

APPENDIX B: DRAFT 2015 ROADING AMP PEER REVIEW

7.0 Road Asset Management Plan, 2015 - 2045

7.1 Introduction

7.1.1 Background

AECOM was engaged by the Waimakariri District Council (WmkDC) to conduct a high-level peer review, highlighting any significant issues that may affect the quality or completeness of its 2015 Asset Management Plans (AMPs). This review was based on the 30 Year Infrastructure Strategy (30YIS) and 2015-2025 AMP provided in June 2015. The focus of the review is to assess compliance with the following requirements:

- Schedule 10 of the Local Government Act 2002
- Core and advanced asset management as defined by the OAG
- Its own knowledge of best practice AMPs for similar sized organisations and maturity.

7.1.2 Approach

The approach was as follows:

- Review the Long Term Strategy assess completeness and logic
- Review the content of each AMP to assess completeness in combination with the 30YIS, and its logic
- Assess the level of compliance of each AMP and the 30YIS: with the requirements of Schedule 10 of the Local Government Act 2002
- Assess the level of compliance of each plan with the requirements of OAG criteria
- Assess each plan with its own knowledge of good practices for AM plan for similar sized organisations and maturity
- Highlight any significant issues relating to each plan, including any areas that could easily be improved in a relatively short time frame
- Present this information in graphical form for each plan with notes on where relevant material is in the plan and comments on non-compliance
- Submit a draft report, respond to queries with the WmkDC Asset Managers, and finalise the report.

7.1.3 Asset Management Plan Maturity Index

	Minimum	Core	Intermediate	Advanced	Comment
AM Plan	AM plan contains basic information on assets, service levels, planned works and financial forecasts (5-30 years) and future improvements.	As for minimum, plus executive summary, description of services and key/ critical assets, top down condition and performance description, future demand forecasts, description of supporting AM processes, 10 year financial forecasts and 3 year AM improvement plan.	As for core plus analysis of asset condition and performance trends (past/ future), customer engagement in setting LoS, ODM/ risk techniques applied to major programmes.	As above, plus evidence of programmes driven by comprehensive ODM techniques, risk management programmes and level of service trade-off analysis. Improvement programmes largely complete with focus on on-going maintenance of current practice.	Some key areas to improve this quality AMP towards advanced. Predictive modelling to improve renewal work planning and maintenance optimisation will be implemented later in 2012.

Note: The required period of the financial forecasts is now 30-years (up from ten) to ensure compliance with Section 101B of the LGA 2002 as amended

7.1.4 Visual Indication of Asset Management Plan Compliance

Not Assessed	Non-compliant	Partially compliant	Compliant

Note: Non-compliant issues have been dealt with and compliance will be corrected in final report.

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AMPs are key documents with which to demonstrate Schedule 10 requirements. Schedule 10 requires that Council's Long Term Plan (LTP) contains information on the assessment and management of implications due to changes in demand or service levels. The AMP is a main contributor in meeting Schedule 10 requirements.

Part 1 Schedule 10 states the requirements for information to be included in LTPs.

Note: Requirements for information to be included in Annual Reports (Schedule 10: Part 2) and Annual Plans (Schedule 10: Part 3) relating specifically to groups of activities.

Roothing AMP - Statutory Requirement		Assessment		
Schedule 10 reference	Information to be included	Compliance	AM Plan / 30IYS reference	Comment / Improvement (if not compliant)
17A (1)	A local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions. Note: The balance of 17A contains caveats and conditions relating to the performance of these reviews and must be read and understood before the AM Plan etc. review is commenced	Compliant	30YIS: 4.0	
100 (1)	A local authority must ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses. Note: The text in the other sub-section of sect 100 have the effect of requiring annual renewal costs and annual depreciation charges to be balanced over the life of individual assets	Partially compliant	30YIS: 8.0 AMP: 7.2	- There are significant differences between the depreciation charges shown in AMP Table 7.2 and those displayed in AMP Fig 7.6 - It is not clear is the costs balance over the assets' lives
101B (1)	A local authority must, as part of its long-term plan, prepare and adopt an infrastructure strategy for a period of at least 30 consecutive financial years.	Compliant	30YIS: Complete document	
2 (1) (a)	Identify the activities within the group of activities.	Compliant	30YIS: Table 2.2 AMP: 1.3, 2 (1) 5	
2 (1) (b)	Identify the rationale for the delivery of the group of activities (including the community outcomes to which the group of activities primarily contributes) .	Compliant	30YIS: - 2.2, 3.3, 4.0, 5.0 AMP: 2.2.1	- High level - Good justification
2 (1) (c)	Outline any significant negative effects that any activity within the group of activities may have on the social, economic, environmental, or cultural well-being of the local community.	Compliant	30YIS: Nil AMP: 3.8	- The AMP list is a start but avoids a number of issues such as air pollution from exhausts and road-crash injuries. - Inclusion of positive benefits is a good addition to the statutory requirements.
3 (1) (a)	Include a statement of the amount of capital expenditure that the authority has budgeted to meet additional demand for an activity.	Compliant	30YIS: 6.0, 8.0 AMP: Fig 7.5	- 30YIS: High level - The AMP table clearly differentiates capital expenditure to meet growth and that to meet changes in levels of service

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Roading AMP - Statutory Requirement		Assessment		
Schedule 10 reference	Information to be included	Compliance	AM Plan / 30YIS reference	Comment / Improvement (if not compliant)
3 (1) (b)	Include a statement of the amount of capital expenditure that the authority has budgeted to improve the level of service.	Compliant	30YIS: 6.0, 8.0 AMP: 7.2.2.1, Fig 7.5	- 30YIS: High level - The AMP table clearly differentiates capital expenditure to meet growth and that to meet changes in levels of service.
3 (1) (c)	Include a statement of the amount of capital expenditure that the authority has budgeted to replace existing assets	Compliant	30YIS: 6.0, 8.0 AMP: 7.2.2.1, Fig 7.5	- 30YIS: High level - The AMP table clearly shows capital expenditure for asset renewals.
4 (a)	Include a statement of the intended levels of service provision that specifies any performance measures specified in a rule made under section 261B (in detail for first 3 years, outline for the remainder of the period) .	Compliant	30YIS: Nil AMP: 3.5.1	AMP: Makes specific reference to this section addressing the requirements if such a rule
4 (b)	Include a statement of the intended levels of service provision that specifies the performance measures that the local authority considers will enable the public to assess the level of service (in detail for first 3 financial years, in outline for the remainder of the period) .	Compliant	30YIS: Nil AMP: Table 1.3, 1.7.1, 3.5.1	- Performance levels are noted as being "permanent". - The AMP states that NZTA ONRC will have no appreciable effect on levels of service, but there is no gap analysis shown to support this statement.
4 (c)	Include a statement of the intended levels of service provision that specifies the performance targets or targets set by the local authority for each performance measure (in detail for first 3 financial years, in outline for the remainder of the period) .	Compliant	30YIS: Nil AMP: Table 1.3, 1.7.1, 3.5.1, Table 6 (1) 2	Future performance targets are noted as including ONRC but ONRC detail does not seem to appear in the LoS tables.
4 (d)	Include a statement of the intended levels of service provision that specifies any intended changes to the level of service that was provided in the year before the first year covered by the plan and the reasons for the changes.	Non-compliant	30YIS: 5.0, 6.0, 7.0 AMP: Table 1.3, 1.7.1, 3.5.1, Table 6 (1) 2	The table in 3.5 (1) of the AMP purports to show changes to LoS but it is unclear when they occurred / will occur. A clear statement regarding previous changes should be made to ensure compliance with Sect 4d of Schedule 10.
4 (e)	Include a statement of the intended levels of service provision that specifies the reason for any material change to the cost of a service.	Partially compliant	30YIS: 5.0, 6.0, 7.0 AMP: Table 1.3, 1.7.1, 3.5.1, Table 6 (1) 2	The statements are there, but not directly related to the level of service statements
5 (2) (a)	Include a funding impact statement in relation to each group of activities of the local authority which identifies; - the sources of funding to be used by the local authority and the rationale for their selection, and	Compliant	30YIS: 5.0, 6.0, 7.0, 8.0 AMP: Table 7.2, 7.3	
5 (2) (c)	- identify how the funds are to be applied.	Compliant	30YIS: 5.0, 6.0, 7.0, 8.0 AMP: Table 7.2,	Application of the funds is shown in general terms in the tables, but some specific aspects are detailed in the text.
17 (a)	Identify all the significant forecasting assumptions and risks underlying the financial estimates.	Compliant	30YIS: 5.0, 6.0, 7.0, 8.0 AMP: 7.5, Table 7.8	Some high-level assumptions are not listed, e.g. projects will be built at the right time and in the right place.

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Roading AMP - Statutory Requirement		Assessment		
Schedule 10 reference	Information to be included	Compliance	AM Plan / 30YIS reference	Comment / Improvement (if not compliant)
17 (b) (i)	Identify the assumptions of the local authority concerning the useful life of significant assets	Partially compliant	30YIS: Nil AMP: Section 6	<ul style="list-style-type: none"> - The text in Section 6, Lifecycle Management Plan makes numerous references to expected lives of assets, but all expected lives are identified - It would be beneficial and appropriate to include a table of expected asset lives as an Appendix to this AMP. In this context, it is noted that the AMP should be specifying the expected lives for asset valuations, NOT vice-versa.
17 (c) (i)	In any case where significant forecasting assumptions involve a high level of uncertainty: the fact of that uncertainty; and	Compliant	30YIS: 5.0, 6.0, 7.0, 8.0 AMP: 4.3.7.5, 6.2.2.2	The principal "uncertain" project is renewal of the Old Waimakariri Bridge, and the uncertainty of this is well covered. Uncertainties around local works in conjunction with the possible Eastern Bypass of Woodend and the Waimakariri Gorge Bridge renewal are also adequately covered.
17 (c) (ii)	an estimate of the potential effects of that uncertainty on the financial estimates provided.	Partially compliant	30YIS: 5.0, 6.0, 7.0, 8.0 AMP: 4.3.7.5, 6.2.2.2	The textual explanations are not specific as to the effects of these uncertainties of the estimates.

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This section assesses this section against audit criteria core and advanced asset management as defined by the Office of the Auditor General (OAG) . The OAG's full requirements are provided in Appendix A.

Roding AMP Element	Roding AMP - OAG Criteria		Assessment			
	Core	Advanced	Compliance		AM plan reference	Comment / Improvement (if not compliant)
			Core	Advanced		
1. Asset description	<ul style="list-style-type: none"> - An adequate description of the asset, both physically and in financial terms, with the ability to aggregate and disaggregate information. - State the remaining useful lives of assets. - A financial description of the assets that is linked to the physical description and meets the requirements of: <ul style="list-style-type: none"> • Financial Reporting Standards • Valuation Standards augmented by the NZ Depreciation and Valuation Guidelines. 	As for 'core' plus: <ul style="list-style-type: none"> - A reliable physical inventory of assets at both an individual asset level and at a network level. This includes: <ul style="list-style-type: none"> • physical attributes such as location, material, age, etc. • systematic monitoring and analysis of physical condition • systematic measurement of asset performance (including utilisation/capacity) . 	Compliant	Compliant	30YIS: minimum AMP: 1.1, 2 (1) 5	<ul style="list-style-type: none"> - In the Strategy, the high-level analyses often appear superficial and most do not have any notable justification or reference to where that justification is developed. - The full asset inventory at component level is not included in the AMP, and was not expected to be. The data provided is adequate to show that an appropriate inventory exists, and the asset valuations obtained using this information are supported.
2 Levels of service Rationale	Significant services should be stated		Compliant		30YIS: Section 4 AMP: Section 3, Section 6, Appendix C	AMP: Services are stated in both the levels of service provided and the assets used to provide them.
Customers and stakeholders		Customer groups/ stakeholders identified		Compliant	30YIS: Nil AMP: 3.2.1	Customers and stakeholders should also be differentiated.
Strategic link		LOS linked to strategic/community outcomes of organisation		Compliant	30YIS: Appendix 2 AMP: Table 1.3, 3.5.1, Appendix C	30YIS: Clear linkages for the LoS listed AMP: Stated LoS are well linked to community outcomes
LOS and Performance measures	LOS or performance required of asset defined.	LOS based on agreed LOS incl. technical performance measures. Measures aligned to LOS.	Compliant	Compliant	30YIS: Appendix 2 AMP: 3.5, Appendix C	30YIS and AMP: with the exception of AMP Appendix C, many LoS read as statements of goals rather the levels of service. Not all are SMART
LOS options		LOS options evaluated for each significant service. Consultation undertaken with community on options.		Partially compliant	30YIS: Nil AMP: 3.2.2 (1) a., Appendix C	<ul style="list-style-type: none"> - AMP: LoS setting process described - LoS options not explored recently, no recent consultation

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Roading AMP Element	Roading AMP - OAG Criteria		Assessment			
	Core	Advanced	Compliance		AM plan reference	Comment / Improvement (if not compliant)
			Core	Advanced		
Communication		LOS publicly communicated through customer charter or equivalent.		Partially compliant	30YIS: Appendix 2 AMP:	30YIS: High-level Customer LoS (see row above) are communicated through the Long Term Plan and Appendix 2 of the 30YIS.
Monitoring		Monitoring and reporting on adherence to agreed LOS		Partially compliant	30YIS: 4.2 AMP: Section 6 for some assets, not all	<ul style="list-style-type: none"> 30YIS: There are textural descriptions of compliance with the "LoS" listed in the 30YIS: but these are difficult to relate readily with the "LoS" statements in Appendix 2. AMP: There are good descriptions of LoS delivery by pavements. This approach should be continued for all other assets.
3 Managing Growth Growth/demand forecasts	Demand forecasts for each network of facility for a 30-year period are based on latest growth forecasts.	Demand forecasts include analysis of the different factors that comprise demand.	Compliant	Compliant	30YIS: 5.1 30YIS: Contains high-level descriptions and summaries of Growth (Section 5) , Long Term Strategies (Section 6) , Significant Issues (Section 7) and Financial Forecasts (Section 8) costs , including renewals for 30 years AMP: Section 4	<ul style="list-style-type: none"> 30YIS: Good analysis of overall trends in 5 (1) AMPs need to apply this analysis at a more detailed level to the assets affected. AMP: There are good explanations in Section 4 of the works identified by transport modelling in both the Rangiora and Kaiapoi areas. Simple diagrams in the AMP illustrating these new routes would be beneficial
Demand management strategies	Demand management strategies and demand drivers are understood and documented.		Partially compliant		30YIS: Sections 5, 6 and 7 AMP: 4.4	30YIS: The only strategies mentioned to limit demand are relate to Roads, and management of traffic demands AMP: Demand Management actions outlined are relatively low-key, but that is likely to be the more effective approach. It is difficult to find a programme (s) that implements any of the demand management proposals.
Growth related new works		The sensitivity of asset development (capital works) programmes to demand changes is understood.		Partially compliant	30YIS: Nil AMP: Major growth-driven projects are outputs of traffic modelling	<ul style="list-style-type: none"> 30YIS: Variability of growth is well covered in the 30YIS: but the effects of this variability are not discussed. AMP: The sensitivities of the modelling processes appear to be understood, but they should be stated.

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Roading AMP Element	Roading AMP - OAG Criteria		Assessment			
			Compliance		AM plan reference	Comment / Improvement (if not compliant)
	Core	Advanced	Core	Advanced		
4. Risk management	Risk management to identify critical assets and associated risks and risk management strategies.	<ul style="list-style-type: none"> - Management of assets must include recognition and application of the principles of integrated risk management. Risk management should be consistent with ISO 31000 or AS/NZS 4360, and industry good practice such as the NZ Local Government Handbook for risk management. - Asset risk management should encompass: <ul style="list-style-type: none"> • identification and risk management strategies for critical assets • lifelines based risk assessments and mitigation plans including reference to the organisation's disaster recovery and business continuity plans - Link to maintenance and replacement strategies 	Compliant	Partially compliant	30YIS: Appendix 1 AMP: Section 5, 6.3.2.4, Appendix E	<ul style="list-style-type: none"> - 30YIS: There is no mention of either standard in the 30YIS. However, there are outlines of the key assumptions and risks the Council has adopted for the 2015-25 Long Term Plan and 2015-2045 30 Year Infrastructure Strategy. - AMP: Section 5 (Risk) states one of its purposes is to identify critical assets but no such listing is developed in that Section. The only listing of critical assets is for bridges, in 6.3.2.4; Southbrook road is also mentioned separately in this context. Section 5 should draw the conclusions as to the critical assets and the effects of which should be addressed in Section 6.
Corporate risk Management		Asset risk management should be integrated with other corporate risk management processes.		Compliant	30YIS: 4.3, Section 6.0, some issues in 7.0., Appendix 2 AMP: Appendix E, 6.2.3, 6.3.3, 6.4.3, 6.5.3, 6.6.3, 6.7.3, 6.8.3, 6.9.4,	<ul style="list-style-type: none"> - 30YIS: principally discusses corporate and associated non-asset risks - AMP: Appendix E shows clear integration with the Council's other Risk Management practices. - AMP: Tables for 6.8.3 and 6.9.4 are identical - Much of 6.9 Parking is discussing Public Passenger Transport, (the previous section) ; consequently, the creation of the parking building referred to in 4.3.5 is not discussed.

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Roading AMP Element	Roading AMP - OAG Criteria		Assessment			
	Core	Advanced	Compliance		AM plan reference	Comment / Improvement (if not compliant)
			Core	Advanced		
5. Optimised decision making	<ul style="list-style-type: none"> Identify gaps between current service capability and the required service capability to meet future demand, target service levels, and reflect these gaps in an asset development programme. Evaluation and ranking based on suitable criteria, of options for significant capital investment decisions. 	<p>The ability to predict robust and defensible options for asset treatments that can assist in achieving optimal costs over the life cycle of the asset or network including:</p> <ul style="list-style-type: none"> Applying appropriate economic evaluation tools (or other organisation-endorsed prioritisation systems) in developing short-term project lists Using predictive modelling techniques to provide defensible long-term financial forecasts 	Partially compliant	Partially compliant	30YIS: Section 6.0, Section 7.0 AMP: Should be 6 (1) 2.5 but is un-numbered	<ul style="list-style-type: none"> 30YIS: The gaps in service provision are stated, rather than flowing from information presented. It is therefore unclear whether all gaps are being addressed AMP: ODM process described and the AMP states it is applied, although, as is common, there is no direct evidence proving or dis-proving this.
6. Financial forecasts	<ul style="list-style-type: none"> AM Planning should translate the physical aspects of planned maintenance, renewal and new work into financial terms for at least the ensuing 30 years and in a manner that is fair, consistent and transparent. The forecasts should include sufficient information to enable decline in service potential (depreciation) of an asset to be measured. Guidance on depreciation is included in the NZ Valuation and Depreciation Guidelines. 	<ul style="list-style-type: none"> AM Planning should translate the physical aspects of planned operational, maintenance, renewal and new works into financial terms: <ul style="list-style-type: none"> generally over the timeframe in which the asset network must deliver services in more specific terms over the period for which the organisation has a strategic plan. The compilation of financial forecasts should be consistent, reliable and provable The sensitivity of the forecasts to potential significant changes in assumptions should be analysed and discussed in the AM plan. 	Partially compliant	Non-compliant	30YIS: Section 8.0 AMP: Section 6, Section 7	<ul style="list-style-type: none"> 30YIS: provides a view of the expenditures on all the Council's infrastructure assets, budgets that are developed in the AMPs AMP: Financial forecasts are developed in Section 6 and presented for all assets in Section 7. However, it is not possible to "follow the numbers" through the AMP as they appear to be grouped and sub-totalled differently each time they appear. This is the reason for non-compliance. AMP: There are substantial differences between the annual forecast renewal and depreciation figures (Fig 7.6) . These differences are greater than would be expected for a mature network such as the Council's, an explanation should be provided Financial and other forecasts should be for 30-years, providing the data the 30YIS needs.

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Roading AMP Element	Roading AMP - OAG Criteria		Assessment			
	Core	Advanced	Compliance		AM plan reference	Comment / Improvement (if not compliant)
			Core	Advanced		
7. Assumptions and confidence levels	<p>AM Planning should:</p> <ul style="list-style-type: none"> List all assumptions and provisos under which the plan and financial forecasts are prepared; Indicate the degree of confidence of the reliability of data underpinning the AM Plan, particularly: <ul style="list-style-type: none"> Data on asset condition Data on asset performance Accuracy of asset inventory Demand/growth forecasts <p>On the basis of the preceding assumptions and confidence of underlying data, provide a level of precision or confidence on the expenditure forecasts for the asset network.</p>	<p>As for 'core' plus:</p> <p>List all the assumptions and provisos in the AM Plans, and note key assumptions regarding AM planning in the organisations strategic plans. Have degrees of confidence on the reliability of data as follows:</p> <ul style="list-style-type: none"> Inventory data – <ul style="list-style-type: none"> Grade 1 (critical assets) Grade 2 (non-critical assets) Condition data – <ul style="list-style-type: none"> Grade 1 or 2 (critical assets) Grade 1, 2 or 3 (non-critical assets) Performance data - <ul style="list-style-type: none"> Grade 1 or 2 (critical assets) Grade 1, 2 or 3 (non-critical assets) 	Partially compliant	Partially compliant	30YIS: 5.1, 7 (1) – 7.7 AMP: Table 7.8, 6 (1) 6	<ul style="list-style-type: none"> 30YIS: assumptions are mainly related to population projections and similar data. There is discussion on data accuracy, but no discussion of confidence grades. AMP: There is no apparent rating of condition or performance information other than that in Table 7 There are no indications of confidence in the Financial Forecasts. Tables similar to those used in the Three Waters AMPs would be a step in the right direction, but they need to be extended to include the effects of all assumptions
8. Improvement planning	<p>AM planning should state what needs to be done to improve AM processes and techniques. Improvement programmes should outline:</p> <ul style="list-style-type: none"> the weak areas; how weak areas will be addressed the timeframe over which the improvements will occur; and the resources (human and financial) needed. 		Partially compliant		30YIS: 6.6 AMP: Section 9	<ul style="list-style-type: none"> 30YIS: Section 6.6 is the closest the 30YIS comes to having and "Asset Management Improvement Plan", however it discusses both AM Improvements and asset improvements AMP: Each section of the AMP records the improvements deemed necessary to that section and these are consolidated in Section 9. AMP: The table in 9.2 (2) is a little confusing; the "Completion Date" column contains dates in the past for which the adjacent "Status" column records "Not Started". There are also improvements 9.2.3 whose completion dates have past.

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Roding AMP Element	Roding AMP - OAG Criteria		Assessment			
	Core	Advanced	Compliance		AM plan reference	Comment / Improvement (if not compliant)
			Core	Advanced		
		As for 'core' plus: Improvement programmes should outline Key performance indicators (KPIs) for monitoring AM improvement. The improvement plan should comment generally on achievements against the previous plan, and formally report against KPIs.		Partially compliant	30YIS: No references found AMP: 9.2.2	AMP: Improvement Programmes do not outline KPIs for monitoring AM Improvement; however, they do contain commentaries on progress (or lack thereof)
9. Qualified persons	<ul style="list-style-type: none"> - AM planning must be undertaken by a suitably qualified person. A suitable qualification would be a Level 6 (Tactical) or Level 7 (Strategic) National Diploma in AM or equivalent skill level. - If plans are prepared by persons not suitably qualified, the plans should be independently assessed by a qualified person. - The planning process should be peer reviewed. 	As for 'core' AM Plan criteria.	Compliant	Compliant	30YIS: No evidence AMP: No evidence This review is evidence in itself	<ul style="list-style-type: none"> - Staff involved with both documents are known to have the core skills required, and be supervised by experienced asset management staff. - 30YIS: The 30YIS is well put together and gives a good picture of future intentions. It is being assessed by independent people. - 30YIS: The Strategy could be improved by including a sheet that allows the author's names to be recorded. - AMP: The AMP is well put together and gives a good picture of future intentions. It is being assessed by independent people. - AMP: The AMP could be improved by including a sheet that allows the author's names to be recorded. - This review is itself evidence of compliance

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Roothing AMP Element	Roothing AMP - OAG Criteria		Assessment			
	Core	Advanced	Compliance		AM plan reference	Comment / Improvement (if not compliant)
			Core	Advanced		
10. Commitment	<ul style="list-style-type: none"> - The Asset AM Plan must be approved and adopted by the governing body, Board or Council. This includes approval of the improvement element of the plan. - AM plans must be seen as the key planning tool for infrastructure assets and/or significant physical assets, which provide the inputs for Council's strategic plans (LTP.) - AM plan must be regularly updated to reflect the most current future plans for the assets (It is expected that "core" AM planning will be significantly revised in the light of action under improvement programme. In the first few years, annual revisions of AM plans are likely.) 	<p>As for 'core' plus:</p> <ul style="list-style-type: none"> - The organisation must demonstrate that AM plan requirements are being implemented through operational plans and formally report discrepancies. - AM planning is seen as a constantly evolving process, with underpinning AM systems constantly providing better information. - It is expected that formal AM plans and overarching AM strategies will be formally revised every three years, with the timing of revisions linked to the organisation's strategic planning cycles. 	Compliant	Partially compliant	30YIS: No direct evidence AMP: No direct evidence	<ul style="list-style-type: none"> - The Council's LTP references the 30YIS, indicating it has been adopted. - 30YIS: The Strategy could be improved by including a sheet that allows the adoption to be recorded. - AMP: It is understood the AMP is being presented to the Council, for adoption. A sheet that records the adoption should be included in the AMP.

7.4 Roding - Good Practice

The Roding and Parking AMP was assessed against good practice.

Roding AMP Element	Good Practice Criteria		Assessment		
	Sub element	Criteria	Compliance	AM plan reference	Comment / Improvement (if not compliant)
1. General presentation	1 (1) Readability	Key messages are clearly identifiable. Reads well	Compliant	30YIS: Complete strategy AMP: Complete plan	<ul style="list-style-type: none"> - 30YIS: The reader is left with a clear understanding of "where things are going" for all the asset types discussed in the Strategy. - AMP: The AMP does not read quite as well as the 30YIS as some ideas / needs appear with no significant background or justifications and leads that are opened, such as x assets in poor condition are not followed up / closed. The reader is usually, but not always, left wondering what is to happen to them. - AMP: When preparing the charts for the AMP care should be taken so that the information in them can "roll-up" for inclusion in the chart at the next level., e.g. from the Lifecycle Management Plan to the Financial Summary
	1 (2) Accuracy of the executive summary	Accurate overview of plan issues provided. No new information	Partially compliant	30YIS: 1.0 Executive Summary AMP: 1: Executive Summary	<ul style="list-style-type: none"> - 30YIS: The Exec' Summary is clear and well put together. However, the absence of Operations and Maintenance expenditure from the Exec' Summary is a notable exception. - AMP: The Executive Summary is a good and efficient summary of the document. Unfortunately, some of the information in it cannot be readily found in the same form in the main text. This applies particularly to some of the charts.
	1.3 Overall look of AM plan	Clear logical flow of information Good usage of graphical elements Evidence of good editing and checking	Compliant	30YIS, Complete strategy AMP: Complete plan	AMP: Peer review was of a pre-final version, but it had no defects of this type
	1.4 Sensibility	The AM plan tells a convincing and believable story.	Partially compliant	30YIS, Complete strategy AMP: Complete plan	<ul style="list-style-type: none"> - 30YIS and AMP: The "story" lacks some depth because issues and solutions "appear" rather than being the consequence of a gap analysis, or similar process. Some obvious "clues" in the AMP, such as poor condition or performance ratings, are not followed up. - 30YIS and AMP: A reader can be left wondering what has not been mentioned.