



20: Asset Management Plan Improvements

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20 Asset Management Plan Improvement

20.1 Introduction

This section details SDC's commitment to continuous improvement. Improvements achieved to date are outlined below as well as a description of current asset/activity management (AM) practices and a proposed improvement programme to enhance these practices. The improvement programme aims to address the level of confidence in AM plan strategies, project timing and financial projections.

20.2 Improvements Achieved

20.2.1 Activity Management Plans 2000 – 2018 Historical Summary

The table below shows the historical time line of major Community Facilities AcM Plan Improvements made:

Year	Specific AcM Plan Historical Improvements
2000-2003	<ul style="list-style-type: none">Initial AM Plans for Recreation Reserves, Community Centres, Public Toilets and Cemeteries
2006	<ul style="list-style-type: none">Maunsell Ltd review for above plans and improvement action list generatedOpen Space Survey carried out to help define customer expectations on service provision
2007	<ul style="list-style-type: none">Morrison Low assessment of asset management practice to define current practice, identify gaps and develop improvement plans
2008	<ul style="list-style-type: none">Review of Levels of Service with Community Focus Groups
2009	<ul style="list-style-type: none">AM Plan updated to incorporate all activities covered by Community Facilities and consolidated into one AcM PlanIncorporating the gap analysis improvements recommended in the Maunsell Report (2006) and the Morrison Low Report (2007)Capture of asset inventory to component level with related condition grading, and RUL data.Implementation of performance assessments for public toilets, swimming pools, community centres and halls and playgroundsImplementation of capturing utilisation information for public toilets, swimming pools, community centres and halls and recreation reserves.Generation of 10 year capital renewal and cyclical maintenance programmes (based on condition, RUL, risk, performance and economic factors) for most assets.Risk assessments for all activity areas.Development of demand models for cemeteries, recreation and township reserves, and gravel reserves.Integration of other Council strategic plans (e.g. Aquatic Facilities).Water and Sanitary Services Assessments incorporated into plan.Operational audits of swimming pools.Beginning of improved process for communication with local management committees on changes to assets, financial procedures, budget and funding forecasting.Assessed and developed improvements for compliance with Schedule 10 of the Local Government Act 2002
2012	<ul style="list-style-type: none">SDC revised its Asset Management Policy Statement for Community Service so that not all elements of the AcM Plan need to meet 'Core Plus'.Gap Analysis carried out by Waugh Infrastructure Management Ltd (2011) and recommendations incorporated into AcM PlanRisk Management Overview, Asset Management Overview and Asset Management Practices given own sections and improved content.Sustainable Management expanded to include environment, social and financial/economic sustainability.Incorporation of asset performance into the Levels of Service sections, enabling comparison of service available with service required, followed logically by future requirements due to changes in service level, population and demand.Capture and validation of some asset inventory with related condition grading and RUL and replacement cost unit rates data.

Year	Specific Improvements
2015	<ul style="list-style-type: none"> • The Christchurch earthquakes, and recovery from them, along with the accelerated subdivision activity had a significant effect on SDC's ability to further improve asset management. • Gravel Reserves, Rental Housing and Forestry sections revised to reflect Councils change in strategic direction for these activities • Extension of Councils Sustainability direction • Integration of information from the following strategic documents; Community Centres and Halls Strategic Plan (2013), the Open Spaces Strategic Plan (2015), Gravel Management Strategy (2014) and Selwyn 2031 – District development Strategy (2014) to guide programme development. • Incorporating of level of service review information from community focus group sessions • Renewal and cyclical maintenance programmes developed for new facilities (SAC, Lincoln Library, Darfield Medical Centre. • Condition information captured, updated and validated for all activities with a focus on critical assets and buildings. • Performance information captured for public toilets and playgrounds. • Delayed implementation of Xivic (AMS) resulting in deferring of some asset planning work.
2018	<ul style="list-style-type: none"> • Revising the Gravel Reserves, Forestry and Rental Housing sections to encompass the change of strategic direction by Council for these activities; • A comprehensive review and expansion of the Risk Management Section to integrate the Corporate Risk Management Policy; • A review of the Levels of Service Sections to incorporate information from focus groups and the Residents' Survey and revised performance measures with a focus on key facilities; • A major update of the Growth and Demand Section to reflect the revised growth model, settlement planning for Greater Christchurch and demographic work commissioned by Council; • Extension of Councils Sustainability direction. In addition to the 2015 treatment of sustainability for the natural environment, this update includes rationale and directions for the contribution of the Infrastructure to sustaining Selwyn District's Social, Cultural and Economic well-being. These link to the specific initiatives described in the chapters covering management of each asset group • Revision of the "Sustainable Management" section to provide more updated and relevant information; • Integration of information from recently developed strategic level documents including the Lincoln and Rolleston Town Centre Master Plans, the Ellesmere and Malvern Area Plans (2016) the Eastern Selwyn Community Spaces Plan (2016) and the Aquatic Facilities Plan (under review in 2017). Strategic directions from these plans have been used to guide programme development incorporated into the 2018 AcM Plan. • Development of cyclical maintenance programme for heritage buildings • Performance assessments carried out for Public Toilets and Playgrounds • Utilisation information for Public Toilets, community centres and halls, swimming pools and sports fields • Asset data capture and validation for most activities with a focus on critical and high risk assets and key buildings. RUL and unit rates also captured and updated. For the first time this process was run through AMS resulting in data capture against unique asset no's and GIS locations. • Integration of AECOM review of the 2015 Community Facilities AcM Plan (2017) and association gap analysis and recommendations for improvements to provide CORE asset management.
2021	<ul style="list-style-type: none"> • Ensuring the plan reflects the reinstatement of the 4 aspects of community well-being particularly in regard to financial management; • Updating the Gravel Reserves, Forestry and Rental Housing sections to consolidate the change of strategic direction by Council for these activities; • A comprehensive review and expansion of the Risk Management Section to integrate the Corporate Risk Management Policy; • A review of the Levels of Service Sections to incorporate information from pre-consultation surveys and charrettes and revised performance measures; • A major update of the Growth and Demand Section to reflect the revised growth model, settlement planning for Greater Christchurch and demographic work commissioned by Council; • Integration of work undertaken on understanding and responding to the impact of climate change on Community Facilities Activity; • Revising the Recreation Reserves and Community Centres and Halls section to reflect the change in funding for these services (now a district wide targeted rate) as well as changes to service delivery modes. • Revision of the "Sustainable Management" section to provide more updated and relevant information;

Year	Specific Improvements
	<ul style="list-style-type: none"> Integration of information from recently developed strategic and tactical level documents including the Community Centres, Halls and Libraries Network Plan, the Community Swimming Pools Demand Analysis and updating Reserve Management Plan information. Strategic directions from these plans have been used to guide programme development incorporated into the 2021 AcM Plan. Incorporating information on asset data sets where there was previously limited information available. This has involved additional data capture on the extent of assets as well as condition, performance and defects information. The areas covered included: sports turf, sports field and general lighting, sports court surfaces and fencing and memorials. This also capture of systems within Buildings such as Hevac. Incorporating plan improvement suggestions and recommendations from the IAMC Consulting/AECOM review of the 2018 plan version or identifying these as future improvement actions in the Plan Improvement Programme (as appropriate).

Table 20-1: Historical Summary of the AcM Plan Improvements

09-1203	<ul style="list-style-type: none"> Prepare an implementation strategy based on building surveys (DEEs) under the Earthquake Prone & Insanitary Buildings Policy. 	AM OSP	2012-2016	2		95% strengthening work completed. DSA list compiled
11-1202	<ul style="list-style-type: none"> Prepare strategy/policy for playgrounds and play spaces & obtain adoption by Council 	AM OSP	2017	3		Policy Adopted
15-1201	<ul style="list-style-type: none"> Review the Aquatic Facilities Plan (2008) to gain an understanding of future requirements for pools 	AM OSP, CSM	2018	3	\$35,000	2017 Plan Adopted by Council
18-1202	<ul style="list-style-type: none"> Review of Community Centres and Hall Strategy 	AM OSP	2019	2	\$30,000	85% awaiting Council Adoption
18-1203	<ul style="list-style-type: none"> Develop organisational AM objective which align with organisational objectives and the AM Policy 	AM OSP	2019/20	3		AM Policy Adopted and aligned
18-1204	<ul style="list-style-type: none"> Develop an AM Strategy to give effect to the AM Policy and Objectives 	AM OSP	2019/20	3		AM Strategy adopted

Table 20-2 below lists improvement tasks which were substantially complete from the 2009, 2012, 2015 and 2018 Improvement Plans.

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete
100	1. Description/Knowledge of Assets					
09-101	<ul style="list-style-type: none"> Develop a data structure and hierarchy for all asset types to meet AM and contract management requirements. 	AM OS & P	2009	2	\$5,000	100%
09-102	<ul style="list-style-type: none"> Consolidate and transfer existing asset inventories into a single data repository based on SQL platform (Xivic). 	AMIS, ICT	From 2015/16	2	\$75,000	93% Data transferred.

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete
09-103	• Provide linkage to other data sets where achievable (GIS, FAR and NCS financials).	ICT	2019/20	3		80% Link to GIS Link to Land FAR Link to Blg FAR (note remaining is restricted by systems)
09-106	• Develop a prioritised programme for data development and capture and transfer new data into system.	AMIS, AM OSP, SD	2015/16 – on-going	2		100% Data improvement Project 2016
09-109	• Develop a procedure & implement for regularly assessing and monitoring asset condition.	AM OSP, SD	2020/21	2	\$39,000	100% plan for condition assessment
09-110	• Review component levels as some may be too detailed for the asset types.	AM OS & P	2011	3		100%
09-111	• Review standard asset lives used and re-calculate RUL based on condition and reliability data.	AM OSP	2018/19	3		100% buildings, public toilets, swimming pools, cemetery, township and rec reserve, playgrounds, bridges, assets
09-117	• Initiate regular capture and analysis of utilisation data where this is relevant (including Medical Centres, Heritage Buildings, Pools, Depots, and Holiday Parks).	AM OS & P	2010/11	3	\$5,500	100%
09-118	• Capture and include information on leased reserves (grazing & other purposes).	AM OS & P	2011	3	\$4,000	95% - inventory prepared
11-103	• Extend AMP Cemeteries Table 9-6 to show compliance status against the nominated service level (as part of AcMP review).	AM OS & P	2014	3		100%
11-104	• Carry out energy efficiency review.	CS	2020	4		100% completed 2020 improvements included in LTP budget
200	2. Levels of Service					
09-201	• Develop a methodology for consultation on LoS options and willingness to pay for the various services to be undertaken on a three yearly cycle to feed into the LTP cycle.	AM OS & P	From 2013/14	3	\$10,000	100% Focus Groups, 2013, 2017 consulted

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete
09-202	• State historical performance for measures in plan revisions when available.	AM OSP	From 2011/12	3	3	100%
300	3. Managing growth					
09-301	• Review plans on a regular basis to reflect changes in growth indicated by the Berl Growth Model	AM OS & P, Planning	2011/12	3		100% ongoing
09-302	• Incorporate demand trends as they become available through research, publications etc.	AM OS & P	2011/12	3		100% ongoing
400	4. Risk Management					
09-404	• Develop Corporate Risk Management Policy	CS	2016	1		100%
09-402	• Develop a process/system to maintain risk register and update risk information.	CS, AM OSP	2019	2		Vault used for site specific. Risk register updated as live document
09-403	• Show more clearly how risk is taken into account with maintenance, renewal and rehabilitation works & build into contract reviews as required.	AM OSP, SD	2019	2		100%
09-405	• Reassess Activity risk analysis with the Corporate Risk Tool	AM OSP, CS	2020	3		100% Risk register updated
09-408	• Prepare Quarry Management Plans for use on all active gravel pits	SD	2018/19	2	\$12,000	100% - for operating pits
500	5. Lifecycle (Optimised) Decision Making					
600	6. Financial forecasts					
09-603	• Improve information on funding strategies and revenue streams for all service areas.	AM OSP	2014/15	4		100%
09-601	• Provide a more accurate estimation process for capex projects in years 1-3 to improve programme reliability	AM OSP, SD	2018/19	3		95% of assets assessed for renewal
09-602	• Review standard industry rates used to calculate renewal and planned maintenance forecasts for relevancy to SDC	AM OSP, SD	2018/19	2		95% of rates reviewed / updated
09-604	• In developing the AM system provide linkage with the Financial Information System.	ICT, CS	2019	3		50% 'One-off data imports possible. Restricted by system limitations
09-606	• Review funding strategies to consider funding depreciation/renewals for Community Services assets.	CS	2019	2		Removed as no decision for CS
15-601	• Review targeted rate funding approach for community centres/halls and recreation reserves to address funding inequities	AM OSP, CS	2014/15	1		100% - review completed

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete
15-602	• Review reserve development contributions policy and allocation model to be consistent with LGA amendments	AM OSP, CS	2014/15	1		100%
700	7. Planning assumptions and confidence levels					
09-701	• Review the schedule of underlying assumptions, level of uncertainty and potential risks as part of AM Plan update cycle	AM OS & P, Corp. Services	2011	3		100%
09-702	• Update confidence ratings for data and programmes as improvements are carried out and include in AM Plan revisions	AM OS & P	2011	3		100%
800	8. Outline improvement programmes					
09-802	• Improvement achievements noted as plan revisions occur over time.	AM OS & P	Annual on-going	3		100%
900	9. Planning by qualified persons					
09-901	• Update the table setting out the personnel (including qualifications, relevant experience) involved in developing the plan.	AM OS & P	2009	1		100%
09-902	• Arrange peer reviews for plans as part of the three yearly revision and improvement cycle.	AM OS & P	2011	3	\$5,000	100% – no future requirement if Gap Process followed.
11-901	• Asset management and planning training received will be recorded, staff development needs programmed, and a succession plan developed.	AM, SDM	From 2012/13	2		1 x person with AM qualification
1000	10. Commitment					
09-1001	• Maintain AM plans as a “working” document and continuously update.	AM OS & P	On-going	2		On-going
09-1002	• Plan to be formally adopted by Council including the improvement programme.	AM OS & P, Corp. Services	2009	1		100%
09-1003	• Carry out a formal revision at least every three years to feed into LTP cycle.	AM OS & P	2011	3	\$30,000	N/A
09-1004	• Report on plan effectiveness against key indicators.	AM OS & P	On-going	3		N/A
09-1005	• AM training needs are incorporated in to individual performance plans on an annual basis.	SAM, SDM	On-going	2		N/A
09-1001	• Maintain AM plans as a “working” document and continuously update.	AM OSP	On-going	2		Ongoing
09-1002	• Plan to be formally adopted by Council including the improvement programme.	AM OSP, CS	2018	1		2018 plan approved
09-1003	• Carry out a formal revision at least every three years to feed into LTP cycle.	AM OSP	On-going	1	\$30,000	Revision for 2021-31 LTP
09-1004	• Report on plan effectiveness against key indicators.	AM OSP	2018	3		100%
1100	11. Service Delivery					

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete
09-1103	Develop a number of committee management models that can be applied in the future to reflect the resources available and complexity of assets.	AM OSP, CS	2020	4		CEO review initiated & reported.
09-1105	Review maintenance contracts and include AM reporting requirements (condition, performance, technical LOS).	TLP, AM OSP, SD	2019/20	2	\$35,000	Incorporate into C1419 contract
1200	12. Strategy and Policy					
09-1201	• Complete the Open Space Strategy and incorporate relevant information into AM plan revisions.	AM OSP	2014	2	\$10,000	100% - adopted 2015
09-1202	• Develop a district wide strategy on the future provision of community centres and halls.	AM OSP, CSM	2012/13	2	\$12,000	100% - adopted
09-1204	• Completion and adoption by Council of the Parks & Reserves Bylaw.	AM OS & P, SD	2009	3		100%
09-1205	• Review Cemeteries Bylaw	AM OS & P, SD, Corp. Services	2010	4	\$4,000	100%
09-1206	• Integrate sustainability principles more fully into future plan revisions with further practical applications of policy.	AM OS & P	2011	3		100%
09-1207	• Develop future options for management and operation of SDC gravel pits.	ADM	2014	3		100% - report adopted 2014
09-1208	• Develop strategy for future direction of forestry operations	AM OSP, SD	2017	2		Decision to withdraw from this activity over time due to risk
09-1209	• Review existing resource consents and develop comprehensive schedule including conditions and identify gaps	AM OS & P, SD	2010	4		100%
09-1203	• Prepare an implementation strategy based on building surveys (DEEs) under the Earthquake Prone & Insanitary Buildings Policy.	AM OSP	2012-2016	2		95% strengthening work completed. DSA list compiled
11-1202	• Prepare strategy/policy for playgrounds and play spaces & obtain adoption by Council	AM OSP	2017	3		Policy Adopted
15-1201	• Review the Aquatic Facilities Plan (2008) to gain an understanding of future requirements for pools	AM OSP, CSM	2018	3	\$35,000	2017 Plan Adopted by Council
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18-1203	• Develop organisational AM objective which align with organisational objectives and the AM Policy	AM OSP	2019/20	3		AM Policy Adopted and aligned

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete
18-1204	<ul style="list-style-type: none"> Develop an AM Strategy to give effect to the AM Policy and Objectives 	AM OSP	2019/20	3		AM Strategy adopted

Table 20-2: Improvement Programme 2009-2018: Substantially Complete Items

20.2.2 2018 Community Facilities AcM Plan Review

As discussed in Section 1.5 - Plan Revision, An independent review was undertaken by a specialist consultant (IAMC Consulting via AECOM) of the 2018 version of the plan. This review included two parts:

1. An assessment against the detailed requirements for Long-Term Plans, including Schedule 10 of the Local Government Act 2002 and additional requirements relating to Local Government (Financial Reporting and Prudence) Regulations 2014.
2. An assessment of good industry practice based on 14 criteria that we consider to represent good industry practice for AMPs of essential matters to be covered in a Plan. This also provides our summary view of the overall level of maturity of the Plan using the specific AM Plans Maturity Index criteria summarised in the 2015 IIMM.

The results from the review process are presented below.

The table below summarises the assessment of the existing 2018 Community Facilities AcMP. These relate to clauses within Schedule 10 of the Local Government Act 2002 and the Local Government (Financial Reporting and Prudence) Regulations 2014. These clauses generally relate to the LTP, rather than the AMP or AcMP. However, as the latter contribute information to the LTP it is reasonable to consider the appropriateness of the information contained in them.

Of the 59 specified clauses we consider the Plan is as follows.

Statutory Compliance	2018 AcMP
Fully compliant	23
Partially compliant	11
Non-compliant	2
Not applicable	23

Table 20-3: Community Facilities AcMP Compliance with LTP Requirements

Many areas that are shown as partially compliant are generally not expected to be onerous to achieve full compliance. It is expected that updating the AcMP for 2021 will resolve most of the above compliance issues.

The table below provides the results of the 2020 assessment of the AcMP against 14 criteria that are considered to represent good industry practice for AMPs.

The maturity criteria are assessed in terms of the following levels:

0 - Innocent	1 - Aware	2 - Developing	3 - Fully meets requirements	4 - Exceeds requirements
The AMP does not demonstrate any awareness of this requirement	The AMP does not currently address this requirement (or covers it in a minimal way) but demonstrates an intent to progress it	The AMP partly complies with good industry practice and demonstrates an intent to achieve full compliance with good industry practice	The AMP complies with good industry practice	The AMP exceeds compliance with good industry practice

Table 20-4: Maturity Criteria for Good Practice AMPs

Using the above ratings, the assessment results across the 13 criteria assessed are shown below. As above, it is expected that developing the 2021 AcMP will address several of the improvement recommendations allowing a higher score to be assigned to the final document.

No.	Assessment criteria	2018 AMP
1	Alignment	2-3
2	Service statements and Levels of Service	3
3	Future demand	4
4	Risk	3
5	Critical assets	2-3
6	Justification for maintenance programmes	3-4
7	Justification for asset renewal programme	3-4
8	Justification for asset development programme	3-4
9	Data	2-3
10	Confidence in programmes	3
11	Performance Measurement	3
12	Sustainable Funding	2-3
13	Improvement Planning	3
14	Readability	Not rated

Table 20-5: Summary of Assessment Against Good Industry Practice for AMPs

The overall outcome of the independent review of asset management practice is shown in summary form in the figure below. The review stated the following in respect to the level of asset management practice:

“When assessed more broadly against the AMP maturity criteria from the 2015 IIMM we consider that the 2018 Community Facilities AcMP is at the level of Core-Intermediate with some elements of Advanced. SDC’s AM Policy states the target level of maturity as Core.”

This indicates that the current level of asset management practice is currently being delivered at a level beyond the minimum target.

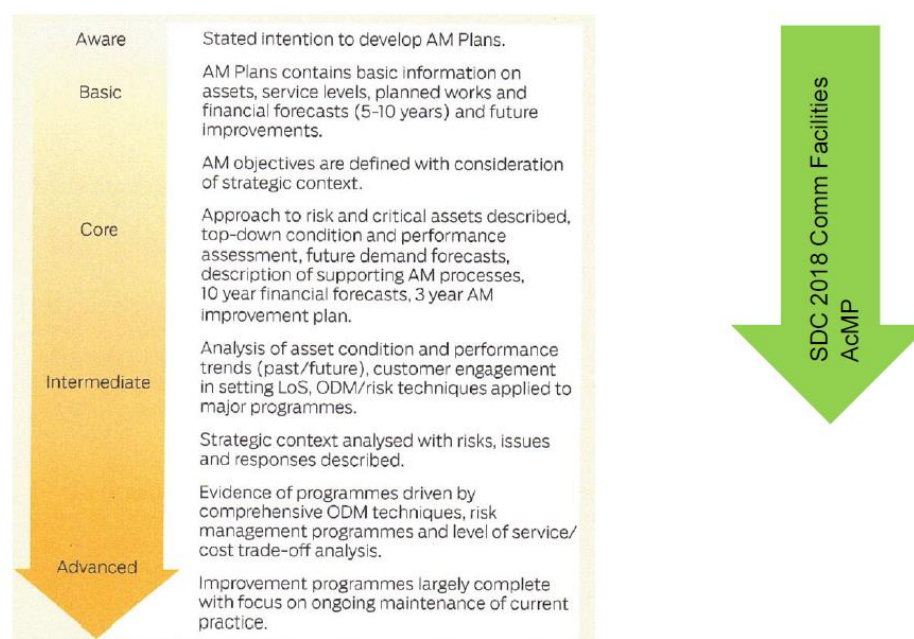


Figure 20-1: AM Practice Assessment Summary

The Peer Reviewer identified areas for improvement in the Independent Review of 2018 Community Facilities Activity Management Plan (2020). The improvement recommendations in terms of both assessments is outlined below:

LG Act Schedule 10 Requirement	2021 Community Facilities AcMP Suggested Improvements
Clause 4: Statement of service provision (While considered compliant, suggestions are provided)	<p><u>Suggestions:</u></p> <ul style="list-style-type: none"> • Ensure consistency between the individual LoS tables and the Executive Summary. Develop organisational AM objective which are aligned with organisational objectives and the AM Policy. • Develop more tangible Primary/Customer LoS measures to complement existing satisfaction measures for reporting – these may be drawn from the service performance standards.
Clause 5: Funding impact statement for groups of activities (partially compliant)	<p><u>Suggestion:</u></p> <ul style="list-style-type: none"> • Include a funding impact statement in similar form to the LTP in the AcMP Plan <p><u>Recommendation:</u></p> <ul style="list-style-type: none"> • Make more transparent in the AcMP the amounts to be funded from various sources to support the activity.
Clause 9: Financial strategy and infrastructure strategy (Partially compliant)	<p><u>Suggestion:</u></p> <ul style="list-style-type: none"> • Provide summary information relating to these documents in the AcMP.
Clause 10: Revenue and financing policy (Partially compliant)	<p><u>Suggestion:</u></p> <ul style="list-style-type: none"> • Include specific content relating to the policy in the AcMP to assist the reader in understanding funding implications related to the activity.
Clause 14: Statement concerning balancing of budget (Partially compliant)	<p><u>Recommendation:</u></p> <ul style="list-style-type: none"> • Include details relating to the financial sustainability of the AcMP programmes in the AcMP.
Clause 15: Funding impact statement (Partially compliant)	<p><u>Recommendation:</u></p> <ul style="list-style-type: none"> • Include in the AcMP information relating to the sources of funding, the amounts required from each source, and how they are to be applied.
Clause 16: Reserve funds (Partially compliant)	<p><u>Suggestion:</u></p> <ul style="list-style-type: none"> • Make some reference to the range of other reserve funds and their purpose
Clause 17: Significant forecasting assumptions (Partially compliant)	<p><u>Recommendation:</u></p> <ul style="list-style-type: none"> • Summarise the assumed total useful lives for the assets, making comment in relation to industry standard where assumed or different. Ensure these lives are consistent with the valuation. • Expand the tables in Section 18.3 to include the type of capex (renewal, LoS, demand) and highlight assumed funding sources. • Discuss the relationship between renewals and depreciation in Section 18.8, referencing also the direction given in the LTP. <p><u>Suggestion:</u></p> <ul style="list-style-type: none"> • Incorporate a data accuracy and confidence assessment in the AcMP, from which programme sensitivity assessments could be made.
(Financial Reporting and Prudence) Regulations 2014	2021 Community Facilities AcMP Suggested Improvements
Clause 5: Information to be disclosed in financial statements (Partially compliant)	<p><u>Suggestion:</u></p> <ul style="list-style-type: none"> • Provide a complete breakdown of sources and amounts of income for the activity.
Clause 9: Local authority must disclose performance in relation to benchmarks (Not compliant)	<p><u>Recommendation:</u></p> <ul style="list-style-type: none"> • Include a graph showing the ratio between depreciation and annual renewals for each year over the forward 10, and ideally 30 year period. <p><u>Suggestion:</u></p> <ul style="list-style-type: none"> • Include a balanced budget graph showing the position for each year over the forward 10, and ideally 30, year period

Good Industry Practice	2021 Community Facilities AcMP Suggested Improvements
Alignment	<ul style="list-style-type: none"> Section 1.3 – include reference to 30-year Infrastructure Strategy, AM Policy and AM Strategy. Section 2.2 - suggest add alignment with the Community Outcomes (to Goals and Objectives and Sustainable Development sections) Section 2.3.1 - good table - could add a note that they and other challenges are addressed in subsequent sections (LoS, Demand, Risk, etc)
Service statements and Levels of Service	<ul style="list-style-type: none"> Suggest tabulate the proposed changes in LoS in Section 3.11 based on the sub-activity. This can then be more easily referred to in latter sections dealing with proposed programmes. Specify whether the change has opex or capex implications. Similarly, tabulate changes in individual sub-activity sections (7.2.9 to 16.2.9). Where the costs of changing LoS are significant, suggest clearly identify and assess the relative benefits and costs of alternative responses before confirming the recommended approach.
Future Demand	<ul style="list-style-type: none"> Improve “line of sight” from the growth project needs in Sections 7.3.5 to 16.3.5 to the tables in Section 4.4. This also includes adding a separate column to the relevant tables stating whether initiatives and projects are opex, renewal, LoS, or growth capex. This is a common suggestion to all sections – LoS, demand, risk, and lifecycle.
Risk	<ul style="list-style-type: none"> Include specific content relating to the policy in the AcMP to assist the reader in understanding funding implications related to the activity. Assess specific risks associated with climate change. Make explicit the impact of risks on activity objectives – this could be done in the risk register and/or summary tables. Identify generic actions in terms of eliminate, mitigate, insure, accept etc at different risk levels. This will also flow into insurance needs. Consider reporting gross and residual risks levels, especially for those deemed high or very high.
Critical Assets	<ul style="list-style-type: none"> Update criticality content to reflect progress since 2017. This would be expected to include specific identification of assets within different criticality bands.
Justification for maintenance programmes	<ul style="list-style-type: none"> Identify increased O&M costs arising from asset growth in the O&M programmes.
Justification for asset renewal programme	<ul style="list-style-type: none"> Provide a link to Section 19.2.7 in Section 5.3.2. If the LTP does not align with the renewals forecasts recommended in the AMP, this needs to be explained – ideally in the AcMP including an explanation of the associated risks and consequences, as a supplementary section.
Justification for asset development programme	<ul style="list-style-type: none"> Describe how economic analysis and/or MCA are used in new assets decision-making in Section 5.3.3 (or link to S19.2.8). Expand the tables in Section 18.3 to include the type of capex (renewal, LoS, demand) and highlight assumed funding sources. If the LTP does not align with the new capital forecasts recommended in the AMP, this needs to be explained – ideally in the AcMP as a supplementary section.
Data	<ul style="list-style-type: none"> Continue with the data assessment and implementation project, and include specific reference to asset criticality and risk data. Include a specific assessment of how the gaps in Section 19.4.1 are being closed, by way of linking to the IP actions, and also provide a link back to the actions needed to improve data accuracy and confidence in Section 5.6.
Confidence in programmes	<ul style="list-style-type: none"> Include some cross-reference in Section 5.6 to the relationship between data accuracy and confidence to the eventual assessment of programme reliability in Section 18.7. Include a brief assessment of the sensitivity of the level of confidence in terms of possible financial impact.
Performance measurement	<ul style="list-style-type: none"> Include an assessment of the effectiveness of the AcMP against the AM Objectives (from AM Policy / Strategy)
Sustainable Funding	<ul style="list-style-type: none"> Clarify the application of depreciation funding in the AcMP and how funds are applied to the activity. Improve the “line of sight” between the financial tables in the AcMP and the LTP. Provide more robustness around the valuation of the assets, in particular depreciated replacement cost.

Good Industry Practice	2021 Community Facilities AcMP Suggested Improvements
Improvement planning	<ul style="list-style-type: none"> Given that many actions are now (2021) several years old, re-assess their relevance and priority, and ensure that the improvement plan is realistic. If necessary, assign longer term dates (e.g. up to 6 years or two cycles) for completion. Ensure all dates in the forward AM improvement plan are in the future.
Readability	<ul style="list-style-type: none"> Provide cross references between linked, important material for reader continuity and completeness of understanding. Review and rationalise the location of some material – see detailed notes. Consider the overall order of Sections 7 to 16 as potential Appendices.

Table 20-6: 2018 AcM Plan Improvement Recommendations from Peer Review

It is acknowledged that some recommendations may fall to the Improvement Plan process for future action or consideration.

20.2.3 This Plan 2021

The Selwyn District has continued to experience rapid growth and subdivision activity is continuing to accelerate. The result of this is an increasing Community Facility asset base for Council to manage and a key focus for the forward plan is the implementation and imbedding of asset management process and systems which will allow for the dynamic and integrated management of the assets both operationally and strategically. Additionally the Selwyn District has communities with an expectation of access to a wide range of community facilities which provide high levels of service.

There are some changes to the content of this Plan revision. Emphasis has been given to:

- Ensuring the plan reflects the reinstatement of the 4 aspects of community well-being particularly in regard to financial management.
- Updating the Gravel Reserves, Forestry and Rental Housing sections to consolidate the change of strategic direction by Council for these activities.
- A review and expansion of the Risk Management Section to integrate the Corporate Risk Management Policy and Framework including development of a comprehensive risk assessment table based on the Policy matrices.
- A review of the Levels of Service Sections to incorporate information from pre-consultation surveys and charrettes and revised performance measures.
- A major update of the Growth and Demand Section to reflect the revised growth model, settlement planning for Greater Christchurch and demographic work commissioned by Council.
- Integration of work undertaken on understanding and responding to the impact of climate change on the Community Facilities Activity.
- Revising the Recreation Reserves and Community Centres and Halls section to reflect the change in funding for these services (now a district wide targeted rate) as well as changes to service delivery modes.
- Revision of the “Sustainable Management” section to provide more updated and relevant information.
- Integration of information from recently developed strategic and tactical level documents including the Community Centres, Halls and Libraries Network Plan, the Community Swimming Pools Demand Analysis and updating Reserve Management Plan information. Strategic directions from these plans have been used to guide programme development incorporated into the 2021 AcM Plan.
- Capturing condition and inventory information for an expanded suite of assets including: sports field lighting; general lighting; sports court surfaces; sports court fencing; play ground under-surfaces; memorial structures.
- Inclusion of information on performance assessments carried out for sports fields and playgrounds.
- Integration of new demand information on aquatic facilities and sports participation.
- Asset data capture and validation for most activities with a focus on critical and high risk assets and key buildings. Condition data, RUL and unit rates have been captured and updated for all asset classes.
- Integration of improvement suggestions from the peer review of the 2018 Community Facilities AcM Plan where applicable and in consideration of time constraints in developing the plan.

20.3 Plan Review and Monitoring

Table 20-7 and Table 20-8 illustrate the activities making up the on-going process required to ensure the AM Plan remains useful and relevant.

Review Activities	Frequency
Carry out quality assurance audits of AM information to ensure the integrity and effectiveness of data collected.	Annually
Revise AM Plan to incorporate any renewals, new/abandoned assets, changes to work programmes, and new knowledge.	Annually
External peer reviews to measure AM performance against best practice (AM expert).	3-yearly
Review and adopt Levels of Service.	3-yearly
Review and update AM Plan.	3-yearly

Table 20-7: AM Plan Review

Monitoring Activities	Frequency
Monitor the completion of renewal/capital/improvement projects against programmed timeframes.	Quarterly
Monitor the actual expenditure of renewal/capital/improvement projects against the budgeted expenditure.*	Quarterly
Measure all Levels of Service.*	Annually
External benchmarking with comparable Local Authorities (Yardstick™).	Annually
External audit of reporting information (Audit NZ).	Annually

*Also for Annual Plan/Annual Report/LTP

Table 20-8: AM Plan Monitoring

20.4 Improvement Programme

SDC is committed to continuous improvement of asset management practice. The criteria in the table below is used to prioritise actions identified to meet the desired business practice for AM processes, data and information, information systems, and implementation tactics.

Priority Grade	Priority Description
1	Needs to be implemented urgently to support current LTP process and/or poses a significant risk
2	Needs to be implemented as soon as practicable to meet “core” AM practice
3	Needs to be addressed in developing the next version of the plan for the next LTP cycle
4	No immediate need for implementation but should be addressed over time
5	Desirable to implement at some time but will not adversely affect the quality of the plan or AM practice

Table 20-9: Priority criteria

In Table 20-10: Proposed Improvement Programme below, lists the improvement plan for the next LTP (and potentially the following). A recommendation from the peer review of the 2018 Plan was that the improvement plan be redeveloped as components of it were out of date, and to ensure delivery timeframes were in the future. In developing the Improvement Programme for this version of the plan a review of priority, timing, assignment of responsibility and resource input has been undertaken and the table updated accordingly.

Council is currently embarking on a organisational review called Journey to 2023 –Our Future Self, which will focus on transformation of work (organisational and digital/data) and culture and capability. At the time of writing the improvement plan the framework for this process was to be confirmed, and it is intended to realign improvement plan timeframes and responsibilities if required to support the Council direction.

Explanatory Notes to Improvement Programme

The resource cost shown in the table below relates to estimated costs for external assistance. Internal costs have not been separately identified. The item numbering indicates actions assigned by this and previous Plans, i.e. 21-xxx (from 2021 Plan). The items are classified according to the list of ten AM planning attributes prepared by the Auditor General in 2005¹ plus “Service Delivery” and “Strategy/Policy” categories.

The following abbreviations have been used for assigning responsibilities:

AMIS	Asset Management Information Systems Team
AM OSP	Asset Manager Open Space & Property
IS	Information Services (including GIS)
SD	Service Delivery
CS	Corporate Services
SDM	Service Delivery Manager
AM	Asset Manager
CSM	Community Services Manager
CAA	Community Assets Analyst
TLP	Team Leader Property, Facilities & Open Space

¹ NAMS International Infrastructure Management Manual – Version 5.0 - 2015

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete	Comments
100	1. Description/Knowledge of Assets						
21-100	<ul style="list-style-type: none"> Capture missing asset inventory data specifically District Wide Tree Network District Wide Stormwater on Council Sites District Wide Water Treatment on Council Sites District Wide Waste Water Treatment Council Sites 	AMIS, IS, AM, CAA	2021/22	2			
21-101	<ul style="list-style-type: none"> Load major data capture for 2018 LTP into AMS/GIS 	AMIS, Adapt, CAA	2020/21	1			
21-102	<ul style="list-style-type: none"> Update and QA asset quantity and attribute information for all assets and define data requirements 	AM OPS, SDM, CAA, IS, AMS	2021/22	2			
21-103	<ul style="list-style-type: none"> Define key AM processes, data required, data quality and data collection methods and define business process and resources assigned to embed the utilisation of the system into daily operations 	AM OPS, CAA, SDM	2021/22	3			
21-104	<ul style="list-style-type: none"> Continue integration with other systems e.g. FAR, GIS, NCS financials, cemetery records, vault, booking systems 	IS, AMIS, Adapt, CAA	2021/22	3			
21-105	<ul style="list-style-type: none"> Provide data needs specification to IS team to inform the process of centralised data management for Council 	AM OPS, CAA	2020/21	3			
21-106	<ul style="list-style-type: none"> Utilise improved asset inventory as a basis for extended asset valuation process. 	AM OPS, CAA, Adapt	2022/23	3	Adapt		
21-107	<ul style="list-style-type: none"> Continue to develop planned maintenance programmes for all assets (prioritised) 	AM OPS, SDM, CAA, AMIS	2022/23	3			
21-108	<ul style="list-style-type: none"> Improve processes for data verification, transfer and capture 	CAA, SDM, AMIS	2021/22	2			
21-109	<ul style="list-style-type: none"> Systemise recording of works against assets 	IS, AMS, SDM, CAA	2022/23	1			
21-110	<ul style="list-style-type: none"> Review standard asset lives used and re-calculate RUL based on condition and reliability data. 	CAA	2022/23	1			
21-111	<ul style="list-style-type: none"> Develop a procedure & implement for regularly assessing and monitoring asset condition 	AM OPS, CAA	2021/22	1			
21-113	<ul style="list-style-type: none"> Consolidate risk assessment and control measure information and link to AM system and management practice 	AM OPS, CAA, AMS	2021/22	2			
21-114	<ul style="list-style-type: none"> Include specific reference to asset criticality and risk data in asset inventories 	AM OPS, CAA, AMS	2021/22	2			
21-115	<ul style="list-style-type: none"> Record the fault response performance of contractors 	SD, IS, AMS	2022/23	3			
21-116	<ul style="list-style-type: none"> Consolidate risk assessment and control measure information and link to AM system and management practice (via contract revision) 	CAA, IS, AMS	2022/23	3			
21-117	<ul style="list-style-type: none"> Obtain copies of all warranties pertaining to new assets created or vested and link to assets/facilities in AMS 	SDM, CAA, IS	2021/22	2			
21-118	<ul style="list-style-type: none"> Obtain copies of all O&M manuals pertaining to new assets created or vested and link to assets/facilities in AMS 	SDM, CAA, IS	2021/22	2			

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete	Comments
200	2. Levels of Service						
21-200	• Ensure procedures are in place to enable LOS performance targets to be readily monitored and measured (with new performance measures now in place)	AM OPS, CAA, SD	2021/22	1			
21-201	• Develop LoS and performance measures for all asset groups including reserves (e.g. star rating via auditable method) and housing, (e.g. star rating via PQS)	AM CAA OSP,	2022/23	2			
21-202	• Develop internal service level agreements for properties/buildings and community centres, to cover cleaning frequencies, maintenance responsibilities; responsiveness to building faults etc.	AM SDM OSP,	2021/22	2			
21-203	• Review service standards for mowing frequencies/grades as part of embedding the new reserves maintenance contract	AM SDM OSP,	2021/22	3			
21-204	• Where the costs of changing LoS are significant, suggest clearly identify and assess the relative benefits and costs of alternative responses before confirming the recommended approach	AM OSP	2022/23	3			
21-205	• Develop performance standards for Property and Buildings, including new Civic Space	AM CAA OSP,	2020/21	1			
300	3. Managing Growth						
21-300	• Present demand projections by service area graphically over a period longer than 10 years showing low, med, high projection scenarios	AM OSP	2020/21	3			
400	4. Risk Management						
21-400	• Confirm critical assets and failure modes record in AM system and establish monitoring system.	AMIS, AM OSP, SD	2021/22	2			
21-401	• Include specific identification of assets within different criticality bands	AM OSP	2021/22	2			
21-402	• Show more clearly how risk is taken into account with maintenance, renewal and rehabilitation works & build into contract reviews as required.	AM OSP, SD	2022/23	3			
21-403	• Develop a process/system to maintain risk register and update risk information	AM CAA OSP,	2021/22	3			
21-404	• Include specific content relating to the policy in the AcMP to assist the reader in understanding funding implications related to the activity.	AM OSP	2022/23	3			
21-405	• Make explicit the impact of risks on activity objectives – this could be done in the risk register and/or summary tables.	AM CAA OSP,	2022/23	3			
21-406	• Identify generic actions in terms of eliminate, mitigate, insure, accept etc. at different risk levels. This will also flow into insurance needs.	AM CAA OSP<	2022/23	2			
500	5. Lifecycle (Optimised) Decision Making						
21-500	• Implement a more comprehensive approach with consideration of all lifecycle factors (including condition, risk, performance etc.)	AM OSP	2022/23	2			

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete	Comments
21-501	• Develop lifecycle models that draw on information from AMS and other data sets (e.g. Vault, booking system utilisation)	AM OSP	2022/23	2			
21-502	• Implement more specific application of ODM techniques especially for significant capex projects	AM OSP, AMIS	2022/23	3			
21-503	• Describe how economic analysis and/or MCA are used in new assets decision-making	AM OSP	2022/23	3			
21-504	• Develop a methodology to optimise of maintenance programmes including the optimisation of maintenance vs capital works	AM OSP	2022/23	3			
600	6. Financial Forecasts						
21-600	• Future valuation to incorporate full range of assets and to be updated as part of three yearly valuation	AM OSP, SD	2022/23	3			
21-601	• Provide more robustness around the valuation of the assets, in particular depreciated replacement cost.	AM OSP, SD	2022/23	2			
21-602	• Include a balanced budget graph showing the position for each year over the forward 10, and ideally 30, year period	ICT, CS	2022/23	3			
21-603	• Summarise the assumed total useful lives for the assets, making comment in relation to industry standard where assumed or different while ensuring these lives are consistent with the valuation	AM OSP, CS	2022/23	2			
21-604	• Discuss the relationship between renewals and depreciation referencing also the direction given in the LTP.	CS	2022/23	2			
21-605	• Clarify the application of depreciation funding in the AcMP and how funds are applied to the activity.	AM OSP	2022/23	3			
21-606	• Include details relating to the financial sustainability of the programmes in the AcMP	AM OSP	2022/23	2			
21-607	• Provide a complete breakdown of sources and amounts of income for the activity	AM OSP, CS	2022/23	3			
21-608	• Include a graph showing the ratio between depreciation and annual renewals for each year over the forward 10, and ideally 30 year period	AM OSP, CS	2022/23	2			
21-609	• Add a long term funding plan into AMP to indicate level of funding required to sustain activity over long term	AM OSP, CS	2020/21	3			
700	7. Planning Assumptions and Confidence Levels						
21-700	• Carry out sensitivity analysis for AMP projections (based on analysis of growth projections).	AM OSP	2019	3			

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete Comments
800	8. Planning By Qualified Persons					
21-800	<ul style="list-style-type: none"> Asset management and planning training received will be recorded, staff development needs programmed, and a succession plan developed 	AM OSP	On-going	2		
900	9. Commitment					
21-900	<ul style="list-style-type: none"> Maintain AM plans as a “working” document and continuously update. 	AM OSP	On-going	2		
21-901	<ul style="list-style-type: none"> Plan to be formally adopted by Council including the improvement programme. 	AM OSP, CS	2024	1		
21-902	<ul style="list-style-type: none"> Carry out a formal revision at least every three years to feed into LTP cycle. 	AM OSP	On-going	1		
21-903	<ul style="list-style-type: none"> Report on plan effectiveness against key indicators. 	AM OSP	2024	3		
21-904	<ul style="list-style-type: none"> AM training needs are incorporated in to individual performance plans on an annual basis. 	AM, SDM	On-going	2		
1000	10. Service Delivery					
21-1000	<ul style="list-style-type: none"> Develop formal contracts for works not currently covered and where work can be effectively bundled (Building maintenance). 	SDM, TLP	2021/22	4		
21-1001	<ul style="list-style-type: none"> Improved design briefs to cover life cycle requirements, design standards, risk issues and sustainability practises for long-life and/or significant cost assets. 	TLP, SD, AM OSP	2021/22	3		
21-1002	<ul style="list-style-type: none"> Review maintenance contracts and include AM reporting requirements (condition, performance, technical LOS). 	TLP, AM OSP, SD	2021/22	2		
21-1003	<ul style="list-style-type: none"> In developing AM system, map business processes including contractor performance monitoring. 	SD	2021/22	2		
1100	11. Strategy and Policy					
12-1100	<ul style="list-style-type: none"> Review existing resource consents and develop comprehensive schedule including conditions and identify gaps 	AM OSP, SD	2021/22	4		
12-1101	<ul style="list-style-type: none"> Develop an asset data strategy identifying what is currently collected, and priorities for additional data capture. 	AM OSP, SD	2021/22	2		
21-1102	<ul style="list-style-type: none"> Prepare strategy for playgrounds and play spaces & obtain adoption by Council 	AM OSP	2022/23	3		
12-1103	<ul style="list-style-type: none"> Complete Reserve Management Plans in Digital Format 	AM OSP	2021/22	2		
21-1104	<ul style="list-style-type: none"> Finalise the review of the Community Centres and Hall Strategy (Community Centres, Halls and Libraries Network Plan) 	AM OSP, CSM	2020/21	3		
21-1105	<ul style="list-style-type: none"> Sport and Recreation Strategy to gain an understanding of future requirements for sport areas 	AM OSP, CS	2022/23	3		
21-1106	<ul style="list-style-type: none"> Consider a review of the Open Spaces Strategic Plan (plan is now over 5 years old) 	AM OSP	2022/23	2		
21-1107	<ul style="list-style-type: none"> Develop an AM Strategy (across all activity areas) to give effect to the AM Policy and Objectives 	AM OSP	2022/23	3		
21-1108	<ul style="list-style-type: none"> Find alternative ways of presenting the ComFac AcM Plan in more concise form (without losing detail) and in digital format 	AM OSP	2022/23	2		

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete	Comments
21-1109	• Develop AM processes and systems within a quality management framework (ISO 9001:2016)	AM OSP	2022/23	3			
21-1110	• Implement an alignment or acknowledgment of ISO 55000 Asset Management	AM OSP	2022/23	3			
21-1111	• Incorporate Management Review process as part of monitoring the AMP improvements, performance of activity, significant issues, customer feedback and other matters that would improve the management of the activity	AM OSP	2021/22	3			
21-1112	• Include an assessment of the effectiveness of the AcMP against the AM Objectives (from AM Policy / Strategy)	AM OSP,CAA	2022/23	3			

Table 20-10: Proposed Improvement Programme

20.5 Plan Implementation and Performance Measurement

The services comprising the Community Facilities Activity will be implemented by different service delivery mechanisms depending on the particular requirements and idiosyncrasies of each service. These methods of delivery have been chosen to best meet the needs of SDC. Table 20- illustrates the differences in roles and responsibilities.

Role/Responsibility	Recreation Reserves	Township Reserves & Streetscapes	Cemeteries	Public Toilets	Community Centres & Halls	Swimming Pools	Properties & Buildings	Rental Housing	Gravel Reserves	Forestry
Asset Owner	•	•	•	•	•	•	•	•	•	•
Asset Manager	•	•	•	•	•	•	•	•	•	•
Facility Manager	•	•	•	•	•	•	•	•	•/x	•/x
Determine Strategic Direction	•	•	•	•	•	•	•	•	•	•
Define Levels of Service	•	•	•	•	•	•	•	•	•	•
Develop work programmes	•	•	•	•	•	•	•	•	•/x	•/x
Manage work programmes	•	•	•	•	•	•	•	•	•/x	•/x
Engage contractors	•	•	•	•	•	•	•	•	•/x	•/x
Ensure work completed to standard	•	•	•	•	•	•	•	•	•/x	•/x
Operate facility	•/x/○	x	x	x	•/○	•/○	•/x	•/x	•/x	x
Collect AM Information	•/x	•/x	•/x	•/x	•/x	•/x	•/x	•/x	•/x	•/x
Manage AM plans	•	•	•	•	•	•	•	•	•	•
Legend: • SDC staff/contractors ○ Local committee x External contractor/consultant										

Table 20-11: Implementation of Plan

Previously with local committees involved in work programme delivery and operation of facilities it was recognised that, often, the information flow between the different groups was not well defined leading to a weakened ability to adequately monitor performance. This has now largely been addressed by the shifting of responsibilities to Council staff and contractors and service level agreements being put in place where local committees continue to have involvement.

The following key performance indicators (KPI) have been developed to monitor SDC's commitment to excellence in AM planning and practice. The following table records these key performance indicators that are used to assess the effectiveness of the AM plan and improvement programme.

Key Performance Indicator	Measurement Frequency	2017/18	2018/19	2019/20	Source
There is an improvement in the confidence grades that underpin AM Plan financial forecasts as plan versions are updated	3-yearly	NA	NA	Confidence Grade improved in 7 areas	Comparison of AM Plan versions
There is an improvement in the reliability/accuracy grades for asset data as plan versions are updated	3-yearly	NA	NA	Confidence Grade improved in 6 areas	Comparison of AM Plan versions
Subsequent peer review reports indicate continued improvement in AM Plans and practices	3-yearly	Reviewed 2015 AMP (AECOM)	NA	Improvement noted in 2020 Review (IAMC/AECOM) – Intermediate level AM Practice	2018 & 2020 Peer Review Reports
% of actions recorded in the Improvement Programme implemented within time frames indicated	3-yearly	NA	NA	29%	AM Plans
Number of level of service targets that are achieved	Annually	10/13 achieved	10/12 achieved	9/12 achieved	Annual Reports
Actual overall operational and capital expenditure is within + or – 15% of annual forecasts in the LTP	Annually	Opex: -5%	Opex: -12%	Opex: -17%	Annual Reports
		Capex: -52%*	Capex: -43%*	Capex: -66%*	
The rating given in the annual Yardstick Report based on key performance indicators used to compare overall performance of Councils remains in top quartile – above 75% (2008 Yardstick Report rating of 44%)	Annually	88% (highest score)	85% (highest score)	86% (second place by 0.2%)	Yardstick Reports

*Please see Section 18 Financial Summary for explanation of Capex variations between budget vs actual

Table 20-12: Performance Measurement