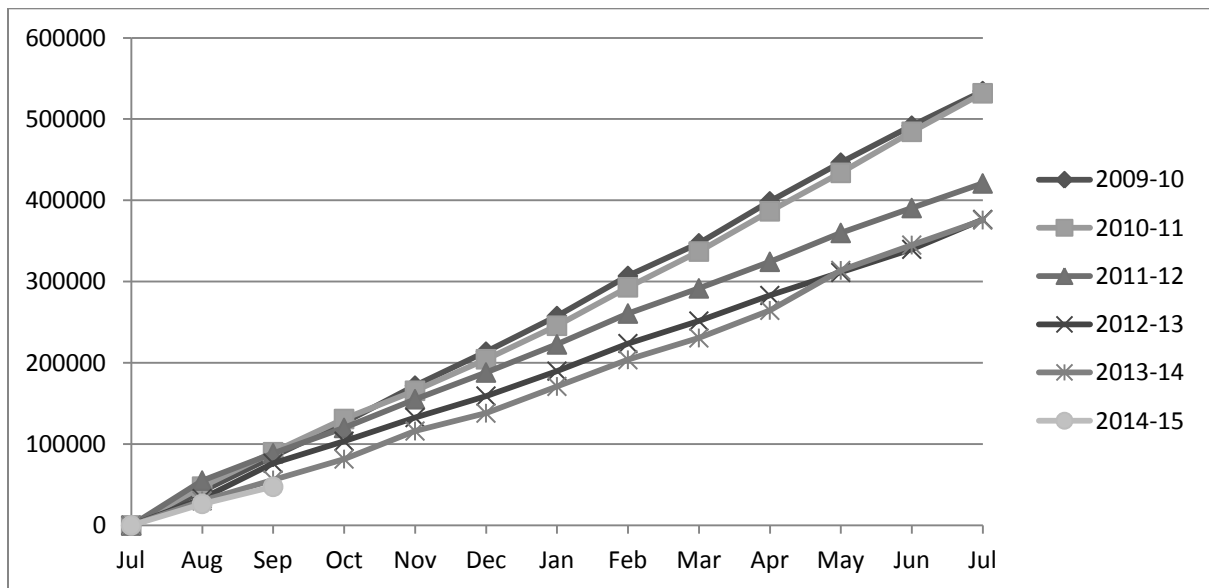


Figure 2: Cumulative Sewerage Discharge from Oxidation Ponds in cubic metres

3.0 STORMWATER

The consent for the Kaikoura Urban Area is still being processed by Environment Canterbury.

4.0 PARKS AND RESERVES

The parks and reserves were satisfactorily maintained during the reporting month. Work is programmed to occur on Dempsey's Track. The retaining wall on Tom's Track is being extended.

5.0 BUILDINGS

Significant Work planned for 2014 include:

- Disabled access to Memorial Hall and woman's toilets

6.0 AIRPORT

No issues have occurred at the airport.

7.0 PUBLIC TOILETS

From inspections carried out, the toilets were found to be in a fair condition.

From 1 October the toilets will be cleaned by Innovative Waste. They are completing their Method Statement to confirm procedures prior to this date.

8.0 ROADING

The shoulder drainage on Ludstone, Red Swamp and Kowhai Ford Roads has been completed.

Grange Road was closed due to a culvert installation at the Bay Road Intersection from 8th September for a week.

Significant work planned for 2014:

- Replacement of mercury vapour lights in the latter part of 2014
- Kerb and Channel on Ramsgate and Margate Street and the entrance to the Top 10 Holiday Park.

9.0 FOOTPATHS

No work has been undertaken in August.

10.0 POWER

A new contract for power supply is being worked through.

Recommendation:

It is recommended this report be received.

Author: Operations and Maintenance Manager
Endorsed by the Acting Chief Executive Officer

DETERMINING THE APPROPRIATE LEVEL OF ASSET MANAGEMENT PRACTICE

Background

The Council as part of its business is required to complete Asset/Activity Management Plans (AMPs).

Plans for Roothing, Road Safety, Water, Wastewater, Stormwater and Parks and Reserves already exist however in the course of time they will all be reviewed. In addition new plans are required for Flood Prevention, Buildings and Solid Waste. There is also assumption that plans will exist for Electricity and Communications that will be completed by others. These plans should be linked to each other so as to optimise the work undertaken on these assets.

Discussion

AMPs can be written to various levels of detail and before any further work is completed there should be a standard identified to which the plans should be targeted. This report identifies what is believed to be an appropriate target and seeks confirmation that the Appropriate Level of Asset Management Practice is as identified in the attached report.

The AMPs will be based on the data available on condition and future requirements. Ultimately they will be integrated with each other and provide a list of defects, deficiencies and risks that will be addressed by an optimised programme of management, periodic maintenance, reactive maintenance, renewals and capital expenditure.

It will be some time before all the AMPs are completed and not all of them will be at the targeted standard by the time the Long Term Plan is established using information from the AMPs as a basis for future work.

The Office of the Auditor General may take a different view on the levels required.

In due course a higher level of detail may occur as more information becomes available. The Roothing AMP is targeted first to be revised as rooothing consumes the most budget and has potentially the most benefit for optimisation of spending.

Recommendation: That the "Report on Determining the Appropriate level of Asset Management Practice" be adopted.

Author: Operations and Maintenance Manager
Endorsed by the Acting Chief Executive Officer

DETERMINING THE APPROPRIATE LEVEL OF ASSET MANAGEMENT PRACTICE

EXECUTIVE SUMMARY

The International Infrastructure Manual (IIMM) has been chosen by the office of the Auditor general (OAG) as the benchmark for measuring appropriate practice for Asset and Activity Management Plans (AMPs). To determine the level to which asset management practice should be developed for each council, there is a section in the IIMM, 2.1.3 Determining the Appropriate Level of Asset Management Practice, that gives guidelines on how the plans should be developed for each authority stating “The Asset Management Policy or Strategy should clearly outline the level of expected asset management maturity for each activity”. The expectation is that a determination is made for each section whether activity management planning to the following levels are required:

- Minimum;
- Core
- Intermediate;
- Advanced.

The IIMM acknowledges that some activities may never need to progress beyond core and that the decision will depend on a number of asset factors including:

- The costs and benefits to the organisation;
- Legislative and other mandated requirements;
- The size, condition and complexity of the assets;
- The risks associated with failures;
- The skills and resources available to the organisation;
- Customer expectation; and
- Sustainability.

Key aspects of the methodology that determines the level are:

- The development of a risk based framework for assessment of each asset or activity;
- Development of an assessment table that uses the available guidelines to identify existing levels, appropriate levels and gaps.

The assessment methodology is:

- Adopt a risk based approach using district population and largest town size as a proxy for risk and an initial screen;
- Determine an initial position based on the population risk factors;
- Modify initial position based on the district wide risk factors;
- Examine each asset group based on the detailed asset factors identified above;
- Adopt a final Appropriate Asset Management Level position for each asset group based on this analysis;
- Use a detailed analysis table to plot the adopted position;
- Use the detailed analysis of asset groups to identify gaps between adopted appropriate practice and current practice.

The results will enable the adoption of appropriate practice for each asset group.

Having considered the above processes the results show that the council should be undertaking its activities at the following levels:

- Roads and footpaths (includes road safety and urban development) Core
- Water Supply Core
- Wastewater Core
- Stormwater Core
- Flood Prevention (includes coastal protection) Core
- Solid Waste Minimum
- Parks and Reserves (includes swimming pool) Minimum
- Buildings (includes airport and wharves) Minimum
- Communication Non-Council
- Electricity Non-Council

While the analysis has shown this as an appropriate level there are advantages in attaining higher levels on individual activities that are identified in the Maturity Index Table.

METHODOLOGY RISK SCREENING

Population provides a default guide for community activities. Some activities may have a broader expectation such as transport where road users in adjoining authorities should have similar experiences. The One Network Roads outcomes will be taken into account as the AMP for roading is developed. Similarly The Drinking Water Standards for New Zealand 2005 (revised 2008) categorise the water supplies as neighbourhood, small and minor and the AMP for these will be based on the Water Safety Plan requirements which will have different requirements.

Waugh Infrastructure has in the past assessed several towns and districts as follows:

| Council | 2006 population | Council Rank (72 Authorities) | Asset management Practice Level Indicated by Size as assessed |
|-------------------|-----------------|-------------------------------|---|
| Rodney District | 85,845 | 11 | Core Plus, |
| Timaru District | 42,000 | 25 | Core Plus |
| Hurunui District | 10,083 | 59 | Core Plus for Land transport otherwise Core |
| Buller District | 9,345 | 60 | Core |
| Westland District | 7,929 | 66 | Core |
| Waimate District | 7,041 | 68 | Core |

Core Plus was defined as between Core and Advanced so would be Intermediate. In the past this could mean Core with having Advanced in some areas.

On this basis Kaikoura District with a population of 3,552 in the 2013 census would have an appropriate level of asset management practice of "Core" for the statutory assets.

Most of the detail on how individual risks are to be treated will occur within the AMPs.

The present environment shows stable conditions around the infrastructure and AMPs are completed with the anticipation that they will continue. The LTP and AMPs will however allow for the occurrence of the risks that have been identified. As changes eventuate in the future the various plans will be updated.

At this early stage a low risk means that business as usual will occur after the event. A medium risk implies there will be effects that will be managed by adjustments within the LTP over the next three years. The occurrence of a high risk event means that the LTP will have to be totally overhauled to take into account the changes that have occurred.

Within the major asset groups the following significant changes are occurring, planned or need to be considered:

- Roads and Footpaths
 - Deviation of State Highway 1
 - Heavy traffic bypass
 - Future industrial areas
 - Upgrading of Beach Road
 - Upgrading of West End
 - Status of unmaintained roads
- Water Supply
 - Replacement of old Ford's Reservoirs
 - Replacement of old pipes
- Wastewater
 - Replacement of old pipes
- Stormwater
- Flood Prevention
 - Coastal protection
 - Long term approach to sea level rise
- Solid Waste
 - Landfill closure
 - New solid waste disposal system post landfill closure
- Parks and Reserves
 - Determination of requirements for reserves, walkways and cycleways
 - New swimming pool
- Buildings
 - New council building
 - Upgrade of Memorial Hall
 - Disposal and utilisation of non-core assets
 - Growth of facilities for vessels
- Communications (not a council owned asset)
 - Undergrounding of overhead assets
- Electricity (not a council owned asset)
 - Undergrounding of overhead assets

ASSET MANAGEMENT POLICY STATEMENTS

The Asset Management Policy Statements for the activities are intended to be added to the introduction of the AMPs to set the direction for the plans.

The objective of the Asset Management Policy is to ensure that Councils service delivery is optimised to deliver agreed community outcomes and levels of service, manage related risks and optimise expenditure over the entire life cycle of the service delivery across all assets as required.

The Asset Management Policy requires that the management of assets be a systematic process to guide planning, acquisition, operation and maintenance, renewal and disposal of the required assets.

Delivery of service is required to be sustainable in the long term and deliver on the objectives in the Council's Strategic Plan.

This policy sets the appropriate level of asset management practice for Council's assets and activities. The following principles will be used by the Council to guide asset management planning and decision making:

- Effective consultation to determine appropriate Levels of Service.
- Ensuring service delivery needs form the basis of asset management.
- Integration of asset management with corporate, financial, business and budgetary planning through the Strategic Plan, LTP and AMPs.
- Integration with neighbouring authorities and other agencies including the Regional Council, the New Zealand Transportation Authority through collaboration, Memorandums of Understanding and various overarching plans.
- Informed decision making taking a life cycle management and inter-generational approach to asset planning.
- Transparent and accountable asset management decision making.
- Sustainable management of the assets providing for present needs whilst sustaining resources for future generations.

A full determination of the Appropriate Level of Asset Management Practice according to Table 2.1.2 Asset Management Maturity Index of the IIMM has been used to identify the Appropriate Level of Asset Management Practice taking into account the above factors.

ASSET MANAGEMENT MATURITY INDEX

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|--|--|--|--|---|---|
| 2.1 AM Policy Development | <p>Corporate expectations expressed informally and simply, e.g.: “all departments must update AM Plans every three years”.</p> | <p>Defined policy statements for all significant activities. Clear linkage to corporate goals. Policy supported by high level action plans with defined responsibilities for delivery.</p> | <p>AM Policy and Strategy reviewed and adopted by Executive Team each year. Expectations of each activity area defined with detailed action plans, resources, responsibilities and timeframes.</p> | <p>AM Policy and Strategy fully integrated into the organisation’s business processes and subject to defined audit, review and updating procedures.</p> | <p>All Council AMPs Presently None-Minimum the new Strategic Planning feeding into the Long Term Plan will raise this to Core. A higher level of planning than will occur through the Annual Plans is only warranted on a project by project basis. A Minimum level for Solid Waste, Parks and Reserves and Buildings is appropriate.</p> |

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|---|--|--|--|--|--|
| 2.2 Levels of Service and Performance Management | Asset contribution to organisation's objectives and some basic levels of service have been defined. | Customer Groups defined and requirements informally understood. Levels of service and performance measures in place covering a range of service attributes. Annual reporting against performance targets. | Customer Group needs analysed. Costs to deliver alternate key levels of service are assessed. Customers are consulted on significant service levels and options. | Levels of service consultation strategy developed and implemented. Technical and customer levels of service are integral to decision making and business planning. | All Council AMPs Presently None-Minimum-Core the new Strategic Planning feeding into the Long Term Plan will raise all to Core . A Minimum level for Solid Waste, Parks and Reserves and Buildings is appropriate. |
| 2.3 Demand Forecasting | Demand forecasts based on experienced staff predictions, with consideration of known past demand trends and likely future growth patterns. | Demand forecasts based on robust projection of a primary demand factor (e.g.: population growth) and extrapolation of historic trends. Risk associated with demand change broadly understood and documented. | Demand forecasts based on mathematical analysis of past trends and primary demand factors. A range of demand scenarios is developed (e.g.: high/medium/low). | As for 'Intermediate', plus risk assessment of different demand scenarios with mitigation actions identified. | All Council AMPs Presently None-Minimum-Core the new Strategic Planning feeding into the Long Term Plan will raise all to Core . A higher level of forecasting for Roading and Water will occur if warranted. A Minimum level for Solid Waste, Parks and Reserves and Buildings is appropriate. |

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|--|---|---|---|--|---|
| 2.4 Asset Register Data | Basic physical information recorded in a spreadsheet or similar (e.g. location, size, type), but may be based on broad assumptions or not complete. | Sufficient information to complete asset valuation – as for ‘minimum’ plus replacement cost and asset age/life. Asset hierarchy, asset identification and asset attribute systems documented. | A reliable register of physical and financial attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place. High level of confidence in critical asset data. | Information on work history type and cost, condition, performance, etc. recorded at asset component level. Systematic and fully optimised data collection programme. Complete database for critical assets; minimal assumptions for non-critical assets. | All Council AMPs Presently None-Minimum-Core the new Strategic Planning feeding into the Long Term Plan will raise all to Core . A higher level of data collection for Roding, Water will Wastewater and Stormwater will be established to Intermediate level. A Minimum level for Solid Waste, Parks and Reserves and Buildings. |

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|---------------------------|--|--|--|---|--|
| 2.5 Asset Condition | Condition assessment at asset group level ('top-down'). Supports minimum requirements for managing critical assets and statutory requirements (e.g. safety). | Condition assessment programme in place for major asset types, prioritised based on asset risk. Data supports asset life assessment. Data management standards and processes documented. Programme for data improvement developed. | Condition assessment programme derived from benefit-cost analysis of options. A good range of condition data for all asset types (may be sampling-based). Data management processes fully integrated into business processes. Data valuation process in place. | The quality and completeness of condition information supports risk management, lifecycle decision-making and financial/performance reporting. Periodic reviews of programme suitability carried out. | All Council AMPs Presently None-Minimum-Core the new Strategic Planning feeding into the Long Term Plan will raise all to Core . A higher level of condition information collection for Roading, Water will Wastewater and Stormwater will be established to Intermediate level. A Minimum level for Solid Waste, Parks and Reserves and Buildings is appropriate. |

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|----------------------------|--|--|--|--|--|
| 2.6 Risk Management | Critical assets understood by staff involved in maintenance/renewal decisions. | Risk framework developed. Critical assets and high risks identified. Documented risk management strategies for critical assets and high risks. | Systematic risk analysis to assist key decision-making. Risk register regularly monitored and reported. Risk managed consistently across the organisation. | Formal risk management policy in place. Risk is quantified and risk mitigation options evaluated. Risk is integrated into all aspects of decision making. | All Council AMPs Presently None-Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . A Minimum level for Solid Waste, Parks and Reserves and Buildings is appropriate. |
| 3.1 Decision Making | AM decisions based largely on staff judgement and agreed corporate priorities. | Formal decision making techniques (MCA/BCA) are applied to major projects and programmes. | Formal decision making and prioritisation techniques are applied to all operational and capital asset programmes within each main budget category. Critical assumptions and estimates are tested for sensitivity to results. | As for 'Intermediate', plus... The framework enables projects and programmes to be optimised across all activity areas. Formal risk-based sensitivity analysis is carried out. | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise Roading to Core . A Minimum level for Solid Waste, Parks and Reserves and Buildings is appropriate. |

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|---------------------------------|--|---|---|---|--|
| 3.2 Operational Planning | Operational resources are understood by key staff, but plans may not be well-documented, mainly reactive in nature. Asset utilisation is measured for some key assets but is not routinely analysed. | Emergency response plan is developed. Demand management is considered in major asset planning. Asset utilisation is measured for critical asset groups and is routinely analysed. | Emergency response plans and business continuity plans are routinely developed and tested. Demand management is a component of all operational decision making. Asset utilisation is measured and analysed for most asset groups. | Operational plans routinely analysed, tested and improved. Formal debriefs occur after incidents. Asset utilisation measured real-time and effectiveness analysed across all asset groups. Operational programmes are optimised using benefit-cost and risk analysis. | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . A Minimum level for Solid Waste Parks and Reserves and Buildings is appropriate. |
| 3.3 Maintenance Planning | Organisational objectives and how asset functions support these are understood. Compliant with legislation and regulations. Maintenance records maintained. | Asset critically considered in response processes. Fault tracking and closure process. Strategy for prescriptive versus performance-based maintenance developed. Key maintenance objectives established and measured. | Contingency plans for all maintenance activities. Asset failure modes understood. Frequency of major preventative maintenance optimised using benefit-cost analysis. Maintenance management software implemented. | Forensic root cause analysis for major faults. Optimisation of all reactive and planned programmes alongside renewal planning. Procurement models fully explored. | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . A Minimum level for Solid Waste Parks and Reserves and Buildings is appropriate. |

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|---|--|---|--|--|--|
| 3.4 Capital Works Planning | There is a schedule of proposed capital projects and associated costs, based on staff judgement of future requirements. | Projects have been collated from a wide range of sources such as hydraulic models, operational staff and risk processes. Capital projects for the next three years are fully scoped and estimated. | As for 'Core', plus formal options analysis and business case development has been completed for major projects in the 3-5 year period. Major capital projects for the next 10-20 years are conceptually identified and broad costs estimates and available. | Long-term capital investment programmes are developed using advanced decision techniques such as predictive renewal modelling (refer Section 3.1). | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . |
| 3.5 Financial and Funding Strategies | Assets re-valued in compliance with financial reporting and accounting standards. 10 year financial forecasts are based on extrapolation of past trends and broad assumptions about the future. Expenditure categories compliant with FRS. | Asset revaluations have a 'C' grade data confidence (for asset attributes, unit replacement rates, asset lives). 10+ year financial forecasts based on current AMP outputs. Significant assumptions are specific and well reasoned. Expenditure captured at a level useful for AM analysis. | Asset revaluations have a 'B' grade data confidence (for asset attributes, unit replacement rates, asset lives). 10 year + financial forecasts based on current comprehensive AMPs with detailed supporting assumptions/reliability factors. Asset Expenditure easily linked to finance databases. | Asset revaluations have an 'A' grade data confidence (for asset attributes, unit replacement rates, asset lives). 10 year + financial forecasts based on comprehensive, advanced AM plans with detailed underlying assumptions and high confidence in accuracy. Advanced financial modelling provides sensitivity analysis, demonstrable whole of life costing and cost analysis for level of service options. | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . |

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|-------------------------|--|---|---|---|--|
| 4.1 AM Teams | AM allocated primarily to one or two people who have AM experience. | Cross-Council coordination occurs through a Steering Group or Committee. AM training occurs for primary staff. The Executive Team have considered options for AM functions and structures. | All staff in the organisation understand their role in AM, it is defined in their job descriptions, and they receive supporting training aligned to that role. A person on the Executive Team has responsibility for delivering the AM Policy/Strategy. | A formal AM capability building programme is in place and routinely monitored. The AM structure has been formally reviewed with consideration of the benefits and costs of options. | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . |
| 4.2 AM Plans | Plan contains basic information on assets, service levels, planned works and financial forecasts (5-10 years) and future improvements. | As for 'Minimum' plus executive summary, description of services and key/critical assets, top-down condition and performance description, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, 3 year AM improvement plan. | As for 'Core' plus analysis of asset condition and performance trends (past/future), effective customer engagement in setting LoS, ODM/risk techniques applied to major programmes. | As for 'Intermediate' plus evidence of programmes driven by comprehensive ODM techniques, risk management programmes and level of service/cost trade-off analysis. Improvement programmes largely complete with focus on ongoing maintenance of current practice. | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . A higher level of AMP for Roding, to Intermediate level will be targeted.. |

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|--|---|--|--|--|--|
| 4.3 Information Systems | Asset register can record core asset attributes – size, material, etc. Asset information reports can be manually generated for AMP input. | Asset register enables hierarchical reporting (at component to facility level). Customer request tracking and planned maintenance functionality enabled. System enables manual reports to be generated for valuation, renewal forecasting. | More automated analysis reporting on a wider range of information. Key operations, unplanned maintenance and condition and performance information held. | Financial, asset and customer service systems are integrated and all advanced AM functions are enabled. | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . |
| 4.4 Service Delivery Mechanisms | Service delivery roles clearly allocated (internal and external), generally following historic approaches. | Contracts in place for external service provision. Core functions defined. | Internal service level agreements in place with internal service providers. Contracting approaches reviewed to identify best delivery mechanism. Tendering/contracting policy in place. Competitive tendering practices applied. | All potential service delivery mechanisms reviewed and formal analysis carried out. Risks, benefits and costs of various outsourcing options are considered. | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . |
| 4.5 Quality Management | Simple process documentation in place for service-critical activities. | Defined quality policy and basic Quality Management System. All critical activity processes documented. | Process documentation implemented in accordance with the Quality Management System plan. All processes documented to appropriated level of detail. | ISO 9001 certification achieved and surveillance audits demonstrates the satisfactory operation of the Quality Management System. | All Council AMPs Presently None-Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Minimum . |

| Section | Minimum | Core | Intermediate | Advanced | Assessment |
|---|--|--|--|---|---|
| 4.6 Improvement Planning | Improvement actions identified and allocated to appropriate staff. | Current and future AM performance assessed and gaps used to drive the improvement actions. Improvement plans identify objectives, timeframes, deliverables, resource requirements and responsibilities. | Formal monitoring and reporting on the improvement programme to Executive Team. Project briefs developed for all key improvement actions. | Improvement plans specify key performance indicators (KPIs) for monitoring AM improvement and these are routinely reported. | All Council AMPs Presently Minimum the new Strategic Planning feeding into the Long Term Plan will raise all to Core . |

In the Assessment this table identifies the present position, the desired position and the gaps. It is not intended that all the desired positions be attained in the adoption of the next Long Term Plan and that the completion of the AMPs will be dependent on limitations of resources to complete the work.

Works and Services Budget Report

