



**EDB Information Disclosure Requirements
Information Templates
for
Schedules 11a–13**

Company Name	<input type="text" value="Marlborough Lines Limited"/>
Disclosure Date	<input type="text"/>
AMP Planning Period Start Date (first day)	<input type="text" value="1 April 2018"/>

Templates for Schedules 11a–13 (Asset Management Plan)
Template Version 4.1. Prepared 21 December 2017

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Information disclosure asset management plan schedules

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12d	<u>REPORT FORECAST INTERRUPTIONS AND DURATION</u>
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Disclosure Template Instructions

These templates have been prepared for use by EDBs when making disclosures under subclauses 2.6.1(1)(d), 2.6.1(1)(e), 2.6.1(2), 2.6.5(6), 2.6.6(1) and 2.6.6(2) of the Electricity Distribution Information Disclosure Determination 2012. The EDB may include a completed Schedule 13: Report on Asset Management Maturity table with its disclosures made under subclause 2.6.6(1) and 2.6.6(2), but this is not required. Schedule 13 tables that are not completed should be removed from disclosures made under subclause 2.6.6(1)

Company Name and Dates

To prepare the templates for disclosure, the supplier's company name should be entered in cell C8, the date of the first day of the 10 year planning period should be entered in cell C12, and the date on which the information is disclosed should be entered in cell C10 of the CoverSheet worksheet.

The cell C12 entry (planning period start date) is used to calculate disclosure years in the column headings that show above some of the tables. It is also used to calculate the AMP planning period dates in the template title blocks (the title blocks are the light green shaded areas at the top of each template).

The cell C8 entry (company name) is used in the template title blocks.

Dates should be entered in day/month/year order (Example -"1 April 2013").

Data Entry Cells and Calculated Cells

Data entered into this workbook may be entered only into the data entry cells. Data entry cells are the bordered, unshaded areas (white cells) in each template. Under no circumstances should data be entered into the workbook outside a data entry cell.

In some cases, where the information for disclosure is able to be ascertained from disclosures elsewhere in the workbook, such information is disclosed in a calculated cell.

Validation Settings on Data Entry Cells

To maintain a consistency of format and to guard against errors in data entry, some data entry cells test entries for validity and accept only a limited range of values. For example, entries may be limited to a list of category names or to values between 0% and 100%. Where this occurs, a validation message will appear when data is being entered.

Conditional Formatting Settings on Data Entry Cells

Schedule 12a columns G to K contains conditional formatting. The cells will change colour if the row totals do not add to 100%.

Inserting Additional Rows

The templates for schedules 11a, 12b and 12c may require additional rows to be inserted in tables marked 'include additional rows if needed'.

Additional rows must not be inserted directly above the first row or below the last row of a table. This is to ensure that entries made in the new row are included in the totals.

For schedule 12b the formula for column J (Utilisation of Installed Firm Capacity %) will need to be copied into the inserted row(s).

Column A schedule references should not be entered in additional rows.

Schedule References

The references labelled 'sch ref' in the leftmost column of each template are consistent with the row references in the Electricity Distribution ID Determination 2012 (as issued on 21 December 2017). They provide a common reference between the rows in the determination and the template.

Description of Calculation References

Calculation cell formulas contain links to other cells within the same template or elsewhere in the workbook. Key cell references are described in a column to the right of each template. These descriptions are provided to assist data entry. Cell references refer to the row of the template and not the schedule reference.

Company Name **Marlborough Lines Limited**
 AMP Planning Period **1 April 2018 – 31 March 2028**

SCHEDULE 11a: REPORT ON FORECAST CAPITAL EXPENDITURE

This schedule requires a breakdown of forecast expenditure on assets for the current disclosure year and a 10 year planning period. The forecasts should be consistent with the supporting information set out in the AMP. The forecast is to be expressed in both constant price and nominal dollar terms. Also required is a forecast of the value of commissioned assets (i.e., the value of RAB additions).
 EDBs must provide explanatory comment on the difference between constant price and nominal dollar forecasts of expenditure on assets in Schedule 14a (Mandatory Explanatory Notes).
 This information is not part of audited disclosure information.

sch ref		Current Year CY	CY+1	CY+2	CY+3	CY+4	CY+5	CY+6	CY+7	CY+8	CY+9	CY+10
		for year ended 31 Mar 18	31 Mar 19	31 Mar 20	31 Mar 21	31 Mar 22	31 Mar 23	31 Mar 24	31 Mar 25	31 Mar 26	31 Mar 27	31 Mar 28
9	11a(i): Expenditure on Assets Forecast	\$000 (in nominal dollars)										
10	Consumer connection	230	204	208	212	216	220	225	229	234	239	243
11	System growth	233	204	208	212	216	220	225	229	234	239	243
12	Asset replacement and renewal	5,058	5,358	6,623	9,004	8,151	7,818	8,053	5,864	5,805	7,568	9,849
13	Asset relocations	76	255	-	-	-	-	337	115	-	-	-
14	Reliability, safety and environment:											
15	Quality of supply	2,084	510	1,967	838	1,502	1,697	1,563	3,945	4,422	1,957	475
16	Legislative and regulatory	-	-	-	-	-	-	-	-	-	-	-
17	Other reliability, safety and environment	1,709	3,929	1,249	318	1,135	772	506	917	526	955	304
18	Total reliability, safety and environment	3,793	4,439	3,216	1,156	2,637	2,469	2,069	4,862	4,948	2,911	779
19	Expenditure on network assets	9,390	10,461	10,255	10,584	11,220	10,728	10,909	11,299	11,221	10,957	11,115
20	Expenditure on non-network assets	1,548	1,490	1,717	1,749	1,459	1,874	1,686	1,720	1,755	1,790	1,825
21	Expenditure on assets	10,938	11,951	11,973	12,334	12,679	12,602	12,596	13,020	12,976	12,746	12,940
22												
23	plus Cost of financing											
24	less Value of capital contributions	56										
25	plus Value of vested assets											
26												
27	Capital expenditure forecast	10,882	11,951	11,973	12,334	12,679	12,602	12,596	13,020	12,976	12,746	12,940
28												
29	Assets commissioned	9,390	13,443	11,973	12,334	12,679	12,602	12,596	13,020	12,976	12,746	12,940
30												
		Current Year CY	CY+1	CY+2	CY+3	CY+4	CY+5	CY+6	CY+7	CY+8	CY+9	CY+10
		for year ended 31 Mar 18	31 Mar 19	31 Mar 20	31 Mar 21	31 Mar 22	31 Mar 23	31 Mar 24	31 Mar 25	31 Mar 26	31 Mar 27	31 Mar 28
32		\$000 (in constant prices)										
33	Consumer connection	230	200	200	200	200	200	200	200	200	200	200
34	System growth	233	200	200	200	200	200	200	200	200	200	200
35	Asset replacement and renewal	5,058	5,250	6,363	8,493	7,543	7,093	7,163	5,113	4,963	6,343	8,093
36	Asset relocations	76	250	-	-	-	-	300	100	-	-	-
37	Reliability, safety and environment:											
38	Quality of supply	2,084	500	1,890	790	1,390	1,540	1,390	3,440	3,780	1,640	390
39	Legislative and regulatory	-	-	-	-	-	-	-	-	-	-	-
40	Other reliability, safety and environment	1,709	3,850	1,200	300	1,050	700	450	800	450	800	250
41	Total reliability, safety and environment	3,793	4,350	3,090	1,090	2,440	2,240	1,840	4,240	4,230	2,440	640
42	Expenditure on network assets	9,390	10,250	9,853	9,983	10,383	9,733	9,703	9,853	9,593	9,183	9,133
43	Expenditure on non-network assets	1,548	1,460	1,650	1,650	1,350	1,700	1,500	1,500	1,500	1,500	1,500
44	Expenditure on assets	10,938	11,710	11,503	11,633	11,733	11,433	11,203	11,353	11,093	10,683	10,633
45												
46	Subcomponents of expenditure on assets (where known)											
47	Energy efficiency and demand side management, reduction of energy losses											
48	Overhead to underground conversion											
49	Research and development											

Company Name **Marlborough Lines Limited**
 AMP Planning Period **1 April 2018 – 31 March 2028**

SCHEDULE 11a: REPORT ON FORECAST CAPITAL EXPENDITURE

This schedule requires a breakdown of forecast expenditure on assets for the current disclosure year and a 10 year planning period. The forecasts should be consistent with the supporting information set out in the AMP. The forecast is to be expressed in both constant price and nominal dollar terms. Also required is a forecast of the value of commissioned assets (i.e., the value of RAB additions). EDBs must provide explanatory comment on the difference between constant price and nominal dollar forecasts of expenditure on assets in Schedule 14a (Mandatory Explanatory Notes). This information is not part of audited disclosure information.

sch ref

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Difference between nominal and constant price forecasts

for year ended	Current Year CY 31 Mar 18	CY+1 31 Mar 19	CY+2 31 Mar 20	CY+3 31 Mar 21	CY+4 31 Mar 22	CY+5 31 Mar 23	CY+6 31 Mar 24	CY+7 31 Mar 25	CY+8 31 Mar 26	CY+9 31 Mar 27	CY+10 31 Mar 28
	\$000										
Consumer connection	-	4	8	12	16	20	25	29	34	39	43
System growth	-	4	8	12	16	20	25	29	34	39	43
Asset replacement and renewal	-	108	260	511	608	725	890	751	842	1,225	1,756
Asset relocations	-	5	-	-	-	-	37	15	-	-	-
Reliability, safety and environment:											
Quality of supply	-	10	77	48	112	157	173	505	642	317	85
Legislative and regulatory	-	-	-	-	-	-	-	-	-	-	-
Other reliability, safety and environment	-	79	49	18	85	72	56	117	76	155	54
Total reliability, safety and environment	-	89	126	66	197	229	229	622	718	471	139
Expenditure on network assets	-	211	402	601	837	995	1,206	1,446	1,628	1,774	1,982
Expenditure on non-network assets	-	30	67	99	109	174	186	220	255	290	325
Expenditure on assets	-	241	470	701	946	1,169	1,393	1,667	1,883	2,063	2,307

11a(ii): Consumer Connection

for year ended

Current Year CY 31 Mar 18	CY+1 31 Mar 19	CY+2 31 Mar 20	CY+3 31 Mar 21	CY+4 31 Mar 22	CY+5 31 Mar 23
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Consumer types defined by EDB*

Residential and commercial

\$000 (in constant prices)					
Current Year CY 31 Mar 18	CY+1 31 Mar 19	CY+2 31 Mar 20	CY+3 31 Mar 21	CY+4 31 Mar 22	CY+5 31 Mar 23
230	200	200	200	200	200

*Include additional rows if needed

Consumer connection expenditure	230	200	200	200	200	200
less Capital contributions funding consumer connection	56					
Consumer connection less capital contributions	174	200	200	200	200	200

11a(iii): System Growth

Subtransmission						
Zone substations						
Distribution and LV lines						
Distribution and LV cables						
Distribution substations and transformers	233	200	200	200	200	200
Distribution switchgear						
Other network assets						
System growth expenditure	233	200	200	200	200	200
less Capital contributions funding system growth						
System growth less capital contributions	233	200	200	200	200	200

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SCHEDULE 11a: REPORT ON FORECAST CAPITAL EXPENDITURE

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sch ref

	Current Year CY	CY+1	CY+2	CY+3	CY+4	CY+5
for year ended	31 Mar 18	31 Mar 19	31 Mar 20	31 Mar 21	31 Mar 22	31 Mar 23
11a(iv): Asset Replacement and Renewal	\$000 (in constant prices)					
Subtransmission	3,132	1,350	1,100	1,700	500	1,150
Zone substations	1,000	950	350	500	1,000	100
Distribution and LV lines	690	2,000	3,783	5,863	5,563	5,313
Distribution and LV cables	26	-	-	-	-	-
Distribution substations and transformers	73	400	700	350	400	450
Other network assets	136	550	430	80	80	80
Asset replacement and renewal expenditure	5,058	5,250	6,363	8,493	7,543	7,093
less Capital contributions funding asset replacement and renewal	-	-	-	-	-	-
Asset replacement and renewal less capital contributions	5,058	5,250	6,363	8,493	7,543	7,093

	Current Year CY	CY+1	CY+2	CY+3	CY+4	CY+5
for year ended	31 Mar 18	31 Mar 19	31 Mar 20	31 Mar 21	31 Mar 22	31 Mar 23
11a(v): Asset Relocations	\$000 (in constant prices)					
Project or programme*						
Roading Authority Relocations	76	250	-	-	-	-
*Include additional rows if needed						
All other project or programmes - asset relocations						
Asset relocations expenditure	76	250	-	-	-	-
less Capital contributions funding asset relocations	-	-	-	-	-	-
Asset relocations less capital contributions	76	250	-	-	-	-

	Current Year CY	CY+1	CY+2	CY+3	CY+4	CY+5
for year ended	31 Mar 18	31 Mar 19	31 Mar 20	31 Mar 21	31 Mar 22	31 Mar 23
11a(vi): Quality of Supply	\$000 (in constant prices)					
Project or programme*						
SCADA	594	-	-	-	-	-
Network Automation	389	100	140	140	140	340
Generators	176	-	-	-	-	-
Digital Radio Network	290	-	-	250	250	-
*Include additional rows if needed						
All other projects or programmes - quality of supply	634	400	1,750	400	1,000	1,200
Quality of supply expenditure	2,084	500	1,890	790	1,390	1,540
less Capital contributions funding quality of supply	-	-	-	-	-	-
Quality of supply less capital contributions	2,084	500	1,890	790	1,390	1,540

Company Name **Marlborough Lines Limited**
 AMP Planning Period **1 April 2018 – 31 March 2028**

SCHEDULE 11a: REPORT ON FORECAST CAPITAL EXPENDITURE

This schedule requires a breakdown of forecast expenditure on assets for the current disclosure year and a 10 year planning period. The forecasts should be consistent with the supporting information set out in the AMP. The forecast is to be expressed in both constant price and nominal dollar terms. Also required is a forecast of the value of commissioned assets (i.e., the value of RAB additions)
 EDBs must provide explanatory comment on the difference between constant price and nominal dollar forecasts of expenditure on assets in Schedule 14a (Mandatory Explanatory Notes).
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sch ref

	Current Year CY	CY+1	CY+2	CY+3	CY+4	CY+5
for year ended	31 Mar 18	31 Mar 19	31 Mar 20	31 Mar 21	31 Mar 22	31 Mar 23
11a(vii): Legislative and Regulatory						
<i>Project or programme*</i>	\$000 (in constant prices)					
<i>*Include additional rows if needed</i>						
All other projects or programmes - legislative and regulatory						
Legislative and regulatory expenditure						
less Capital contributions funding legislative and regulatory						
Legislative and regulatory less capital contributions						
11a(viii): Other Reliability, Safety and Environment						
<i>Project or programme*</i>	\$000 (in constant prices)					
Earthing (NERS and Resonant)	30	200	400	-	350	200
Tree Joint Removal	142	100	100	100	100	100
SWER Reinsulation	3	50	50	50	50	50
<i>*Include additional rows if needed</i>						
All other projects or programmes - other reliability, safety and environment	1,533	3,500	650	150	550	350
Other reliability, safety and environment expenditure	1,709	3,850	1,200	300	1,050	700
less Capital contributions funding other reliability, safety and environment						
Other reliability, safety and environment less capital contributions	1,709	3,850	1,200	300	1,050	700
11a(ix): Non-Network Assets						
Routine expenditure	\$000 (in constant prices)					
<i>Project or programme*</i>						
Test Equipment	13	25	25	25	25	25
Plant and Tools	383	400	400	400	400	400
Vehicles	708	500	500	500	500	500
Land, Buildings and office equipment	98	125	125	125	125	125
IT Computers	224	300	300	650	300	650
<i>*Include additional rows if needed</i>						
All other projects or programmes - routine expenditure	8					
Routine expenditure	1,434	1,350	1,650	1,650	1,350	1,700
Atypical expenditure						
<i>Project or programme*</i>						
New truck shed, Taylor Pass	114	110	-	-	-	-
<i>*Include additional rows if needed</i>						
All other projects or programmes - atypical expenditure						
Atypical expenditure	114	110	-	-	-	-
Expenditure on non-network assets	1,548	1,460	1,650	1,650	1,350	1,700

Company Name **Marlborough Lines Limited**
 AMP Planning Period **1 April 2018 – 31 March 2028**

SCHEDULE 11b: REPORT ON FORECAST OPERATIONAL EXPENDITURE

This schedule requires a breakdown of forecast operational expenditure for the disclosure year and a 10 year planning period. The forecasts should be consistent with the supporting information set out in the AMP. The forecast is to be expressed in both constant price and nominal dollar terms. EDBs must provide explanatory comment on the difference between constant price and nominal dollar operational expenditure forecasts in Schedule 14a (Mandatory Explanatory Notes). This information is not part of audited disclosure information.

sch ref		Current Year CY										
		31 Mar 18	31 Mar 19	31 Mar 20	31 Mar 21	31 Mar 22	31 Mar 23	31 Mar 24	31 Mar 25	31 Mar 26	31 Mar 27	31 Mar 28
9	Operational Expenditure Forecast	\$000 (in nominal dollars)										
10	Service interruptions and emergencies	1,057	918	937	954	973	992	1,012	1,032	1,053	1,074	1,095
11	Vegetation management	2,120	1,990	1,978	1,961	1,945	1,984	1,968	1,950	1,989	1,969	2,008
12	Routine and corrective maintenance and inspection	2,473	2,653	2,706	2,757	2,810	2,866	2,923	2,982	3,041	3,102	3,164
13	Asset replacement and renewal	785	714	729	742	756	772	787	803	819	835	852
14	Network Opex	6,435	6,276	6,349	6,414	6,484	6,614	6,690	6,766	6,901	6,980	7,119
15	System operations and network support	4,108	4,082	4,163	4,241	4,323	4,409	4,497	4,587	4,679	4,773	4,868
16	Business support	4,114	4,082	4,163	4,241	4,323	4,409	4,497	4,587	4,679	4,773	4,868
17	Non-network opex	8,222	8,164	8,327	8,482	8,645	8,818	8,995	9,174	9,358	9,545	9,736
18	Operational expenditure	14,657	14,441	14,676	14,896	15,129	15,432	15,684	15,941	16,259	16,525	16,855
19		\$000 (in constant prices)										
22	Service interruptions and emergencies	1,057	900	900	900	900	900	900	900	900	900	900
23	Vegetation management	2,120	1,950	1,900	1,850	1,800	1,800	1,750	1,700	1,700	1,650	1,650
24	Routine and corrective maintenance and inspection	2,473	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600
25	Asset replacement and renewal	785	700	700	700	700	700	700	700	700	700	700
26	Network Opex	6,435	6,150	6,100	6,050	6,000	6,000	5,950	5,900	5,900	5,850	5,850
27	System operations and network support	4,108	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
28	Business support	4,114	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
29	Non-network opex	8,222	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
30	Operational expenditure	14,657	14,150	14,100	14,050	14,000	14,000	13,950	13,900	13,900	13,850	13,850
31	Subcomponents of operational expenditure (where known)											
32	Energy efficiency and demand side management, reduction of energy losses	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
33	Direct billing*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
34	Research and Development	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
35	Insurance	310	325	315	300	300	300	300	300	300	300	300
37	* Direct billing expenditure by suppliers that direct bill the majority of their consumers											
41	Difference between nominal and real forecasts	\$000										
42	Service interruptions and emergencies	-	18	37	54	73	92	112	132	153	174	195
43	Vegetation management	-	40	78	111	145	184	218	250	289	319	358
44	Routine and corrective maintenance and inspection	-	53	106	157	210	266	323	382	441	502	564
45	Asset replacement and renewal	-	14	29	42	56	72	87	103	119	135	152
46	Network Opex	-	126	249	364	484	614	740	866	1,001	1,130	1,269
47	System operations and network support	-	82	163	241	323	409	497	587	679	773	868
48	Business support	-	-	-	-	-	-	-	-	-	-	-
49	Non-network opex	-	164	327	482	645	818	995	1,174	1,358	1,545	1,736
50	Operational expenditure	-	291	576	846	1,129	1,432	1,734	2,041	2,359	2,675	3,005

Company Name	Marlborough Lines Limited
AMP Planning Period	1 April 2018 – 31 March 2028

SCHEDULE 12a: REPORT ON ASSET CONDITION

This schedule requires a breakdown of asset condition by asset class as at the start of the forecast year. The data accuracy assessment relates to the percentage values disclosed in the asset condition columns. Also required is a forecast of the percentage of units to be replaced in the next 5 years. All information should be consistent with the information provided in the AMP and the expenditure on assets forecast in Schedule 11a. All units relating to cable and line assets, that are expressed in km, refer to circuit lengths.

sch ref

		Asset condition at start of planning period (percentage of units by grade)										
	Voltage	Asset category	Asset class	Units	H1	H2	H3	H4	H5	Grade unknown	Data accuracy (1-4)	% of asset forecast to be replaced in next 5 years
7				No.	-	8%	20%	36%	37%	-	3	3%
8				No.	2%	54%	30%	9%	4%	-	3	2%
9				No.	7%	7%	44%	38%	4%	-	3	10%
10	All	Overhead Line	Concrete poles / steel structure	No.	-	8%	20%	36%	37%	-	3	3%
11	All	Overhead Line	Wood poles	No.	2%	54%	30%	9%	4%	-	3	2%
12	All	Overhead Line	Other pole types	No.	7%	7%	44%	38%	4%	-	3	10%
13	HV	Subtransmission Line	Subtransmission OH up to 66kV conductor	km	-	10%	26%	37%	27%	-	3	4%
14	HV	Subtransmission Line	Subtransmission OH 110kV+ conductor	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
15	HV	Subtransmission Cable	Subtransmission UG up to 66kV (XLPE)	km	-	0%	-	6%	94%	-	3	-
16	HV	Subtransmission Cable	Subtransmission UG up to 66kV (Oil pressurised)	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
17	HV	Subtransmission Cable	Subtransmission UG up to 66kV (Gas pressurised)	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
18	HV	Subtransmission Cable	Subtransmission UG up to 66kV (PILC)	km	-	1%	-	99%	-	-	3	-
19	HV	Subtransmission Cable	Subtransmission UG 110kV+ (XLPE)	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
20	HV	Subtransmission Cable	Subtransmission UG 110kV+ (Oil pressurised)	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
21	HV	Subtransmission Cable	Subtransmission UG 110kV+ (Gas pressurised)	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
22	HV	Subtransmission Cable	Subtransmission UG 110kV+ (PILC)	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
23	HV	Subtransmission Cable	Subtransmission submarine cable	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
24	HV	Zone substation Buildings	Zone substations up to 66kV	No.	-	-	-	50%	50%	-	4	-
25	HV	Zone substation Buildings	Zone substations 110kV+	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
26	HV	Zone substation switchgear	22/33kV CB (Indoor)	No.	-	-	4%	38%	58%	-	4	-
27	HV	Zone substation switchgear	22/33kV CB (Outdoor)	No.	-	-	8%	42%	50%	-	3	-
28	HV	Zone substation switchgear	33kV Switch (Ground Mounted)	No.	-	-	-	-	-	-	N/A	N/A
29	HV	Zone substation switchgear	33kV Switch (Pole Mounted)	No.	2%	13%	24%	26%	34%	-	3	1%
30	HV	Zone substation switchgear	33kV RMU	No.	-	-	-	-	100%	-	4	N/A
31	HV	Zone substation switchgear	50/66/110kV CB (Indoor)	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
32	HV	Zone substation switchgear	50/66/110kV CB (Outdoor)	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
33	HV	Zone substation switchgear	3.3/6.6/11/22kV CB (ground mounted)	No.	-	9%	17%	29%	44%	-	3	-
34	HV	Zone substation switchgear	3.3/6.6/11/22kV CB (pole mounted)	No.	-	-	-	20%	80%	-	3	1%
35												

Company Name **Marlborough Lines Limited**
 AMP Planning Period **1 April 2018 – 31 March 2028**

SCHEDULE 12a: REPORT ON ASSET CONDITION

This schedule requires a breakdown of asset condition by asset class as at the start of the forecast year. The data accuracy assessment relates to the percentage values disclosed in the asset condition columns. Also required is a forecast of the percentage of units to be replaced in the next 5 years. All information should be consistent with the information provided in the AMP and the expenditure on assets forecast in Schedule 11a. All units relating to cable and line assets, that are expressed in km, refer to circuit lengths.

sch ref

Asset condition at start of planning period (percentage of units by grade)												
	Voltage	Asset category	Asset class	Units	H1	H2	H3	H4	H5	Grade unknown	Data accuracy (1-4)	% of asset forecast to be replaced in next 5 years
36												
37												
38												
39	HV	Zone Substation Transformer	Zone Substation Transformers	No.	-	3%	10%	32%	55%	-	4	10%
40	HV	Distribution Line	Distribution OH Open Wire Conductor	km	8%	13%	23%	30%	26%	-	3	5%
41	HV	Distribution Line	Distribution OH Aerial Cable Conductor	km	-	-	-	-	100%	-	4	-
42	HV	Distribution Line	SWER conductor	km	0%	8%	13%	75%	5%	-	3	-
43	HV	Distribution Cable	Distribution UG XLPE or PVC	km	1%	2%	-	12%	85%	-	3	-
44	HV	Distribution Cable	Distribution UG PILC	km	-	-	-	86%	14%	-	3	-
45	HV	Distribution Cable	Distribution Submarine Cable	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
46	HV	Distribution switchgear	3.3/6.6/11/22kV CB (pole mounted) - reclosers and sectionalisers	No.	-	4%	14%	14%	68%	-	3	3%
47	HV	Distribution switchgear	3.3/6.6/11/22kV CB (Indoor)	No.	-	9%	17%	29%	44%	-	3	2%
48	HV	Distribution switchgear	3.3/6.6/11/22kV Switches and fuses (pole mounted)	No.	3%	6%	19%	34%	38%	-	3	2%
49	HV	Distribution switchgear	3.3/6.6/11/22kV Switch (ground mounted) - except RMU	No.	5%	0%	30%	46%	19%	-	3	3%
50	HV	Distribution switchgear	3.3/6.6/11/22kV RMU	No.	-	2%	26%	39%	33%	-	3	2%
51	HV	Distribution Transformer	Pole Mounted Transformer	No.	-	9%	41%	27%	23%	-	3	3%
52	HV	Distribution Transformer	Ground Mounted Transformer	No.	-	2%	20%	42%	37%	-	3	-
53	HV	Distribution Transformer	Voltage regulators	No.	-	4%	-	68%	29%	-	3	-
54	HV	Distribution Substations	Ground Mounted Substation Housing	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
55	LV	LV Line	LV OH Conductor	km	41%	35%	5%	15%	5%	-	2	2%
56	LV	LV Cable	LV UG Cable	km	-	0%	6%	43%	50%	-	3	-
57	LV	LV Streetlighting	LV OH/UG Streetlight circuit	km	36.29%	30.98%	4.75%	18.20%	9.79%	-	2	1%
58	LV	Connections	OH/UG consumer service connections	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
59	All	Protection	Protection relays (electromechanical, solid state and numeric)	No.	-	-	65.00%	35.00%	-	-	4	-
60	All	SCADA and communications	SCADA and communications equipment operating as a single system	Lot	-	-	-	100.00%	-	-	3	-
61	All	Capacitor Banks	Capacitors including controls	No.	-	100.00%	-	-	-	-	2	-
62	All	Load Control	Centralised plant	Lot	-	-	-	33.00%	67.00%	-	4	-
63	All	Load Control	Relays	No.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
64	All	Civils	Cable Tunnels	km	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Company Name **Marlborough Lines Limited**
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SCHEDULE 12b: REPORT ON FORECAST CAPACITY

This schedule requires a breakdown of current and forecast capacity and utilisation for each zone substation and current distribution transformer capacity. The data provided should be consistent with the information provided in the AMP. Information provided in this table should relate to the operation of the network in its normal steady state configuration.

sch ref

7	12b(i): System Growth - Zone Substations										
8		Current Peak Load (MVA)	Installed Firm Capacity (MVA)	Security of Supply Classification (type)	Transfer Capacity (MVA)	Utilisation or Installed Firm Capacity %	Installed Firm Capacity +5 years (MVA)	Utilisation or Installed Firm Capacity + 5yrs %	Installed Firm Capacity Constraint +5 years (cause)	Explanation	
9	<i>Existing Zone Substations</i>										
10	Cloudy Bay	6	17	N-1	8	38%	17	53%	No constraint within +5 years	Planned load shift from Riverlands	
11	Havelock	3	5	N-1	2	50%	5	49%	No constraint within +5 years		
12	Linkwater	4	5	N	1	72%	5	68%	No constraint within +5 years		
13	Leefield	1	5	N	1	26%	5	32%	No constraint within +5 years		
14	Nelson St	15	17	N-1	10	88%	17	98%	Transformer	Installation of fans on Transformers to increase ratings.	
15	Picton	7	17	N-1	-	42%	17	40%	No constraint within +5 years		
16	Rai Valley	2	3	N	1	66%	3	72%	No constraint within +5 years		
17	Redwoodtown	10	17	N-1	8	60%	17	62%	No constraint within +5 years		
18	Renwick	9	10	N-1	5	94%	17	60%	No constraint within +5 years	New Zone sub planned FY19	
19	Riverlands	9	10	N-1	8	92%	10	75%	No constraint within +5 years	Planned load shift to Cloudy Bay Sub	
20	Seddon	6	10	N-1	1	62%	10	69%	No constraint within +5 years		
21	Spring Creek	4	5	N-1	4	81%	5	93%	Transformer	Could transfer some load to Springlands	
22	Springlands	10	17	N-1	10	63%	17	62%	No constraint within +5 years		
23	Ward	1	5	N	1	30%	5	29%	No constraint within +5 years		
24	Waters	7	17	N-1	10	41%	17	40%	No constraint within +5 years		
25	Woodbourne	9	10	N-1	5	86%	10	84%	No constraint within +5 years		
29	¹ Extend forecast capacity table as necessary to disclose all capacity by each zone substation										

Company Name **Marlborough Lines Limited**
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SCHEDULE 12C: REPORT ON FORECAST NETWORK DEMAND

This schedule requires a forecast of new connections (by consumer type), peak demand and energy volumes for the disclosure year and a 5 year planning period. The forecasts should be consistent with the supporting information set out in the AMP as well as the assumptions used in developing the expenditure forecasts in Schedule 11a and Schedule 11b and the capacity and utilisation forecasts in Schedule 12b.

sch ref

12c(i): Consumer Connections

Number of ICPs connected in year by consumer type

	Current Year CY for year ended 31 Mar 18	CY+1 31 Mar 19	CY+2 31 Mar 20	CY+3 31 Mar 21	CY+4 31 Mar 22	CY+5 31 Mar 23
Consumer types defined by EDB*						
Residential	144	155	157	159	161	163
Business	43	3	5	8	10	12
Commercial	-	-	1	-	1	-
Irrigation	9	1	2	2	3	3
Connections total	196	159	165	169	175	178

*include additional rows if needed

Distributed generation

Number of connections

Capacity of distributed generation installed in year (MVA)

Number of connections	104	120	130	140	150	160
Capacity of distributed generation installed in year (MVA)	2	1	1	1	2	2

12c(ii) System Demand

Maximum coincident system demand (MW)

GXP demand

plus Distributed generation output at HV and above

Maximum coincident system demand

less Net transfers to (from) other EDBs at HV and above

Demand on system for supply to consumers' connection points

	Current Year CY for year ended 31 Mar 18	CY+1 31 Mar 19	CY+2 31 Mar 20	CY+3 31 Mar 21	CY+4 31 Mar 22	CY+5 31 Mar 23
GXP demand	71	71	72	72	72	73
plus Distributed generation output at HV and above	2	2	2	2	2	2
Maximum coincident system demand	73	73	74	74	74	75
less Net transfers to (from) other EDBs at HV and above	-	-	-	-	-	-
Demand on system for supply to consumers' connection points	73	73	74	74	74	75

Electricity volumes carried (GWh)

Electricity supplied from GXPs

less Electricity exports to GXPs

plus Electricity supplied from distributed generation

less Net electricity supplied to (from) other EDBs

Electricity entering system for supply to ICPs

less Total energy delivered to ICPs

Losses

Load factor

Loss ratio

Electricity supplied from GXPs	379	379	379	379	379	379
less Electricity exports to GXPs	-	-	-	-	-	-
plus Electricity supplied from distributed generation	15	15	15	15	15	16
less Net electricity supplied to (from) other EDBs	-	-	-	-	-	-
Electricity entering system for supply to ICPs	394	394	394	394	394	395
less Total energy delivered to ICPs	374	376	376	377	377	378
Losses	20	18	18	17	17	17
Load factor	62%	61%	61%	61%	60%	60%
Loss ratio	5.1%	4.6%	4.6%	4.4%	4.4%	4.2%

Company Name	Marlborough Lines Limited
AMP Planning Period	1 April 2018 – 31 March 2028
Network / Sub-network Name	N/A

SCHEDULE 12d: REPORT FORECAST INTERRUPTIONS AND DURATION

This schedule requires a forecast of SAIFI and SAIDI for disclosure and a 5 year planning period. The forecasts should be consistent with the supporting information set out in the AMP as well as the assumed impact of planned and unplanned SAIFI and SAIDI on the expenditures forecast provided in Schedule 11a and Schedule 11b.

sch ref		for year ended	Current Year CY	CY+1	CY+2	CY+3	CY+4	CY+5
			31 Mar 18	31 Mar 19	31 Mar 20	31 Mar 21	31 Mar 22	31 Mar 23
8								
9								
10	SAIDI							
11	Class B (planned interruptions on the network)		65.0	65.0	65.0	65.0	65.0	65.0
12	Class C (unplanned interruptions on the network)		80.0	80.0	80.0	80.0	80.0	80.0
13	SAIFI							
14	Class B (planned interruptions on the network)		0.35	0.35	0.35	0.35	0.35	0.35
15	Class C (unplanned interruptions on the network)		0.67	0.67	0.67	0.67	0.67	0.67

Company Name
Marlborough Lines Limited
 AMP Planning Period
1 April 2018 – 31 March 2028
 Asset Management Standard Applied

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY

This schedule requires information on the EDB's self-assessment of the maturity of its asset management practices.

Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented information
3	Asset management policy	To what extent has an asset management policy been documented, authorised and communicated?	2.5	MLL has no dedicated/specific asset management policy aside from Section 1.11.1 of the previous AMP (revised in the under development AMP), however, asset management through public safety, H&S, environmental, quality management (IMS) system which is fully endorsed by top management. Key people involved in development of IMS system. Also, SCI, AMP (although this isn't disseminated as well as it could be to staff). Ultimately, no change from last AMMAT response. MLL should consider a dedicated AM Policy outside of the AMP which is readily available.		Widely used AM practice standards require an organisation to document, authorise and communicate its asset management policy (eg, as required in PAS 55 para 4.2 i). A key pre-requisite of any robust policy is that the organisation's top management must be seen to endorse and fully support it. Also vital to the effective implementation of the policy, is to tell the appropriate people of its content and their obligations under it. Where an organisation outsources some of its asset-related activities, then these people and their organisations must equally be made aware of the policy's content. Also, there may be other stakeholders, such as regulatory authorities and shareholders who should be made aware of it.	Top management. The management team that has overall responsibility for asset management.	The organisation's asset management policy, its organisational strategic plan, documents indicating how the asset management policy was based upon the needs of the organisation and evidence of communication.
10	Asset management strategy	What has the organisation done to ensure that its asset management strategy is consistent with other appropriate organisational policies and strategies, and the needs of stakeholders?	2.5	The 2019 AMP contains an AM Strategy which expands on the AM Policy. This AM Strategy was deliberately written in conjunction with the AM Policy to ensure consistency. A review of this AM Strategy indicates that it is aligned to Marlborough Lines overall corporate direction. The strategy has been reviewed/updated for the 2019 AMP.	MLL has a number of strategies, policies and stakeholders. The AMP provides a summary of these.	In setting an organisation's asset management strategy, it is important that it is consistent with any other policies and strategies that the organisation has and has taken into account the requirements of relevant stakeholders. This question examines to what extent the asset management strategy is consistent with other organisational policies and strategies (eg, as required by PAS 55 para 4.3.1 b) and has taken account of stakeholder requirements as required by PAS 55 para 4.3.1 c). Generally, this will take into account the same policies, strategies and stakeholder requirements as covered in drafting the asset management policy but at a greater level of detail.	Top management. The organisation's strategic planning team. The management team that has overall responsibility for asset management.	The organisation's asset management strategy document and other related organisational policies and strategies. Other than the organisation's strategic plan, these could include those relating to health and safety, environmental, etc. Results of stakeholder consultation.
11	Asset management strategy	In what way does the organisation's asset management strategy take account of the lifecycle of the assets, asset types and asset systems over which the organisation has stewardship?	2.5	MLL's AMP covers asset classes and lifecycle maintenance approach to assets (i.e. is effectively MLL's asset strategy). The lifecycle strategies are heavily dependent on the asset class. Strategy drivers include economic, public safety, asset criticality etc.	MLL owns and operates a large volume of assets, many of which serve very different purposes. Even within the same asset classes, some assets are highly critical while others are not (e.g. 33kV poles vs low voltage poles).	Good asset stewardship is the hallmark of an organisation compliant with widely used AM standards. A key component of this is the need to take account of the lifecycle of the assets, asset types and asset systems. (For example, this requirement is recognised in 4.3.1 d) of PAS 55). This question explores what an organisation has done to take lifecycle into account in its asset management strategy.	Top management. People in the organisation with expert knowledge of the assets, asset types, asset systems and their associated life-cycles. The management team that has overall responsibility for asset management. Those responsible for developing and adopting methods and processes used in asset management	The organisation's documented asset management strategy and supporting working documents.
26	Asset management plan(s)	How does the organisation establish and document its asset management plan(s) across the life cycle activities of its assets and asset systems?	2.5	MLL has an AMP which is compiled by several key staff. The AMP firstly breaks down the network by asset class, and then secondly considers activities that are required as an assets' life progresses (principally through testing and inspections, minor maintenance and renewals). MLL acknowledges that further focus/planning could be placed around decommissioning and disposal of assets.		The asset management strategy need to be translated into practical plan(s) so that all parties know how the objectives will be achieved. The development of plan(s) will need to identify the specific tasks and activities required to optimize costs, risks and performance of the assets and/or asset system(s), when they are to be carried out and the resources required.	The management team with overall responsibility for the asset management system. Operations, maintenance and engineering managers.	The organisation's asset management plan(s).

Company Name	Marlborough Lines Limited
AMP Planning Period	1 April 2018 – 31 March 2028
Asset Management Standard Applied	

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

Question No.	Function	Question	Maturity Level 0	Maturity Level 1	Maturity Level 2	Maturity Level 3	Maturity Level 4
3	Asset management policy	To what extent has an asset management policy been documented, authorised and communicated?	The organisation does not have a documented asset management policy.	The organisation has an asset management policy, but it has not been authorised by top management, or it is not influencing the management of the assets.	The organisation has an asset management policy, which has been authorised by top management, but it has had limited circulation. It may be in use to influence development of strategy and planning but its effect is limited.	The asset management policy is authorised by top management, is widely and effectively communicated to all relevant employees and stakeholders, and used to make these persons aware of their asset related obligations.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
10	Asset management strategy	What has the organisation done to ensure that its asset management strategy is consistent with other appropriate organisational policies and strategies, and the needs of stakeholders?	The organisation has not considered the need to ensure that its asset management strategy is appropriately aligned with the organisation's other organisational policies and strategies or with stakeholder requirements. OR The organisation does not have an asset management strategy.	The need to align the asset management strategy with other organisational policies and strategies as well as stakeholder requirements is understood and work has started to identify the linkages or to incorporate them in the drafting of asset management strategy.	Some of the linkages between the long term asset management strategy and other organisational policies, strategies and stakeholder requirements are defined but the work is fairly well advanced but still incomplete.	All linkages are in place and evidence is available to demonstrate that, where appropriate, the organisation's asset management strategy is consistent with its other organisational policies and strategies. The organisation has also identified and considered the requirements of relevant stakeholders.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
11	Asset management strategy	In what way does the organisation's asset management strategy take account of the lifecycle of the assets, asset types and asset systems over which the organisation has stewardship?	The organisation has not considered the need to ensure that its asset management strategy is produced with due regard to the lifecycle of the assets, asset types or asset systems that it manages. OR The organisation does not have an asset management strategy.	The need is understood, and the organisation is drafting its asset management strategy to address the lifecycle of its assets, asset types and asset systems.	The long-term asset management strategy takes account of the lifecycle of some, but not all, of its assets, asset types and asset systems.	The asset management strategy takes account of the lifecycle of all of its assets, asset types and asset systems.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
26	Asset management plan(s)	How does the organisation establish and document its asset management plan(s) across the life cycle activities of its assets and asset systems?	The organisation does not have an identifiable asset management plan(s) covering asset systems and critical assets.	The organisation has asset management plan(s) but they are not aligned with the asset management strategy and objectives and do not take into consideration the full asset life cycle (including asset creation, acquisition, enhancement, utilisation, maintenance decommissioning and disposal).	The organisation is in the process of putting in place comprehensive, documented asset management plan(s) that cover all life cycle activities, clearly aligned to asset management objectives and the asset management strategy.	Asset management plan(s) are established, documented, implemented and maintained for asset systems and critical assets to achieve the asset management strategy and asset management objectives across all life cycle phases.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.

	<i>Company Name</i>	Marlborough Lines Limited
	<i>AMP Planning Period</i>	1 April 2018 – 31 March 2028
	<i>Asset Management Standard Applied</i>	

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY

This schedule requires information on the EDB's self-assessment of the maturity of its asset management practices.

	<i>Company Name</i>	Marlborough Lines Limited
	<i>AMP Planning Period</i>	1 April 2018 – 31 March 2028
	<i>Asset Management Standard Applied</i>	

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/document Information
27	Asset management plan(s)	How has the organisation communicated its plan(s) to all relevant parties to a level of detail appropriate to the receiver's role in their delivery?	2.5	No change from 2016 AMMAT response other than MLL should consider formalising the communications through the development of a communications plan so that there is more structure around the dissemination of the AMP and records of its dissemination	MLL disseminates/communicates the plan to relevant parties but not necessarily in a formalised manner.	Plans will be ineffective unless they are communicated to all those, including contracted suppliers and those who undertake enabling function(s). The plan(s) need to be communicated in a way that is relevant to those who need to use them.	The management team with overall responsibility for the asset management system. Delivery functions and suppliers.	Distribution lists for plan(s). Documents derived from plan(s) which detail the receivers role in plan delivery. Evidence of communication.
29	Asset management plan(s)	How are designated responsibilities for delivery of asset plan actions documented?	2.5	Key staff's job descriptions reference AMP activities and objectives. The AMP itself details responsibilities for senior staff in the accountabilities and responsibilities for asset management section.		The implementation of asset management plan(s) relies on (1) actions being clearly identified, (2) an owner allocated and (3) that owner having sufficient delegated responsibility and authority to carry out the work required. It also requires alignment of actions across the organisation. This question explores how well the plan(s) set out responsibility for delivery of asset plan actions.	The management team with overall responsibility for the asset management system. Operations, maintenance and engineering managers. If appropriate, the performance management team.	The organisation's asset management plan(s). Documentation defining roles and responsibilities of individuals and organisational departments.
31	Asset management plan(s)	What has the organisation done to ensure that appropriate arrangements are made available for the efficient and cost effective implementation of the plan(s)? (Note this is about resources and enabling support)	2.5	Expenditure set out in the AMP (both capex and opex) is relatively consistent year on year. As such, the resourcing currently in place is generally sufficient. Major unplanned events such as the November 2016 earthquake resulted in additional OPEX and a reallocation of resources to focus on that. Additional external resource was brought in to assist with that. Where there are resource constraints, external contractors have been brought in on rare occasions (Jacksons Switching Structure project and Renwick cabling under SH6/63 are relatively recent examples) to		It is essential that the plan(s) are realistic and can be implemented, which requires appropriate resources to be available and enabling mechanisms in place. This question explores how well this is achieved. The plan(s) not only need to consider the resources directly required and timescales, but also the enabling activities, including for example, training requirements, supply chain capability and procurement timescales.	The management team with overall responsibility for the asset management system. Operations, maintenance and engineering managers. If appropriate, the performance management team. Where appropriate the procurement team and service providers working on the organisation's asset-related activities.	The organisation's asset management plan(s). Documented processes and procedures for the delivery of the asset management plan.
33	Contingency planning	What plan(s) and procedure(s) does the organisation have for identifying and responding to incidents and emergency situations and ensuring continuity of critical asset management activities?	2.5	No significant changes from 2016 AMMAT response. The MLL AMP includes a high level risk register that identifies high level exposure to 'Electricity Network Risks'. Such risks have been used to compile the MLL Emergency Preparedness Plan, an in depth procedure for network recovery and operation following/during major events. The EPP was recently revised to ensure appropriateness and current relevance.	Emergency events can cause major interruptions to MLL's Network so appropriate plans need to be in place to minimise the effect of these.	Widely used AM practice standards require that an organisation has plan(s) to identify and respond to emergency situations. Emergency plan(s) should outline the actions to be taken to respond to specified emergency situations and ensure continuity of critical asset management activities including the communication to, and involvement of, external agencies. This question assesses if, and how well, these plan(s) triggered, implemented and resolved in the event of an incident. The plan(s) should be appropriate to the level of risk as determined by the organisation's risk assessment methodology. It is also a requirement that relevant personnel are competent and trained.	The manager with responsibility for developing emergency plan(s). The organisation's risk assessment team. People with designated duties within the plan(s) and procedure(s) for dealing with incidents and emergency situations.	The organisation's plan(s) and procedure(s) for dealing with emergencies. The organisation's risk assessments and risk registers.

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)	<i>Company Name</i>	Marlborough Lines Limited
	<i>AMP Planning Period</i>	1 April 2018 – 31 March 2028
	<i>Asset Management Standard Applied</i>	

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)	<i>Company Name</i>	Marlborough Lines Limited
	<i>AMP Planning Period</i>	1 April 2018 – 31 March 2028
	<i>Asset Management Standard Applied</i>	

Question No.	Function	Question	Maturity Level 0	Maturity Level 1	Maturity Level 2	Maturity Level 3	Maturity Level 4
27	Asset management plan(s)	How has the organisation communicated its plan(s) to all relevant parties to a level of detail appropriate to the receiver's role in their delivery?	The organisation does not have plan(s) or their distribution is limited to the authors.	The plan(s) are communicated to some of those responsible for delivery of the plan(s). OR Communicated to those responsible for delivery is either irregular or ad-hoc.	The plan(s) are communicated to most of those responsible for delivery but there are weaknesses in identifying relevant parties resulting in incomplete or inappropriate communication. The organisation recognises improvement is needed as is working towards resolution.	The plan(s) are communicated to all relevant employees, stakeholders and contracted service providers to a level of detail appropriate to their participation or business interests in the delivery of the plan(s) and there is confirmation that they are being used effectively.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
29	Asset management plan(s)	How are designated responsibilities for delivery of asset plan actions documented?	The organisation has not documented responsibilities for delivery of asset plan actions.	Asset management plan(s) inconsistently document responsibilities for delivery of plan actions and activities and/or responsibilities and authorities for implementation inadequate and/or delegation level inadequate to ensure effective delivery and/or contain misalignments with organisational accountability.	Asset management plan(s) consistently document responsibilities for the delivery of actions but responsibility/authority levels are inappropriate/ inadequate, and/or there are misalignments within the organisation.	Asset management plan(s) consistently document responsibilities for the delivery actions and there is adequate detail to enable delivery of actions. Designated responsibility and authority for achievement of asset plan actions is appropriate.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
31	Asset management plan(s)	What has the organisation done to ensure that appropriate arrangements are made available for the efficient and cost effective implementation of the plan(s)? (Note this is about resources and enabling support)	The organisation has not considered the arrangements needed for the effective implementation of plan(s).	The organisation recognises the need to ensure appropriate arrangements are in place for implementation of asset management plan(s) and is in the process of determining an appropriate approach for achieving this.	The organisation has arrangements in place for the implementation of asset management plan(s) but the arrangements are not yet adequately efficient and/or effective. The organisation is working to resolve existing weaknesses.	The organisation's arrangements fully cover all the requirements for the efficient and cost effective implementation of asset management plan(s) and realistically address the resources and timescales required, and any changes needed to functional policies, standards, processes and the asset management information system.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
33	Contingency planning	What plan(s) and procedure(s) does the organisation have for identifying and responding to incidents and emergency situations and ensuring continuity of critical asset management activities?	The organisation has not considered the need to establish plan(s) and procedure(s) to identify and respond to incidents and emergency situations.	The organisation has some ad-hoc arrangements to deal with incidents and emergency situations, but these have been developed on a reactive basis in response to specific events that have occurred in the past.	Most credible incidents and emergency situations are identified. Either appropriate plan(s) and procedure(s) are incomplete for critical activities or they are inadequate. Training/ external alignment may be incomplete.	Appropriate emergency plan(s) and procedure(s) are in place to respond to credible incidents and manage continuity of critical asset management activities consistent with policies and asset management objectives. Training and external agency alignment is in place.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY This schedule requires information on the EDB's self-assessment of the maturity of its asset management practices.	Company Name	Marlborough Lines Limited
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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)	Company Name	Marlborough Lines Limited
	AMP Planning Period	1 April 2018 – 31 March 2028
	Asset Management Standard Applied	

Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented Information
37	Structure, authority and responsibilities	What has the organisation done to appoint member(s) of its management team to be responsible for ensuring that the organisation's assets deliver the requirements of the asset management strategy, objectives and plan(s)?	3	No significant changes from 2016 AMMAT response. The AMP sets out the responsibilities and accountability of Management staff		In order to ensure that the organisation's assets and asset systems deliver the requirements of the asset management policy, strategy and objectives responsibilities need to be allocated to appropriate people who have the necessary authority to fulfil their responsibilities. (This question, relates to the organisation's assets eg, para b), s 4.4.1 of PAS 55, making it therefore distinct from the requirement contained in para a), s 4.4.1 of PAS 55).	Top management. People with management responsibility for the delivery of asset management policy, strategy, objectives and plan(s). People working on asset-related activities.	Evidence that managers with responsibility for the delivery of asset management policy, strategy, objectives and plan(s) have been appointed and have assumed their responsibilities. Evidence may include the organisation's documents relating to its asset management system, organisational charts, job descriptions of post-holders, annual targets/objectives and personal development plan(s) of post-holders as appropriate.
40	Structure, authority and responsibilities	What evidence can the organisation's top management provide to demonstrate that sufficient resources are available for asset management?	2.5	No significant changes from 2016 AMMAT response. Because of the relatively consistent nature of work programmes and resulting expenditure (including forecasts), resourcing is largely a continuation of what has gone before. However, asset management is generally one of many focuses for a limited number of key staff. To facilitate improvements in Asset Management, MLL could consider creating a role primarily to	Resources include finance, staff, plant and materials etc.	Optimal asset management requires top management to ensure sufficient resources are available. In this context the term 'resources' includes manpower, materials, funding and service provider support.	Top management. The management team that has overall responsibility for asset management. Risk management team. The organisation's managers involved in day-to-day supervision of asset-related activities, such as frontline managers, engineers, foremen and chargehands as appropriate.	Evidence demonstrating that asset management plan(s) and/or the process(es) for asset management plan implementation consider the provision of adequate resources in both the short and long term. Resources include funding, materials, equipment, services provided by third parties and personnel (internal and service providers) with appropriate skills competencies and knowledge.
42	Structure, authority and responsibilities	To what degree does the organisation's top management communicate the importance of meeting its asset management requirements?	2.5	No significant changes from 2016 AMMAT response. Key AM targets and annual performance against those targets are published annually within the MLL Annual Report. The report includes several supply reliability measures that were achieved. AM requirements are also discussed during regular board		Widely used AM practice standards require an organisation to communicate the importance of meeting its asset management requirements such that personnel fully understand, take ownership of, and are fully engaged in the delivery of the asset management requirements (eg, PAS 55 s 4.4.1 g).	Top management. The management team that has overall responsibility for asset management. People involved in the delivery of the asset management requirements.	Evidence of such activities as road shows, written bulletins, workshops, team talks and management walk-about would assist an organisation to demonstrate it is meeting this requirement of PAS 55.
45	Outsourcing of asset management activities	Where the organisation has outsourced some of its asset management activities, how has it ensured that appropriate controls are in place to ensure the compliant delivery of its organisational strategic plan, and its asset management policy and strategy?	3	If works are outsourced then they are overseen/managed by an MLL staff member (engineer or project manager). Also, MLL Network Design and Construction Manuals are provided to all major contractors. Deviations from plans are limited through the control of components allocated to each task. Asset inspections are performed through the use of external contractors; data collection is controlled through the use of infield electronic devices for recording asset data.	MLL occasionally sources external contractors to undertake asset inspections and/or maintenance and more rarely, asset renewal works.	Where an organisation chooses to outsource some of its asset management activities, the organisation must ensure that these outsourced process(es) are under appropriate control to ensure that all the requirements of widely used AM standards (eg, PAS 55) are in place, and the asset management policy, strategy objectives and plan(s) are delivered. This includes ensuring capabilities and resources across a time span aligned to life cycle management. The organisation must put arrangements in place to control the outsourced activities, whether it be to external providers or to other in-house departments. This question explores what the organisation does in this regard.	Top management. The management team that has overall responsibility for asset management. The manager(s) responsible for the monitoring and management of the outsourced activities. People involved with the procurement of outsourced activities. The people within the organisations that are performing the outsourced activities. The people impacted by the outsourced activity.	The organisation's arrangements that detail the compliance required of the outsourced activities. For example, this this could form part of a contract or service level agreement between the organisation and the suppliers of its outsourced activities. Evidence that the organisation has demonstrated to itself that it has assurance of compliance of outsourced activities.

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)	<i>Company Name</i>	Marlborough Lines Limited
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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)	<i>Company Name</i>	Marlborough Lines Limited
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Question No.	Function	Question	Maturity Level 0	Maturity Level 1	Maturity Level 2	Maturity Level 3	Maturity Level 4
37	Structure, authority and responsibilities	What has the organisation done to appoint member(s) of its management team to be responsible for ensuring that the organisation's assets deliver the requirements of the asset management strategy, objectives and plan(s)?	Top management has not considered the need to appoint a person or persons to ensure that the organisation's assets deliver the requirements of the asset management strategy, objectives and plan(s).	Top management understands the need to appoint a person or persons to ensure that the organisation's assets deliver the requirements of the asset management strategy, objectives and plan(s).	Top management has appointed an appropriate people to ensure the assets deliver the requirements of the asset management strategy, objectives and plan(s) but their areas of responsibility are not fully defined and/or they have insufficient delegated authority to fully execute their responsibilities.	The appointed person or persons have full responsibility for ensuring that the organisation's assets deliver the requirements of the asset management strategy, objectives and plan(s). They have been given the necessary authority to achieve this.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
40	Structure, authority and responsibilities	What evidence can the organisation's top management provide to demonstrate that sufficient resources are available for asset management?	The organisation's top management has not considered the resources required to deliver asset management.	The organisations top management understands the need for sufficient resources but there are no effective mechanisms in place to ensure this is the case.	A process exists for determining what resources are required for its asset management activities and in most cases these are available but in some instances resources remain insufficient.	An effective process exists for determining the resources needed for asset management and sufficient resources are available. It can be demonstrated that resources are matched to asset management requirements.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
42	Structure, authority and responsibilities	To what degree does the organisation's top management communicate the importance of meeting its asset management requirements?	The organisation's top management has not considered the need to communicate the importance of meeting asset management requirements.	The organisations top management understands the need to communicate the importance of meeting its asset management requirements but does not do so.	Top management communicates the importance of meeting its asset management requirements but only to parts of the organisation.	Top management communicates the importance of meeting its asset management requirements to all relevant parts of the organisation.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
45	Outsourcing of asset management activities	Where the organisation has outsourced some of its asset management activities, how has it ensured that appropriate controls are in place to ensure the compliant delivery of its organisational strategic plan, and its asset management policy and strategy?	The organisation has not considered the need to put controls in place.	The organisation controls its outsourced activities on an ad-hoc basis, with little regard for ensuring for the compliant delivery of the organisational strategic plan and/or its asset management policy and strategy.	Controls systematically considered but currently only provide for the compliant delivery of some, but not all, aspects of the organisational strategic plan and/or its asset management policy and strategy. Gaps exist.	Evidence exists to demonstrate that outsourced activities are appropriately controlled to provide for the compliant delivery of the organisational strategic plan, asset management policy and strategy, and that these controls are integrated into the asset management system	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.

<p>SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY</p> <p>This schedule requires information on the EDB's self-assessment of the maturity of its asset management practices.</p>	Company Name	Marlborough Lines Limited
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<p>SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)</p>	Company Name	Marlborough Lines Limited
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Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented Information
48	Training, awareness and competence	How does the organisation develop plan(s) for the human resources required to undertake asset management activities - including the development and delivery of asset management strategy, process(es), objectives and plan(s)?	2.5	MLL AMP and position descriptions largely cover this off. MLL does not have a formal succession plan or assessment of human resource requirements which is a potential area for improvement. As per previous comment, MLL could consider creating a role specifically dedicated primarily to asset management.		There is a need for an organisation to demonstrate that it has considered what resources are required to develop and implement its asset management system. There is also a need for the organisation to demonstrate that it has assessed what development plan(s) are required to provide its human resources with the skills and competencies to develop and implement its asset management systems. The timescales over which the plan(s) are relevant should be commensurate with the planning horizons within the asset management strategy considers e.g. if the asset management strategy considers 5, 10 and 15 year time scales then the human resources development plan(s) should align with these. Resources include both 'in house' and external resources who undertake asset management activities.	Senior management responsible for agreement of plan(s). Managers responsible for developing asset management strategy and plan(s). Managers with responsibility for development and recruitment of staff (including HR functions). Staff responsible for training. Procurement officers. Contracted service providers.	Evidence of analysis of future work load plan(s) in terms of human resources. Document(s) containing analysis of the organisation's own direct resources and contractors resource capability over suitable timescales. Evidence, such as minutes of meetings, that suitable management forums are monitoring human resource development plan(s). Training plan(s), personal development plan(s), contract and service level agreements.
49	Training, awareness and competence	How does the organisation identify competency requirements and then plan, provide and record the training necessary to achieve the competencies?	3	Fundamentally, the recruitment of people to fit job descriptions who already largely have required competencies. For graduates, training programmes/external courses are attended to develop competencies. MLL has a competency framework which is managed. Mango also houses training records for all staff. Annual professional development plans are also carried out by managers with their staff.		Widely used AM standards require that organisations to undertake a systematic identification of the asset management awareness and competencies required at each level and function within the organisation. Once identified the training required to provide the necessary competencies should be planned for delivery in a timely and systematic way. Any training provided must be recorded and maintained in a suitable format. Where an organisation has contracted service providers in place then it should have a means to demonstrate that this requirement is being met for their employees. (eg, PAS 55 refers to frameworks suitable for identifying competency requirements).	Senior management responsible for agreement of plan(s). Managers responsible for developing asset management strategy and plan(s). Managers with responsibility for development and recruitment of staff (including HR functions). Staff responsible for training. Procurement officers. Contracted service providers.	Evidence of an established and applied competency requirements assessment process and plan(s) in place to deliver the required training. Evidence that the training programme is part of a wider, co-ordinated asset management activities training and competency programme. Evidence that training activities are recorded and that records are readily available (for both direct and contracted service provider staff) e.g. via organisation wide information system or local records database.
50	Training, awareness and competence	How does the organization ensure that persons under its direct control undertaking asset management related activities have an appropriate level of competence in terms of education, training or experience?	3	No significant change from 2016 AMMAT response. Competency requirement registers for Network and Contracting staff are maintained through the ISO9001 system. This highlights regular training requirements, levels of staff competency, and required refresher training dates. A key focus of the organisation is continued training and professional development for all staff. Key staff attend various industry training and/or conference events such as EEA Asset management training and the EEA asset management forum.		A critical success factor for the effective development and implementation of an asset management system is the competence of persons undertaking these activities. organisations should have effective means in place for ensuring the competence of employees to carry out their designated asset management function(s). Where an organisation has contracted service providers undertaking elements of its asset management system then the organisation shall assure itself that the outsourced service provider also has suitable arrangements in place to manage the competencies of its employees. The organisation should ensure that the individual and corporate competencies it requires are in place and actively monitor, develop and maintain an appropriate balance of these competencies.	Managers, supervisors, persons responsible for developing training programmes. Staff responsible for procurement and service agreements. HR staff and those responsible for recruitment.	Evidence of a competency assessment framework that aligns with established frameworks such as the asset management Competencies Requirements Framework (Version 2.0); National Occupational Standards for Management and Leadership; UK Standard for Professional Engineering Competence, Engineering Council, 2005.

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)	<i>Company Name</i>	Marlborough Lines Limited
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Question No.	Function	Question	Maturity Level 0	Maturity Level 1	Maturity Level 2	Maturity Level 3	Maturity Level 4
48	Training, awareness and competence	How does the organisation develop plan(s) for the human resources required to undertake asset management activities - including the development and delivery of asset management strategy, process(es), objectives and plan(s)?	The organisation has not recognised the need for assessing human resources requirements to develop and implement its asset management system.	The organisation has recognised the need to assess its human resources requirements and to develop a plan(s). There is limited recognition of the need to align these with the development and implementation of its asset management system.	The organisation has developed a strategic approach to aligning competencies and human resources to the asset management system including the asset management plan but the work is incomplete or has not been consistently implemented.	The organisation can demonstrate that plan(s) are in place and effective in matching competencies and capabilities to the asset management system including the plan for both internal and contracted activities. Plans are reviewed integral to asset management system process(es).	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
49	Training, awareness and competence	How does the organisation identify competency requirements and then plan, provide and record the training necessary to achieve the competencies?	The organisation does not have any means in place to identify competency requirements.	The organisation has recognised the need to identify competency requirements and then plan, provide and record the training necessary to achieve the competencies.	The organisation is in the process of identifying competency requirements aligned to the asset management plan(s) and then plan, provide and record appropriate training. It is incomplete or inconsistently applied.	Competency requirements are in place and aligned with asset management plan(s). Plans are in place and effective in providing the training necessary to achieve the competencies. A structured means of recording the competencies achieved is in place.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
50	Training, awareness and competence	How does the organization ensure that persons under its direct control undertaking asset management related activities have an appropriate level of competence in terms of education, training or experience?	The organization has not recognised the need to assess the competence of person(s) undertaking asset management related activities.	Competency of staff undertaking asset management related activities is not managed or assessed in a structured way, other than formal requirements for legal compliance and safety management.	The organization is in the process of putting in place a means for assessing the competence of person(s) involved in asset management activities including contractors. There are gaps and inconsistencies.	Competency requirements are identified and assessed for all persons carrying out asset management related activities - internal and contracted. Requirements are reviewed and staff reassessed at appropriate intervals aligned to asset management requirements.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY This schedule requires information on the EDB's self-assessment of the maturity of its asset management practices.	Company Name	Marlborough Lines Limited
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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)	Company Name	Marlborough Lines Limited
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Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented Information
53	Communication, participation and consultation	How does the organisation ensure that pertinent asset management information is effectively communicated to and from employees and other stakeholders, including contracted service providers?	3	<p>A number of artefacts here - Annual Report, quarterly newsletters, AMP, specific letters to targeted stakeholders (e.g. vineyards and tradespeople working near overhead lines).</p> <p>In addition to what is disclosed annually through the MLL AMP, regular planning meetings between the BoD and exec staff, Network and Contracting management, and Network and Operations/Faults staff are held. Annual releases of the company report and Statement of Corporate Intent both communicate the importance of network reliability.</p>		Widely used AM practice standards require that pertinent asset management information is effectively communicated to and from employees and other stakeholders including contracted service providers. Pertinent information refers to information required in order to effectively and efficiently comply with and deliver asset management strategy, plan(s) and objectives. This will include for example the communication of the asset management policy, asset performance information, and planning information as appropriate to contractors.	Top management and senior management representative(s), employee's representative(s), employee's trade union representative(s); contracted service provider management and employee representative(s); representative(s) from the organisation's Health, Safety and Environmental team. Key stakeholder representative(s).	Asset management policy statement prominently displayed on notice boards, intranet and internet; use of organisation's website for displaying asset performance data; evidence of formal briefings to employees, stakeholders and contracted service providers; evidence of inclusion of asset management issues in team meetings and contracted service provider contract meetings; newsletters, etc.
59	Asset Management System documentation	What documentation has the organisation established to describe the main elements of its asset management system and interactions between them?	3	MLL's AMP largely covers this off and outlines the asset management system and interactions between them. The ISO9001 system provides an overall process map of how these systems inter-relate with one another.		Widely used AM practice standards require an organisation maintain up to date documentation that ensures that its asset management systems (ie, the systems the organisation has in place to meet the standards) can be understood, communicated and operated. (eg s 4.5 of PAS 55 requires the maintenance of up to date documentation of the asset management system requirements specified throughout s 4 of PAS 55).	The management team that has overall responsibility for asset management. Managers engaged in asset management activities.	The documented information describing the main elements of the asset management system (process(es)) and their interaction.
62	Information management	What has the organisation done to determine what its asset management information system(s) should contain in order to support its asset management system?	3	Information systems are in place for the management of asset data. The primary system is the EAM asset database, as well as MLL's GIS. MLL SCADA also collects real time data on asset utilisation in the field. Primary users of asset data and asset management staff have been consulted to determine the level and type of data required for planning asset management related tasks.	MLL has a number of information systems which provide various functionalities for the recording and management of asset data. The data is used for various means - reporting purposes, asset management planning etc.	<p>Effective asset management requires appropriate information to be available. Widely used AM standards therefore require the organisation to identify the asset management information it requires in order to support its asset management system. Some of the information required may be held by suppliers.</p> <p>The maintenance and development of asset management information systems is a poorly understood specialist activity that is akin to IT management but different from IT management. This group of questions provides some indications as to whether the capability is available and applied. Note: To be effective, an asset information management system requires the mobilisation of technology, people and process(es) that create, secure, make available and destroy the information required to support the asset management system.</p>	The organisation's strategic planning team. The management team that has overall responsibility for asset management. Information management team. Operations, maintenance and engineering managers	Details of the process the organisation has employed to determine what its asset information system should contain in order to support its asset management system. Evidence that this has been effectively implemented.
63	Information management	How does the organisation maintain its asset management information system(s) and ensure that the data held within it (them) is of the requisite quality and accuracy and is consistent?	3	<p>Staff are employed to populate asset databases and the GIS when asset inspections, renewals or replacements occur. MLL is currently trialling a mobile application for collecting asset information in the field.</p> <p>MLL could potentially improve in this area by creating an asset management/data team with more</p>		<p>The response to the questions is progressive. A higher scale cannot be awarded without achieving the requirements of the lower scale.</p> <p>This question explores how the organisation ensures that information management meets widely used AM practice requirements (eg, s 4.4.6 (a), (c) and (d) of PAS 55).</p>	The management team that has overall responsibility for asset management. Users of the organisational information systems.	The asset management information system, together with the policies, procedure(s), improvement initiatives and audits regarding information controls.

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

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Question No.	Function	Question	Maturity Level 0	Maturity Level 1	Maturity Level 2	Maturity Level 3	Maturity Level 4
53	Communication, participation and consultation	How does the organisation ensure that pertinent asset management information is effectively communicated to and from employees and other stakeholders, including contracted service providers?	The organisation has not recognised the need to formally communicate any asset management information.	There is evidence that the pertinent asset management information to be shared along with those to share it with is being determined.	The organisation has determined pertinent information and relevant parties. Some effective two way communication is in place but as yet not all relevant parties are clear on their roles and responsibilities with respect to asset management information.	Two way communication is in place between all relevant parties, ensuring that information is effectively communicated to match the requirements of asset management strategy, plan(s) and process(es). Pertinent asset information requirements are regularly reviewed.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
59	Asset Management System documentation	What documentation has the organisation established to describe the main elements of its asset management system and interactions between them?	The organisation has not established documentation that describes the main elements of the asset management system.	The organisation is aware of the need to put documentation in place and is in the process of determining how to document the main elements of its asset management system.	The organisation in the process of documenting its asset management system and has documentation in place that describes some, but not all, of the main elements of its asset management system and their interaction.	The organisation has established documentation that comprehensively describes all the main elements of its asset management system and the interactions between them. The documentation is kept up to date.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
62	Information management	What has the organisation done to determine what its asset management information system(s) should contain in order to support its asset management system?	The organisation has not considered what asset management information is required.	The organisation is aware of the need to determine in a structured manner what its asset information system should contain in order to support its asset management system and is in the process of deciding how to do this.	The organisation has developed a structured process to determine what its asset information system should contain in order to support its asset management system and has commenced implementation of the process.	The organisation has determined what its asset information system should contain in order to support its asset management system. The requirements relate to the whole life cycle and cover information originating from both internal and external sources.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
63	Information management	How does the organisation maintain its asset management information system(s) and ensure that the data held within it (them) is of the requisite quality and accuracy and is consistent?	There are no formal controls in place or controls are extremely limited in scope and/or effectiveness.	The organisation is aware of the need for effective controls and is in the process of developing an appropriate control process(es).	The organisation has developed a controls that will ensure the data held is of the requisite quality and accuracy and is consistent and is in the process of implementing them.	The organisation has effective controls in place that ensure the data held is of the requisite quality and accuracy and is consistent. The controls are regularly reviewed and improved where necessary.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY This schedule requires information on the EDB'S self-assessment of the maturity of its asset management practices .	Company Name	Marlborough Lines Limited
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Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented Information
64	Information management	How has the organisation's ensured its asset management information system is relevant to its needs?	3	The AMP discloses what information systems are in place within the company, what information they hold and the typical users of such systems. All systems used within MLL are typical to those used in other EDBs and have been selected based on their abilities to fulfil the identified needs of MLL through a detailed procurement process.		Widely used AM standards need not be prescriptive about the form of the asset management information system, but simply require that the asset management information system is appropriate to the organisations needs, can be effectively used and can supply information which is consistent and of the requisite quality and accuracy.	The organisation's strategic planning team. The management team that has overall responsibility for asset management. Information management team. Users of the organisational information systems.	The documented process the organisation employs to ensure its asset management information system aligns with its asset management requirements. Minutes of information systems review meetings involving users.
69	Risk management process(es)	How has the organisation documented process(es) and/or procedure(s) for the identification and assessment of asset and asset management related risks throughout the asset life cycle?	3	The AMP and Emergency Preparedness Plan develop a risk register and disclose risk mitigation strategies. Physical asset risks are implicitly considered when new assets are designed or when opportunities arise to renew assets arise. Asset failures are examined to identify any systematic issues. Executive staff are involved in regulatory working groups with the aim of minimising regulatory risk.		Risk management is an important foundation for proactive asset management. Its overall purpose is to understand the cause, effect and likelihood of adverse events occurring, to optimally manage such risks to an acceptable level, and to provide an audit trail for the management of risks. Widely used standards require the organisation to have process(es) and/or procedure(s) in place that set out how the organisation identifies and assesses asset and asset management related risks. The risks have to be considered across the four phases of the asset lifecycle (eg, para 4.3.3 of PAS 55).	The top management team in conjunction with the organisation's senior risk management representatives. There may also be input from the organisation's Safety, Health and Environment team. Staff who carry out risk identification and assessment.	The organisation's risk management framework and/or evidence of specific process(es) and/or procedure(s) that deal with risk control mechanisms. Evidence that the process(es) and/or procedure(s) are implemented across the business and maintained. Evidence of agendas and minutes from risk management meetings. Evidence of feedback in to process(es) and/or procedure(s) as a result of incident investigation(s). Risk registers and assessments.
79	Use and maintenance of asset risk information	How does the organisation ensure that the results of risk assessments provide input into the identification of adequate resources and training and competency needs?	3	The risk chapter of the AMP develops a number of risk treatments, which in turn determines required activities and resources to mitigate risks. This is a key driver in determining training and competency needs of MLL staff		Widely used AM standards require that the output from risk assessments are considered and that adequate resource (including staff) and training is identified to match the requirements. It is a further requirement that the effects of the control measures are considered, as there may be implications in resources and training required to achieve other objectives.	Staff responsible for risk assessment and those responsible for developing and approving resource and training plan(s). There may also be input from the organisation's Safety, Health and Environment team.	The organisations risk management framework. The organisation's resourcing plan(s) and training and competency plan(s). The organisation should be able to demonstrate appropriate linkages between the content of resource plan(s) and training and competency plan(s) to the risk assessments and risk control measures that have been developed.
82	Legal and other requirements	What procedure does the organisation have to identify and provide access to its legal, regulatory, statutory and other asset management requirements, and how is requirements incorporated into the asset management system?	3	Regular contact is maintained with the Electricity Authority and the Commerce Commission to ensure currency with existing and emerging regulations, including the attendance of industry workshops. Executive Staff regularly receive bulletins, alerts and newsletters from consultants, regulators and government agencies.		In order for an organisation to comply with its legal, regulatory, statutory and other asset management requirements, the organisation first needs to ensure that it knows what they are (eg, PAS 55 specifies this in s 4.4.8). It is necessary to have systematic and auditable mechanisms in place to identify new and changing requirements. Widely used AM standards also require that requirements are incorporated into the asset management system (e.g. procedure(s) and process(es))	Top management. The organisations regulatory team. The organisation's legal team or advisors. The management team with overall responsibility for the asset management system. The organisation's health and safety team or advisors. The organisation's policy making team.	The organisational processes and procedures for ensuring information of this type is identified, made accessible to those requiring the information and is incorporated into asset management strategy and objectives

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Question No.	Function	Question	Maturity Level 0	Maturity Level 1	Maturity Level 2	Maturity Level 3	Maturity Level 4
64	Information management	How has the organisation's ensured its asset management information system is relevant to its needs?	The organisation has not considered the need to determine the relevance of its management information system. At present there are major gaps between what the information system provides and the organisations needs.	The organisation understands the need to ensure its asset management information system is relevant to its needs and is determining an appropriate means by which it will achieve this. At present there are significant gaps between what the information system provides and the organisations needs.	The organisation has developed and is implementing a process to ensure its asset management information system is relevant to its needs. Gaps between what the information system provides and the organisations needs have been identified and action is being taken to close them.	The organisation's asset management information system aligns with its asset management requirements. Users can confirm that it is relevant to their needs.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
69	Risk management process(es)	How has the organisation documented process(es) and/or procedure(s) for the identification and assessment of asset and asset management related risks throughout the asset life cycle?	The organisation has not considered the need to document process(es) and/or procedure(s) for the identification and assessment of asset and asset management related risks throughout the asset life cycle.	The organisation is aware of the need to document the management of asset related risk across the asset lifecycle. The organisation has plan(s) to formally document all relevant process(es) and procedure(s) or has already commenced this activity.	The organisation is in the process of documenting the identification and assessment of asset related risk across the asset lifecycle but it is incomplete or there are inconsistencies between approaches and a lack of integration.	Identification and assessment of asset related risk across the asset lifecycle is fully documented. The organisation can demonstrate that appropriate documented mechanisms are integrated across life cycle phases and are being consistently applied.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
79	Use and maintenance of asset risk information	How does the organisation ensure that the results of risk assessments provide input into the identification of adequate resources and training and competency needs?	The organisation has not considered the need to conduct risk assessments.	The organisation is aware of the need to consider the results of risk assessments and effects of risk control measures to provide input into reviews of resources, training and competency needs. Current input is typically ad-hoc and reactive.	The organisation is in the process ensuring that outputs of risk assessment are included in developing requirements for resources and training. The implementation is incomplete and there are gaps and inconsistencies.	Outputs from risk assessments are consistently and systematically used as inputs to develop resources, training and competency requirements. Examples and evidence is available.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
82	Legal and other requirements	What procedure does the organisation have to identify and provide access to its legal, regulatory, statutory and other asset management requirements, and how is requirements incorporated into the asset management system?	The organisation has not considered the need to identify its legal, regulatory, statutory and other asset management requirements.	The organisation identifies some its legal, regulatory, statutory and other asset management requirements, but this is done in an ad-hoc manner in the absence of a procedure.	The organisation has procedure(s) to identify its legal, regulatory, statutory and other asset management requirements, but the information is not kept up to date, inadequate or inconsistently managed.	Evidence exists to demonstrate that the organisation's legal, regulatory, statutory and other asset management requirements are identified and kept up to date. Systematic mechanisms for identifying relevant legal and statutory requirements.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY This schedule requires information on the EDB's self-assessment of the maturity of its asset management practices.	Company Name	Marlborough Lines Limited
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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)	Company Name	Marlborough Lines Limited
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Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/document Information
88	Life Cycle Activities	How does the organisation establish implement and maintain process(es) for the implementation of its asset management plan(s) and control of activities across the creation, acquisition or enhancement of assets. This includes design, modification, procurement, construction and commissioning activities?	3	The Network Design Standards manual are controlled documents, where changes must be approved by the Engineering Manager or Operations Manager. Most other processes affecting AM outcomes such as billing, payments, new connections etc are covered by ISO9001 document controls. Components are procured from specified sources only, and these are documented within the Standards. MLL is also accredited with ISO14001, 18001 and NZS7901		Life cycle activities are about the implementation of asset management plan(s) i.e. they are the "doing" phase. They need to be done effectively and well in order for asset management to have any practical meaning. As a consequence, widely used standards (eg. PAS 55 s 4.5.1) require organisations to have in place appropriate process(es) and procedure(s) for the implementation of asset management plan(s) and control of lifecycle activities. This question explores those aspects relevant to asset creation.	Asset managers, design staff, construction staff and project managers from other impacted areas of the business, e.g. Procurement	Documented process(es) and procedure(s) which are relevant to demonstrating the effective management and control of life cycle activities during asset creation, acquisition, enhancement including design, modification, procurement, construction and commissioning.
91	Life Cycle Activities	How does the organisation ensure that process(es) and/or procedure(s) for the implementation of asset management plan(s) and control of activities during maintenance (and inspection) of assets are sufficient to ensure activities are carried out under specified conditions, are consistent with asset management strategy and control cost, risk and performance?	2.5	All major maintenance tasks are performed by MLL Contracting after provision of an estimate to Network, which is then accepted dependant on cost. All work performed within the network is performed to the level demanded by the Design and Construction Standards. Asset inspections are performed by experienced individuals and information collected on inspections is controlled through the use of asset inspection templates.		Having documented process(es) which ensure the asset management plan(s) are implemented in accordance with any specified conditions, in a manner consistent with the asset management policy, strategy and objectives and in such a way that cost, risk and asset system performance are appropriately controlled is critical. They are an essential part of turning intention into action (eg. as required by PAS 55 s 4.5.1).	Asset managers, operations managers, maintenance managers and project managers from other impacted areas of the business	Documented procedure for review. Documented procedure for audit of process delivery. Records of previous audits, improvement actions and documented confirmation that actions have been carried out.
95	Performance and condition monitoring	How does the organisation measure the performance and condition of its assets?	3	Asset condition and performance is firstly monitored by strict adherence to the Network Design and Construction Standards, with tight control of variations from the Standards. Failure of in-service assets is monitored, with serious failures or possible patterns being referred to Engineering for analysis. Regular field inspections are carried out and result trending provide ongoing condition assessment.		Widely used AM standards require that organisations establish implement and maintain procedure(s) to monitor and measure the performance and/or condition of assets and asset systems. They further set out requirements in some detail for reactive and proactive monitoring, and leading/lagging performance indicators together with the monitoring or results to provide input to corrective actions and continual improvement. There is an expectation that performance and condition monitoring will provide input to improving asset management strategy, objectives and plan(s).	A broad cross-section of the people involved in the organisation's asset-related activities from data input to decision-makers, i.e. an end-to-end assessment. This should include contactors and other relevant third parties as appropriate.	Functional policy and/or strategy documents for performance or condition monitoring and measurement. The organisation's performance monitoring frameworks, balanced scorecards etc. Evidence of the reviews of any appropriate performance indicators and the action lists resulting from these reviews. Reports and trend analysis using performance and condition information. Evidence of the use of performance and condition information shaping improvements and supporting asset management strategy, objectives and plan(s).
99	Investigation of asset-related failures, incidents and nonconformities	How does the organisation ensure responsibility and the authority for the handling, investigation and mitigation of asset-related failures, incidents and emergency situations and non conformances is clear, unambiguous, understood and communicated?	3	First response for asset failures impacting is to the Control Room who will dispatch staff to isolate and inspect faulted assets. Asset faults and failures are investigated to identify any systematic failures or recurring fault causes that can be corrected. Major incidents are investigated by engineering and management staff to identify point of failure and likely causes to prevent recurrences.		Widely used AM standards require that the organisation establishes implements and maintains process(es) for the handling and investigation of failures incidents and non-conformities for assets and sets down a number of expectations. Specifically this question examines the requirement to define clearly responsibilities and authorities for these activities, and communicate these unambiguously to relevant people including external stakeholders if appropriate.	The organisation's safety and environment management team. The team with overall responsibility for the management of the assets. People who have appointed roles within the asset-related investigation procedure, from those who carry out the investigations to senior management who review the recommendations. Operational controllers responsible for managing the asset base under fault conditions and maintaining services to consumers. Contractors and other third parties as appropriate.	Process(es) and procedure(s) for the handling, investigation and mitigation of asset-related failures, incidents and emergency situations and non conformances. Documentation of assigned responsibilities and authority to employees. Job Descriptions, Audit reports. Common communication systems i.e. all Job Descriptions on Internet etc.

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Question No.	Function	Question	Maturity Level 0	Maturity Level 1	Maturity Level 2	Maturity Level 3	Maturity Level 4
88	Life Cycle Activities	How does the organisation establish implement and maintain process(es) for the implementation of its asset management plan(s) and control of activities across the creation, acquisition or enhancement of assets. This includes design, modification, procurement, construction and commissioning activities?	The organisation does not have process(es) in place to manage and control the implementation of asset management plan(s) during activities related to asset creation including design, modification, procurement, construction and commissioning.	The organisation is aware of the need to have process(es) and procedure(s) in place to manage and control the implementation of asset management plan(s) during activities related to asset creation including design, modification, procurement, construction and commissioning but currently do not have these in place (note: procedure(s) may exist but they are inconsistent/incomplete).	The organisation is in the process of putting in place process(es) and procedure(s) to manage and control the implementation of asset management plan(s) during activities related to asset creation including design, modification, procurement, construction and commissioning. Gaps and inconsistencies are being addressed.	Effective process(es) and procedure(s) are in place to manage and control the implementation of asset management plan(s) during activities related to asset creation including design, modification, procurement, construction and commissioning.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
91	Life Cycle Activities	How does the organisation ensure that process(es) and/or procedure(s) for the implementation of asset management plan(s) and control of activities during maintenance (and inspection) of assets are sufficient to ensure activities are carried out under specified conditions, are consistent with asset management strategy and control cost, risk and performance?	The organisation does not have process(es)/procedure(s) in place to control or manage the implementation of asset management plan(s) during this life cycle phase.	The organisation is aware of the need to have process(es) and procedure(s) in place to manage and control the implementation of asset management plan(s) during this life cycle phase but currently do not have these in place and/or there is no mechanism for confirming they are effective and where needed modifying them.	The organisation is in the process of putting in place process(es) and procedure(s) to manage and control the implementation of asset management plan(s) during this life cycle phase. They include a process for confirming the process(es)/procedure(s) are effective and if necessary carrying out modifications.	The organisation has in place process(es) and procedure(s) to manage and control the implementation of asset management plan(s) during this life cycle phase. They include a process, which is itself regularly reviewed to ensure it is effective, for confirming the process(es)/ procedure(s) are effective and if necessary carrying out modifications.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
95	Performance and condition monitoring	How does the organisation measure the performance and condition of its assets?	The organisation has not considered how to monitor the performance and condition of its assets.	The organisation recognises the need for monitoring asset performance but has not developed a coherent approach. Measures are incomplete, predominantly reactive and lagging. There is no linkage to asset management objectives.	The organisation is developing coherent asset performance monitoring linked to asset management objectives. Reactive and proactive measures are in place. Use is being made of leading indicators and analysis. Gaps and inconsistencies remain.	Consistent asset performance monitoring linked to asset management objectives is in place and universally used including reactive and proactive measures. Data quality management and review process are appropriate. Evidence of leading indicators and analysis.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
99	Investigation of asset-related failures, incidents and nonconformities	How does the organisation ensure responsibility and the authority for the handling, investigation and mitigation of asset-related failures, incidents and emergency situations and non conformances is clear, unambiguous, understood and communicated?	The organisation has not considered the need to define the appropriate responsibilities and the authorities.	The organisation understands the requirements and is in the process of determining how to define them.	The organisation are in the process of defining the responsibilities and authorities with evidence. Alternatively there are some gaps or inconsistencies in the identified responsibilities/authorities.	The organisation have defined the appropriate responsibilities and authorities and evidence is available to show that these are applied across the business and kept up to date.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.

<p>SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY</p> <p>This schedule requires information on the EDB's self-assessment of the maturity of its asset management practices.</p>	Company Name	Marlborough Lines Limited
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<p>SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)</p>	Company Name	Marlborough Lines Limited
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Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented Information
105	Audit	What has the organisation done to establish procedure(s) for the audit of its asset management system (process(es))?	3	MLL undergoes a formal audit procedure for all major compliance standards including ISO 9001, ISO 14001, ISO 18001 and NZS 7901 on an annual basis. Reports are provided with areas where potential improvements can be focussed upon.		This question seeks to explore what the organisation has done to comply with the standard practice AM audit requirements (eg, the associated requirements of PAS 55 s 4.6.4 and its linkages to s 4.7).	The management team responsible for its asset management procedure(s). The team with overall responsibility for the management of the assets. Audit teams, together with key staff responsible for asset management. For example, Asset Management Director, Engineering Director. People with responsibility for carrying out risk assessments	The organisation's asset-related audit procedure(s). The organisation's methodology(s) by which it determined the scope and frequency of the audits and the criteria by which it identified the appropriate audit personnel. Audit schedules, reports etc. Evidence of the procedure(s) by which the audit results are presented, together with any subsequent communications. The risk assessment schedule or risk registers.
109	Corrective & Preventative action	How does the organisation instigate appropriate corrective and/or preventive actions to eliminate or prevent the causes of identified poor performance and non conformance?	3	Faults or defects within the network discovered by maintenance or fault staff are reported to the control room if a safety or network integrity issue may arise and reported to Engineering for analysis and correction. Network fault reviews identify sections of the network where issues regularly arise and can be minimized by the installation of protective devices.		Having investigated asset related failures, incidents and non-conformances, and taken action to mitigate their consequences, an organisation is required to implement preventative and corrective actions to address root causes. Incident and failure investigations are only useful if appropriate actions are taken as a result to assess changes to a business risk profile and ensure that appropriate arrangements are in place should a recurrence of the incident happen. Widely used AM standards also require that necessary changes arising from preventive or corrective action are made to the asset management system.	The management team responsible for its asset management procedure(s). The team with overall responsibility for the management of the assets. Audit and incident investigation teams. Staff responsible for planning and managing corrective and preventive actions.	Analysis records, meeting notes and minutes, modification records. Asset management plan(s), investigation reports, audit reports, improvement programmes and projects. Recorded changes to asset management procedure(s) and process(es). Condition and performance reviews. Maintenance reviews
113	Continual improvement	How does the organisation achieve continual improvement in the optimal combination of costs, asset related risks and the performance and condition of assets and asset systems across the whole life cycle?	2.5	Continual improvement is a core element of ISO9001. Risk is continually considered in ongoing engineering design. Network fault reviews occur to identify regular defects which are then remedied where possible. Annual customer surveys are performed with regard to electricity lines charges and quality of supply to ensure customer satisfaction.		Widely used AM standards have requirements to establish, implement and maintain process(es)/procedure(s) for identifying, assessing, prioritising and implementing actions to achieve continual improvement. Specifically there is a requirement to demonstrate continual improvement in optimisation of cost risk and performance/condition of assets across the life cycle. This question explores an organisation's capabilities in this area—looking for systematic improvement mechanisms rather than reviews and audit (which are separately examined).	The top management of the organisation. The manager/team responsible for managing the organisation's asset management system, including its continual improvement. Managers responsible for policy development and implementation.	Records showing systematic exploration of improvement. Evidence of new techniques being explored and implemented. Changes in procedure(s) and process(es) reflecting improved use of optimisation tools/techniques and available information. Evidence of working parties and research.
115	Continual improvement	How does the organisation seek and acquire knowledge about new asset management related technology and practices, and evaluate their potential benefit to the organisation?	3	Key staff involved with AM regularly attend industry conferences, courses and trade shows, such as those hosted by the EEA. MLL staff perform visits to other EDBs around the country and AM methods are discussed and reviewed. MLL is in the process of moving to modern GIS and AM software packages in order to perform AM related activities at an increased level.		One important aspect of continual improvement is where an organisation looks beyond its existing boundaries and knowledge base to look at what 'new things are on the market'. These new things can include equipment, process(es), tools, etc. An organisation which does this (eg, by the PAS 55 s 4.6 standards) will be able to demonstrate that it continually seeks to expand its knowledge of all things affecting its asset management approach and capabilities. The organisation will be able to demonstrate that it identifies any such opportunities to improve, evaluates them for suitability to its own organisation and implements them as appropriate. This question explores an organisation's approach to this activity.	The top management of the organisation. The manager/team responsible for managing the organisation's asset management system, including its continual improvement. People who monitor the various items that require monitoring for 'change'. People that implement changes to the organisation's policy, strategy, etc. People within an organisation with responsibility for investigating, evaluating, recommending and implementing new tools and techniques, etc.	Research and development projects and records, benchmarking and participation knowledge exchange professional forums. Evidence of correspondence relating to knowledge acquisition. Examples of change implementation and evaluation of new tools, and techniques linked to asset management strategy and objectives.

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Question No.	Function	Question	Maturity Level 0	Maturity Level 1	Maturity Level 2	Maturity Level 3	Maturity Level 4
105	Audit	What has the organisation done to establish procedure(s) for the audit of its asset management system (process(es))?	The organisation has not recognised the need to establish procedure(s) for the audit of its asset management system.	The organisation understands the need for audit procedure(s) and is determining the appropriate scope, frequency and methodology(s).	The organisation is establishing its audit procedure(s) but they do not yet cover all the appropriate asset-related activities.	The organisation can demonstrate that its audit procedure(s) cover all the appropriate asset-related activities and the associated reporting of audit results. Audits are to an appropriate level of detail and consistently managed.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
109	Corrective & Preventative action	How does the organisation instigate appropriate corrective and/or preventive actions to eliminate or prevent the causes of identified poor performance and non conformance?	The organisation does not recognise the need to have systematic approaches to instigating corrective or preventive actions.	The organisation recognises the need to have systematic approaches to instigating corrective or preventive actions. There is ad-hoc implementation for corrective actions to address failures of assets but not the asset management system.	The need is recognized for systematic instigation of preventive and corrective actions to address root causes of non compliance or incidents identified by investigations, compliance evaluation or audit. It is only partially or inconsistently in place.	Mechanisms are consistently in place and effective for the systematic instigation of preventive and corrective actions to address root causes of non compliance or incidents identified by investigations, compliance evaluation or audit.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
113	Continual Improvement	How does the organisation achieve continual improvement in the optimal combination of costs, asset related risks and the performance and condition of assets and asset systems across the whole life cycle?	The organisation does not consider continual improvement of these factors to be a requirement, or has not considered the issue.	A Continual Improvement ethos is recognised as beneficial, however it has just been started, and or covers partially the asset drivers.	Continuous improvement process(es) are set out and include consideration of cost risk, performance and condition for assets managed across the whole life cycle but it is not yet being systematically applied.	There is evidence to show that continuous improvement process(es) which include consideration of cost risk, performance and condition for assets managed across the whole life cycle are being systematically applied.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.
115	Continual Improvement	How does the organisation seek and acquire knowledge about new asset management related technology and practices, and evaluate their potential benefit to the organisation?	The organisation makes no attempt to seek knowledge about new asset management related technology or practices.	The organisation is inward looking, however it recognises that asset management is not sector specific and other sectors have developed good practice and new ideas that could apply. Ad-hoc approach.	The organisation has initiated asset management communication within sector to share and, or identify 'new' to sector asset management practices and seeks to evaluate them.	The organisation actively engages internally and externally with other asset management practitioners, professional bodies and relevant conferences. Actively investigates and evaluates new practices and evolves its asset management activities using appropriate developments.	The organisation's process(es) surpass the standard required to comply with requirements set out in a recognised standard. The assessor is advised to note in the Evidence section why this is the case and the evidence seen.