

11.0 IMPROVEMENT PLAN AND MONITORING

11.1 Improvement Plan

Improving the management of Taupo District Council's wastewater assets is a continual and on-going process. During the course of updating this plan, AM improvement tasks have been noted for follow-up over the next three years in conjunction with reviewing and improving this plan. This programme reflects the overall aim of improving asset management practices, which is to deliver the right level of service at the lowest long-term cost to TDC's customers.

The highest improvement tasks all focus on meeting that goal by:

- Ensuring the right level of funding is being allocated to maintain the asset service potential.
- Implementing predictive modelling techniques that will allow consideration of alternative long term cost scenarios.
- Consulting with customers to ensure that their views are considered when selecting the best scenario.
- On-going NAMS training is provided for staff involved in the production of the asset management plans to facilitate best management of the assets. Asset Managers participate in the Council's asset management planning team which facilitates improvements in planning for all categories of assets.

11.1.1 BACKGROUND

The Asset Management Plan (AMP) has been continually updated to reflect changes in national policy and local thinking.

Audit NZ audits in 2009 and 2012 versions and the actions or recommendations for improvements from both these audits/reviews have been included in the following table.

The Water, Wastewater and Stormwater AMPs were independently peer reviewed in 2015 by Waugh consultants. A number of improvements were identified from this review to raise these AMPs from core to advanced, where appropriate. A detailed assessment has been done, where all asset managers have met regularly to discuss the methodology, on how to implement and manage these recommendations. The AMP group is collectively working through the Waugh report recommendations, in particular the 0 and 1 scores, to bring all AMPS up to the core level. Any other recommendations not completed during the updated AMP process cycle are added to the Improvement plan (section 11.2) with dates etc. which can be monitored. The AMP group collectively identify any changes/updates required to the main text and comments are made via a spreadsheet before any changes are made to Individual AMPS. Further detail on the improvements/actions can be found in objective document ID A866652.

On going NAMS training is provided to all staff involved in the production of the asset management plans to facilitate the best management of the assets.

11.2 Improvement Programme

Resources (cost and time) have yet to be approved and are only estimates at the time of updating AMP. These may need to be reviewed when task is in progress to judge if timeframe and cost is realistic.

Task ID	Area for improvement	Weak areas identified in audit of AMP ¹	Action/task description	Priority	Target date	Cost/resources		Status
						Cost \$	Progress/ comments	
1	Asset register	Improvement	Inventories and condition assessment to be completed for all Wastewater treatment plants pump stations.	1	2018		Identified in last AMP improvement plan and noted in peer review	On-going and target is to complete the backlog by 2018 in AssetFinda.
2	Asset register	Improvement	Continue to maintain, develop and improve the asset register. Continue to update in new AMS for any improvements in its asset valuation programme.	1	Ongoing		Identified in asset valuation report review.	
3		Yes	Asset condition and asset performance data for underground assets (sewer manholes and network) in addition to asset age and physical description to be included in the AMP.	2	Ongoing		Network data being updated with CCTV inspection reports.	
4	Management plans	Improvement	Update of management plans for wastewater treatment plants (on-going in line with RC applications)	1	Ongoing	Staff time	Water and Wastewater Treatment Plant Manager and Sr. Compliance officer	In progress
5	Programmes	Improvement	Model Wastewater Networks and preparation of upgrade programmes	2			The Wastewater network model is only for Taupo town.	Model data feeding into project identification for Taupo
6	Growth model	Improvement	Update this section when growth model is reviewed in line with Development Contributions policy review	2	2016		Based on revised growth model the future demand and improvement are planned.	Completed for 2015 AMP
7	Subdivisions	Improvement	Include section in the AMP on new subdivisions/assets gained	1	ongoing		Update this when necessary.	Complete
8	Planning	Improvement	Prepare O&M plans for pump stations and WWTP.	1	2013/16	Staff time	The improvement plans are scheduled based on plant performance assessment by operations staff.	Part complete
9	Critical assets		Define WW critical assets	2	2016/17		ProjectMax was commissioned to complete this activity	completed and criticality is updated in AMS for some assets but need further improvement
10		Improvement	Develop a reticulation renewals programme for each wastewater treatment area.		2014/15	Ongoing	Condition assessment is In progress	Complete but based only on age, condition assessment required
11	Resource consents	Improvement	Re-consents of all WWTP. The resource consent renewals applications are made on scheduled dates		As required		TDC internal	Future renewals of consent are scheduled not less than six month ahead of the due date.
12	Valuations		Annual Plan project review	2	2018		Asset Manager	Asset Revaluation is done every 3 year. Last valuation was done in 2015.
13	Improvement Programme		Asset Management system development and data population		2017		Asset Information Officer	In progress

Table 11-1: Improvement Plan

¹ Weak areas identified in audit undertaken by Audit NZ August 2008, improvements identified by Corporate & Infrastructure team in AMP update.

11.2.1 COMPLETED IMPROVEMENT PLAN TASKS

Following is a list of Improvement Plan Tasks that have been completed since the development of the previous Asset Management Plan.

- Council formally manages the development of the AMP on a corporate basis to ensure a common and consistent approach and approved templates.
- Identification of QA procedures (internally and externally) by developing management plan, SOP and peer review of internal and external works.
- Clear linkage to District Plan/Growth/ Strategy plans reflection in AMP.
- Clear linkages to LTP, Waikato Regional Council Policy.
- Clear linkages to other AMP's, Policies and plans.
- Reflection of security and sustainability in TDC's practices.
- Addition of section in AMP for acronyms and abbreviations.
- Asset condition register for each Treatment Plant and subsequent renewals programme.
- Development of a planned maintenance and renewals programme for the Wastewater network and pump stations.
- The Connection of Five Mile Bay and Waitahanui Wastewater Scheme to Taupo.
- Business continuity Plans finalised (Obj ref A1017078)
- Criticality assets defined and a strategic document developed to update criticality rating in AMS.
- Updating of Wastewater Treatment Plant Management Plans – Taupo, Motuoapa, Turangi, Omori, Whareroa, Waitahanui, and Motutere.
- The replacement of existing AMS was done by AssetFinda in 2016.

11.3 Opportunities to improve AMPs

Audit New Zealand report to council proposed the following specific areas where the AMPs could be improved further. The following table 11.2 demonstrates the information incorporated into relevant section of AMP.

Opportunities	Proposed by Audit NZ	Comments
Control environment	Including within the AMPs a reference to the "Corporate Activity Plan Framework", and potentially renaming this document to "Asset Management Policy".	Refer section 5.4 For consistency purpose renaming not considered
	Detailing in the AMPs if and to what external reviews occur of the targeted level of sophistication.	Refer section 11.1.1
	Detailing in the AMPs involvement by councillors, including the reviewing and approving of the AMPs.	Refer section 1.6.2
Reliability	Though the Council has valuations performed and use the data to inform asset planning, the AMPs do not detail the valuation process.	Refer section 4.1.1
	Condition assessments are performed, however the condition grading model as per the NAMS IIMM manual is not detailed in the AMPs.	Refer section 10.4.4
	The AMPs detail regarding the Council's asset management quality assurance processes to ensure integrity of asset data is too brief in the AMPs.	Refer section 4.3 & 10.4.6
Links to lifecycle strategies and cost estimates	The asset lifecycles and asset management processes within AMPs are at a very high level and would benefit from greater granularity.	Refer improvement plan section
	Further work is required to identify and classify the criticality of all assets and their significance to planning.	Refer section 7.7
	Asset maintenance activities within AMPs are at a very high level and would benefit from greater granularity.	Refer improvement section and work sheet
Basis of financial forecasts	Expanding the capital expenditure linkage detail within the AMPs to include linking capital expenditure to demand, maintenance or renewal, in addition to Levels of Service.	Refer section 5.3.1
Levels of service	Detailing within the AMPs the process for monitoring and reporting performance against the levels of service, beyond customer feedback processes.	Refer section 5.3

Opportunities	Proposed by Audit NZ	Comments
Integration with other plans	Include within the AMPs a description of process to ensure AMP's link to, and are consistent with, other planning information.	Refer section 1.1.4
	Include within the AMPs a description of AMP linkages to specific council policies and the reason and impact of such linkages.	Refer section 1.1.4

Table 11-2: Opportunities to improve AMP

11.4 Monitoring & Review Procedures

The most important review procedure is the 3-yearly review of the AMP that takes into account asset performance during the previous 3 years and identifies future trends and input into Council's strategic planning process. The 3 yearly cycle of TDC strategic planning is as shown in below.

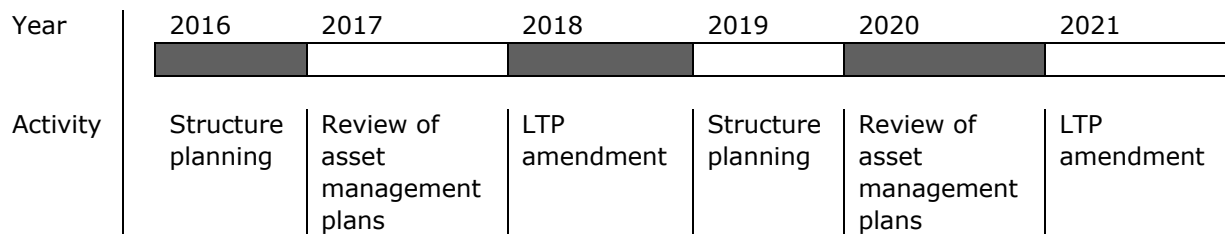


Figure 1: TDC Three Yearly Planning Cycle

The framework for the 3-yearly review of the AMP in terms of the breadth of considerations is illustrated in the following figure.

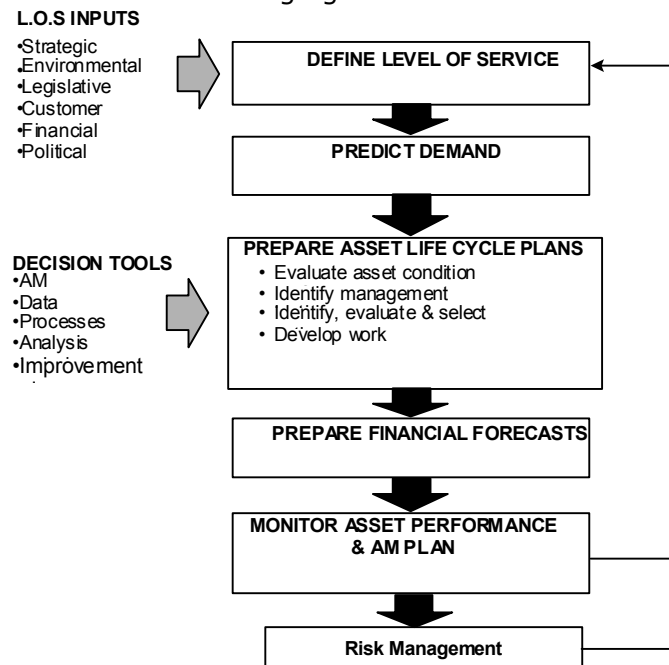


Figure 2: Asset Management Plan Review Procedure