

**Tasman District Council**  
**Selecting the Appropriate**  
**AM Level**





## Quality Record Sheet

### Tasman District Council

### Selecting the Appropriate AM Level

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## EXECUTIVE SUMMARY

Asset and Activity Management Plans (AMPs) have been developed as a tool for Authorities to describe how they intend to manage assets, meet the level of service agreed with the community and understand expenditure and funding requirements. In the process of completing AMP's, a wide range of data is reviewed to support decision making.

Authorities that manage assets on behalf of their communities need to define an appropriate level of asset management for the asset (e.g. A section of road, hall, pipe) and activity (e.g. Transportation, Water Supply, Wastewater, Stormwater, Solid Waste, Rivers and Coastal Structures) being managed.

The Office of the Auditor General (OAG) may review AMPs as part of the LTCCP audit. The OAG have chosen to use the International Infrastructure Management Manuals (IIMM) as the benchmark to measure the standard of AMP's against. These documents have been compiled with significant New Zealand industry input, and are recognised internationally as best practice.

Within the IIMM, there is an opportunity for the authority to state the standard to which it will undertake asset and activity management - Section 2.2.4. The standards of the AMP's can be considered on a scale as follows:

- Core - often referred to as basic AMP's
- Core Plus (+) - transition between Core and Comprehensive/Advanced
- Comprehensive/Advanced - most thorough AMP, accounting for all lifecycle elements

Assessing and adopting an appropriate AMP level will allow Council to identify what is Appropriate Best Practice for Tasman District, and therefore focus resources accordingly to enhance prudent management of the community infrastructure.

The purpose of this report is to outline the methodology used by Tasman District Council to select an Appropriate AM Level for each of the District's asset groups.

This methodology is required to be logical and robust, and able to be used by Council to adopt a position or policy on the appropriate level of asset management sophistication for each asset group.

The methodology and Section 2.2.4 Appropriate AM Level adopted will be scrutinised by Council's Auditors and the methodology, and subsequent determination must be robust enough to withstand this scrutiny.

The requirement for an Asset Management Policy is outlined in the IIMM, Section 1.2 as shown in Figure 1.2.1 from the IIMM below.

This report provides a template Asset Management Policy Statement for each asset group considered.

The template Asset Management Policy Statement includes the results of the Appropriate AM Level determination.

Figure: IIMM ‘The Total Asset Management Process’

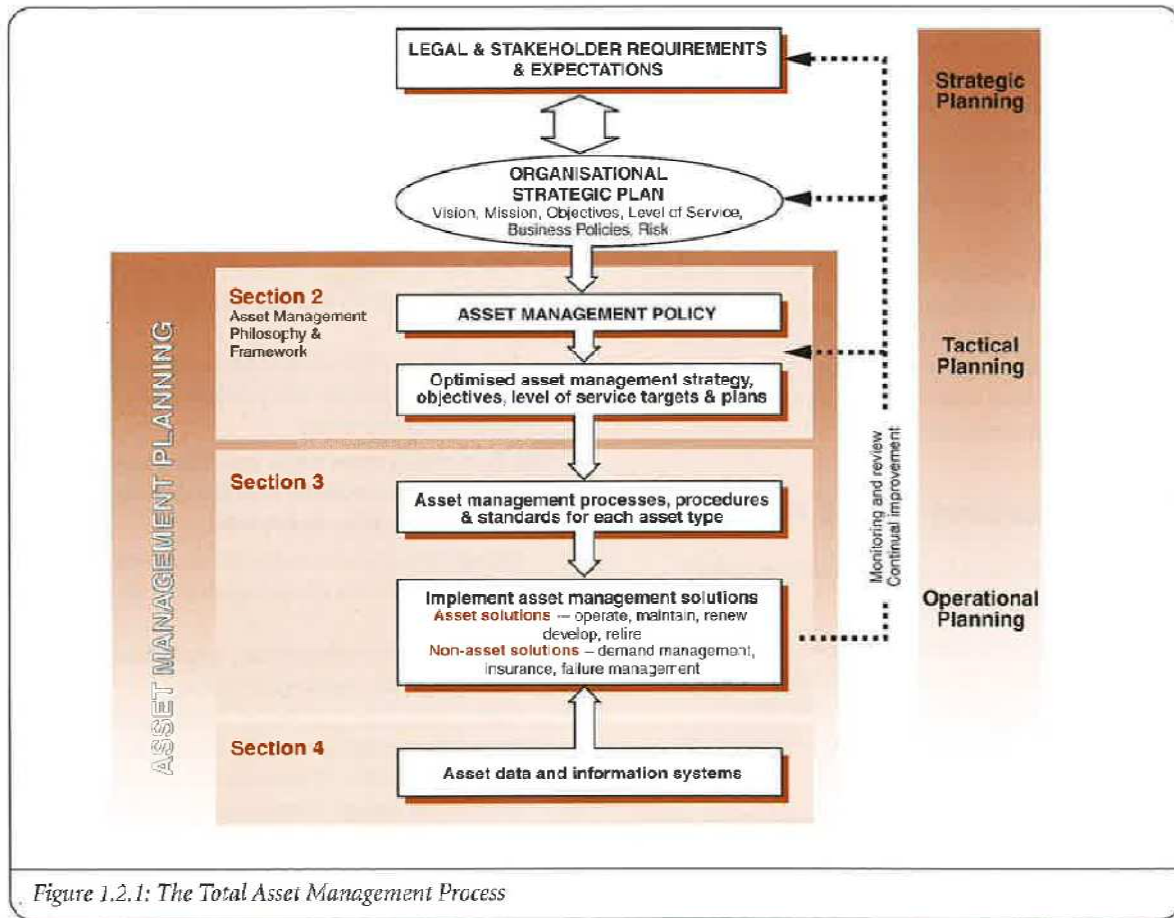


Figure 1.2.1: The Total Asset Management Process

Tasman District Council staff with the assistance of Waugh infrastructure Management Ltd, established the base level at which they consider the AMPs should be delivered to the community. This level has been assessed against a range of parameters:

- District and Community Populations
- Issues affecting the district and each activities
- The cost and benefits to the community
- Legislative requirements
- The size, condition and complexity of the assets
- The risk associated with failures
- The skills and resources available to the organisation
- Customer expectation

Having considered these factors, for each asset / activity group it is apparent that Tasman District Council should be managing its assets at the following levels:

- |                      |           |
|----------------------|-----------|
| • Transportation     | Core Plus |
| • Utilities          | Core Plus |
| • Solid Waste        | Core      |
| • Rivers             | Core      |
| • Coastal Structures | Core      |
| • Aerodromes         | Core      |

For the Land Transport activity, the minimum NZ Transport Agency requirements for practice will be met.



## 1.0 INTRODUCTION

Authorities that manage assets on behalf of their communities need to define an appropriate level of asset management for the asset or activity being managed. For some authorities and asset / activity groups this may not necessarily be fully comprehensive (advanced) asset management practices.

Section 2.2.4 of the International Infrastructure Management Manual (IIMM) contains a section regarding core and comprehensive (advanced) asset management practices. The part of this section that deals with selecting the Appropriate Asset Management Level is replicated below.

### **Selecting the Appropriate AM Level (from IIMM Section 2.2.4, page 2.9)**

Selecting the appropriate asset management level for an organisation, which for activities or asset types may not need to progress beyond a core approach, will depend on a number of factors, including:

- The costs and benefits to the organisation
- Legislative requirements
- The size, condition and complexity of the assets
- The risk associated with failures
- The skills and resources available to the organisation
- Customer expectations

### 1.1 Purpose of this Report

The purpose of this report is to outline the methodology used by Tasman District Council to select an Appropriate AM Level for each of the District's asset groups.

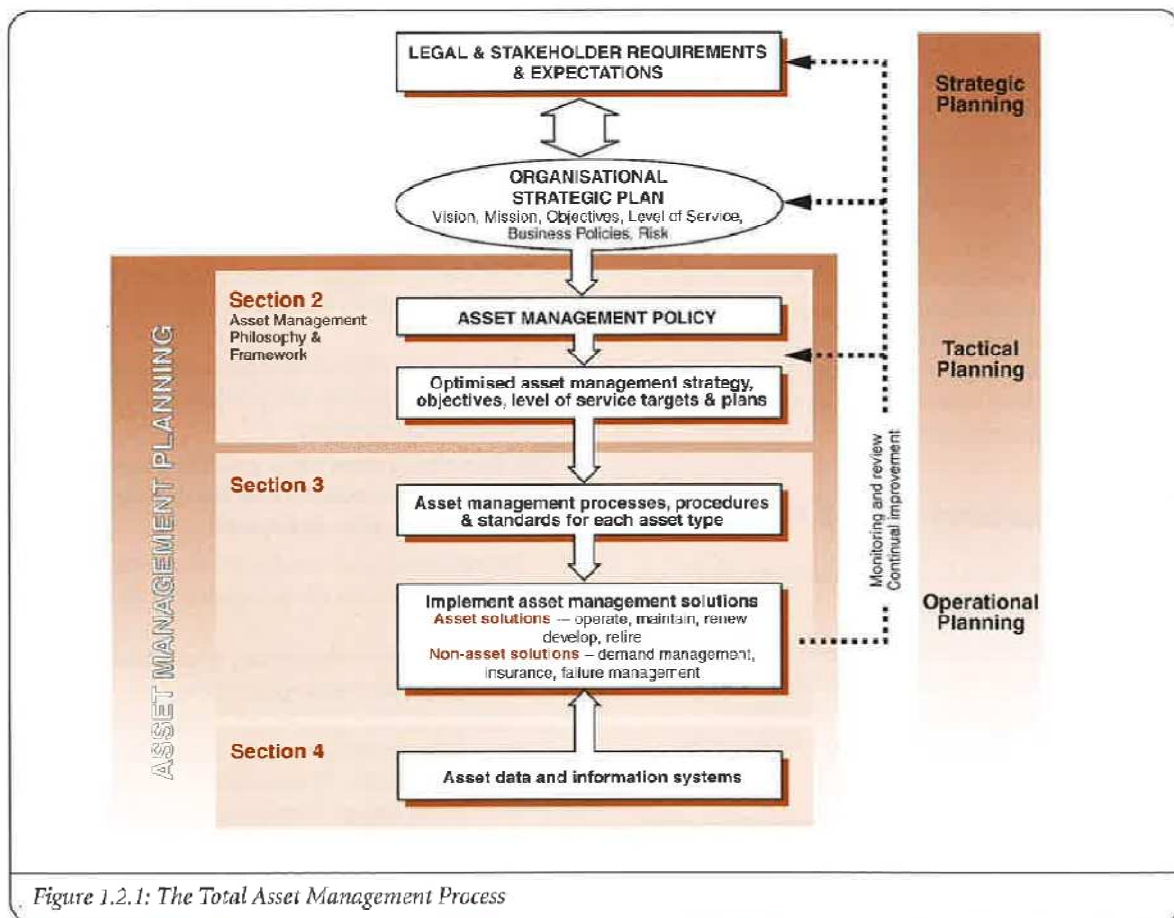
This methodology is required to be logical and robust, and able to be used by Council to adopt a position or policy on the appropriate level of asset management sophistication for each asset group.

The methodology and Section 2.2.4 Appropriate AM Level adopted will be scrutinised by Council's Auditors and the methodology, and subsequent determination must be robust enough to withstand this scrutiny. Assessing and adopting an Appropriate AM Level will allow Council to focus resources accordingly and enhance prudent management of community infrastructure.

The requirement for an Asset Management Policy is outlined in the IIMM, Section 1.2 as shown in Figure 1.2.1 from the IIMM below.

This report in Section 5.0 provides a template Asset Management Policy Statement for each asset group considered. The template Asset Management Policy Statement includes the results of the Appropriate AM Level determination.

Figure 1.1: IIMM “The Total Asset Management Process”

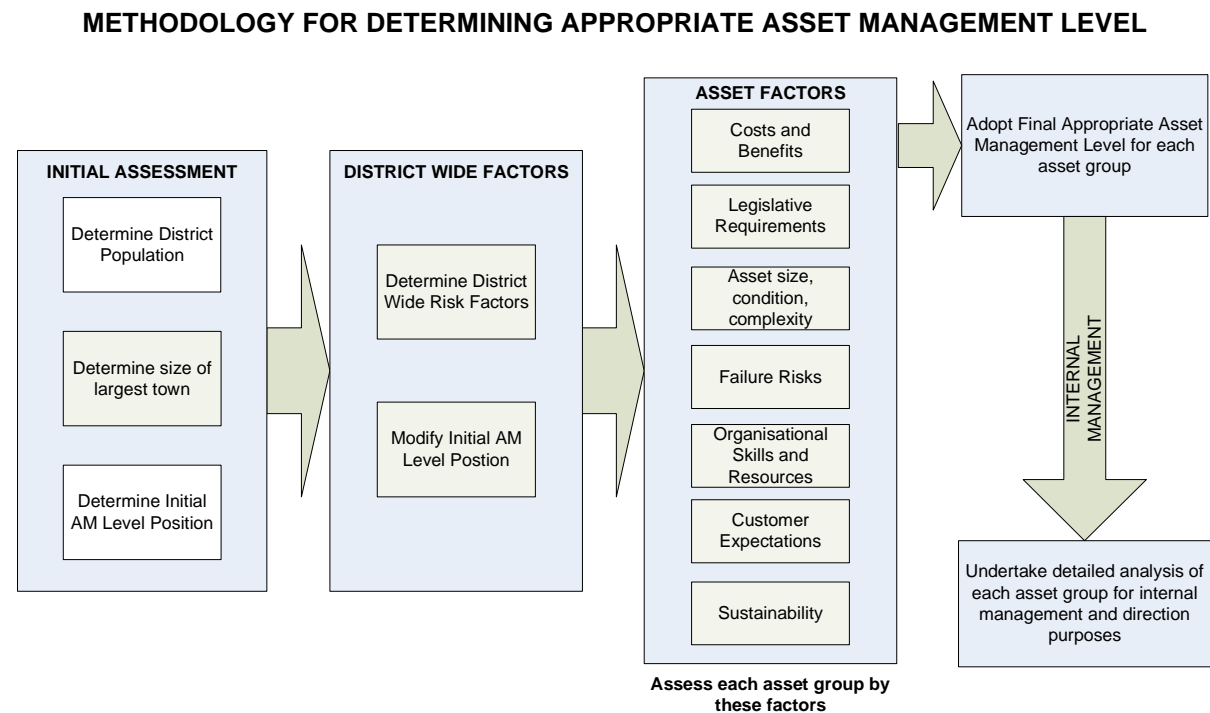


The template for this report has been updated following comments on the process and report to another Council from Audit New Zealand and the New Zealand Transport Agency.

## 1.2 Assessment Methodology

The assessment methodology, developed by Waugh Infrastructure Management Limited, in conjunction with a number of local authority partners, is as follows:

1. Adopt a risk based approach using district population and largest town size as a proxy for risk and an initial screen
2. Determine an initial position based on the population risk screening
3. Modify initial position based on the District wide risk factors
4. Examine each asset group and conduct a further analysis based on the Section 2.2.4 factors:
  - a. Costs and Benefits
  - b. Legislative Requirements
  - c. Size, condition, complexity of assets
  - d. Risks associated with failures
  - e. Organisational skills and resources
  - f. Customer expectations
  - g. Sustainability (additional to IIMM list)
5. Adopt a Final Appropriate AM Level position for each asset group based on the detailed factor analysis
6. Use a detailed analysis table to plot the adopted position
7. Use the detailed analysis of asset groups to identify gaps between adopted appropriate practice and current practice

**Figure 1.2: Methodology for Determining Appropriate Asset Management Level**


### 1.3 Definition of “Core Plus” Asset Management Practice

This report introduces the concept of ‘Core Plus’ asset management practice. The IIMM in Section 2.2.4 identifies two levels of asset management practice; core and comprehensive (also referred to as Advanced). For many asset owning authorities their desired practice levels, based on their infrastructure drivers will be above core practice (as defined in the IIMM) but may well be below comprehensive asset management practice.

For this situation the concept of ‘Core Plus’ asset management practice has been introduced.

The genesis of the thinking around this level of asset management practice goes back to the New Zealand Infrastructure Asset Management Manual (June 1998), which was superseded by the IIMM. Section 2.3 of the 2006 Edition covered the topic of Basic and Advanced Asset Management. The table on page 2.22 suggested six stages of asset management improvement as follows:

- Stage 1: Strategy Development
- Stage 2: Basic Asset Register
- Stage 3: Basic Technical Asset Management
- Stage 4: Improved Maintenance Management
- Stage 5: Introduce Advanced Asset Management Techniques
- Stage 6: System Optimisation (fully optimised decision making and advanced asset management practice)

This approach outlined in the 1998 Manual anticipated graduated stages of improving asset management practice. ‘Core Plus’ asset management practice covers Stage 4 and 5 using this approach.

So what is ‘Core Plus’ asset management practice? Is it:

- Core, plus one or two advanced categories fully compliant
- Core, plus with over 50% of advanced categories fully compliant
- Core, plus some advanced categories substantially compliant
- Core, plus most advanced categories. substantially or fully compliant

The answer is it could be any one of these and there may not be an appropriate single response due to the variations within any organisation. 'Core Plus' asset management practice is above core and below fully compliant with comprehensive practice.

Therefore, each asset owner needs to consider the Appropriate AM Level on an activity basis, taking into account national, regional and local drivers of asset management practice for that asset.

The recommended methodology for assessing this is to use the Detailed Asset Management Practice Assessment Tables included in Section 5.0 of this report to assess appropriate practice levels for each activity or asset group. These tables cover detailed analysis of the following asset management practice areas:

- Description of Assets
- Levels of Service
- Managing Growth, including sustainability strategies
- Risk Management
- Lifecycle Decision-making
- Financial Forecasts
- Planning Assumptions, Linkages, and Confidence Levels
- Improvement Programmes
- Planning Qualifications
- Commitment by Asset Owner

For the asset owner where the overall practice has been set at 'Core Plus' there still could be variations of practice by asset or activity group.

It is possible for some organisations that their asset management practice for some activities may be required at nearly comprehensive practice (e.g. Land Transport), while their practice for others may be nearer to core practice (e.g. Rivers).

## 2.0 INITIAL RISK SCREEN – DISTRICT POPULATION

### 2.1 Overview of New Zealand City and Town Populations

In order to undertake an initial assessment on the District Population, Waugh Infrastructure Management Ltd extracted the New Zealand city and town populations from the WINZ data base. Analysis of this data shows that New Zealand is a nation of few metropolitan areas, a range of large towns and small cities and many small towns. From this analysis it is suggested an initial determination of Core and Comprehensive AM Levels can be made.

It is acknowledged that while populations provide a guide for community activities, it is less appropriate for broader activities such as Land Transport.

**Table 2.1: Extraction of New Zealand City and Town Populations from WINZ Database**

| Number Towns | Population       | WIML Suggested Initial AM Level | Notes                      |
|--------------|------------------|---------------------------------|----------------------------|
| 10           | 90,000 and above | Comprehensive (Advanced)        | Auckland split by Councils |
| 34           | 10,000 – 90,000  | Core Plus                       |                            |
| 31           | 5,000 – 10,000   | Core                            |                            |
| 559          | Less than 5,000  | Core                            |                            |

Compiled from: <http://www.drinkingwater.org.nz/supplies/Suppliescompliance.asp> 16 July 2008

### 2.2 New Zealand Main and Secondary Urban Areas

The Table below contains an analysis of New Zealand's main and secondary urban areas, as defined by Statistics NZ. It can be seen that Richmond falls within the Statistics NZ Nelson Zone. If Richmond were separately listed it would qualify as Secondary Urban Area, as defined by Statistics NZ. This suggests that based on a population risk screen Tasman District urban areas should be aiming for 'Core – Core Plus' as an appropriate level of asset management practice.

**Table 2.2: 2006 Census Main and Secondary Urban Areas**

| Main and Secondary Urban Areas for the Census Usually Resident Population Count |                  |                  |   |
|---|------------------|------------------|---|
| Main/Secondary Urban Areas  |                  |                  |   |
| Main Urban Areas  |                  | Population       | WIML Assessed Initial AM Practice Level |
| <b>Total New Zealand</b>  |                  | <b>4,027,947</b> |   |
| <b>Total Main Urban Areas</b>   |                  | <b>2,892,831</b> |   |
| <b>Total Secondary Urban Areas</b>  |                  | <b>243,081</b>   |   |
| Other   |                  | 892,029          |   |
| UA 004 Central Auckland Zone  | Main Urban Areas | 395,982          | Comprehensive                           |
| UA 005 Southern Auckland Zone   | Main Urban Areas | 371,658          | Comprehensive                           |
| UA 022 Christchurch   | Main Urban Areas | 360,768          | Comprehensive                           |
| UA 002 Northern Auckland Zone   | Main Urban Areas | 248,112          | Comprehensive                           |
| UA 003 Western Auckland Zone  | Main Urban Areas | 192,339          | Comprehensive                           |
| UA 020 Wellington Zone  | Main Urban Areas | 178,680          | Comprehensive                           |
| UA 006 Hamilton Zone  | Main Urban Areas | 155,262          | Comprehensive                           |
| UA 023 Dunedin  | Main Urban Areas | 110,997          | Comprehensive                           |
| UA 009 Tauranga   | Main Urban Areas | 108,882          | Comprehensive                           |
| UA 018 Lower Hutt Zone  | Main Urban Areas | 97,149           | Comprehensive                           |
| UA 016 Palmerston North   | Main Urban Areas | 76,032           |   |

| Main and Secondary Urban Areas for the Census Usually Resident Population Count |                       |            |   |
|---|-----------------------|------------|---|
| Main/Secondary Urban Areas  |                       |            |   |
| Main Urban Areas  |                       | Population | WIML Assessed Initial AM Practice Level |
| UA 013 Hastings Zone  | Main Urban Areas      | 62,118     |   |
| UA 021 Nelson   | Main Urban Areas      | 56,364     | Core Plus                               |
| UA 012 Napier Zone  | Main Urban Areas      | 56,286     |   |
| UA 010 Rotorua  | Main Urban Areas      | 53,766     |   |
| UA 014 New Plymouth   | Main Urban Areas      | 49,281     |   |
| UA 001 Whangarei  | Main Urban Areas      | 49,080     |   |
| UA 019 Porirua Zone   | Main Urban Areas      | 48,396     |   |
| UA 024 Invercargill   | Main Urban Areas      | 46,773     |   |
| UA 015 Wanganui   | Main Urban Areas      | 38,988     |   |
| UA 025 Kapiti   | Main Urban Areas      | 37,347     |   |
| UA 017 Upper Hutt Zone  | Main Urban Areas      | 36,402     |   |
| UA 011 Gisborne   | Main Urban Areas      | 32,529     |   |
| UA 110 Blenheim   | Secondary Urban Areas | 28,527     |   |
| UA 113 Timaru   | Secondary Urban Areas | 26,886     |   |
| UA 101 Pukekohe   | Secondary Urban Areas | 22,515     |   |
| UA 103 Taupo  | Secondary Urban Areas | 21,291     |   |
| UA 109 Masterton  | Secondary Urban Areas | 19,494     |   |
| UA 107 Levin  | Secondary Urban Areas | 19,134     |   |
| UA 104 Whakatane  | Secondary Urban Areas | 18,204     |   |
| UA 112 Ashburton  | Secondary Urban Areas | 16,836     |   |
| UA 007 Cambridge Zone   | Main Urban Areas      | 15,192     |   |
| UA 008 Te Awamutu Zone  | Main Urban Areas      | 14,454     |   |
| UA 106 Feilding   | Secondary Urban Areas | 13,890     |   |
| UA 102 Tokoroa  | Secondary Urban Areas | 13,530     |   |
| UA 114 Oamaru   | Secondary Urban Areas | 12,681     |   |
| UA 105 Hawera   | Secondary Urban Areas | 10,776     | Core                                    |
| UA 111 Greymouth  | Secondary Urban Areas | 9,672      | Core                                    |
| UA 115 Gore   | Secondary Urban Areas | 9,648      | Core                                    |

Source: <http://www.stats.govt.nz/census/census-outputs/default.htm> 19 August 2008

### 2.3 Analysis of Community Population

The reality of New Zealand local authority asset management practice is that it is conducted at a Council level in a similar manner. The requirements of the largest population centre in the Council tends to set the appropriate practice level. Tasman District Council's town population is shown in the table below. Richmond is the largest town, and based on the initial determination in Section 2.1 suggests a 'Core – Core Plus' asset management practice level is appropriate.

**Table 2.3: Tasman District Council**

| Rank | Town/Scheme Name              | WINZ Population | WIML Assessed Initial AM Practice Level |
|------|-------------------------------|-----------------|---|
|      | Richmond                      | 10,500          | Core Plus                               |
|      | Hope/Brightwater              | 2,000           | Core                                    |
|      | Waimea Indust./Mapua Ruby Bay | 1,680           | Core                                    |
|      | Wakefield                     | 1,500           | Core                                    |
|      | Motueka                       | 1,200           | Core                                    |
|      | Murchison                     | 680             | Core                                    |

| Rank | Town/Scheme Name           | WINZ Population | WIML Assessed Initial AM Practice Level |
|------|----------------------------|-----------------|---|
|      | Lower Moutere Water Scheme | 600             | Core                                    |
|      | Redwoods                   | 550             | Core                                    |
|      | Collingwood                | 450             | Core                                    |
|      | Dovedale Rural             | 450             | Core                                    |
|      | Tapawera                   | 400             | Core                                    |
|      | Kaiteriteri                | 300             | Core                                    |
|      | Lake Rotoiti               | 200             | Core                                    |
|      | Pohara                     | 150             | Core                                    |
|      | Tukurua                    | 100             | Core                                    |
|      | Para Para                  | 90              | Core                                    |
|      | Brooklyn                   | 75              | Core                                    |
|      | Hamama Rural               | 50              | Core                                    |
|      | Upper Takaka               | 50              | Core                                    |
|      | The Barn                   | 25              | Core                                    |
|      | Torrent Bay Village        | 25              | Core                                    |
|      | Tui Community              | 25              | Core                                    |

Source: <http://www.drinkingwater.org.nz/supplies/SupplyCysForWildcard.asp>

15 Feb 2010

## 2.4 Analysis by District Total Population

Analysis of the 2006 Census results of Council total population gives the following results for the following sample Councils. The sample set has been selected to illustrate a range of different sized Councils.

**Table 2.4: Total District Population**

| Council            | 2006 Population | Council Size Rank (72 Authorities) | AM Practice Level Indicated by Size (WIML Estimated Assessment) |
|--------------------|-----------------|------------------------------------|---|
| Rodney             | 89,562          | 11                                 | Core Plus, effectively comprehensive in some areas/activities   |
| Hastings           | 70,842          | 14                                 | Core Plus, with near comprehensive in some areas/activities     |
| Tasman             | 44,625          | 23                                 | Core Plus with demand drivers from District growth              |
| Timaru             | 42,870          | 28                                 | Core Plus, with near comprehensive in some areas/activities     |
| Hauraki District   | 17,193          | 51                                 | Core  |
| Gore District      | 12,108          | 58                                 | Core  |
| Mackenzie District | 3,801           | 71                                 | Core  |

Source: <http://www.stats.govt.nz/Census/about-2006-census/regional-summary-tables.aspx>

30 March 2010

The mix of total District population and the size of the largest population centre provides a good initial screen for the risks associated with asset service delivery. It is acknowledged that Land Transport is managed on a network and regional basis and the relevance of population is lower than for other activities. This initial screen will be modified by consideration of the other factors as detailed in Section 3.

## **2.5 Initial Risk Screen – Conclusion**

Based on this initial screen of urban areas, all council population centres and total district population the suggested level of appropriate asset management practice for Tasman District Council is 'Core Plus'.



### 3.0 CONSIDERATION OF DISTRICT WIDE RISK FACTORS

#### 3.1 Identification of District Wide Factors

Following the initial population screen based on appropriate practice for the largest population centre in Richmond, further consideration needs to be given to other District Wide Risk Factors that may affect the initial assessment of 'Core Plus'.

The District Wide Risk factors identified in a workshop of Tasman District Council's Asset Managers on 3 June 2010 include:

**Table 3.1: Identification of District Wide Risk Factors**

| Item  | Comments   |
|---|--|
| Demographics / Population Changes                               | Strong population growth predicted in the District. Demographic change will impact   |
| Economic Growth and Development                                 | Economic changes, which are driving economic growth, are continuing in the aquaculture, forest / wood product and tourism industries                                       |
| Service Level Affordability                                     | Expectations of higher service levels in some areas are balanced against cost and affordability of service delivery  |
| Capital Expenditure and Renewal Programmes                      | Integrated planning is undertaken, with analysis of renewals integrated with capital projects. Funding constraints and project staging issues are considered               |
| Water Availability  | Richmond water demand is increasing with growth, which may lead to future water availability issues  |
| District Plan Change (Part 4)                                   | Proposed District Plan changes may increase AM planning and practice requirements  |
| Legislation – Heavy Traffic Rule change                         | The proposed Heavy Traffic Rule change will impact on pavements and bridges  |
| Transportation Policy Changes                                   | GPS and changes in subsidised road funding will require additional AM analysis and practice to optimise use of available funds   |
| Industry Structure and Governance Arrangements, Shared Services | Increased use of shared services is likely   |
| Climate Change, Sea Level Rise, ETS                             | Impacts of climate change scenarios on service delivery and cost is expected in the medium term, with Rivers, Stormwater and Coastal Protection assets being most affected |
| Civil Emergency - Lifelines Event                               | Preparedness and Impacts have been assessed, with long term risks understood   |

By way of comparison, the table below outlines the assessed District-wide risk factors for the sample Council's listed in Table 2.4: Total District Population.

**Table 3.2: Examples of District-Wide Risk Factors**

| Council            | Population                           | Other Factors  | Appropriate AM Determination (WIML Estimated Assessment)    |
|--------------------|--------------------------------------|--|---|
| Rodney             | Core Plus, effectively comprehensive | Rapid growth, heavily influenced by Auckland dynamics<br>Dispersed urban areas<br>Tourism/holiday destination  | Comprehensive   |
| Hastings           | Core Plus                            | Regional growth with transportation impacts (HPUDS), changing land use, regional and district planning changes. Highly productive primary industry linked to regional port. Subsequent pressures on water resources as a result on growth and land use changes   | Core Plus   |
| Tasman             | Core Plus                            | District population growth and growth/changes in the aquaculture, forestry/wood products and tourism industries are drivers. Renewal and new capital expenditure programmes will need to be managed within service level affordability constraints. Expectations of higher service levels will be balanced against cost of service | Core Plus   |
| Timaru             | Core Plus                            | Geraldine – International Visitors; Major industries (Fonterra Clandeboye); Regionally significant freight hub; Primary industry growth and subsequent transportation network impacts  | Core Plus   |
| Hauraki            | Core                                 | Flooding risks and impacts of changes to the rural sector economy, potential climate change impacts within this context  | Core with some extension of practice around risk management |
| Gore               | Core                                 | None   | Core  |
| Mackenzie District | Core                                 | Tourism development and increase in holiday homes  | Core  |

Through the 2009-2019 Long Term Community Council Plan, Tasman District Council have sought input from its community and has reviewed its vision and strategic direction for the District.

Eight community outcomes were developed following extensive community involvement in 2005, for inclusion in the 2006–2016 Ten Year Plan. These outcomes have been retained for the 2009–2019 Ten Year Plan. The outcomes are:

- Our unique and special natural environment is bountiful, healthy, clean and protected
- Our built urban and rural environments are functional, pleasant, safe and sustainably managed
- Our transport and essential services are sufficient, efficient and sustainably managed

- Our vibrant community is safe, well, enjoys an excellent quality of life and supports those with special needs
- Our community understands regional history, heritage and culture
- Our diverse community enjoys access to a range of spiritual, cultural, social, educational and recreational services
- Our participatory community contributes to district decision-making and development
- Our growing and sustainable economy provides opportunities for us all

In order to achieve population and economic growth, Council needs to deal with some key priorities over the next 10 to 20 years:

- Protecting the productive capacity of our best soils, while ensuring there is suitable land available for residential, business, industrial and recreational use
- Making sure we have enough high quality drinking water and water available for irrigation to support the continued development of the primary sector
- Making sure development is sustainable
- Maintaining a high quality natural environment
- Supporting the top five industries on which our economy is based (horticulture, forestry, fishing/aquaculture, agriculture and tourism), while encouraging new sustainable industries to locate here
- Providing a good transportation network of roads, cycleways and walkways
- Providing infrastructure to meet residential, industrial and business growth

The priorities listed above tie into the key issues in the 2009-2019 Ten Year Plan and the projects Council will undertake.

The key issues are:

- Level of rates increases and current economic climate
- Sustainable development and environmental management
- Civil defence and emergency management
- Library services, education and heritage
- Beautifying our town centres
- Wastewater services and the Nelson Regional Sewerage Business Unit (NRSBU)
- Enhancing community facilities and the vitality of the District's communities and towns
- Sale of Council owned properties
- Nelson Tasman Tourism
- Motueka water supply and stopbank – affordability
- Takaka fire fighting water supply
- Changes to key policies
- Other projects raised by several submitters
- General rate increases and targeted rates
- Holding company – statement of proposal

The impact of district wide risks on assets and the Activity Management Planning is summarised in the following table:

**Table 3.3: District-Wide Risk Factors and Impact on Assets and AM Planning**

| Factors                             | Assets/Activity Groups most affected |           |             |        |                    |            | Comment                                      | Influence on AM Planning   |
|-------------------------------------|--------------------------------------|-----------|-------------|--------|--------------------|------------|--|--|
|                                     | Transportation                       | Utilities | Solid Waste | Rivers | Coastal Structures | Aerodromes |  |  |
| Demographic / Population Change     | ✓                                    | ✓         | ✓           | ✓      | ✓                  | ✓          | General impact across planning approach      | Part of normal AM Practice   |
| Economic Growth                     | ✓                                    | ✓         | ✓           | ✓      | ✓                  | ✓          | General impact across planning approach      | Part of normal AM Practice   |
| Service Level affordability         | ✓                                    | ✓         | ✓           | ✓      | ✓                  | ✓          | General impact across planning approach      | Part of normal AM Practice   |
| Capital / Renewal Expenditure       | ✓                                    | ✓         | ✓           | ✓      | ✓                  |            | General impact across planning approach      | Managing resource challenges and potential expenditure peaks is part of normal AM practice |
| Water Availability                  |                                      | ✓         |             |        |                    |            | Richmond demand increasing with growth       | Medium term issue to be managed  |
| District Plan Change                | ✓                                    | ✓         | ✓           | ✓      | ✓                  | ✓          | Impacts will be integrated into TDC planning | Part of normal AM Practice   |
| Legislation – Heavy Traffic Rule    | ✓                                    |           |             |        |                    |            | Potential pavement and bridge impacts        | Part of normal AM Practice   |
| Transportation Policy Changes       | ✓                                    |           |             |        |                    |            | Potential future changes in subsidy levels   | Could increase AM Practice levels and analysis required                                    |
| Industry structure and governance   | ✓                                    | ✓         | ✓           | ✓      | ✓                  | ✓          | Increased use of shared services likely      | Increased planning and coordination required   |
| Climate Change, Sea Level Rise, ETS | ✓                                    | ✓         |             | ✓      | ✓                  |            | General impact across planning approach      | Long term risk management and effect modelling approach is required                        |
| Civil Emergency                     | ✓                                    | ✓         | ✓           | ✓      | ✓                  |            |  | Long term risk management approach is required   |

These issues have been reflected in the Analysis of Tasman District Council Asset Groups in Section 4 of this report and Policy Statements in Section 5.0.

### 3.2 Consideration of District Wide Factors - Conclusion

Based on the identified District Wide risk factors the suggested level of appropriate asset management practice for Tasman District Council is 'Core Plus' with some extension of practice around the demand and risk management issues identified.

#### 4.0 IIMM SECTION 2.2.4 DETAILED FACTOR ANALYSIS

Following the initial population screen and assessment of District wide risks, a more detailed screening was developed for each individual asset group for the District.

#### 4.1 Detailed Analysis Tasman District Council Asset Groups

A more detailed analysis of where the sophistication of Tasman District Council asset management should be uses the criteria outlined in Section 2.2.4 of the IIMM as a basis.

**Table 4.1: Detailed Analysis Council Assets Groups**

| Criteria   | Transportation   | Utilities   | Solid Waste   | Rivers   | Coastal Structures   | Aerodromes  |
|--|--|---|---|--|--|---|
| Population   | Core Plus  |   |   |  |  |   |
| District Wide Risks  | "Core Plus" with some extension of practice around the demand and risk management issues identified  |   |   |  |  |   |
| Costs and Benefits – 2009/10 annual exp. (Source 2009 LTCCP – 10 year estimates) | CAPEX 12.2M  | CAPEX 11.8M   | CAPEX 2.2M  | CAPEX 0.9M   | CAPEX 1.8M   | CAPEX 0M  |
|  | OPEX 18.8M   | OPEX 19M  | OPEX 6.6M   | OPEX 2.0M  | OPEX 1.0Mk   | OPEX 0.2M   |
|  | Expenditure (% of District) 40% including subsidy  | Expenditure (% of District) 38%   | Expenditure (% of District) 7%  | Expenditure (% of District) 2%   | Expenditure (% of District) 2%   | Expenditure (% of District) 0%  |
| Legislative Requirements   | Compliance approach – heavy transport changes will have effects  | Compliance. Health Amendment Act and consent / RMA changes will impact Demand management drivers  | Compliance approach. Regional zero waste and waste minimisation initiatives   | Compliance approach – working toward a global consent for works in classified rivers. Building Code inundation requirements                          | Compliance approach. Consent renewals may impose additional conditions   | CAA requirements dominate – compliance approach. District Plan noise requirements may become an issue   |
| Size, Condition, Complexity of Assets  | Seal and Pavement design and lifecycle management present challenges. There is a bow-wave of renewals that requires management. Many bridges in a range of condition. Geotech issues in District due to topography, soils etc. | Large number of water and wastewater pump stations. SCADA system used to manage. Pipe and treatment systems not complex. Poor condition assets have been replaced | 5 transfer stations and a landfill. Gas management / methane recovery, leachate and stormwater systems in place. Consent renewal in 2015 presents a risk. Mapua special waste site now under TDC management | Stopbanks and fairway control measures. Minor in-river structures. Some stopbanks have structural integrity issues. Fairway control on 20 year cycle | Old and historic structures. Condition assessments completed on major structures. Work still required on minor structure register / condition. Understanding of coastal processes is required i.e. Ruby Bay sediment | Sealed runways, concrete pad at Motueka. Takaka want expansion for cross wind runway. Service buildings and fuel storage. Current assets meet required standards. Runways in generally good condition |

| Criteria                            | Transportation   | Utilities  | Solid Waste  | Rivers   | Coastal Structures  | Aerodromes  |
|-------------------------------------|--|--|--|--|---|---|
| Risks Associated with Failures      | Road Hierarchy is in place and used to manage risks. Dependence on State Highway availability for Tasman Bay. Tourism and Forestry traffic growth present risks. Risks to structures are known and managed. Geotech issues require management. Sea level rise may be a medium term issue   | Peak demand stress over holiday periods is managed. Reservoir risks known and managed. Further asset criticality analysis integrated with renewal programmes is required | Commercial and legislative risks require management. Regional initiatives are in place. Alternative assets / service delivery mechanisms are in place regionally in case of individual asset failure | Rivers only managed to the level of an annual flood. Takaka most vulnerable flooding in larger event. Funding and management of ditches and drains is an issue | There are a range of demarcation and definition issues that carry risks i.e. whose asset, whose protection? Embedded in this issue is the question of private verses public coastal protection work. Further analysis and understanding is required to quantify these risks and appropriate responses | Current management maintenance inspection processes could be improved. Taxiways are in poor condition. CAA compliance requirements a risk that needs management |
| Organisational Skills and Resources | Internal and external resources have been maintained. Several very experienced staff nearing retirement. Succession Planning is required to cover several key positions where skills are held by one individual, and ensure that skills are spread across staff. The MWH Alliance covers most resourcing issues, but workload peaks and specialist advice requirements can present challenges. Asset Information Systems / GIS and models require additional development to ensure institutional knowledge is captured. Data management and timeliness of data capture is an issue. Staff turn-over TDC, MWH and Contractor presents issues. AM Planning can compete with operational and development responses for resources. Council is working towards documenting knowledge, modelling systems and developing appropriate operations manuals and standard operating procedures. There is still work to be done in these areas. Governance structures are an issue with Coastal Structures and Aerodromes |  |  |  |   |   |
| Customer Expectations               | High customer expectations with lower willingness to pay. Generated most Annual Plan submissions. Higher footpath levels of service requested. Management of expectation and delivery of agreed service levels are drivers   | Customer expectations high. Satisfaction levels for current service delivery are good. No unusual expectations   | Simple expectation – collection of refuse. Levels of service stable, with only request for changed service levels coming from Golden Bay   | Service levels provided by Stopbank systems. Service level complaints are event based. Cost and funding of service delivery are the main issues                | High customer expectations. Asset ownership issues still to be resolved. Managing compliance of structures and navigational aids is the first priority  | High customer expectations at Takaka and Motueka. Governance issues require resolution  |

| Criteria                    | Transportation  | Utilities   | Solid Waste  | Rivers  | Coastal Structures   | Aerodromes  |
|-----------------------------|---|---|--|---|--|-------------|
| Sustainability              | Council sustainability policy will be applied to all assets and management. Sustainability initiatives include low impact designs, use of alternative materials, holistic management processes, education and recycling initiatives, riparian and whole of ecosystem management philosophies. Potential impacts of climate change and sea level rise require a long term risk management approach |   |  |   |  |             |
|                             | Influenced by NZTA, GPS and RLTS. Low impact design and alternative materials innovation is being used  | Legislative changes, regional and national standards impact. Conservation / demand management practices. Holistic management practices for stormwater | Influenced by current legislative changes. Education, waste minimisation and recycling key initiatives | Riparian management and whole of eco system management philosophies are applied | Preserving heritage assets a focus. Monitoring potential impacts of sea level rise |             |
| <b>Appropriate AM Level</b> | <b>Core Plus with demand management and resource availability drivers</b>   | <b>Core Plus with demand and risk management drivers</b>  | <b>Core – risk management drivers</b>  | <b>Core</b>   | <b>Core (future reassessment may be required)</b>                                  | <b>Core</b> |

## 4.2 Final Appropriate Asset Management Level Determination

The initial population screen for Tasman District Council, using urban area, all town populations, and total district population showed that asset management practice should be 'Core Plus' across the activities.

Further analysis of District Wide Risks confirmed that asset management practice should be 'Core Plus' with extension of practice around demand and risk management issues.

The examination of individual factors is summarised in Table 4.1: Detailed Analysis Council Assets Groups above and commentary on these factors is as follows:

### Costs and Benefits

The Transportation and Utilities budgets are the largest in Council and represent higher risks if AM practice is not at an appropriate level. These budgets also allow more scope to develop asset management practice as appropriate. In comparison the Solid Waste, Rivers, Coastal Protection and Aerodrome budgets are relatively minor, but represent significant and important activities for Council.

### Legislative Requirements

Tasman District Council policy is to meet minimum legislative requirements, or exceed requirements where deemed appropriate and cost effective through levels of Service Consultation. The asset management response to legislative requirements is a compliance based approach. It is recognised that changes in legislative and regulatory requirements are impacting all asset groups.



## **Size, Condition and Complexity of Assets**

Tasman District Council assets are generally in good condition. Assets are fit for purpose and generally not of unusual size or complexity. Transportation seal and pavement assets have some lifecycle management issues, and a renewal bow-wave. There are a large number of water and wastewater pump stations to manage. Council has asset plans in place and is aiming for integrated renewal decision making across asset groups.

## **Risks Associated with Failures**

Overall risks associated with asset failure have been assessed to be normal, and are well understood by Tasman District Council. There is a dependence on the State Highway availability for Golden Bay. The usual commercial risks affect landfill operation. Demarcation and asset ownership issues need to be resolved for Coastal Structures. All activities are affected by funding risks, and the willingness and ability of the community to pay for services.

## **Organisational Skills and Resources**

Tasman District Council is a mixed urban / rural local authority ranked 23/72 in population size as detailed in Table 2.4. Internal and external resources have been maintained. Several very experienced staff are nearing retirement. Succession Planning is required to cover several key positions where skills are held by one individual, and ensure that skills are spread across staff. The MWH Alliance covers most resourcing issues, but workload peaks and specialist advice requirements can present challenges. Asset Information Systems / GIS and models require additional development to ensure institutional knowledge is captured. Data management and timeliness of data capture is an issue. Staff turn-over in TDC, MWH and Contractor presents management issues. AM Planning can compete with operational and development responses for resources. Council is working towards documenting knowledge, modelling systems and developing appropriate operations manuals and standard operating procedures. There is still work to be done in these areas. Governance structures are an issue with Coastal Structures and Aerodromes

## **Customer Expectations**

Council has developed and maintained assets to a good standard. Maintenance of current service levels is important to the community.

Overall customer expectations are judged to be typical – that is stable but with high expectations of delivering services that have economic impacts on liveability, rural production and the district economy.

Community willingness to pay for services is an on-going tension.

## **Sustainability**

Council sustainability policy will be applied to all assets and management. Sustainability initiatives include low impact designs, use of alternative materials, holistic management processes, education and recycling initiatives, riparian and whole of ecosystem management philosophies. Potential impacts of climate change and sea level rise require a long term risk management approach.

Council is also following the sustainability regimes of the Land Transport Management Act 2003, NZTS and RLTS requirements (including subsequent amendments and revisions) for Transportation.

Conservation and demand management practices are being applied to water and wastewater, and holistic management practices are being applied to stormwater management.

The Solid Waste Activity includes education, waste minimisation and recycling initiatives.



**Conclusion**

Having considered all these factors for each asset / activity group, it is apparent that Tasman District Council should be managing its assets at the following levels:

| Activity                                   | Transportation  | Utilities  | Solid Waste                             | Rivers      | Coastal Structures   | Aerodromes  |
|--|---|--|---|-------------|--|-------------|
| <b>Final Appropriate AM Practice Level</b> | <b>Core Plus with demand management and resource availability drivers</b>   | <b>Core Plus with demand and risk management drivers</b>                     | <b>Core – risk management drivers</b>   | <b>Core</b> | <b>Core (future reassessment may be required)</b>  | <b>Core</b> |
| <b>Comment</b>                             | Practice to meet national requirements. Demand management a key driver. Resource availability and transitions will require careful management | Emphasis on demand and risk management practices to manage identified issues | Commercial and legislative risk drivers |             | Following completion of governance, asset register, ownership and risk issues a reassessment of practice level may be required |             |



## 5.0 ASSET MANAGEMENT POLICY STATEMENTS

The Asset Management Policy Statements for the Activities assessed follow.

For the purposes of these policies, and further to the information set out in Section 1.0 three levels of asset management practice are defined as follows:

### **'Core' Asset Management Practice**

'Core' asset management practice is basic technical Activity Management Planning undertaken at a level designed to meet minimum legislative and organisational requirements for financial planning and reporting. 'Core' practice provides technical management outputs for current levels of service, demand management, asset lifecycles, asset forward replacement programmes, new capital expenditure and associated cash flow projections.

### **'Core Plus' Asset Management Practice**

'Core Plus' asset management practice is undertaken at a level between 'Core' and 'Comprehensive' practice. The focus is to build on the basic technical Activity Management Planning of 'Core' practice by introducing improved maintenance management and more advanced asset management techniques (as appropriate). Further use is made of risk management, asset lifecycle management, and service standard optimisation techniques.

### **'Comprehensive' Asset Management Practice**

'Comprehensive' asset management practice is system optimisation planning undertaken to optimise activities and programmes to meet agreed current and future service standards. This is achieved through the development of management tactics based on the collection and analysis of key information on asset condition, performance, demand for service, lifecycle costs, risk costs and asset lifecycle treatment options.

### **Purpose of the Detailed Factor Assessment Tables**

The tables that follow have been prepared for provide a template for Councils Asset Management Policy, or to be inserted (in part) into the introduction of an Activity Management Plan. The Tables provide assessment of an appropriate level of asset management practice for each asset group. The initial population and city wide risk screens suggest 'Core Plus' asset management practice for Tasman District Council asset groups.

The tables assess factors and determine for the factors being assessed whether asset management practice should be **higher** (i.e. tending towards 'Comprehensive' practice), **same** (as the initial screening assessment), or **lower** (i.e. tending toward 'Core' practice).

The initial risk screen and factor assessments are summarised in a **Final Asset Management Level** assessment that then provides a broad target for asset management practice development in the asset group being considered.

## 5.1 Transportation

The Tasman District Council Asset Management Policy Statement for the Transportation Activity is outlined below. It is intended that this Policy Statement be added to the introduction of the Activity Management Plan, to set the direction of the Transportation Asset Management process.

### 5.1.1 Objective of the Land Transport Asset Management Policy

The objective of the Tasman District Council's Asset Management Policy for the Transportation Activity is to ensure that Council's 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, using appropriate assets as required.

The Asset Management Policy requires that the management of assets be in 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 Council's economic, environmental, social, and cultural objectives.

This Asset Management Policy sets the appropriate level of asset management practice for Council's Transportation Activity as 'Core Plus' practice.

**Definition:** 'Core Plus' asset management practice is undertaken at a level between 'Core' and 'Comprehensive' practice. The focus is to build on the basic technical Activity Management Planning of 'Core' practice by introducing improved maintenance management and more advanced asset management techniques (as appropriate). Further use is made of risk management, asset lifecycle management, and service standard optimisation techniques.

### 5.1.2 Asset Management Policy Principles

The following principles will be used by Council to guide Activity 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 using activity management plans and Council's LTCCP to demonstrate this
- Integration with neighbouring authorities and other agencies including NZ Transport Strategy, National Land Transport Programme, and the Regional Land Transport Strategy
- Integration of asset management within Council's strategic, tactical and operational planning frameworks
- Informed decision making taking a lifecycle management and inter-generational approach to asset planning
- Transparent and accountable asset management decision making
- Sustainable management providing for present needs whilst sustaining resources for future generations

### 5.1.3 Policy Linkages to Other Plans

This Asset Management Policy links to Council's LTCCP, the Regional Land Transport Strategy, and Land Transport Activity Management Plan. New Zealand Transportation Agency asset management requirements form this Policy's minimum asset management practice requirements.

### 5.1.4 Structured Assessment of Asset Management Practice

Council has undertaken a structured assessment of the appropriate level of asset management practice for the Land Transport assets. This structured assessment follows the guidance provided in Section 2.2.4 of the International Infrastructure Management Manual. The results of this assessment are shown in Table 5.1: Transportation Activity Factor Assessment Results below.

**Table 5.1: Transportation Activity Factor Assessment Results**

| Criteria                              | Assessment       | Commentary   |
|---------------------------------------|------------------|--|
| Population                            | Core Plus        | The initial population screen for Tasman District Council, using urban area, all town populations, and total district population showed that asset management practice should be 'Core Plus' across the activities   |
| District Wide Risks                   | Core Plus        | Analysis of identified District Wide Risks confirmed that asset management practice should be 'Core Plus' with extension of practice around demand and risk management issues. District population growth and growth/changes in the aquaculture, forestry/wood products and tourism industries are drivers. Renewal and new capital expenditure programmes will need to be managed within service level affordability constraints. Expectations of higher service levels will be balanced against cost of service  |
| Costs and Benefits                    | Largest activity | The Transportation budget is the largest in Council and represents higher risks if asset management practice is not at an appropriate level. These budgets also allow more scope to develop asset management practice as appropriate. The New Zealand Transport Agency requires three-year programmes to be submitted  |
| Legislative Requirements              | Same             | Tasman District Council policy is to meet minimum legislative requirements, or exceed requirements where deemed appropriate and cost effective through levels of Service Consultation. The asset management response to legislative requirements is a compliance based approach. Changes to the Heavy Transport rules may present issues for Council's pavements and bridges   |
| Size, Condition, Complexity of Assets | Same             | The size and complexity of assets is normal for a mixed urban/rural authority. Seal and Pavement design and lifecycle management present challenges. There is a bow-wave of renewals that requires management. Many bridges in a range of condition. There are geotechnical issues in District due to topography, soils etc  |
| Risks Associated with Failures        | Same             | The Road Hierarchy is in place and used to manage risks. There is a dependence on State Highway network availability for Tasman Bay. Tourism and Forestry traffic growth present demand and lifecycle management risks. Risks to structures are known and managed. Geotechnical issues require management. Sea level rise may be a medium term issue. Any reduction in the Financial Assistance Rate from the New Zealand Transport Agency poses an economic risk  |
| Organisational Skills and Resources   | Same             | Tasman District Council is a mixed urban / rural local authority ranked 23/72 in population size as detailed in Table 2.4. Internal and external resources have been maintained. Several very experienced staff are nearing retirement. Succession Planning is required to cover several key positions where skills are held by one individual, and ensure that skills are spread across staff. The MWH Alliance covers most resourcing issues, but workload peaks and specialist advice requirements can present challenges. Asset Information Systems / GIS and models require additional development to ensure institutional knowledge is captured. Data management and timeliness of data capture is an issue. Staff turn-over in TDC, MWH and Contractor presents management issues. AM Planning can compete with operational and development responses for resources. Council is working towards documenting knowledge, modelling systems and developing appropriate operations manuals and standard operating procedures. There is still work to be done in these areas |

| Criteria              | Assessment       | Commentary   |
|-----------------------|------------------|--|
| Customer Expectations | Same             | <p>Council has developed and maintained assets to a good standard. Maintenance of current service levels is important to the community</p> <p>Overall customer expectations are judged to be typical – that is stable but with high expectations of delivering services that have economic impacts on liveability, rural production and the district economy</p> <p>Community willingness to pay for services is an on-going tension</p>   |
| Sustainability        | Same             | <p>Council sustainability policy will be applied to all assets and management. Sustainability initiatives include low impact designs, and use of alternative materials. Potential impacts of climate change and sea level rise require a long term risk management approach</p> <p>Council is also following the sustainability regimes of the Land Transport Management Act 2003, NZTS and RLTS requirements (including subsequent amendments and revisions) for Transportation</p> |
| <b>Final AM Level</b> | <b>Core Plus</b> | <b>Core Plus with demand management and resource availability drivers</b>  |

### 5.1.5 Implementation and Review of Policy

This Asset Management Policy will be implemented in conjunction with the 2012 Activity Management Plans and 2012 LTCCP.

This next full review of this Asset Management Policy shall be completed in June 2014 (4 years) prior to completing asset plan updates to support the 2015 LTCCP.

### 5.1.6 Asset Management Implementation Strategy

Council staff have completed a detailed analysis of appropriate asset management practice within the guidance offered by this Policy. This analysis has examined asset description, levels of service, managing growth, risk management, asset lifecycle decision making, financial forecasts, planning assumptions and confidence levels, improvement programmes, use of qualified persons and Council commitment to Activity Management Planning.

From this detailed analysis Council’s level of achievement and any gaps in appropriate asset management practice were identified.

Asset management practice gaps that were noted have been transferred to the Asset Management Improvement Programme for action.

## 5.2 Utilities – Water Supply, Wastewater and Stormwater

The Tasman District Council Asset Management Policy Statement for the Utilities (Water Supply, Wastewater and Stormwater) Activity is outlined below. It is intended that this Policy Statement be added to the introduction of the respective Activity Management Plans, to set the direction of the utilities asset management processes.

### 5.2.1 Objective of the Utilities Asset Management Policy

The objective of the Tasman District Council's Asset Management Policy for the Utilities Activity is to ensure that Council's 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, using appropriate assets as required.

The Asset Management Policy requires that the management of assets be in 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 Council's economic, environmental, social, and cultural objectives.

This Asset Management Policy sets the appropriate level of asset management practice for Council's Utilities Activity as 'Core Plus' practice

**Definition:** 'Core Plus' asset management practice is undertaken at a level between 'Core' and 'Comprehensive' practice. The focus is to build on the basic technical Activity Management Planning of 'Core' practice by introducing improved maintenance management and more advanced asset management techniques (as appropriate). Further use is made of risk management, asset lifecycle management, and service standard optimisation techniques.

### 5.2.2 Asset Management Policy Principles

The following principles will be used by Council to guide Activity 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 within the Utilities communities of interest and across Council utilising corporate, financial, business and budgetary planning using activity management plans and Council's LTCCP to demonstrate this
- Integration of asset management within Council's strategic, tactical and operational planning frameworks
- Informed decision making taking a lifecycle management and inter-generational approach to asset planning
- Transparent and accountable asset management decision making
- Sustainable management providing for present needs whilst sustaining resources for future generations

### 5.2.3 Policy Linkages to Other Plans

This Asset Management Policy links to, Council's LTCCP, respective Utilities Activity Management Plans and the Water and Sanitary Services Assessment. An approach where planning is based around communities of interest is favoured, as this aims to promote an integrated management regime and encourage efficiencies across the district's water schemes.

### 5.2.4 Structured Assessment of Asset Management Practice

Council has undertaken a structured assessment of the appropriate level of asset management practice for the Utilities assets. This structured assessment follows the guidance provided in Section 2.2.4 of the International Infrastructure Management Manual. The results of this assessment are shown in Table 5.2: Utilities Factor Assessment Results below:

**Table 5.2: Utilities Factor Assessment Results**

| Criteria                              | Assessment                          | Commentary   |
|---------------------------------------|-------------------------------------|--|
| Population                            | Core Plus                           | The initial population screen for Tasman District Council, using urban area, all town populations, and total district population showed that asset management practice should be 'Core Plus' across the activities   |
| District Wide Risks                   | Core Plus                           | Analysis of identified District Wide Risks confirmed that asset management practice should be 'Core Plus' with extension of practice around demand and risk management issues. District population growth and growth/changes in the aquaculture, forestry/wood products and tourism industries are drivers. Renewal and new capital expenditure programmes will need to be managed within service level affordability constraints. Expectations of higher service levels will be balanced against cost of service  |
| Costs and Benefits                    | 38% of expenditure - Large activity | The Utilities budget is a large Council budget (38%) and represents higher risks if asset management practice is not at an appropriate level. These budgets also allow more scope to develop asset management practice as appropriate  |
| Legislative Requirements              | Same                                | Tasman District Council policy is to meet minimum legislative requirements, or exceed requirements where deemed appropriate and cost effective through levels of Service Consultation. The asset management response to legislative requirements is a compliance based approach. Legislative changes relating to drinking water standards, as well as consent renewal conditions are impacting on Utilities  |
| Size, Condition, Complexity of Assets | Higher                              | The size and complexity of assets is normal for a mixed urban/rural authority. There are a large number of water and wastewater pump stations, with the SCADA system used for control and management. Pipe reticulation and treatment systems not complex. Known poor condition assets have been replaced, particularly those in estuarine environments. Demand Management is an increasing emphasis   |
| Risks Associated with Failures        | Higher                              | The District experiences peak demand stress over holiday periods, particularly the Christmas holiday, where the District is a major holiday destination. These peaks are known and managed. Reservoir related risks known and managed. Further asset criticality analysis integrated with renewal programmes is required   |
| Organisational Skills and Resources   | Same                                | Tasman District Council is a mixed urban / rural local authority ranked 23/72 in population size as detailed in Table 2.4. Internal and external resources have been maintained. Several very experienced staff are nearing retirement. Succession Planning is required to cover several key positions where skills are held by one individual, and ensure that skills are spread across staff. The MWH Alliance covers most resourcing issues, but workload peaks and specialist advice requirements can present challenges. Asset Information Systems / GIS and models require additional development to ensure institutional knowledge is captured. Data management and timeliness of data capture is an issue. Staff turn-over in TDC, MWH and Contractor presents management issues. AM Planning can compete with operational and development responses for resources. Council is working towards documenting knowledge, modelling systems and developing appropriate operations manuals and standard operating procedures. There is still work to be done in these areas |



| Criteria              | Assessment       | Commentary   |
|-----------------------|------------------|--|
| Customer Expectations | Same             | <p>Council has developed and maintained assets to a good standard. Maintenance of current service levels is important to the community</p> <p>Overall customer expectations are judged to be typical – that is stable but with high expectations of delivering services that have economic impacts on liveability, rural production and the district economy. Satisfaction levels for current service delivery are good and there are no unusual expectations</p> <p>Community willingness to pay for services is an on-going tension<br/>Customer expectations high</p> |
| Sustainability        | Same             | <p>Council sustainability policy will be applied to all assets and management. Sustainability initiatives include holistic management processes. Potential impacts of climate change and sea level rise require a long term risk management approach</p> <p>Conservation and demand management practices are being applied to water and wastewater, and holistic management practices are being applied to stormwater management</p>   |
| <b>Final AM Level</b> | <b>Core Plus</b> | <b>Core Plus with demand and risk management drivers</b>   |

### 5.2.5 Implementation and Review of Policy

This Asset Management Policy will be implemented in conjunction with the 2012 Activity Management Plans and 2012 LTCCP.

This next full review of this Asset Management Policy shall be completed in June 2014 (4 years) prior to completing asset plan updates to support the 2015 LTCCP.

### 5.2.6 Asset Management Implementation Strategy

Council staff have completed a detailed analysis of appropriate asset management practice within the guidance offered by this Policy. This analysis has examined asset description, levels of service, managing growth, risk management, asset lifecycle decision making, financial forecasts, planning assumptions and confidence levels, improvement programmes, use of qualified persons and Council commitment to Activity Management Planning.

From this detailed analysis Council's level of achievement and any gaps in appropriate asset management practice were identified.

Asset management practice gaps that were noted have been transferred to the Asset Management Improvement Programme for action.

### 5.3 Solid Waste

The Tasman District Council Asset Management Policy Statement for the Solid Waste Activity is outlined below. It is intended that this Policy Statement be added to the introduction of the Activity Management Plan, to set the direction of the Solid Waste Asset Management process.

#### 5.3.1 Objective of the Solid Waste Asset Management Policy

The objective of the Tasman District Council's Asset Management Policy for the Solid Waste Activity is to ensure that Council's 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, using appropriate assets as required.

The Asset Management Policy requires that the management of assets be in 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 Council's economic, environmental, social, and cultural objectives.

This Asset Management Policy sets the appropriate level of asset management practice for Council's Solid Waste Activity as 'Core' practice.

**Definition:** 'Core' asset management practice is basic technical Activity Management Planning undertaken at a level designed to meet minimum legislative and organisational requirements for financial planning and reporting. 'Core' practice provides technical management outputs for current levels of service, demand management, asset lifecycles, asset forward replacement programmes, new capital expenditure and associated cash flow projections.

#### 5.3.2 Asset Management Policy Principles

The following principles will be used by Council to guide Activity 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 using activity management plans and Council's LTCCP to demonstrate this
- Integration of asset management within Council's strategic, tactical and operational planning frameworks
- Informed decision making taking a lifecycle management and inter-generational approach to asset planning
- Transparent and accountable asset management decision making
- Sustainable management providing for present needs whilst sustaining resources for future generations

#### 5.3.3 Policy Linkages to Other Plans

This Asset Management Policy links to Council's LTCCP, Solid Waste Activity Management Plan, and Solid Waste Management Plan.

#### 5.3.4 Structured Assessment of Asset Management Practice

Council has undertaken a structured assessment of the appropriate level of asset management practice for the Solid Waste assets. This structured assessment follows the guidance provided in Section 2.2.4 of the International Infrastructure Management Manual. The results of this assessment are shown in Table 5.3: Solid Waste Factor Assessment Results below.

**Table 5.3: Solid Waste Factor Assessment Results**

| Criteria                              | Assessment        | Commentary  |
|---------------------------------------|-------------------|---|
| Population                            | Core Plus         | The initial population screen for Tasman District Council, using urban area, all town populations, and total district population showed that asset management practice should be 'Core Plus' across the activities  |
| District Wide Risks                   | Core Plus         | Analysis of identified District Wide Risks confirmed that asset management practice should be 'Core Plus' with extension of practice around demand and risk management issues. District population growth and growth/changes in the aquaculture, forestry/wood products and tourism industries are drivers. Renewal and new capital expenditure programmes will need to be managed within service level affordability constraints. Expectations of higher service levels will be balanced against cost of service                                       |
| Costs and Benefits                    | 7% of expenditure | The Solid Waste budget is smaller in the wider Council context, however the activity is important and subject to consent requirements and regional initiatives and agreements   |
| Legislative Requirements              | Same              | Tasman District Council policy is to meet minimum legislative requirements, or exceed requirements where deemed appropriate and cost effective through levels of Service Consultation. The asset management response to legislative requirements is a compliance based approach. Legislative changes relating to zero waste and waste minimisation are impacting Solid Waste  |
| Size, Condition, Complexity of Assets | Lower             | Council operates 5 transfer stations and a landfill. Gas management / methane recovery, leachate and stormwater systems are in place. Landfill consent renewal in 2015 presents a risk. The Mapua special waste site now under TDC management   |
| Risks Associated with Failures        | Lower             | The Solid Waste Activity commercial and legislative risks require management. Regional initiatives are in place. Alternative assets / service delivery mechanisms are in place regionally in case of individual asset failure   |
| Organisational Skills and Resources   | Same              | Tasman District Council is a mixed urban / rural local authority ranked 23/72 in population size as detailed in Table 2.4. Internal and external resources have been maintained. Succession Planning is required to cover several key positions where skills are held by one individual, and ensure that skills are spread across staff. The MWH Alliance covers most resourcing issues, but workload peaks and specialist advice requirements can present challenges. AM Planning can compete with operational and development responses for resources |
| Customer Expectations                 | Lower             | <p>Council has developed and maintained assets to a good standard. Maintenance of current service levels is important to the community – reliable and consistent collection of refuse is the major service expectation</p> <p>Levels of service stable are stable, with the only request for changed service levels coming from Golden Bay</p> <p>Community willingness to pay for services is an on-going tension</p>  |

| Criteria              | Assessment  | Commentary  |
|-----------------------|-------------|---|
| Sustainability        | Same        | <p>Council sustainability policy will be applied to all assets and management. Sustainability initiatives include education and recycling initiatives. Potential impacts of climate change and sea level rise require a long term risk management approach</p> <p>The Solid Waste Activity includes education, waste minimisation and recycling initiatives</p> |
| <b>Final AM Level</b> | <b>Core</b> | <b>Core with commercial and legislative risk drivers</b>  |

### 5.3.5 Implementation and Review of Policy

This Asset Management Policy will be implemented in conjunction with the 2012 Activity Management Plans and 2012 LTCCP.

This next full review of this Asset Management Policy shall be completed in June 2014 (4 years) prior to completing asset plan updates to support the 2015 LTCCP.

### 5.3.6 Asset Management Implementation Strategy

Council staff have completed a detailed analysis of appropriate asset management practice within the guidance offered by this Policy. This analysis has examined asset description, levels of service, managing growth, risk management, asset lifecycle decision making, financial forecasts, planning assumptions and confidence levels, improvement programmes, use of qualified persons and Council commitment to Activity Management Planning.

From this detailed analysis Council’s level of achievement and any gaps in appropriate asset management practice were identified.

Asset management practice gaps that were noted have been transferred to the Asset Management Improvement Programme for action.

## 5.4 Rivers

The Tasman District Council Asset Management Policy Statement for the Rivers Activity is outlined below. It is intended that this Policy Statement be added to the introduction of respective Activity Management Plan, to set the direction of the Rivers Asset Management processes.

### 5.4.1 Objective of the Parks and Property Asset Management Policy

The objective of the Tasman District Council's Asset Management Policy for the Rivers Activity is to ensure that Council's 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, using appropriate assets as required.

The Asset Management Policy requires that the management of assets be in 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 Council's economic, environmental, social, and cultural objectives.

This Asset Management Policy sets the appropriate level of asset management practice for Council's Rivers Activity as 'Core' practice.

**Definition:** 'Core' asset management practice is basic technical Activity Management Planning undertaken at a level designed to meet minimum legislative and organisational requirements for financial planning and reporting. 'Core' practice provides technical management outputs for current levels of service, demand management, asset lifecycles, asset forward replacement programmes, new capital expenditure and associated cash flow projections.

### 5.4.2 Asset Management Policy Principles

The following principles will be used by Council to guide Activity 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 using activity management plans and Council's LTCCP to demonstrate this
- Integration of asset management within Council's strategic, tactical and operational planning frameworks
- Informed decision making taking a lifecycle management and inter-generational approach to asset planning
- Transparent and accountable asset management decision making
- Sustainable management providing for present needs whilst sustaining resources for future generations

### 5.4.3 Policy Linkages to Other Plans

This Asset Management Policy links to Council's LTCCP, the Rivers Activity Management Plan.

### 5.4.4 Structured Assessment of Asset Management Practice

Council has undertaken a structured assessment of the appropriate level of asset management practice for the Rivers assets. This structured assessment follows the guidance provided in Section 2.2.4 of the International Infrastructure Management Manual. The results of this assessment are shown in Table 5.4: Rivers Factor Assessment Results below.

**Table 5.4: Rivers Factor Assessment Results**

| Criteria                              | Assessment        | Commentary  |
|---------------------------------------|-------------------|---|
| Population                            | Core Plus         | The initial population screen for Tasman District Council, using urban area, all town populations, and total district population showed that asset management practice should be 'Core Plus' across the activities  |
| District Wide Risks                   | Core Plus         | Analysis of identified District Wide Risks confirmed that asset management practice should be 'Core Plus' with extension of practice around demand and risk management issues. District population growth and growth/changes in the aquaculture, forestry/wood products and tourism industries are drivers. Renewal and new capital expenditure programmes will need to be managed within service level affordability constraints. Expectations of higher service levels will be balanced against cost of service                                       |
| Costs and Benefits                    | 2% of expenditure | The Rivers budget is smaller in the wider Council context, however the activity is important providing protection to property and managing inundation risk  |
| Legislative Requirements              | Lower             | Tasman District Council policy is to meet minimum legislative requirements, or exceed requirements where deemed appropriate and cost effective through levels of Service Consultation. The asset management response to legislative requirements is a compliance based approach   |
| Size, Condition, Complexity of Assets | Lower             | Relatively simple assets including stopbanks and fairway control measures. Minor in-river structures. Some stopbanks have structural integrity issues. Fairway control is on a 20 year cycle  |
| Risks Associated with Failures        | Lower             | Rivers are only managed to the level of an annual flood. Takaka is most vulnerable flooding in larger event. Funding and management of ditches and drains is an issue   |
| Organisational Skills and Resources   | Same              | Tasman District Council is a mixed urban / rural local authority ranked 23/72 in population size as detailed in Table 2.4. Internal and external resources have been maintained. Succession Planning is required to cover several key positions where skills are held by one individual, and ensure that skills are spread across staff. The MWH Alliance covers most resourcing issues, but workload peaks and specialist advice requirements can present challenges. AM Planning can compete with operational and development responses for resources |
| Customer Expectations                 | Lower             | Service levels are provided by the stopbank systems. Service level complaints are event based. The cost and funding of service delivery are the main issues   |
| Sustainability                        | Same              | Council sustainability policy will be applied to all assets and management. Sustainability initiatives include the use of riparian and whole of ecosystem management philosophies. Potential impacts of climate change and sea level rise require a long term risk management approach  |
| <b>Final AM Level</b>                 | <b>Core</b>       |   |

#### **5.4.5 Implementation and Review of Policy**

This Asset Management Policy will be implemented in conjunction with the 2012 Activity Management Plans and 2012 LTCCP.

This next full review of this Asset Management Policy shall be completed in June 2014 (4 years) prior to completing asset plan updates to support the 2015 LTCCP.

#### **5.4.6 Asset Management Implementation Strategy**

Council staff have completed a detailed analysis of appropriate asset management practice within the guidance offered by this Policy. This analysis has examined asset description, levels of service, managing growth, risk management, asset lifecycle decision making, financial forecasts, planning assumptions and confidence levels, improvement programmes, use of qualified persons and Council commitment to Activity Management Planning.

From this detailed analysis Council's level of achievement and any gaps in appropriate asset management practice were identified.

Asset management practice gaps that were noted have been transferred to the Asset Management Improvement Programme for action.

## 5.5 Coastal Structures

The Tasman District Council Asset Management Policy Statement for the Coastal Structures Activity is outlined below. It is intended that this Policy Statement be added to the introduction of respective Activity Management Plan, to set the direction of the Coastal Structures Asset Management processes.

### 5.5.1 Objective of the Parks and Property Asset Management Policy

The objective of the Tasman District Council's Asset Management Policy for the Coastal Structures Activity is to ensure that Council's 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, using appropriate assets as required.

The Asset Management Policy requires that the management of assets be in 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 Councils economic, environmental, social, and cultural objectives.

This Asset Management Policy sets the appropriate level of asset management practice for Council's Coastal Structures Activity as 'Core' practice.

**Definition:** 'Core' asset management practice is basic technical Activity Management Planning undertaken at a level designed to meet minimum legislative and organisational requirements for financial planning and reporting. 'Core' practice provides technical management outputs for current levels of service, demand management, asset lifecycles, asset forward replacement programmes, new capital expenditure and associated cash flow projections.

### 5.5.2 Asset Management Policy Principles

The following principles will be used by Council to guide Activity 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 using activity management plans and Council's LTCCP to demonstrate this
- Integration of asset management within Council's strategic, tactical and operational planning frameworks
- Informed decision making taking a lifecycle management and inter-generational approach to asset planning
- Transparent and accountable asset management decision making
- Sustainable management providing for present needs whilst sustaining resources for future generations

### 5.5.3 Policy Linkages to Other Plans

This Asset Management Policy links to Council's LTCCP, the Coastal Structures Activity Management Plan.

### 5.5.4 Structured Assessment of Asset Management Practice

Council has undertaken a structured assessment of the appropriate level of asset management practice for the Coastal Structures assets. This structured assessment follows the guidance provided in Section 2.2.4 of the International Infrastructure Management Manual. The results of this assessment are shown in Table 5.5: Coastal Structures Factor Assessment Results below.



**Table 5.5: Coastal Structures Factor Assessment Results**

| Criteria                              | Assessment        | Commentary  |
|---------------------------------------|-------------------|---|
| Population                            | Core Plus         | The initial population screen for Tasman District Council, using urban area, all town populations, and total district population showed that asset management practice should be 'Core Plus' across the activities  |
| District Wide Risks                   | Core Plus         | Analysis of identified District Wide Risks confirmed that asset management practice should be 'Core Plus' with extension of practice around demand and risk management issues. District population growth and growth/changes in the aquaculture, forestry/wood products and tourism industries are drivers. Renewal and new capital expenditure programmes will need to be managed within service level affordability constraints. Expectations of higher service levels will be balanced against cost of service   |
| Costs and Benefits                    | 2% of expenditure | The Coastal Structures budget is smaller in the wider Council context, however the activity is important providing protection to property and managing wharves and other coastal structures assets  |
| Legislative Requirements              | Lower             | Tasman District Council policy is to meet minimum legislative requirements, or exceed requirements where deemed appropriate and cost effective through levels of Service Consultation. The asset management response to legislative requirements is a compliance based approach   |
| Size, Condition, Complexity of Assets | Lower             | The Activity includes old and historic structures. Condition assessments have been completed on all major structures. Work still required on minor structure register / condition. Understanding of coastal processes is required i.e. Ruby Bay sediment movement   |
| Risks Associated with Failures        | Lower             | There are a range of demarcation and definition issues that carry risks i.e. whose asset, whose protection?<br>Embedded in this issue is the question of private verses public coastal protection work. Further analysis and understanding is required to quantify these risks and appropriate responses  |
| Organisational Skills and Resources   | Same              | Tasman District Council is a mixed urban / rural local authority ranked 23/72 in population size as detailed in Table 2.4. Internal and external resources have been maintained. Succession Planning is required to cover several key positions where skills are held by one individual, and ensure that skills are spread across staff. The MWH Alliance covers most resourcing issues, but workload peaks and specialist advice requirements can present challenges. AM Planning can compete with operational and development responses for resources<br><br>Governance structures are an issue with Coastal Structures |
| Customer Expectations                 | Lower             | High customer expectations. Asset ownership issues still to be resolved. Managing compliance of structures and navigational aids is the first priority  |
| Sustainability                        | Same              | Council sustainability policy will be applied to all assets and management. Potential impacts of climate change and sea level rise require a long term risk management approach   |
| <b>Final AM Level</b>                 | <b>Core</b>       | <b>Future reassessment may be required</b>  |

### **5.5.5 Implementation and Review of Policy**

This Asset Management Policy will be implemented in conjunction with the 2012 Activity Management Plans and 2012 LTCCP.

This next full review of this Asset Management Policy shall be completed in June 2014 (4 years) prior to completing asset plan updates to support the 2015 LTCCP.

### **5.5.6 Asset Management Implementation Strategy**

Council staff have completed a detailed analysis of appropriate asset management practice within the guidance offered by this Policy. This analysis has examined asset description, levels of service, managing growth, risk management, asset lifecycle decision making, financial forecasts, planning assumptions and confidence levels, improvement programmes, use of qualified persons and Council commitment to Activity Management Planning.

From this detailed analysis Council's level of achievement and any gaps in appropriate asset management practice were identified.

Asset management practice gaps that were noted have been transferred to the Asset Management Improvement Programme for action.

## 5.6 Aerodromes

The Tasman District Council Asset Management Policy Statement for the Aerodromes Activity is outlined below. It is intended that this Policy Statement be added to the introduction of respective Activity Management Plan, to set the direction of the Aerodromes Asset Management processes.

### 5.6.1 Objective of the Parks and Property Asset Management Policy

The objective of the Tasman District Council's Asset Management Policy for the Aerodromes Activity is to ensure that Council's 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, using appropriate assets as required.

The Asset Management Policy requires that the management of assets be in 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 Councils economic, environmental, social, and cultural objectives.

This Asset Management Policy sets the appropriate level of asset management practice for Council's Aerodromes Activity as 'Core' practice.

**Definition:** 'Core' asset management practice is basic technical Activity Management Planning undertaken at a level designed to meet minimum legislative and organisational requirements for financial planning and reporting. 'Core' practice provides technical management outputs for current levels of service, demand management, asset lifecycles, asset forward replacement programmes, new capital expenditure and associated cash flow projections.

### 5.6.2 Asset Management Policy Principles

The following principles will be used by Council to guide Activity 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 using activity management plans and Council's LTCCP to demonstrate this
- Integration of asset management within Council's strategic, tactical and operational planning frameworks
- Informed decision making taking a lifecycle management and inter-generational approach to asset planning
- Transparent and accountable asset management decision making
- Sustainable management providing for present needs whilst sustaining resources for future generations

### 5.6.3 Policy Linkages to Other Plans

This Asset Management Policy links to Council's LTCCP, the Aerodromes Activity Management Plan.

### 5.6.4 Structured Assessment of Asset Management Practice

Council has undertaken a structured assessment of the appropriate level of asset management practice for the Aerodromes assets. This structured assessment follows the guidance provided in Section 2.2.4 of the International Infrastructure Management Manual. The results of this assessment are shown in Table 5.6: Aerodromes Factor Assessment Results below.

**Table 5.6: Aerodromes Factor Assessment Results**

| Criteria                              | Assessment        | Commentary  |
|---------------------------------------|-------------------|---|
| Population                            | Core Plus         | The initial population screen for Tasman District Council, using urban area, all town populations, and total district population showed that asset management practice should be 'Core Plus' across the activities  |
| District Wide Risks                   | Core Plus         | Analysis of identified District Wide Risks confirmed that asset management practice should be 'Core Plus' with extension of practice around demand and risk management issues. District population growth and growth/changes in the aquaculture, forestry/wood products and tourism industries are drivers. Renewal and new capital expenditure programmes will need to be managed within service level affordability constraints. Expectations of higher service levels will be balanced against cost of service   |
| Costs and Benefits                    | 0% of expenditure | The Aerodromes budget is very small in the wider Council context, however the activity is one where there is support for the continuation of service delivery   |
| Legislative Requirements              | Lower             | Tasman District Council policy is to meet minimum legislative requirements, or exceed requirements where deemed appropriate and cost effective through levels of Service Consultation. The asset management response to legislative requirements is a compliance based approach. CAA requirements are the predominant regulatory / legislative requirement  |
| Size, Condition, Complexity of Assets | Lower             | Sealed runways, concrete pad at Motueka. Takaka want expansion for cross wind runway. Service buildings and fuel storage. Current assets meet required standards. Runways in generally good condition   |
| Risks Associated with Failures        | Lower             | Current management maintenance inspection processes could be improved. Taxiways are in poor condition. CAA compliance requirements a risk that needs management   |
| Organisational Skills and Resources   | Same              | Tasman District Council is a mixed urban / rural local authority ranked 23/72 in population size as detailed in Table 2.4. Internal and external resources have been maintained. Succession Planning is required to cover several key positions where skills are held by one individual, and ensure that skills are spread across staff. The MWH Alliance covers most resourcing issues, but workload peaks and specialist advice requirements can present challenges. AM Planning can compete with operational and development responses for resources<br><br>Governance structures are an issue with Aerodromes |
| Customer Expectations                 | Lower             | High customer expectations at Takaka and Motueka. Governance issues require resolution  |
| Sustainability                        | Same              | Council sustainability policy will be applied to all assets and management. Potential impacts of climate change and sea level rise require a long term risk management approach   |
| <b>Final AM Level</b>                 | <b>Core</b>       |   |

### **5.6.5 Implementation and Review of Policy**

This Asset Management Policy will be implemented in conjunction with the 2012 Activity Management Plans and 2012 LTCCP.

This next full review of this Asset Management Policy shall be completed in June 2014 (4 years) prior to completing asset plan updates to support the 2015 LTCCP.

### **5.6.6 Asset Management Implementation Strategy**

Council staff have completed a detailed analysis of appropriate asset management practice within the guidance offered by this Policy. This analysis has examined asset description, levels of service, managing growth, risk management, asset lifecycle decision making, financial forecasts, planning assumptions and confidence levels, improvement programmes, use of qualified persons and Council commitment to Activity Management Planning.

From this detailed analysis Council's level of achievement and any gaps in appropriate asset management practice were identified.

Asset management practice gaps that were noted have been transferred to the Asset Management Improvement Programme for action.



## 6.0 DETAILED ANALYSIS OF ASSET GROUPS

The following tables are provided for internal Council use to set in detail appropriate practice levels, and assess compliance to that practice and any AM practice gaps.

The tables are based on IIMM figure 2.2.4 “Criteria for Assessing Conformity to “Core” and “Advanced” Levels of Asset Management in New Zealand.”

The recommended process is identified below.

### Step One

Identify the Appropriate Level of AM, as outlined in Sections 1-4

- For ‘Core’ AM - all Core assessment criteria are relevant (indicated “C” and Light Green)
- For ‘Core Plus’ - all Core assessment criteria are relevant (indicated “C” and Light Green) and additional criteria will be relevant. The additional criteria have been identified during the workshop to determine the Appropriate Level of AM (the additional criteria are indicated “+” and Bright Green)
- For “Comprehensive’ or ‘Advanced’ AM all assessment criteria are relevant (indicated “C” and Light Green)

### Step Two

Undertake a compliance status analysis.

This involves the Asset or Activity Manager assessing current performance in terms of each of the assessment criteria. This may be done with the assistance of the asset or Activity Plan Writer if this appropriate.

Once the current performance is assessed the compliance gaps can be identified.

### Step Three

Following the assessment of practice gaps this information can be transferred to the Asset or Activity Management Plan improvement programme. It is expected that this assessment would be undertaken by the individual Activity Plan Writers and Activity Managers.

### Example

A worked example follows to illustrate the process (data is for illustrative purposes only).

| Relevant Assessment Criteria |                              |
|------------------------------|------------------------------|
| C                            | Core criteria                |
| +                            | Additional relevant criteria |
| Compliance Key               |                              |
| ✓                            | Fully compliant              |
| S                            | Substantially compliant      |
| P                            | Partially compliant          |
| *                            | Does not comply              |

**SAMPLE DATA ONLY**

| Assessment Criteria (as outlined in IIMM) |   | Compliance Status Analysis |                     |                                    | Notes  |
|---|---|----------------------------|---------------------|------------------------------------|--|
|   |   | Relevance                  | Current Performance | Compliance Gaps                    |  |
| <b>Description of Assets</b>              | Process of Development                              | C                          |                     |                                    |  |
| <b>Core</b>                               | Adequate Description of Asset                       | C                          | ✓                   |                                    | RAMM & dTIMS fully operational   |
|   | Financial Description of Asset                      | C                          | ✓                   |                                    |  |
|   | Remaining useful life                               | C                          | ✓                   |                                    | RAMM & dTIMS fully operational   |
|   | Aggregate & Disaggregate Information                | C                          | ✓                   |                                    |  |
| <b>Comprehensive</b>                      | Reliable Physical inventory                         | +                          |                     |                                    |  |
|   | - Physical attributes (location, material, age etc) | +                          | P                   | Footpath data incomplete           | Footpath survey underway (2008)  |
|   | - Systematic monitoring of condition                | +                          | ✓                   |                                    | RAMM Rating & FWD  |
|   | - Systematic measurement performance                | +                          |                     |                                    |  |
|   | - Utilisation/capacity                              | +                          | S                   | Traffic counts for some roads only | Traffic Counts 3yr cycle, counts for all roads will be completed in 2010 |



## 6.1 Transportation

| Relevant Assessment Criteria |                              |
|------------------------------|------------------------------|
| C                            | Core criteria                |
| +                            | Additional relevant criteria |
| Compliance Key               |                              |
| ✓                            | Fully compliant              |
| S                            | Substantially compliant      |
| P                            | Partially compliant          |
| ✘                            | Does not comply              |

**Table 6.1: Transportation Detailed Asset Management Practice Assessment**

| Assessment Criteria (as outlined in IIMM)       |  | Relevance | Current Performance | Compliance Status Analysis<br>Compliance Gaps | Notes   |
|---|--|-----------|---------------------|---|---|
| <b>Description of Assets</b><br><br><b>Core</b> | Process of Development   |           |                     |   |   |
|   | Adequate Physical Description of Asset                           | C         |                     |   |   |
|   | Adequate Financial Description of Asset                          | C         |                     |   |   |
|   | Remaining useful life  | C         |                     |   |   |
|   | Ability to Aggregate & Disaggregate Information                  | C         |                     |   |   |
| <b>Comprehensive</b>                            | Reliable Physical inventory                                      |           |                     |   |   |
|   | - Physical attributes (location, material, age etc)              | +         |                     |   | RAMM surveys                                    |
|   | - Systematic monitoring of condition                             | +         |                     |   | NZTA requirement                                |
|   | - Systematic measurement of performance, (utilisation, capacity) | +         |                     |   | In conjunction with capacity and demand studies |
| <b>Levels of Service</b><br><br><b>Core</b>     | Define LOS or performance  | C         |                     |   |   |
|   | Linkage to strategic/community outcomes                          | C         |                     |   |   |
|   | Links to other planning documents                                | C         |                     |   |   |
|   | Levels of consultation identified and agreed                     | C         |                     |   |   |
|   | Service life of network stated                                   | C         |                     |   |   |
| <b>Comprehensive</b>                            | For Significant Services   |           |                     |   |   |
|   | - Evaluated LOS Options  | +         |                     |   |   |
|   | - Consult LOS options with community                             |           |                     |   |   |
|   | - Adopted LOS & Standards after consultation                     |           |                     |   |   |
|   | - Public communication of service level                          |           |                     |   |   |
|   | - Monitoring & public reporting                                  |           |                     |   |   |
|   | AMPs reflect agreed LOS & how service is delivered               |           |                     |   |   |

| Assessment Criteria (as outlined in IIMM)           |   | Compliance Status Analysis |                     |                 |  |
|---|---|----------------------------|---------------------|-----------------|--|
|   |   | Relevance                  | Current Performance | Compliance Gaps | Notes  |
| <b>Managing Growth</b><br><br><b>Core</b>           | Demand Forecasts (10 year)  | C                          |                     |                 |  |
|   | Demand Management drivers documented  | C                          |                     |                 |  |
|   | Demand Management strategies documented   | C                          |                     |                 |  |
|   | Sustainability Strategies   | C                          |                     |                 |  |
| <b>Comprehensive</b>                                | Forecasts include various factors that comprise demand  | +                          |                     |                 | Demand studies   |
|   | Sensitivity of asset development (Capital Works) to demand changes documented                               | +                          |                     |                 | Demand studies   |
|   | Asset Utilisation/ Demand Modelling   | +                          |                     |                 | Regional growth, Regional and District Transportation strategies |
| <b>Risk Management</b><br><br><b>Core</b>           | Identify critical assets  | C                          |                     |                 |  |
|   | Identify associated risks and risk management strategies for critical assets                                | C                          |                     |                 |  |
|   | Identify significant negative effects   | C                          |                     |                 |  |
| <b>Comprehensive</b>                                | Recognition & application of principles of integrated risk management to assets demonstrated                | +                          |                     |                 |  |
|   | Apply standards & industry good practice (e.g. NZS4360 and Local Government Handbook)                       | +                          |                     |                 |  |
|   | Risk Management integrated with other Corporate processes (Lifelines, Disasters Recovery, Continuity Plans) |                            |                     |                 |  |
|   | Integrate with maintenance and replacement strategies   | +                          |                     |                 |  |
| <b>Lifecycle Decision Making</b><br><br><b>Core</b> | Lifecycle and Asset Management Practices  |                            |                     |                 |  |
|   | Service capacity gap analysis   | C                          |                     |                 |  |
|   | Evaluation and ranking based on criteria of options for significant capital invest decisions                | C                          |                     |                 |  |
|   | Maintenance Outcomes, Strategies, Standards and Plans documented  | C                          |                     |                 |  |
| <b>Comprehensive</b>                                | Identify options for asset maintenance to achieve optimal costs over life of asset                          | +                          |                     |                 | Maintenance option selection using RAMM                          |
|   | - Apply agreed evaluation tools to prioritise work programmes   | +                          |                     |                 | NZTA, RAMM as agreed   |
|   | - Use predictive modelling to support long-term financial forecasts for maintenance, renewals & new capital | +                          |                     |                 | Pavements only using dTIMS                                       |

| Assessment Criteria (as outlined in IIMM)                            |   | Relevance | Current Performance | Compliance Status Analysis<br>Compliance Gaps | Notes                                      |
|--|---|-----------|---------------------|---|--|
| <b>Financial Forecasts</b><br><br><b>Core</b>                        | AM reflected in 10 year Financial Plan – Maintenance, Renewals, New Capital (LOS and demand).                                     | C         |                     |   |  |
|  | Validate the Depreciation/Decline in Service Potential  | C         |                     |   |  |
| <b>Comprehensive</b>   | Translate operational, planned maintenance, renewal & new work into financial terms over period of strategic plan/asset lifecycle | +         |                     |   |  |
|  | Provide consistent financial forecasts & substantiate where required  | +         |                     |   |  |
|  | Sensitivity of forecasts  |           |                     |   |  |
| <b>Planning Assumptions and Confidence Levels</b><br><br><b>Core</b> | List all assumptions and possible effects   | C         |                     |   |  |
|  | Confidence level on asset condition   | C         |                     |   |  |
|  | Confidence level on asset performance   | C         |                     |   |  |
|  | Accuracy of asset inventory   | C         |                     |   |  |
|  | Confidence level demand/growth forecasts  | C         |                     |   |  |
|  | Confidence level on financial forecasts   | C         |                     |   |  |
| <b>Comprehensive</b>   | List all assumptions including organisations strategic plan that support AM – linkages with other planning doc                    | +         |                     |   |  |
|  | Confidence levels (as per IIMM 4.3.7)   |           |                     |   |  |
|  | - Inventory Data<br>Critical Assets (Grade 1)<br>Non Critical Assets (Grade 2)  | +         |                     |   | NZTA requirements guide accuracy standards |
|  | - Condition Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                     | +         |                     |   |  |
|  | - Performance Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                   | +         |                     |   |  |

| Assessment Criteria (as outlined in IIMM)                               |   | Compliance Status Analysis |                     |                 | Notes                  |
|---|---|----------------------------|---------------------|-----------------|------------------------|
|   |   | Relevance                  | Current Performance | Compliance Gaps |                        |
| <b>Outline Improvement Programmes</b><br><br><b>Core</b>                | Identify improvements to AM processes & techniques                                | C                          |                     |                 | Meet NZTA requirements |
|   | Identify weak areas & how they will be addressed                                  | C                          |                     |                 |                        |
|   | Timeframes for improvements   | C                          |                     |                 |                        |
|   | Identify resources required (human & financial)                                   | C                          |                     |                 |                        |
| <b>Comprehensive</b>  | Improvement programmes are monitored against KPI's                                | +                          |                     |                 | Meet NZTA requirements |
|   | Previous improvements identified and formally reported against KPI's              | +                          |                     |                 |                        |
| <b>Planning by Qualified Persons</b><br><b>Core &amp; Comprehensive</b> | AM Planning should be undertaken by a suitably qualified person                   | C                          |                     |                 |                        |
|   | Process should be Peer Reviewed   | +                          |                     |                 | NZTA Audits            |
| <b>Commitment</b><br><br><b>Core</b>                                    | Plan adopted by Council including improvement programme                           | C                          |                     |                 |                        |
|   | Plan key tool to support LTCCP  | C                          |                     |                 |                        |
|   | AM Plan regularly updated and should reflect progress on improvement plan         | C                          |                     |                 |                        |
| <b>Comprehensive</b>  | AM Plan requirements are being implemented and discrepancies formally reported    | +                          |                     |                 |                        |
|   | AM Plans evolving as AM systems provide better information                        | +                          |                     |                 |                        |
|   | AM Plans updated every 3 years along with organisations strategic planning cycles | +                          |                     |                 |                        |
| <b>Appropriate AM Practice Defined</b>                                  | Council has defined the Appropriate AM Practice it is adopting                    | +                          | ✓                   |                 |                        |

## 6.2 Utilities

| Relevant Assessment Criteria |                              |
|------------------------------|------------------------------|
| C                            | Core criteria                |
| +                            | Additional relevant criteria |
| Compliance Key               |                              |
| ✓                            | Fully compliant              |
| S                            | Substantially compliant      |
| P                            | Partially compliant          |
| ×                            | Does not comply              |

**Table 6.2: Utilities Detailed Asset Management Practice Assessment**

| Assessment Criteria (as outlined in IIMM)       |  | Relevance | Current Performance | Compliance Status Analysis<br>Compliance Gaps | Notes                                  |
|---|--|-----------|---------------------|---|--|
| <b>Description of Assets</b><br><br><b>Core</b> | Process of Development   |           |                     |   |  |
|   | Adequate Physical Description of Asset                           | C         |                     |   |  |
|   | Adequate Financial Description of Asset                          | C         |                     |   |  |
|   | Remaining useful life  | C         |                     |   |  |
|   | Ability to Aggregate & Disaggregate Information                  | C         |                     |   |  |
| <b>Comprehensive</b>                            | Reliable Physical inventory                                      |           |                     |   |  |
|   | - Physical attributes (location, material, age etc)              | +         |                     |   | Held in Confirm                        |
|   | - Systematic monitoring of condition                             | +         |                     |   | Criticality based condition monitoring |
|   | - Systematic measurement of performance, (utilisation, capacity) | +         |                     |   | Capacity model for Water               |
| <b>Levels of Service</b><br><br><b>Core</b>     | Define LOS or performance  | C         |                     |   |  |
|   | Linkage to strategic/community outcomes                          | C         |                     |   |  |
|   | Links to other planning documents                                | C         |                     |   |  |
|   | Levels of consultation identified and agreed                     | C         |                     |   |  |
|   | Service life of network stated                                   | C         |                     |   |  |
| <b>Comprehensive</b>                            | For Significant Services   |           |                     |   |  |
|   | - Evaluated LOS Options  |           |                     |   |  |
|   | - Consult LOS options with community                             |           |                     |   |  |
|   | - Adopted LOS & Standards after consultation                     |           |                     |   |  |
|   | - Public communication of service level                          |           |                     |   |  |
|   | - Monitoring & public reporting                                  |           |                     |   |  |
|   | AMPs reflect agreed LOS & how service is delivered               |           |                     |   |  |

| Assessment Criteria (as outlined in IIMM)           |   | Compliance Status Analysis |                     |                 |  |
|---|---|----------------------------|---------------------|-----------------|--|
|   |   | Relevance                  | Current Performance | Compliance Gaps | Notes  |
| <b>Managing Growth</b><br><br><b>Core</b>           | Demand Forecasts (10 year)  | C                          |                     |                 |  |
|   | Demand Management drivers documented  | C                          |                     |                 |  |
|   | Demand Management strategies documented   | C                          |                     |                 |  |
|   | Sustainability Strategies   | C                          |                     |                 |  |
| <b>Comprehensive</b>                                | Forecasts include various factors that comprise demand  | +                          |                     |                 |  |
|   | Sensitivity of asset development (Capital Works) to demand changes documented                               | +                          |                     |                 | Demand model                                 |
|   | Asset Utilisation/ Demand Modelling   | +                          |                     |                 | Demand model                                 |
| <b>Risk Management</b><br><br><b>Core</b>           | Identify critical assets  | C                          |                     |                 |  |
|   | Identify associated risks and risk management strategies for critical assets                                | C                          |                     |                 |  |
|   | Identify significant negative effects   | C                          |                     |                 |  |
| <b>Comprehensive</b>                                | Recognition & application of principles of integrated risk management to assets demonstrated                | +                          |                     |                 |  |
|   | Apply standards & industry good practice (e.g. NZS4360 and Local Government Handbook)                       | +                          |                     |                 |  |
|   | Risk Management integrated with other Corporate processes (Lifelines, Disasters Recovery, Continuity Plans) | +                          |                     |                 |  |
|   | Integrate with maintenance and replacement strategies   | +                          |                     |                 | Extension of criticality practice            |
| <b>Lifecycle Decision Making</b><br><br><b>Core</b> | Lifecycle and Asset Management Practices  |                            |                     |                 |  |
|   | Service capacity gap analysis   | C                          |                     |                 |  |
|   | Evaluation and ranking based on criteria of options for significant capital invest decisions                | C                          |                     |                 |  |
|   | Maintenance Outcomes, Strategies, Standards and Plans documented  | C                          |                     |                 |  |
| <b>Comprehensive</b>                                | Identify options for asset maintenance to achieve optimal costs over life of asset                          | +                          |                     |                 |  |
|   | - Apply agreed evaluation tools to prioritise work programmes   | +                          |                     |                 | ODM applied to specific projects as required |
|   | - Use predictive modelling to support long-term financial forecasts for maintenance, renewals & new capital |                            |                     |                 |  |



| Assessment Criteria (as outlined in IIMM)                            |   | Relevance | Current Performance | Compliance Status Analysis<br>Compliance Gaps | Notes |
|--|---|-----------|---------------------|---|-------|
| <b>Financial Forecasts</b><br><br><b>Core</b>                        | AM reflected in 10 year Financial Plan – Maintenance, Renewals, New Capital (LOS and demand).                                     | C         |                     |   |       |
|  | Validate the Depreciation/Decline in Service Potential  | C         |                     |   |       |
| <b>Comprehensive</b>   | Translate operational, planned maintenance, renewal & new work into financial terms over period of strategic plan/asset lifecycle | +         |                     |   |       |
|  | Provide consistent financial forecasts & substantiate where required  | +         |                     |   |       |
|  | Sensitivity of forecasts  |           |                     |   |       |
| <b>Planning Assumptions and Confidence Levels</b><br><br><b>Core</b> | List all assumptions and possible effects   | C         |                     |   |       |
|  | Confidence level on asset condition   | C         |                     |   |       |
|  | Confidence level on asset performance   | C         |                     |   |       |
|  | Accuracy of asset inventory   | C         |                     |   |       |
|  | Confidence level demand/growth forecasts  | C         |                     |   |       |
|  | Confidence level on financial forecasts   | C         |                     |   |       |
| <b>Comprehensive</b>   | List all assumptions including organisations strategic plan that support AM – linkages with other planning doc                    | +         |                     |   |       |
|  | Confidence levels (as per IIMM 4.3.7)   |           |                     |   |       |
|  | - Inventory Data<br>Critical Assets (Grade 1)<br>Non Critical Assets (Grade 2)  | +         |                     |   |       |
|  | - Condition Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                     | +         |                     |   |       |
|  | - Performance Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                   | +         |                     |   |       |

| Assessment Criteria (as outlined in IIMM)                               |   | Compliance Status Analysis |                     |                 | Notes |
|---|---|----------------------------|---------------------|-----------------|-------|
|   |   | Relevance                  | Current Performance | Compliance Gaps |       |
| <b>Outline Improvement Programmes</b><br><br><b>Core</b>                | Identify improvements to AM processes & techniques                                | C                          |                     |                 |       |
|   | Identify weak areas & how they will be addressed                                  | C                          |                     |                 |       |
|   | Timeframes for improvements   | C                          |                     |                 |       |
|   | Identify resources required (human & financial)                                   | C                          |                     |                 |       |
| <b>Comprehensive</b>  | Improvement programmes are monitored against KPI's                                | +                          |                     |                 |       |
|   | Previous improvements identified and formally reported against KPI's              | +                          |                     |                 |       |
| <b>Planning by Qualified Persons</b><br><b>Core &amp; Comprehensive</b> | AM Planning should be undertaken by a suitably qualified person                   | C                          |                     |                 |       |
|   | Process should be Peer Reviewed   |                            |                     |                 |       |
| <b>Commitment</b><br><br><b>Core</b>                                    | Plan adopted by Council including improvement programme                           | C                          |                     |                 |       |
|   | Plan key tool to support LTCCP  | C                          |                     |                 |       |
|   | AM Plan regularly updated and should reflect progress on improvement plan         | C                          |                     |                 |       |
| <b>Comprehensive</b>  | AM Plan requirements are being implemented and discrepancies formally reported    | +                          |                     |                 |       |
|   | AM Plans evolving as AM systems provide better information                        | +                          |                     |                 |       |
|   | AM Plans updated every 3 years along with organisations strategic planning cycles | +                          |                     |                 |       |
| <b>Appropriate AM Practice Defined</b>                                  | Council has defined the Appropriate AM Practice it is adopting                    | +                          | ✓                   |                 |       |

### 6.3 Solid Waste

| Relevant Assessment Criteria |                              |
|------------------------------|------------------------------|
| C                            | Core criteria                |
| +                            | Additional relevant criteria |
| Compliance Key               |                              |
| ✓                            | Fully compliant              |
| S                            | Substantially compliant      |
| P                            | Partially compliant          |
| ×                            | Does not comply              |

**Table 6.3: Solid Waste Detailed Asset Management Practice Assessment**

| Assessment Criteria (as outlined in IIMM)       |  | Compliance Status Analysis |                     |                 |  |
|---|--|----------------------------|---------------------|-----------------|--|
|   |  | Relevance                  | Current Performance | Compliance Gaps | Notes                                      |
| <b>Description of Assets</b><br><br><b>Core</b> | Process of Development   |                            |                     |                 |  |
|   | Adequate Physical Description of Asset                           | C                          |                     |                 |  |
|   | Adequate Financial Description of Asset                          | C                          |                     |                 |  |
|   | Remaining useful life  | C                          |                     |                 |  |
|   | Ability to Aggregate & Disaggregate Information                  | C                          |                     |                 |  |
| <b>Comprehensive</b>                            | Reliable Physical inventory                                      |                            |                     |                 |  |
|   | - Physical attributes (location, material, age etc)              | +                          |                     |                 |  |
|   | - Systematic monitoring of condition                             | +                          |                     |                 |  |
|   | - Systematic measurement of performance, (utilisation, capacity) | +                          |                     |                 | Standard operational practice for landfill |
| <b>Levels of Service</b><br><br><b>Core</b>     | Define LOS or performance  | C                          |                     |                 |  |
|   | Linkage to strategic/community outcomes                          | C                          |                     |                 |  |
|   | Links to other planning documents                                | C                          |                     |                 |  |
|   | Levels of consultation identified and agreed                     | C                          |                     |                 |  |
|   | Service life of network stated                                   | C                          |                     |                 |  |
| <b>Comprehensive</b>                            | For Significant Services   |                            |                     |                 |  |
|   | - Evaluated LOS Options  |                            |                     |                 |  |
|   | - Consult LOS options with community                             |                            |                     |                 |  |
|   | - Adopted LOS & Standards after consultation                     |                            |                     |                 |  |
|   | - Public communication of service level                          |                            |                     |                 |  |
|   | - Monitoring & public reporting                                  |                            |                     |                 |  |
|   | AMPs reflect agreed LOS & how service is delivered               |                            |                     |                 |  |

| Assessment Criteria (as outlined in IIMM)           |   | Compliance Status Analysis |                     |                 |   |
|---|---|----------------------------|---------------------|-----------------|---|
|   |   | Relevance                  | Current Performance | Compliance Gaps | Notes   |
| <b>Managing Growth</b><br><br><b>Core</b>           | Demand Forecasts (10 year)  | C                          |                     |                 |   |
|   | Demand Management drivers documented  | C                          |                     |                 |   |
|   | Demand Management strategies documented   | C                          |                     |                 |   |
|   | Sustainability Strategies   | C                          |                     |                 |   |
| <b>Comprehensive</b>                                | Forecasts include various factors that comprise demand  | +                          |                     |                 | Standard Solid Waste Activity process               |
|   | Sensitivity of asset development (Capital Works) to demand changes documented                               |                            |                     |                 |   |
|   | Asset Utilisation/ Demand Modelling   |                            |                     |                 |   |
| <b>Risk Management</b><br><br><b>Core</b>           | Identify critical assets  | C                          |                     |                 |   |
|   | Identify associated risks and risk management strategies for critical assets                                | C                          |                     |                 |   |
|   | Identify significant negative effects   | C                          |                     |                 | After care management as required by consenting     |
| <b>Comprehensive</b>                                | Recognition & application of principles of integrated risk management to assets demonstrated                | +                          |                     |                 | Commercial and legislative risks require management |
|   | Apply standards & industry good practice (e.g. NZS4360 and Local Government Handbook)                       |                            |                     |                 |   |
|   | Risk Management integrated with other Corporate processes (Lifelines, Disasters Recovery, Continuity Plans) | +                          |                     |                 | Fire, Disaster Recovery plans                       |
|   | Integrate with maintenance and replacement strategies   |                            |                     |                 |   |
| <b>Lifecycle Decision Making</b><br><br><b>Core</b> | Lifecycle and Asset Management Practices  |                            |                     |                 |   |
|   | Service capacity gap analysis   | C                          |                     |                 |   |
|   | Evaluation and ranking based on criteria of options for significant capital invest decisions                | C                          |                     |                 |   |
|   | Maintenance Outcomes, Strategies, Standards and Plans documented  | C                          |                     |                 |   |
| <b>Comprehensive</b>                                | Identify options for asset maintenance to achieve optimal costs over life of asset                          |                            |                     |                 |   |
|   | - Apply agreed evaluation tools to prioritise work programmes   |                            |                     |                 |   |
|   | - Use predictive modelling to support long-term financial forecasts for maintenance, renewals & new capital |                            |                     |                 |   |

| Assessment Criteria (as outlined in IIMM)                        |   | Compliance Status Analysis |                     |                 |       |
|--|---|----------------------------|---------------------|-----------------|-------|
|  |   | Relevance                  | Current Performance | Compliance Gaps | Notes |
| <b>Financial Forecasts</b><br><b>Core</b>                        | AM reflected in 10 year Financial Plan – Maintenance, Renewals, New Capital (LOS and demand).                                     | C                          |                     |                 |       |
|  | Validate the Depreciation/Decline in Service Potential  | C                          |                     |                 |       |
| <b>Comprehensive</b>   | Translate operational, planned maintenance, renewal & new work into financial terms over period of strategic plan/asset lifecycle | +                          |                     |                 |       |
|  | Provide consistent financial forecasts & substantiate where required  | +                          |                     |                 |       |
|  | Sensitivity of forecasts  |                            |                     |                 |       |
| <b>Planning Assumptions and Confidence Levels</b><br><b>Core</b> | List all assumptions and possible effects   | C                          |                     |                 |       |
|  | Confidence level on asset condition   | C                          |                     |                 |       |
|  | Confidence level on asset performance   | C                          |                     |                 |       |
|  | Accuracy of asset inventory   | C                          |                     |                 |       |
|  | Confidence level demand/growth forecasts  | C                          |                     |                 |       |
|  | Confidence level on financial forecasts   | C                          |                     |                 |       |
| <b>Comprehensive</b>   | List all assumptions including organisations strategic plan that support AM – linkages with other planning doc                    | +                          |                     |                 |       |
|  | Confidence levels (as per IIMM 4.3.7)   |                            |                     |                 |       |
|  | - Inventory Data<br>Critical Assets (Grade 1)<br>Non Critical Assets (Grade 2)  |                            |                     |                 |       |
|  | - Condition Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                     |                            |                     |                 |       |
|  | - Performance Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                   |                            |                     |                 |       |

| Assessment Criteria (as outlined in IIMM)                               |   | Compliance Status Analysis |                     |                 |       |
|---|---|----------------------------|---------------------|-----------------|-------|
|   |   | Relevance                  | Current Performance | Compliance Gaps | Notes |
| <b>Outline Improvement Programmes</b><br><br><b>Core</b>                | Identify improvements to AM processes & techniques                                | C                          |                     |                 |       |
|   | Identify weak areas & how they will be addressed                                  | C                          |                     |                 |       |
|   | Timeframes for improvements   | C                          |                     |                 |       |
|   | Identify resources required (human & financial)                                   | C                          |                     |                 |       |
| <b>Comprehensive</b>  | Improvement programmes are monitored against KPI's                                | +                          |                     |                 |       |
|   | Previous improvements identified and formally reported against KPI's              | +                          |                     |                 |       |
| <b>Planning by Qualified Persons</b><br><b>Core &amp; Comprehensive</b> | AM Planning should be undertaken by a suitably qualified person                   | C                          |                     |                 |       |
|   | Process should be Peer Reviewed   |                            |                     |                 |       |
| <b>Commitment</b><br><br><b>Core</b>                                    | Plan adopted by Council including improvement programme                           | C                          |                     |                 |       |
|   | Plan key tool to support LTCCP  | C                          |                     |                 |       |
|   | AM Plan regularly updated and should reflect progress on improvement plan         | C                          |                     |                 |       |
| <b>Comprehensive</b>  | AM Plan requirements are being implemented and discrepancies formally reported    | +                          |                     |                 |       |
|   | AM Plans evolving as AM systems provide better information                        | +                          |                     |                 |       |
|   | AM Plans updated every 3 years along with organisations strategic planning cycles | +                          |                     |                 |       |
| <b>Appropriate AM Practice Defined</b>                                  | Council has defined the Appropriate AM Practice it is adopting                    | +                          | ✓                   |                 |       |

## 6.4 Rivers

| Relevant Assessment Criteria |                              |
|------------------------------|------------------------------|
| C                            | Core criteria                |
| +                            | Additional relevant criteria |
| Compliance Key               |                              |
| ✓                            | Fully compliant              |
| S                            | Substantially compliant      |
| P                            | Partially compliant          |
| ×                            | Does not comply              |



**Table 6.4: Rivers Detailed Asset Management Practice Assessment**

| Assessment Criteria (as outlined in IIMM)       |  | Compliance Status Analysis |                     |                 | Notes |
|---|--|----------------------------|---------------------|-----------------|-------|
|   |  | Relevance                  | Current Performance | Compliance Gaps |       |
| <b>Description of Assets</b><br><br><b>Core</b> | Process of Development   |                            |                     |                 |       |
|   | Adequate Physical Description of Asset                           | C                          |                     |                 |       |
|   | Adequate Financial Description of Asset                          | C                          |                     |                 |       |
|   | Remaining useful life  | C                          |                     |                 |       |
|   | Ability to Aggregate & Disaggregate Information                  | C                          |                     |                 |       |
| <b>Comprehensive</b>                            | Reliable Physical inventory                                      |                            |                     |                 |       |
|   | - Physical attributes (location, material, age etc)              | +                          |                     |                 |       |
|   | - Systematic monitoring of condition                             | +                          |                     |                 |       |
|   | - Systematic measurement of performance, (utilisation, capacity) |                            |                     |                 |       |
| <b>Levels of Service</b><br><br><b>Core</b>     | Define LOS or performance  | C                          |                     |                 |       |
|   | Linkage to strategic/community outcomes                          | C                          |                     |                 |       |
|   | Links to other planning documents                                | C                          |                     |                 |       |
|   | Levels of consultation identified and agreed                     | C                          |                     |                 |       |
|   | Service life of network stated                                   | C                          |                     |                 |       |
| <b>Comprehensive</b>                            | For Significant Services   |                            |                     |                 |       |
|   | - Evaluated LOS Options  |                            |                     |                 |       |
|   | - Consult LOS options with community                             |                            |                     |                 |       |
|   | - Adopted LOS & Standards after consultation                     |                            |                     |                 |       |
|   | - Public communication of service level                          |                            |                     |                 |       |
|   | - Monitoring & public reporting                                  |                            |                     |                 |       |
|   | AMPs reflect agreed LOS & how service is delivered               |                            |                     |                 |       |

| Assessment Criteria (as outlined in IIMM)           |   | Compliance Status Analysis |                     |                 |   |
|---|---|----------------------------|---------------------|-----------------|---|
|   |   | Relevance                  | Current Performance | Compliance Gaps | Notes   |
| <b>Managing Growth</b><br><br><b>Core</b>           | Demand Forecasts (10 year)  | C                          |                     |                 |   |
|   | Demand Management drivers documented  | C                          |                     |                 |   |
|   | Demand Management strategies documented   | C                          |                     |                 |   |
|   | Sustainability Strategies   | C                          |                     |                 |   |
| <b>Comprehensive</b>                                | Forecasts include various factors that comprise demand  |                            |                     |                 |   |
|   | Sensitivity of asset development (Capital Works) to demand changes documented                               |                            |                     |                 |   |
|   | Asset Utilisation/ Demand Modelling   |                            |                     |                 |   |
| <b>Risk Management</b><br><br><b>Core</b>           | Identify critical assets  | C                          |                     |                 |   |
|   | Identify associated risks and risk management strategies for critical assets                                | C                          |                     |                 |   |
|   | Identify significant negative effects   | C                          |                     |                 |   |
| <b>Comprehensive</b>                                | Recognition & application of principles of integrated risk management to assets demonstrated                | +                          |                     |                 |   |
|   | Apply standards & industry good practice (e.g. NZS4360 and Local Government Handbook)                       |                            |                     |                 |   |
|   | Risk Management integrated with other Corporate processes (Lifelines, Disasters Recovery, Continuity Plans) |                            |                     |                 |   |
|   | Integrate with maintenance and replacement strategies   | +                          |                     |                 |   |
| <b>Lifecycle Decision Making</b><br><br><b>Core</b> | Lifecycle and Asset Management Practices  |                            |                     |                 |   |
|   | Service capacity gap analysis   | C                          |                     |                 |   |
|   | Evaluation and ranking based on criteria of options for significant capital invest decisions                | C                          |                     |                 |   |
|   | Maintenance Outcomes, Strategies, Standards and Plans documented  | C                          |                     |                 |   |
| <b>Comprehensive</b>                                | Identify options for asset maintenance to achieve optimal costs over life of asset                          | +                          |                     |                 |   |
|   | - Apply agreed evaluation tools to prioritise work programmes   |                            |                     |                 | ODM analysis applied to specific projects as required |
|   | - Use predictive modelling to support long-term financial forecasts for maintenance, renewals & new capital |                            |                     |                 |   |

| Assessment Criteria (as outlined in IIMM)         |   | Relevance | Current Performance | Compliance Status Analysis |       |
|---|---|-----------|---------------------|----------------------------|-------|
|   |   |           |                     | Compliance Gaps            | Notes |
| <b>Financial Forecasts</b>                        | AM reflected in 10 year Financial Plan – Maintenance, Renewals, New Capital (LOS and demand).                                     | C         |                     |                            |       |
|   | <b>Core</b><br>Validate the Depreciation/Decline in Service Potential   | C         |                     |                            |       |
| <b>Comprehensive</b>                              | Translate operational, planned maintenance, renewal & new work into financial terms over period of strategic plan/asset lifecycle | +         |                     |                            |       |
|   | Provide consistent financial forecasts & substantiate where required  | +         |                     |                            |       |
|   | Sensitivity of forecasts  |           |                     |                            |       |
| <b>Planning Assumptions and Confidence Levels</b> | List all assumptions and possible effects   | C         |                     |                            |       |
|   | <b>Core</b><br>Confidence level on asset condition  | C         |                     |                            |       |
|   | Confidence level on asset performance   | C         |                     |                            |       |
|   | Accuracy of asset inventory   | C         |                     |                            |       |
|   | Confidence level demand/growth forecasts  | C         |                     |                            |       |
|   | Confidence level on financial forecasts   | C         |                     |                            |       |
| <b>Comprehensive</b>                              | List all assumptions including organisations strategic plan that support AM – linkages with other planning doc                    | +         |                     |                            |       |
|   | Confidence levels (as per IIMM 4.3.7)   |           |                     |                            |       |
|   | - Inventory Data<br>Critical Assets (Grade 1)<br>Non Critical Assets (Grade 2)  |           |                     |                            |       |
|   | - Condition Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                     |           |                     |                            |       |
|   | - Performance Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                   |           |                     |                            |       |

| Assessment Criteria (as outlined in IIMM)                               |   | Compliance Status Analysis |                     |                 | Notes |
|---|---|----------------------------|---------------------|-----------------|-------|
|   |   | Relevance                  | Current Performance | Compliance Gaps |       |
| <b>Outline Improvement Programmes</b><br><br><b>Core</b>                | Identify improvements to AM processes & techniques                                | C                          |                     |                 |       |
|   | Identify weak areas & how they will be addressed                                  | C                          |                     |                 |       |
|   | Timeframes for improvements   | C                          |                     |                 |       |
|   | Identify resources required (human & financial)                                   | C                          |                     |                 |       |
| <b>Comprehensive</b>  | Improvement programmes are monitored against KPI's                                | +                          |                     |                 |       |
|   | Previous improvements identified and formally reported against KPI's              | +                          |                     |                 |       |
| <b>Planning by Qualified Persons</b><br><b>Core &amp; Comprehensive</b> | AM Planning should be undertaken by a suitably qualified person                   | C                          |                     |                 |       |
|   | Process should be Peer Reviewed   |                            |                     |                 |       |
| <b>Commitment</b><br><br><b>Core</b>                                    | Plan adopted by Council including improvement programme                           | C                          |                     |                 |       |
|   | Plan key tool to support LTCCP  | C                          |                     |                 |       |
|   | AM Plan regularly updated and should reflect progress on improvement plan         | C                          |                     |                 |       |
| <b>Comprehensive</b>  | AM Plan requirements are being implemented and discrepancies formally reported    | +                          |                     |                 |       |
|   | AM Plans evolving as AM systems provide better information                        | +                          |                     |                 |       |
|   | AM Plans updated every 3 years along with organisations strategic planning cycles | +                          |                     |                 |       |
| <b>Appropriate AM Practice Defined</b>                                  | Council has defined the Appropriate AM Practice it is adopting                    | +                          | ✓                   |                 |       |

## 6.5 Coastal Structures

| Relevant Assessment Criteria |                              |
|------------------------------|------------------------------|
| C                            | Core criteria                |
| +                            | Additional relevant criteria |
| Compliance Key               |                              |
| ✓                            | Fully compliant              |
| S                            | Substantially compliant      |
| P                            | Partially compliant          |
| ×                            | Does not comply              |

**Table 6.5: Coastal Structures Detailed Asset Management Practice Assessment**

| Assessment Criteria (as outlined in IIMM)       |  | Compliance Status Analysis |                     |                 |       |
|---|--|----------------------------|---------------------|-----------------|-------|
|   |  | Relevance                  | Current Performance | Compliance Gaps | Notes |
| <b>Description of Assets</b><br><br><b>Core</b> | Process of Development   |                            |                     |                 |       |
|   | Adequate Physical Description of Asset                           | C                          |                     |                 |       |
|   | Adequate Financial Description of Asset                          | C                          |                     |                 |       |
|   | Remaining useful life  | C                          |                     |                 |       |
|   | Ability to Aggregate & Disaggregate Information                  | C                          |                     |                 |       |
| <b>Comprehensive</b>                            | Reliable Physical inventory                                      |                            |                     |                 |       |
|   | - Physical attributes (location, material, age etc)              | +                          |                     |                 |       |
|   | - Systematic monitoring of condition                             | +                          |                     |                 |       |
|   | - Systematic measurement of performance, (utilisation, capacity) |                            |                     |                 |       |
| <b>Levels of Service</b><br><br><b>Core</b>     | Define LOS or performance  | C                          |                     |                 |       |
|   | Linkage to strategic/community outcomes                          | C                          |                     |                 |       |
|   | Links to other planning documents                                | C                          |                     |                 |       |
|   | Levels of consultation identified and agreed                     | C                          |                     |                 |       |
|   | Service life of network stated                                   | C                          |                     |                 |       |
| <b>Comprehensive</b>                            | For Significant Services   |                            |                     |                 |       |
|   | - Evaluated LOS Options  |                            |                     |                 |       |
|   | - Consult LOS options with community                             |                            |                     |                 |       |
|   | - Adopted LOS & Standards after consultation                     |                            |                     |                 |       |
|   | - Public communication of service level                          |                            |                     |                 |       |
|   | - Monitoring & public reporting                                  |                            |                     |                 |       |
|   | AMPs reflect agreed LOS & how service is delivered               |                            |                     |                 |       |

| Assessment Criteria (as outlined in IIMM)           |   | Compliance Status Analysis |                     |                 |       |
|---|---|----------------------------|---------------------|-----------------|-------|
|   |   | Relevance                  | Current Performance | Compliance Gaps | Notes |
| <b>Managing Growth</b><br><br><b>Core</b>           | Demand Forecasts (10 year)  | C                          |                     |                 |       |
|   | Demand Management drivers documented  | C                          |                     |                 |       |
|   | Demand Management strategies documented   | C                          |                     |                 |       |
|   | Sustainability Strategies   | C                          |                     |                 |       |
| <b>Comprehensive</b>                                | Forecasts include various factors that comprise demand  |                            |                     |                 |       |
|   | Sensitivity of asset development (Capital Works) to demand changes documented                               |                            |                     |                 |       |
|   | Asset Utilisation/ Demand Modelling   |                            |                     |                 |       |
| <b>Risk Management</b><br><br><b>Core</b>           | Identify critical assets  | C                          |                     |                 |       |
|   | Identify associated risks and risk management strategies for critical assets                                | C                          |                     |                 |       |
|   | Identify significant negative effects   | C                          |                     |                 |       |
| <b>Comprehensive</b>                                | Recognition & application of principles of integrated risk management to assets demonstrated                |                            |                     |                 |       |
|   | Apply standards & industry good practice (e.g. NZS4360 and Local Government Handbook)                       |                            |                     |                 |       |
|   | Risk Management integrated with other Corporate processes (Lifelines, Disasters Recovery, Continuity Plans) |                            |                     |                 |       |
|   | Integrate with maintenance and replacement strategies   |                            |                     |                 |       |
| <b>Lifecycle Decision Making</b><br><br><b>Core</b> | Lifecycle and Asset Management Practices  |                            |                     |                 |       |
|   | Service capacity gap analysis   | C                          |                     |                 |       |
|   | Evaluation and ranking based on criteria of options for significant capital invest decisions                | C                          |                     |                 |       |
|   | Maintenance Outcomes, Strategies, Standards and Plans documented  | C                          |                     |                 |       |
| <b>Comprehensive</b>                                | Identify options for asset maintenance to achieve optimal costs over life of asset                          | +                          |                     |                 |       |
|   | - Apply agreed evaluation tools to prioritise work programmes   |                            |                     |                 |       |
|   | - Use predictive modelling to support long-term financial forecasts for maintenance, renewals & new capital |                            |                     |                 |       |

| Assessment Criteria (as outlined in IIMM)                        |   | Compliance Status Analysis |                     |                 |       |
|--|---|----------------------------|---------------------|-----------------|-------|
|  |   | Relevance                  | Current Performance | Compliance Gaps | Notes |
| <b>Financial Forecasts</b><br><b>Core</b>                        | AM reflected in 10 year Financial Plan – Maintenance, Renewals, New Capital (LOS and demand).                                     | C                          |                     |                 |       |
|  | Validate the Depreciation/Decline in Service Potential  | C                          |                     |                 |       |
| <b>Comprehensive</b>   | Translate operational, planned maintenance, renewal & new work into financial terms over period of strategic plan/asset lifecycle | +                          |                     |                 |       |
|  | Provide consistent financial forecasts & substantiate where required  | +                          |                     |                 |       |
|  | Sensitivity of forecasts  |                            |                     |                 |       |
| <b>Planning Assumptions and Confidence Levels</b><br><b>Core</b> | List all assumptions and possible effects   | C                          |                     |                 |       |
|  | Confidence level on asset condition   | C                          |                     |                 |       |
|  | Confidence level on asset performance   | C                          |                     |                 |       |
|  | Accuracy of asset inventory   | C                          |                     |                 |       |
|  | Confidence level demand/growth forecasts  | C                          |                     |                 |       |
|  | Confidence level on financial forecasts   | C                          |                     |                 |       |
| <b>Comprehensive</b>   | List all assumptions including organisations strategic plan that support AM – linkages with other planning doc                    | +                          |                     |                 |       |
|  | Confidence levels (as per IIMM 4.3.7)   |                            |                     |                 |       |
|  | - Inventory Data<br>Critical Assets (Grade 1)<br>Non Critical Assets (Grade 2)  |                            |                     |                 |       |
|  | - Condition Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                     |                            |                     |                 |       |
|  | - Performance Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                   |                            |                     |                 |       |



| Assessment Criteria (as outlined in IIMM)                               |   | Compliance Status Analysis |                     |                 |       |
|---|---|----------------------------|---------------------|-----------------|-------|
|   |   | Relevance                  | Current Performance | Compliance Gaps | Notes |
| <b>Outline Improvement Programmes</b><br><br><b>Core</b>                | Identify improvements to AM processes & techniques                                | C                          |                     |                 |       |
|   | Identify weak areas & how they will be addressed                                  | C                          |                     |                 |       |
|   | Timeframes for improvements   | C                          |                     |                 |       |
|   | Identify resources required (human & financial)                                   | C                          |                     |                 |       |
| <b>Comprehensive</b>  | Improvement programmes are monitored against KPI's                                | +                          |                     |                 |       |
|   | Previous improvements identified and formally reported against KPI's              | +                          |                     |                 |       |
| <b>Planning by Qualified Persons</b><br><b>Core &amp; Comprehensive</b> | AM Planning should be undertaken by a suitably qualified person                   | C                          |                     |                 |       |
|   | Process should be Peer Reviewed   |                            |                     |                 |       |
| <b>Commitment</b><br><br><b>Core</b>                                    | Plan adopted by Council including improvement programme                           | C                          |                     |                 |       |
|   | Plan key tool to support LTCCP  | C                          |                     |                 |       |
|   | AM Plan regularly updated and should reflect progress on improvement plan         | C                          |                     |                 |       |
| <b>Comprehensive</b>  | AM Plan requirements are being implemented and discrepancies formally reported    | +                          |                     |                 |       |
|   | AM Plans evolving as AM systems provide better information                        | +                          |                     |                 |       |
|   | AM Plans updated every 3 years along with organisations strategic planning cycles | +                          |                     |                 |       |
| <b>Appropriate AM Practice Defined</b>                                  | Council has defined the Appropriate AM Practice it is adopting                    | +                          | ✓                   |                 |       |

## 6.6 Aerodromes

| Relevant Assessment Criteria |                              |
|------------------------------|------------------------------|
| C                            | Core criteria                |
| +                            | Additional relevant criteria |
| Compliance Key               |                              |
| ✓                            | Fully compliant              |
| S                            | Substantially compliant      |
| P                            | Partially compliant          |
| ✘                            | Does not comply              |

**Table 6.6: Aerodromes Detailed Asset Management Practice Assessment**

| Assessment Criteria (as outlined in IIMM)       |  | Compliance Status Analysis |                     |                 | Notes |
|---|--|----------------------------|---------------------|-----------------|-------|
|   |  | Relevance                  | Current Performance | Compliance Gaps |       |
| <b>Description of Assets</b><br><br><b>Core</b> | Process of Development   |                            |                     |                 |       |
|   | Adequate Physical Description of Asset                           | C                          |                     |                 |       |
|   | Adequate Financial Description of Asset                          | C                          |                     |                 |       |
|   | Remaining useful life  | C                          |                     |                 |       |
|   | Ability to Aggregate & Disaggregate Information                  | C                          |                     |                 |       |
| <b>Comprehensive</b>                            | Reliable Physical inventory                                      |                            |                     |                 |       |
|   | - Physical attributes (location, material, age etc)              | +                          |                     |                 |       |
|   | - Systematic monitoring of condition                             | +                          |                     |                 |       |
|   | - Systematic measurement of performance, (utilisation, capacity) |                            |                     |                 |       |
| <b>Levels of Service</b><br><br><b>Core</b>     | Define LOS or performance  | C                          |                     |                 |       |
|   | Linkage to strategic/community outcomes                          | C                          |                     |                 |       |
|   | Links to other planning documents                                | C                          |                     |                 |       |
|   | Levels of consultation identified and agreed                     | C                          |                     |                 |       |
|   | Service life of network stated                                   | C                          |                     |                 |       |
| <b>Comprehensive</b>                            | For Significant Services   |                            |                     |                 |       |
|   | - Evaluated LOS Options  |                            |                     |                 |       |
|   | - Consult LOS options with community                             |                            |                     |                 |       |
|   | - Adopted LOS & Standards after consultation                     |                            |                     |                 |       |
|   | - Public communication of service level                          |                            |                     |                 |       |
|   | - Monitoring & public reporting                                  |                            |                     |                 |       |
|   | AMPs reflect agreed LOS & how service is delivered               |                            |                     |                 |       |

| Assessment Criteria (as outlined in IIMM)           |   | Compliance Status Analysis |                     |                 |       |
|---|---|----------------------------|---------------------|-----------------|-------|
|   |   | Relevance                  | Current Performance | Compliance Gaps | Notes |
| <b>Managing Growth</b><br><br><b>Core</b>           | Demand Forecasts (10 year)  | C                          |                     |                 |       |
|   | Demand Management drivers documented  | C                          |                     |                 |       |
|   | Demand Management strategies documented   | C                          |                     |                 |       |
|   | Sustainability Strategies   | C                          |                     |                 |       |
| <b>Comprehensive</b>                                | Forecasts include various factors that comprise demand  |                            |                     |                 |       |
|   | Sensitivity of asset development (Capital Works) to demand changes documented                               |                            |                     |                 |       |
|   | Asset Utilisation/ Demand Modelling   |                            |                     |                 |       |
| <b>Risk Management</b><br><br><b>Core</b>           | Identify critical assets  | C                          |                     |                 |       |
|   | Identify associated risks and risk management strategies for critical assets                                | C                          |                     |                 |       |
|   | Identify significant negative effects   | C                          |                     |                 |       |
| <b>Comprehensive</b>                                | Recognition & application of principles of integrated risk management to assets demonstrated                |                            |                     |                 |       |
|   | Apply standards & industry good practice (e.g. NZS4360 and Local Government Handbook)                       |                            |                     |                 |       |
|   | Risk Management integrated with other Corporate processes (Lifelines, Disasters Recovery, Continuity Plans) |                            |                     |                 |       |
|   | Integrate with maintenance and replacement strategies   |                            |                     |                 |       |
| <b>Lifecycle Decision Making</b><br><br><b>Core</b> | Lifecycle and Asset Management Practices  |                            |                     |                 |       |
|   | Service capacity gap analysis   | C                          |                     |                 |       |
|   | Evaluation and ranking based on criteria of options for significant capital invest decisions                | C                          |                     |                 |       |
|   | Maintenance Outcomes, Strategies, Standards and Plans documented  | C                          |                     |                 |       |
| <b>Comprehensive</b>                                | Identify options for asset maintenance to achieve optimal costs over life of asset                          | +                          |                     |                 |       |
|   | - Apply agreed evaluation tools to prioritise work programmes   |                            |                     |                 |       |
|   | - Use predictive modelling to support long-term financial forecasts for maintenance, renewals & new capital |                            |                     |                 |       |

| Assessment Criteria (as outlined in IIMM)         |   | Relevance | Current Performance | Compliance Status Analysis |       |
|---|---|-----------|---------------------|----------------------------|-------|
|   |   |           |                     | Compliance Gaps            | Notes |
| <b>Financial Forecasts</b>                        | AM reflected in 10 year Financial Plan – Maintenance, Renewals, New Capital (LOS and demand).                                     | C         |                     |                            |       |
|   | <b>Core</b><br>Validate the Depreciation/Decline in Service Potential   | C         |                     |                            |       |
| <b>Comprehensive</b>                              | Translate operational, planned maintenance, renewal & new work into financial terms over period of strategic plan/asset lifecycle | +         |                     |                            |       |
|   | Provide consistent financial forecasts & substantiate where required  | +         |                     |                            |       |
|   | Sensitivity of forecasts  |           |                     |                            |       |
| <b>Planning Assumptions and Confidence Levels</b> | List all assumptions and possible effects   | C         |                     |                            |       |
|   | <b>Core</b><br>Confidence level on asset condition  | C         |                     |                            |       |
|   | Confidence level on asset performance   | C         |                     |                            |       |
|   | Accuracy of asset inventory   | C         |                     |                            |       |
|   | Confidence level demand/growth forecasts  | C         |                     |                            |       |
|   | Confidence level on financial forecasts   | C         |                     |                            |       |
| <b>Comprehensive</b>                              | List all assumptions including organisations strategic plan that support AM – linkages with other planning doc                    | +         |                     |                            |       |
|   | Confidence levels (as per IIMM 4.3.7)   |           |                     |                            |       |
|   | - Inventory Data<br>Critical Assets (Grade 1)<br>Non Critical Assets (Grade 2)  |           |                     |                            |       |
|   | - Condition Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                     |           |                     |                            |       |
|   | - Performance Data<br>Critical Assets (Grades 1 or 2)<br>Non Critical Assets (Grades 1, 2 or 3)                                   |           |                     |                            |       |

| Assessment Criteria (as outlined in IIMM)                               |   | Compliance Status Analysis |                     |                 | Notes |
|---|---|----------------------------|---------------------|-----------------|-------|
|   |   | Relevance                  | Current Performance | Compliance Gaps |       |
| <b>Outline Improvement Programmes</b><br><br><b>Core</b>                | Identify improvements to AM processes & techniques                                | C                          |                     |                 |       |
|   | Identify weak areas & how they will be addressed                                  | C                          |                     |                 |       |
|   | Timeframes for improvements   | C                          |                     |                 |       |
|   | Identify resources required (human & financial)                                   | C                          |                     |                 |       |
| <b>Comprehensive</b>  | Improvement programmes are monitored against KPI's                                | +                          |                     |                 |       |
|   | Previous improvements identified and formally reported against KPI's              | +                          |                     |                 |       |
| <b>Planning by Qualified Persons</b><br><b>Core &amp; Comprehensive</b> | AM Planning should be undertaken by a suitably qualified person                   | C                          |                     |                 |       |
|   | Process should be Peer Reviewed   |                            |                     |                 |       |
| <b>Commitment</b><br><br><b>Core</b>                                    | Plan adopted by Council including improvement programme                           | C                          |                     |                 |       |
|   | Plan key tool to support LTCCP  | C                          |                     |                 |       |
|   | AM Plan regularly updated and should reflect progress on improvement plan         | C                          |                     |                 |       |
| <b>Comprehensive</b>  | AM Plan requirements are being implemented and discrepancies formally reported    | +                          |                     |                 |       |
|   | AM Plans evolving as AM systems provide better information                        | +                          |                     |                 |       |
|   | AM Plans updated every 3 years along with organisations strategic planning cycles | +                          |                     |                 |       |
| <b>Appropriate AM Practice Defined</b>                                  | Council has defined the Appropriate AM Practice it is adopting                    | +                          | ✓                   |                 |       |