

Appendix 'U'

Continuous Improvement Programme

1. Policies

The Council has several Policies, Standards and Bylaws that relate to the management of roads, bridges, footpaths and the associated infrastructure and services.

Key Bylaws are:

- Roding Bylaw 2008
- Speed Limits Bylaw 2005
- Subdivision and Land Development Bylaw 2005

Key Policies are:

- Roding Policy 2008

Key Council Standards are:

- Delineation Standard
- Clear Zone Standard

2. Personnel

The Council currently only has three personnel directly employed for management of the roading functions. The positions are Asset Manager Roding, Roding Manager and Roding Engineer. These positions are covered by individual employment contracts, have current position descriptions and are assessed on annual performance assessment system.

Delegations

The Council's delegations are recorded in the Delegations Manual. This manual records the level of financial delegated authority for each staff position.

Warrants

The Asset Manager Roding, Roding Manager and the Roding Engineer are warranted under the Local Government Act for functions appropriate for carrying out their roles.

Table U.1 Critical Organisational Success Factors – Land Transport

Ref.		Assessment – Tick the Relevant Column				Comments
		Quite Inadequate	Needs a lot of Improvement	Quite good, but could be improved in some areas	Very Good	
1.	Management a) Of the Department (Leadership). b) Of the staff on a daily basis. c) All work planned for the year completed within the year, to the predetermined standard required, within the predetermined timeframe, for not more than the budgeted cost.			✓ ✓ ✓		
2.	Technical Competence a) New works' design. b) Project Management. c) Management of contractors (especially Network Maintenance Contractors). d) Maintenance organisation and management. e) Other technical skills required by this service.					Out sourced via Professional Services Contracts or Service Level Agreements
3.	Forward Planning and the Setting of Priorities a) The completeness and overall quality of the priority setting and financial forecasts and assumptions for the next 20 years. (i) For maintenance and operations (for the next 10 years). (ii) For new capital (for the next 20 years). (iii) For renewals (for the next 10 years).			✓ ✓ ✓		

Ref.		Assessment – Tick the Relevant Column				Comments
		Quite Inadequate	Needs a lot of Improvement	Quite good, but could be improved in some areas	Very Good	
4.	Communications / Relationships (a) With Customers (i) Written (letter writing) (ii) Verbal (phone) (iii) Verbal (personal contact) (b) With elected representatives (where relevant). (c) With other departments			✓ ✓ ✓ ✓ ✓		
5.	Financial Management (a) Budgets' preparation (quality, completeness, and timeliness). (b) Adherence to budgets once approved. (c) Always aware of costs against budget throughout the year.			✓ ✓ ✓		
6.	People (a) Time management. (b) Personal work organisation. (c) Personal productivity. (d) Sick leave / turnover trends. (e) Meeting targets. (f) Cultural awareness. (g) Teamwork. (h) Lateral thinking / creativity / innovation / originality of thought / initiative. (i) Sustainable Development / Environmental Awareness. (j) Succession planning. (k) All new staff properly inducted. (l) All position descriptions up-to-date.		✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓	

Ref.		Assessment – Tick the Relevant Column				Comments
		Quite Inadequate	Needs a lot of Improvement	Quite good, but could be improved in some areas	Very Good	
	(m) Job breakdowns / job instructions / work guidelines / practice notes available for all relevant tasks and all up-to-date. (n) All staff delegations up-to-date. (o) All warrants up-to-date.			✓ ✓	✓	Substantially in consultants/contractors records
7.	Knowledge of the Physical Assets (a) How well the physical assets that have to be managed are understood. (i) Location. (ii) Condition. (iii) Capacity. (iv) Performance. (v) Remaining life. (vi) Criticality.			✓ ✓ ✓ ✓ ✓	✓	
8.	Support Services (a) Administrative support. (b) Financial support. (c) Office accommodation. (d) Office equipment (work tools). (e) Transport. (f) Record keeping (completeness and easily accessible). (g) Complete and up-to-date policy manual.			✓ ✓ ✓ ✓ ✓ ✓ ✓		

Ref.		Assessment – Tick the Relevant Column				Comments
		Quite Inadequate	Needs a lot of Improvement	Quite good, but could be improved in some areas	Very Good	
9.	Performance Management (a) Sufficient and appropriate performance measures. (b) Sufficient and appropriate performance targets. (c) All measures and targets monitored. (d) Monitoring results promptly reported (at all relevant levels). (e) Performance trends (over several years) clear and understood. (f) Performance results actually used to improve performance. (g) All employees regularly being given 'true' feedback about their performance.		✓	✓ ✓ ✓ ✓ ✓		
10.	Business Continuity (a) Disaster Plans up-to-date.		✓			
11.	Legislative Compliance (a) No known areas where legislative requirements not being fully complied with.				✓	
12.	Strategic Advice The general quality (and timeliness) of strategic advice.				✓	

3. Issues

- Improve financial management and contract tracking systems so that costs against budget are better tracked through the year.
- Improve monitoring of all measures and targets.
- Ensure all monitoring results promptly reported at all relevant levels.
- Ensure performance trends over several years are clear and understood.
- Produce/update Disaster Plans and Business Continuity Plans.

4. Future Action and Improvements

Schedule Future Improvement Priorities

Ref. No.	Item	Appendix Relative Urgency						Comments
		1	2	3	4	5	6	
U1	Improve financial management and contract tracking systems so that costs against budget are better tracked through the year				✓			Now business as usual.
U2	Improve monitoring of all measures and targets				✓			In progress.
U3	Ensure all monitoring results promptly reported at all relevant levels				✓			
U4	Ensure performance trends over several years are clear and understood					✓		Develop as part of U2.
U5	Produce/Update Disaster Plans and Business Continuity Plans				✓			Develop alongside Lifelines R14 and R4.
U6	The overall Improvement Plan needs to be reviewed, consolidated and have timeframes and persons responsible assigned to each activity				✓			In progress.

Key:

- 1 = Extremely urgent (needs to be addressed now)
- 2 = Very urgent
- 3 = Urgent
- 4 = Reasonably or fairly urgent
- 5 = Not urgent
- 6 = A good idea for some time in the future

5. Continuous Improvement Programme for the Whole Activity

Council is fully committed to continuously improving the Land Transport activity. A benchmark audit has been completed on the Land Transport Activity area at Council. This audit involved a desktop review of the 2006 LTAcMP by GHD on behalf of Land Transport New Zealand (now the NZTA). Priority improvement actions from this review as well as Council's own reviews, have been incorporated into the body of this Plan or captured within the improvements action plan as appropriate.

A detailed improvement plan has been developed that is used to actively manage improvement opportunities. A snapshot of this programme is included below. A priority of 1 to 6 is used to help rank improvement actions. Note that improvement actions identified at a single point in time may change in priority and character over time, and regular monitoring (3 monthly) is undertaken to ensure resources are directed towards the most beneficial actions for the Activity.

There are a large number of improvement actions identified. Consultants are identified as the delivery strategy where internal resource availability or resource capability is an issue for achievement of the improvement action either to the desired standard or within the desired timeframe.

A summary (as of March 2009) of the status of improvement actions is shown below:

Table U.2 Improvement Actions Status Report

Count of Status Row Labels	Column Labels						Refer other action	Grand Total
	Complete	In Progress	Not relevant	Not Started	On Hold			
Commitment (and Organisational Integration)	2	4		2	1	3	12	
2005	1						1	
2006		1					1	
2008	1	3		2	1	3	10	
Description of Assets	6	10	8	1	1	18	44	
2005	6	9	8		1	15	39	
2008		1		1		3	5	
Financial Forecasts	3	2	2	1		1	9	
2005	3		2	1			6	
2008		2				1	3	
Levels of Service	2	3	4			8	17	
2005	1	1				7	9	
2008	1		4			1	6	
2009		2					2	
Lifecycle (ODM) Decisionmaking	5	16	20	3	4	16	64	
2005	5	13	18	1	2	10	49	
2008		2	2	2	2	5	13	
2009		1				1	2	
Managing Growth		3		1	1	3	8	
2005		1				2	3	
2008		2		1	1	1	5	
Outline Improvement		1					1	
2008		1					1	
Planning Assumptions and Confidence Levels	1	2	1		1		5	
2005	1	2	1				4	
2008					1		1	
Planning by Qualified Persons		1	1			1	3	
2008		1	1			1	3	
Risk Management	5	2	1	5	2	6	21	
2005	5		1		1	2	9	
2008		2		5	1	4	12	
Grand Total	24	44	37	13	10	56	184	

Currently budgeted cashflow for these improvement actions prior to the 2012 Plan are:

Table U.3 Professional Services Fees Estimates for Improvement Actions

Sum of Cost estimate	Column Labels					Grand Total
Row Labels	Complete	In Progress	Not Started	On Hold	Refer other action	Grand Total
Commitment (and Organisational Integration)	\$5,000	\$47,000	\$20,000	\$10,000	\$50,000	\$132,000
Description of Assets	\$0	\$140,000	\$5,000	\$100,000	\$185,000	\$430,000
Financial Forecasts	\$0	\$2,000	\$5,000		\$2,000	\$9,000
Levels of Service	\$5,000	\$17,000			\$55,000	\$77,000
Lifecycle Optimised (ODM) Decisionmaking	\$0	\$255,000	\$130,000	\$25,000	\$182,000	\$592,000
Managing Growth		\$85,000	\$10,000	\$15,000	\$5,000	\$115,000
Outline Improvement		\$10,000				\$10,000
Planning Assumptions and Confidence Levels	\$0	\$50,000		\$10,000		\$60,000
Planning by Qualified Persons		\$10,000			\$0	\$10,000
Risk Management	\$0	\$30,000	\$80,000	\$110,000	\$30,000	\$250,000
Grand Total	\$10,000	\$646,000	\$250,000	\$270,000	\$509,000	\$1,685,000

Forecast

Row Labels	Values				Grand Total
	Sum of 2008/2009	Sum of 2009/2010	Sum of 2010/2011	Sum of 2011/2012	
Commitment (and Organisational Integration)	\$32,000	\$75,000	\$19,000	\$6,000	\$132,000
Description of Assets	\$167,000	\$181,000	\$80,000	\$2,000	\$430,000
Financial Forecasts	\$4,000	\$5,000			\$9,000
Levels of Service	\$44,000	\$17,000	\$16,000		\$77,000
Lifecycle Optimised (ODM) Decisionmaking	\$168,000	\$252,000	\$172,000		\$592,000
Managing Growth	\$29,000	\$70,000	\$12,000	\$4,000	\$115,000
Outline Improvement	\$10,000				\$10,000
Planning Assumptions and Confidence Levels	\$30,000	\$20,000	\$10,000		\$60,000
Planning by Qualified Persons	\$2,000	\$4,000	\$4,000		\$10,000
Risk Management	\$52,000	\$158,000	\$40,000		\$250,000
Grand Total	\$538,000	\$782,000	\$353,000	\$12,000	\$1,685,000

A table showing all improvement actions relevant to this plan that are in progress, not started or are on hold is shown below.

Table U.4 Improvement Actions in Progress List - In Progress List

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
A03	A hierarchy system needs to be developed to ensure consistency across how different roads are used and fit with the District Plan.	2	SA.RD.047	Refer other action		Refer to R22. Not relevant as a separate action. Related to connectivity and primary use.	R22	2008	30-Jun-11	\$20,000.00
A04	Check consistency of Southland District Council Land Transport Activity Management Plan against Regional Land Transport Strategy, Government Policy Statement and New Zealand Transport Strategy.	2	SA.RD.003	On Hold	60%	To review aspects of this for inclusion in the final June 2009 LTAcMP. Regional Strategy to be promulgated Feb/March 2009. Awaiting new GPS April 2009.		2008	31-May-09	\$10,000.00
A05	Consider/develop list of roads which may not be economical to maintain as sealed roads in the future.	3	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Covered by B2 and R22.	R22	2009	30-Jun-11	\$2,000.00
B01	Council consider reducing maintenance of low trafficked roads carrying 10 or less vehicles per day (418km)	2	SA.RD.047	Refer other action		Refer to R22. Not relevant as a separate action.	R22	2005	30-Jun-11	\$5,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
B02	Council consider possibly allowing reversion of sealed roads with a volume <50 vpd to unsealed roads (54km).	2	SA.RD.047	Refer other action		Refer to R22. This should be covered by the strategy.	R22	2005	30-Jun-11	-
B03	Council consider proactively applying its extent of network policy to rationalise the network to be maintained, and the structures it is liable for.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Refer to R22. This should be covered by the strategy.	R22	2005	30-Jun-11	-
B04	Council consider accelerating programme of resolving what to do with Council owned bridges which no longer or have never been on the maintained network.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	20%	There are liability issues associated with this item, so it needs to be pushed along. Cover as part of B3. Under action, needs a push.	R22	2005	30-Jun-11	\$30,000.00
C01	Work needs to be done to improve the drainage valuation data.	1	SA.RD.070	In Progress	40%	Get drainage information from Maintenance Contractors which they are required to provide under their contract. Load into RAMM to use in valuation. (see also F12) SE area well through, making good progress. Others less. SDC will keep working on.	C01	2005	30-Sep-09	\$20,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
C02	Minor structures (including retaining structures) and threshold treatments need to be included in RAMM inventory and valued.	1	SA.RD.070	In Progress	50%	Progress project of picking up this data and loading into RAMM to manage life/maintenance/valuation. Project well advanced on sealed network. Project to record minor structures on network. Discussed unsealed network with RH. Unsealed network will be done in future - include in improvement plan for next plan. Accelerate, complete as individual projects. e.g. using student resources in Christmas holidays.	C02	2005	30-Jun-10	\$40,000.00
C03	Road sump valuation should be added into the roading valuation.	1	SA.RD.070	Not Started	0%	For next valuation this needs to be included using information from the Hansen system. Part of utilities valuation now but should be part of roading.	X12	2005	15-Aug-09	\$5,000.00
C04	Stewart Island retaining and sea walls need to be included in the RAMM inventory and valued after the storm damage repairs have been completed in 2009/10.	1	SA.RD.070	Not Started	0%	Do after repairs		2008	30-Jun-10	\$5,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
E01	Develop Lifelines Project.	2	SA.RD.074	Refer other action		Project underway over 3 year timeframe. To cover roading. Stalled (status report provided). SDC to determine follow up action.	R04	2005	30-Jun-10	-
E03	Adopt NZUAG recommended code of practice to manage utilities in the road corridor.	2	SA.RD.002, SA.RD.003	In Progress	90%	Procedures are being put in place within the SDC systems.	E03	2006	30-Jun-09	\$2,000.00
F05	Develop regional walking and cycling strategy.	2	SA.RD.047	Refer other action		Replaced with F26	F26	2005	20-Dec-10	-
F10	Upgrade bridge section of AMP once full bridge inspections complete. This will include updated tables on bridge widths.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	95%	Carry out as part of future amendment of plan. Chris Thomas to do once inspections complete. Agree timeframe. Need to fit in to LTAcMP programme.	F10	2005	15-Apr-09	\$5,000.00
F11	Progress dealing with off road bridges.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		These present a potential liability to Council. Delete as fully covered by B4.	B04	2005		-

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
F12	Complete the process of gathering all inventory and condition data on the culvert network.	1	SA.RD.070	Refer other action		Get drainage information from Maintenance Contractors which they are required to provide under their contract. Load into RAMM to use in valuation and asset management. Maintenance Contractor to complete. As per C1.	C01	2005	30-Sep-09	-
F13	The Council must continue to assess what information there is value in recording in the bridge database and to continue to collect this data where applicable.	1	SA.RD.070	Refer other action		Ongoing review and discussion. Consider after inspection report provided. Include recommendations in inspection report (CT).	F10	2005	30-Jun-10	\$10,000.00
F14	One area that would benefit from collecting data or determining where possible, is the bridge design loading.	1	SA.RD.070	On Hold		This would benefit more automated bridge overweight reviews. Major project - need to develop potential brief. Long term - nice to do.		2005	1-Jul-11	\$100,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
F15	The degree of side protection at bridge sites needs to be reviewed at the time of replacement of the bridge to determine the most suitable form of side protection. Safety improvements should be carried out where particular sites are identified as requiring upgrades to the side protection.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Review on ongoing basis. Develop priorities for retro fitting as part of development of deficiency database. Will include in Safety Deficiency Database. Get database up and running, decide which one to use.(See also F24). MWH send to RH info we are picking up on bridges to trial load into deficiency data to see how LTNZ database handles it.	F24	2005	30-Jun-10	-
F17	Ensure permits for installation of stock underpasses spell out responsibilities if they are no longer needed.	1	SA.RD.070	In Progress	80%	Current procedures adequate. The District Plan review will ensure that the liabilities for the stock underpass can be registered against the Title in the future.	V01	2005	30-Jun-12	\$5,000.00
F18	Develop complete records of extent, location, condition and future maintenance requirements to develop long term plans for footpath assets.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	50%	Initial footpath status reports have been provided to Area Engineers. Remainder will be provided end June 2009. Feedback on these reports will be used to develop footpath strategies for each township.	F18	2005	30-Aug-10	\$30,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
F21	Determine value of adding RAPID no. ranges to road name boards.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	On Hold		There has not been a request for the service since 2004, and this will be reviewed for further action (e.g. needs assessment) if this issue is raised again.	F21	2005		
F23	Develop full inventory of streetlights and condition.	1	SA.RD.070	In Progress	90%	Lights Maintenance Contractor to undertake as part of Maintenance Contract. LH dealing with PowerNet/NES and CJN to get latest info loaded into RAMM (Well underway). See also X15 Set deadline. Due soon.	F23	2005	30-Jun-09	\$10,000.00
F24	Develop deficiency database to prioritise safety improvements.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	50%	NZTA database has been adopted. MWH / SDC to review existing information for entry into the database.	F24	2005	31-Aug-09	\$30,000.00
F25	Develop a programme of amending the marked width of traffic lanes on sealed roads.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	On Hold	30%	Place on hold pending outcome of Technical Audit. SDC to advise. Report due mid April.		2008	30-Apr-09	\$5,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
F26	Develop Active Transport Strategy for Southland District.	2	SA.RD.047	In Progress	5%	Align with Regional Active Transport Strategy and GPS. Strategy will now include passenger transport options.	F26	2008	28-Feb-10	\$70,000.00
F27	Make integrated planning a central part of achieving good transport outcomes.	2	SA.RD.007, SA.RD.008, SA.RD.009, SA.RD.053	Refer other action		Part of Strategic Network Plan	R22	2008	30-Jun-11	-
F28	Refine rehabilitation projections with additional modelling to make this modelling business as usual over the next 3-year period.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	50%	dTIMS, FWD - for adoption of new LTCCP	F28	2008	30-Jun-11	\$50,000.00
F29	The Council Request for Service system needs to be modified to ensure all complaints and safety issues can be reported in such a way that appropriate action can be taken.	3	SA.RD.047	In Progress	10%	To be developed alongside performance monitoring system for kPIs and LOS. Refer also B05.		2009	30-Aug-09	\$2,000.00
F30	The long term maintenance metalling needs for the District need to be developed over time.	2	SA.RD.047	In Progress	50%	Under review with Maintenance Contractors.		2009	30-Jun-11	\$5,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
F31	Review where treatments such as Otta seals fit into the long term maintenance regime.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	20%	Trials currently underway to assess costs and expected lives.		2009	30-Jun-11	\$5,000.00
H01	Full programme of Urban Works including Footpath Renewals and New Footpaths needs to be developed.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Develop as part of Advanced Footpath Asset Management Plan covered in F18. Combine F18 and H1 (see also X13 &14). Project will produce inventory and ratings that each town can make decisions from.	F18	2005	30-Jun-10	\$20,000.00
H02	Continue to monitor heavy vehicle growth and report on regularly.	2	SA.RD.047	In Progress	5%	Develop standard reports for presentation on an annual basis.		2008	20-Dec-09	\$5,000.00
M02	Table for Urban/Footpath works to be completed after CB/CDA's agree their programme.	1	SA.RD.070	Refer other action			F18	2008	31-May-09	\$2,000.00
M03	Full Table M1 to be completed when additional figures are calculated.	1	SA.RD.070	In Progress	10%	M1 has been reviewed as part of the Rates setting process with the Council, and will be finalised after the rates are struck.		2008	30-Jun-09	\$2,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
N01	The requirements for Land Use change within the District Plan are to be amended to include dairy conversions and other land use activity changes that are substantive enough to create an effect of the roading network, as a modifiable activity that will be subject to a development contribution.	2	SA.RD.047	Not Started		It is being considered as part of the District Plan review. Timeframe is still to be confirmed.	V01	2008	30-Jun-12	\$10,000.00
O01	Establish follow up process on items/issues covered in the SMS to improve road safety overall.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	10%	Ongoing work. See detailed schedule in SMS. Needs review - JL follow up. SDC to see what funding available to follow up. SDC are reviewing SMS systems at present (review due for completion June 2009).	O01	2005	30-Dec-10	\$20,000.00
O02	Develop policies on priorities for various types of improvements such as slip lanes and turning lanes, guard railing, etc.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	On Hold		These would not be needed once the Deficiency Database is up and running. If this is working then there should be no need for an additional policy.		2008	30-Jun-10	\$10,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
P01	Continue to consider demand management techniques to particularly limit damage on susceptible roads.	2	SA.RD.047	Refer other action		Business as usual. Also covered by R22.	R22	2005	30-Jun-11	\$5,000.00
P02	Monitor 50T route trials and if adopted, develop SDC 50T network.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	10%	Timing depends on outcome of trials. Will become a part of Strategic Network Plan.	R22	2008	30-Jun-11	\$5,000.00
P03	Develop a roading hierarchy which pinpoints where each route fits within the strategic network.	1	SA.RD.070	Refer other action		Part of R22. Not relevant as a separate improvement action.	R22	2008	30-Jun-11	\$10,000.00
P04	Review the scope for Class I and Class II roads.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Part of R22. Not relevant as a separate improvement action.	R22	2008	30-Jun-11	\$5,000.00
Q01	Work to ensure gravel for roading projects remains reasonably available.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress		Monitor resource consent processes, Regional Council policies/documents/consider ownership of strategic gravel pits. RH in discussion with ES. Potential to undertake strategic long term review (see also Y2). RH working on.	Q01	2005	30-Jun-11	\$20,000.00

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
Q04	Promote active transport modes such as walking and cycling that reduce vehicle emissions and improve the health of the community.	2	SA.RD.047	On Hold		Pending outcome of Active Transport Strategy.	F26	2008	30-Dec-11	\$15,000.00
Q05	Investigate the future demand for public transport services and infrastructure.	2	SA.RD.047	Refer other action		Now covered by F26.	F26	2008	20-Dec-10	
R04	A life lines project looking at critical assets needs to be developed/completed.	2	SA.RD.074	On Hold		Overall results of Lifelines Project need to be incorporated in to Risk Management Plan. see R1 and E1. SDC to decide on plan of action. It appears that Environment Southland will lead this regionally. Any actions will be incorporated in this plan as they arise.	R04	2005	30-Jun-10	\$100,000.00

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R09	Develop a Communications Plan.	2	SA.RD.050, SA.RD.061, SA.RD.023, SA.RD.051, SA.RD.046, SA.RD.071, SA.RD.031	Not Started		Include communications with utilities; methods for improving the effectiveness of communication and lobbying of NZTA and Council; improving internal communication particularly to support electronic processes, a system for public notification of work sites e.g. website, newspaper adverts, and methods for enhancing the relationship with Councillors and Council Management to build confidence in Council staff, active involvement in consent hearings and processes, maintain and enhance external industry networking.	R09	2008	30-Jun-10	

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R10	Develop Standard Operating Procedures.	1	SA.RD.022, SA.RD.003, SA.RD.021, SA.RD.056, SA.RD.057, SA.RD.065, SA.RD.070	Not Started		Include knowledge management, formalise communications within Council, ensure appropriate data capture methods are employed and specified in contracts, and include procedures for verifying data provided to Council. This needs to be progressed across all Council activities.		2008	30-Jun-12	\$10,000.00
R11	Review external standards and Council bylaws, guidelines, policies, regulations and standards.	2	SA.RD.050, SA.RD.042, SA.RD.055, SA.RD.014, SA.RD.049	In Progress	70%	Develop and amend where appropriate (with a view to amending the District Plan). Include guidelines for utilities, update to reflect changes in demand, and include design standards. Enhance provision for appropriate control of developments, particularly in relation to climate change. Only outstanding item is the Subdivision standards due for completion December 2009.	V01	2008	15-Dec-09	\$30,000.00

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R12	Develop Engineering Lifelines Planning.	2	SA.RD.041, SA.RD.072, SA.RD.015	Refer other action		Address effects on service provision.	R04	2008	30-Jun-10	\$20,000.00
R13	Further develop the Council wide Human Resources policy and undertake formal Succession Planning.	2	SA.RD.019, SA.RD.021, SA.RD.065	In Progress	10%	Aim to improve Council's ability to recruit and retain competent staff, and prevent loss of organisational knowledge.		2008	30-Jun-12	\$10,000.00
R14	Undertake Business Continuity Planning.	3	SA.RD.072, SA.RD.015, SA.RD.029	In Progress	10%	Address effects on service provision and loss of information. This is an overall District function, however, Roading will address from their point of view.	R14	2008	30-Jun-10	\$30,000.00
R15	Develop a Procurement Strategy.	2	SA.RD.073, SA.RD.076	Not Started		Maintain and further develop contracts and selection procedures to achieve best practice. Include procedures for acceptance and transfer of assets. Strategy to be developed on completion of the NZTA procurement review, due for completion in June 2009.	R15	2008	15-Dec-09	\$10,000.00

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R16	Develop Optimised Decision Making.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.045, SA.RD.046, SA.RD.068	Not Started		As a means to ensure that robust, balanced decisions are made - as per NAMS guidelines, primarily for capex and opex.	R16	2008	30-Jun-11	\$100,000.00
R17	Develop a Sustainability Framework.	2	SA.RD.044, SA.RD.028	Refer other action		As a means for demonstrating that sustainability has been considered in decision making.	R16	2008	30-Oct-10	
R18	Enhance Safety Management Systems.	2	SA.RD.069, SA.RD.067	Refer other action		Integrate Safety Management Systems into every day Council practice. Undertake audits of external contractors' and consultants' Safety Management Systems.	O01	2008	30-Jun-10	\$30,000.00
R19	Actively review the Activity Management Plan.	2	SA.RD.011	In Progress	10%	Ensure processes in place to ensure that future AMPs accurately reflect changes in demand, procedures/ processes, and District Plan changes. Including: active management of improvement plan, periodic and regular review of assumptions, monitoring of achievement of service levels, achievement of works programmes, monitoring against budgets and impacts on the above.	R19	2008	30-Jun-11	\$15,000.00

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R20	Implement Integrated Risk Management practices throughout Council.	2	SA.RD.074	In Progress	30%	Requires full integration across Council. Continuous management is required.	R20	2008	30-Jun-10	
R21	Review enforcement requirements and capabilities to enforce Council's policies and regulations.	2	SA.RD.037	Not Started		Requires District-wide review of compliance requirements. Not a District priority project at present.		2008	30-Jun-11	
R22	Develop a Strategic Network Plan.	1	SA.RD.040, SA.RD.070	Not Started		Include both urban and rural locations. Provide outcomes for input to the District Plan.	R22	2008	30-Jun-11	\$60,000.00
R23	Enhance the community consultation process and establish benchmarking to measure the effects of consultation.	2	SA.RD.001	Not Started		A District wide function.	R09	2008	30-Jun-11	
R24	Review Service Agreements.	3	SA.RD.023	On Hold		Confirm whether a Service Agreement with IT is currently implemented and update if necessary. There are no internal SLAs for IT, accounting services etc... should the District as a whole have these sort of internal service agreements? Needs review of the benefits versus costs by management. On hold subject to this review.		2008	1-Oct-09	\$10,000.00

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R25	Risk that changes in central government policy/funding priorities result in an inability to secure adequate funding from NZTA (e.g. N and R funding, FAR changes) resulting in financial difficulties/shortfalls. Need to develop contingency plans for risk of a significant drop in FAR.	1	SA.RD.038, SA.RD.070	On Hold		Need to develop contingency plans for risk of a significant drop in FAR. Will reassess this once current significant changes at Central Government are resolved, particularly driven by current economic issues.	R25	2008	30-Jun-11	\$10,000.00
S02	Ensure application of Code of Practice for access to road and rail corridor applied to enhance safety.	2	SA.RD.003	Refer other action		Refer E3	E03	2008	1-Feb-09	-
U02	Improve monitoring of all measures and targets.	2	SA.RD.047	In Progress	75%	Review plan and setup systems for collecting data to monitor targets. Same measures in SDC annual plan/report - some hard to reconcile. Agree Also look at what is happening within Alliance - its kPA's come out of LTCCP.RH working with Andrew Maughan of MWH. Next steps to centralise data collection and reporting.	U02	2005	31-Jul-09	\$10,000.00

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U03	Ensure all monitoring results promptly reported at all relevant levels.	2	SA.RD.047	Refer other action		Develop as part of system for U2 above. Review LTAcMP and look at improving tie up between LTAcMP measures. Develop most useful measures and system to pick up information.	U02	2005	15-Apr-09	\$5,000.00
U04	Ensure performance trends over several years are clear and understood.	2	SA.RD.047	Refer other action		Develop as part of system for U2 above.	U02	2005	15-Apr-09	\$5,000.00
U05	Produce/Update Disaster Plans and Business Continuity Plans.	2	SA.RD.074	Refer other action		This will be developed alongside the Lifelines process to cover the wider organisation overall.	R04, R14	2005	30-Jun-10	-
U06	The overall Improvement Plan needs to be reviewed, consolidated and have timeframes and persons responsible assigned to each activity.	2	SA.RD.057	In Progress	95%	Will be an ongoing project of refinement and updating.		2008	31-Mar-09	\$10,000.00
V01	New District Plan.	2	SA.RD.003	In Progress		Being rewritten - improve LOS / Commissioning	V01	2008	30-Jun-11	
V02	IRM adoption.	2	SA.RD.074	Refer other action		Underway - reliability plus. Refer R20.	R20	2008	30-Jun-10	\$10,000.00

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V03	Engineering lifelines.	2	SA.RD.074	Refer other action		Legislative obligations and asset protection	R04	2008	30-Jun-10	-
V04	Financial contributions.	1	SA.RD.070	In Progress		Link to LTCCP / District Plan / consultation process	V01	2008	30-Jun-11	
V05	Risk to model from changing legislation and world affairs	2	SA.RD.074	Refer other action		To monitor issues that will affect expected outcomes of plan.	R19	2008	30-Jun-11	
W02	Complete and maintain the link between Council's GIS system and RAMM	1	SA.RD.070	In Progress	50%	To develop best system for long term linkage/updating. Currently being used (Latest HSD will have better GPS data to help). Need to develop a formal process for updating. Will load video, GPS, HSD into SDC GIS.		2005	30-Dec-09	\$40,000.00
W03.1	- Culverts, sumps and soakpits, etc	1	SA.RD.070	Refer other action		Being picked up by maintenance contractor. Check progress with AE's. Covered fully by C1.	C01	2005	30-Sep-09	-
W03.2	- Further high speed data including possibly video of the network	1	SA.RD.070	In Progress	25%	Contract let, data collection underway. Complete data collection, use data for range of purposes. Underway / Ongoing.		2005	30-Jun-09	\$5,000.00

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W03.3	- Accurate age profile of the asset.	1	SA.RD.070	In Progress	20%	Partly underway with current review of overall network being carried out. Review 100% of network? (check availability to continue). Do after HSD collection.		2005	30-Jun-10	\$40,000.00
W03.4	- Improve inventory of road markings, edge marker posts and RRPM's.	1	SA.RD.070	In Progress	80%	Built into new PM contracts.(See also X30). On going.	W03.4	2005	30-Jun-09	\$5,000.00
W03.5	- Footpath age and increased accuracy.	1	SA.RD.070	Refer other action		Do as part of F18 & H1.	F18	2005	30-Jun-10	-
W04	Develop database of street lighting.	1	SA.RD.070	Refer other action		Currently being undertaken by Maintenance Contractor. Refer F23.	F23	2005	31-Mar-09	-
W05	Review need to further rationalise some roads between road groups reflecting what is now possible using better traffic data and GIS.	1	SA.RD.070	Refer other action		Review has been carried out as part of previous LTAcMP development. Additional review not required at this stage unless obvious anomalies found. Do as part of Strategic Network Plan.	R22	2005	30-Jun-11	\$20,000.00

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W06	Systems need to be developed to improve Council's ability to plan responses to changes in demand such as occurs from the forestry and dairy industries.	2	SA.RD.047	In Progress	60%	Explore system development including greater liaison with affected industries and planning departments. Long term. Regular liaison meetings are being held with Dairying and Forestry companies and their forward programmes and predicted use is being provided.		2005	30-Jun-10	\$10,000.00
W07	The current traffic counting programme is being reviewed to ensure that Council is receiving sufficient, appropriate and timely information on which to base its planning.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	80%	Complete long term traffic counting programme after reviewing results of national traffic counting system review. Needs to be finalised. (CJN have included in RAMM 2008). MWH to investigate if more traffic counting needed long term to meet all our information requirements.		2005	1-Dec-09	\$10,000.00
W08	Consideration should be given to developing a computer operating system that brings together all the current databases into a comprehensive and encompassing system.	1	SA.RD.070	In Progress	85%	Roading information has been consolidated into RAMM database. Streetlights are being integrated at present time.		2005	30-Jun-09	\$10,000.00

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W09	Identification and documentation of procedures for reporting annual performance.	2	SA.RD.047	Refer other action		Review plan and setup systems for collecting data to monitor targets. Incorporate with U2 to U4.	U02	2005	15-Apr-09	-
W11	Retaining structures – formulate register and assess condition.	1	SA.RD.070	Refer other action		Project which needs to be progressed as time and budget allows. Currently being picked up on sealed network. Refer to C2.	C02	2005	30-Jun-11	-
W12	Unformed roads – identify and prepare inventory and develop strategy for managing or disposing.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not Started		Project which is worthwhile doing at some stage as resources allows. Not started. Leave for 2012 LTCCP.		2005	30-Jun-11	\$20,000.00
W13	Use the improvements of dTIMS to help optimise expenditure. The outcomes from the pavement deterioration modelling will impact on many pavement management aspects.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		dTIMS Low Volume Roads model still being developed/refined nationally. Ongoing condition rating of the network on a biannual basis will be needed to ensure models are based on up-to-date condition information. See also F2 and F28.	F28	2005	30-Jun-11	\$30,000.00

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W14	Complete implementation of MIS (maintenance intervention strategy) to clearly define the method for planning and programming maintenance activities based on current best practice. Include long term programmes for reference	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	50%	This is being worked on both from the point of view of linked programmes and also methods for storing long term programmes. Looking at options for NOMAD or other to store programme. Need to progress. See 9f old version of SDC Monthly Report.		2005	30-Jun-10	\$10,000.00
W15	Put in place a monitoring and reporting regime to enable actual results to be promptly reported to management throughout the year, and publicly at the end of each year	2	SA.RD.047	Refer other action		Review plan and setup systems for collecting data to monitor targets. Needs to follow on from U2 - U4.	U02	2005	15-Apr-09	\$10,000.00
W16	Work needs to be carried out to determine the degree of correlation between the achievement of agreed levels of service by the maintenance contractors, and the levels of customer satisfaction achieved	2	SA.RD.047	Refer other action		Set up project to achieve this which may involve more intense/detailed satisfaction surveys to drill down into the reasons for dissatisfaction. Polson Higgs still doing survey, some questions amended to better reflect LOS but need further review. Link this to operational performance measures review.	W10	2005	30-Jun-11	\$10,000.00

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W18	Guardrails and Handrails – ensure all are loaded into RAMM and any deficiency database where required.	1	SA.RD.070	Refer other action		Covered X17 and therefore F24.	F24	2008	30-Jun-10	-
W19	Threshold Treatments – ensure these are identified and loaded into RAMM.	1	SA.RD.070	In Progress	90%	Have been included in RAMM as kerb and channel, in latest version of RAMM have the ability to show as islands. Conversion required to complete this task.		2008	30-Jun-09	
W20	Develop a decision making flow chart or a wiring diagram of the decision making process for establishment of physical works programmes for each major area of expenditure within the network, especially those of particular interest to NZTA.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not Started		Look at for 2012 Plan.	R16	2008	30-Jun-11	\$10,000.00
X01	Investigations are required to improve the understanding of the relationship between maintenance techniques and the performance of unsealed roads.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	10%	This requires performance monitoring in relation to condition and maintenance activities overtime. Do through Alliance Contract.		2005	30-Jun-10	

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X02	Investigate and identify an appropriate gravel road rating system. Needs to be identified and implemented for unsealed road maintenance	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	50%	Rating system can include visual assessments of deficiencies (currently carried out in audits of maintenance contracts) through to roughness measurement with a "simple" roughometre. Needs to be progressed. Currently picking up some gravel road HSD. Trialling gravel road rating systems in Alliance contract.	X02	2005	30-Jun-10	
X03	Investigate improved techniques for metalled surfaces	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	50%	Monitor success of various trials of using bound surfaces, crushed material, etc. Look at what is producing good results in economical manner. To do through Alliance.		2005	30-Jun-10	
X04	Investigate whether stabilising agents produce any economic benefit to the road network	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	25%	Monitor trials to date both locally and across New Zealand. Have done a lot of material tests through Alliance. Pull together currently available information/do through Alliance contract.		2005	30-Jun-10	

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X07	The detailed inspections of the all of the District's bridges need to be completed.	1	SA.RD.070	Refer other action	99%	Completion required. CT to complete.	F10	2005	30-Mar-09	\$20,000.00
X08	A detailed 10 year bridge replacement programme needs to be completed and agreed after completion of the inspections.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Review 10 year programme after X7 above. As all timber and steel bridges already inspected, programme is unlikely to change. This needs to be reviewed after X7. CT to complete.	F10	2005	30-Mar-09	\$10,000.00
X09	Carry out a review of past bridge replacements and upgrades to assist in developing end of life predictions for the bridge inventory.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	On Hold		Develop as project after X7 and X8 above. This will boost accuracy of forward projections and bridge valuation. Do by June 2011.		2005	30-Jun-11	\$10,000.00
X10	The full culvert inventory including size, location, material and condition needs to be completed to allow better management of the asset.	1	SA.RD.070	Refer other action		The contractors need to be chased up to provide this information which has been collected as part of their contract lump sum over the past 5 years. AE's working on with maintenance contractors. Combine with C1.	C01	2005	30-Sep-09	-

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X13	The lack of records relating to extent, location, condition and future maintenance requirements prevents good long term planning for footpaths. Over a three year period this information can be gathered and full plans put in place.	1	SA.RD.070	Refer other action		Collect this information as part of Footpath Activity Management Plan. Refer H1 and F18.	F18	2005	30-Jun-10	-
X14	Use footpath condition information to produce an upgrading and replacement programme, along with defined levels of service.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Follow-up of X13 above. See also F18 and H1.	F18	2005	30-Jun-10	-
X15	There is a need to ensure that the streetlights maintenance contractor completes the data accuracy check and the condition rating for each light as provided in the contract.	1	SA.RD.070	Refer other action		Monitor Lighting Maintenance Contractor completion of this work. See F23.	F23	2005	31-Mar-09	\$5,000.00

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X16	There is no method available at this stage to monitor the performance of the streetlights maintenance contractor particularly with respect to the meeting of the response times that are set in the contract. A database in SLIMM would allow for reports to be generated to complete this monitoring.	1	SA.RD.070	In Progress	10%	The SLIMM system to be instituted on SDC network to aid this monitoring. Once info in SLIMMs this can progress. Currently monitored through Pathways. Progressing.	F23	2005	30-Jun-09	\$5,000.00
X17	Where guardrails and sight rails are separate from bridges they need to be recorded and added into a maintenance schedule	1	SA.RD.070	In Progress	40%	Pick these up as part of collection of minor structures for completion of RAMM. Have been collected on sealed roads. Complete recording, add into maintenance schedule.	F24	2005	30-Jun-10	\$10,000.00

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X18	A proactive application of the Extent of Network Policy (with appropriate signage) has the potential to better define what part of the network Council has responsibility for.	1	SA.RD.070	Refer other action		This is particularly critical where there are structures on the road such as bridges and retaining walls which are not being maintained or monitored by Council, as well as areas where slips or washouts may occur. Will be able to review physical roads from video data to see how sensible current end of maintained network looks. Complete as part of R22.	R22	2005	30-Jun-11	\$20,000.00
X19	From a safety perspective, having greater control on where utility poles can be located would provide a safety benefit.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Carefully vet applications for installation of utilities poles. COP for utilities on roads will help cover this.	E03	2005	30-Jun-09	\$20,000.00
X22	Collect more condition rating information on gravel roads.	1	SA.RD.070	Refer other action		Rating system can include visual assessments of deficiencies (currently carried out in audits of maintenance contracts) through to roughness measurement with a "simple" roughometre. Needs to be progressed. Underway with HSD collection. See also X2.	X02	2005	30-Jun-10	\$50,000.00

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X27	Monitor network for addition of end of maintained network signs.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		As situations identified place signs. Also review with X18 and B3. Ongoing. Review progress with AE's.	R22	2005	30-Jun-11	\$5,000.00
X29	Review network in terms of need for no passing lines and curve warning signs which are inappropriate or not signed at all.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	In Progress	40%	Use high speed geometric data and computer model to check on locations potentially needing NP lines and new or updated curve warning signs. Work started but not completed.	X29	2005	1-Oct-09	\$40,000.00
X30	Complete inventory data for pavement marking and RRPM's.	1	SA.RD.070	Refer other action		Information to come/coming from Pavement Marking Contractor. Covered in W3.	W03.4	2005	30-Jun-09	\$30,000.00
X34	Develop programme of improving guardrails (in terms of end treatments) and providing in high risk locations.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Being reviewed as part of deficiency database development. Meanwhile identified worst cases being dealt with. See also F15.	F24	2005	30-Jun-10	\$10,000.00

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X35	Programmes to be signed off by Community Boards and Committees.	2	SA.RD.003	Refer other action		Community Boards and Community Development Area Committees need to make decisions about renewal and new capital works in their areas. These local people set the priorities for their township. The costs are budgeted from local rates and are included within each areas account. Refer F18.	F18	2008	30-Jun-10	\$50,000.00
X36	Use condition information to produce a footpath upgrading and replacement programme, along with defined levels of service.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Refer F18.	F18	2008	30-Jun-10	\$30,000.00
X37	The curve warning signs need to be reviewed using the High Speed Data now available to check locations for inconsistent curve warning signs or locations that should have them but do not. The review also needs to look at which of these locations would benefit from back up chevrons.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action		Refer X29.	X29	2008	1-Jul-09	-

AMP Ref	Improvement Action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (common action ref)	Year Improvement Identified In Plan	Forecast Completion Date	Cost Estimate
X40	There are also other parts of the network that are at risk from coastal erosion.	2	SA.RD.074	Not Started		Develop list / action plan.		2008	30-Jul-11	\$20,000.00
X41	Use the programme of falling weight deflectometer testing to further knowledge of the network.	1	SA.RD.070	Refer other action		Refer F28.	F28	2008	30-Jun-11	\$20,000.00
X43	Continue to upgrade classification of existing pavements/treatment lengths to allow easier analysis considering age, loading, critical demands and pavement condition characteristics, and analyse the condition rating information against these.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Refer other action			F28	2008	30-Jun-11	\$20,000.00
Y02	Continue to review strategic ownership of gravel reserve.	1	SA.RD.070	Refer other action		Non Council ownership of the only gravel resource in an isolated area reduces competition for roading work in that area, and long term means higher costs to Council and its ratepayers. see also Q1. RH working on with ES.	Q01	2005	30-Jun-11	-

Table U.5 Improvement Actions Closed

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
A01	Monitor roads for potential closure/sale on case by case basis	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Not relevant as an improvement action. Covered by A03.	R22	2005
A02	The full review of road groups needs to be completed and reported in future plan updates	1	SA.RD.070	Complete	100%	Review completed as part of 2006 Plan. Leave road groupings as they are unless something substantially wrong pops up.		2005
B05	Table B.1 needs to be updated to reflect the outcomes agreed during the development of this Plan. Targets need to be agreed and past performance measured, including a review of what other Councils measure	2	SA.RD.047	Complete	100%	Needed soon. Need past performance data. Also present LTCCP measures as a separate table in the overview summary section. This is complete and updating / management will become business as usual.		2008
E02	Continue to monitor and manage utilities activities on network	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Work with NZUAG to ensure utilities locations do not cause damage to roads, present safety issues or cause problems. Develop regional agreement on how to apply COP. SDC will adopt COP. Business as usual activity.		2005

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
F01	In subsequent plans methodologies for dealing with peak in AWPT's beyond 2016 will need to be considered	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Complete	100%			2005
F02	Use dTIMS CT (low volume) and other modelling techniques to refine future AWPT projections	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Complete	100%		F28	2005
F03	Improve pavement drainage to get maximum life	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		As priority for maintenance proactively deal with worst drainage areas on network to increase pavement life. See also X11. Maintenance procedures have altered to improve prior to reseal. This is business as usual, not an improvement action.	F03	2005
F04	Complete long term seal widening programme and update Attachment C Appendix F and X2 as appropriate. This update will need to allow for the latest ARAMP group also.	1	SA.RD.070	Not relevant		No longer required as a specific improvement action.		2005
F06	Determine whole of life benefits of twin coat seals versus single coat seals	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Complete	100%			2005

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
F07	More analysis needs to be carried out on changes to gravel road widths since 2001. It may be necessary to remeasure all gravel road widths in the district. Once completed this information will be used to update Attachment F, Appendix F and X.3 as appropriate. This update will need to allow the latest ARAMP groups.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Few complaints. Decided no longer relevant. Emphasis of AMP has changed.		2005
F08	Monitor/use results of gravel loss survey	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Complete	100%		X06	2005
F09	Gather data to complete table F.G.1 to include the kms of wearing course in each contract.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		No longer required.		2005
F16	Posted bridges on roads carrying regular heavy vehicle movements should be upgraded where suitable	1	SA.RD.070	Not relevant		Business as usual activity		2005

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
F19	Continue upgrades of fingerboards and chevron signs	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Business as usual activity	F19	2005
F20	Continue exercise of controlling all intersections	1	SA.RD.070	Not relevant		Highest priority ones have been done, rest will be dealt with if particular concern raised. React as required. Business as usual activity.	F20	2005
F22	Monitor need to change to Class 1 reflective material with associated cost increases	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Monitor developments in reflective material technology/supply. Not major concern at this stage. Business as usual.	F22	2005
J01	Consider loan funding for new capital works	1	SA.RD.070	Not relevant		Council using Rates smoothing process across the District, and not likely to raise Rooding specific loans.		2005
L01	Need to finalise differential rating for roading following feedback on this Plan	1	SA.RD.070	Not relevant		Business as usual activity		2005
M01	Complete/review historic financial information to complete Tables throughout plan	1	SA.RD.070	Complete	100%	Completed.		2005
O03	Incorporate 2009/12 Rooding Programme in format to comply with Land Transport Management Act 2003	2	SA.RD.003	Complete	100%	To be finalised when rates are struck. This is superseded by the requirements of the LTMAmendment Act 2008. (RLTPs)		2008

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
Q02	Monitor trends in sealing technology and look at ongoing opportunities to use more environmentally friendly techniques	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Increase use of emulsions, monitor their overall effect on economics of network. Remain open to other new technologies. Business as usual activity.		2005
Q03	The use of recycled materials for pavements should be investigated to reduce the overall waste from maintenance and construction activities	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Business as usual activity.		2008
Q06	Improve the safety of the transportation network for all road users to reduce the occurrence of crashes	2	SA.RD.047	Not relevant		Business as usual		2008
Q07	Improve the transportation network to provide a reliable and efficient network for the movement of people and freight.	2	SA.RD.047	Not relevant		Business as usual		2008
R01	Fully review and update Risk Management Plan, including development of a SDC Corporate Risk Register	2	SA.RD.074	Complete	100%			2005
R02	Risk Plan needs to include Action Plan for dealing with and managing risks, who is responsible and how progress is monitored	2	SA.RD.074	Complete	100%	Within improvement plan risk section.		2005

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
R03	As well as risks associated with physical assets, management, financial, business continuity and political risks need to be covered	2	SA.RD.074	Complete	100%			2005
R05	Consider risks as plan is developed and assumptions are made	2	SA.RD.074	Complete	100%			2005
R06	Lobby for fair financial assistance from NZTA	1	SA.RD.070	Not relevant		Business as usual	R25	2005
R07	Review assumptions in Plan with actual data as it is gathered and adjust Plan as necessary	1	SA.RD.070	Complete	100%			2005
R08	The whole of the risks part of this appendix needs to be addressed and updated	2	SA.RD.074	Complete	100%	Complete.		2005
S01	Ensure all Bylaws Reviewed and updated as necessary	2	SA.RD.003	Complete	100%	Completed Sept 2008.		2005
U01	Improve financial management and contract tracking systems so that costs against budget are better tracked through the year	1	SA.RD.070	Complete	100%	SDC financial system being set up so budgets and costs line up better. Codes and financial systems now lined up with new LTNZ work categories. Continue to jointly improve between SDC & MWH (cost to complete contract data). Ongoing. Now business as usual.		2005
W01	Complete collation of grip tester results	1	SA.RD.070	Not relevant		Superseded by SCRIM.	W01	2005

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
W03	Update and improve RAMM inventory to include:	1	SA.RD.070	Complete	100%	These involve a series of projects which include data collection by several parties. This needs to be broken down into a series of briefs to scope individual aspects. Briefs are complete. See specific actions.		2005
W10	Develop full level of service document which spells out all the levels of service / response times that SDC's customers can expect	2	SA.RD.047	Complete	100%	Council-wide levels of service have been developed and roading levels of service and measures have been linked in the current AMP.	W10	2005
W17	It is recommended that Council reconsider / confirm the items outlined below:	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Reports and recommendations to be provided on status and proposals for each of these.		2005
W17.1	- Street lighting standards for different demands.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Standard set by local communities. If safety issue roading budget deals with. No action required		2005
W17.2	- Delineation. Dedicated funding for programming and replacement of EMP's and RRPM's.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Business as usual		2005

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
W17.3	- Further develop issues relating to risk to cover management of individual risk items.	2	SA.RD.074	Not relevant		Covered elsewhere		2005
W17.4	- Complete the staged implementation of controlling all uncontrolled intersections.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Covered elsewhere		2005
W17.5	- Providing rapid number blades on road sign names blades at T-intersections.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Covered elsewhere		2005
X05	Carry out a new inventory survey to check gravel road widths against full contract compliance and progress to target widths	1	SA.RD.070	Not relevant		Few complaints. Decided no longer relevant. Emphasis of AMP has changed.		2005
X06	Continue involvement in national study of gravel loss to allow better management of asset and more accurate calculation of depreciation	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Complete	100%	Collection of data complete, results inconclusive. See Also F8	X06	2005

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
X11	Greater priority needs to be given to improving the earth surface water channels to get the maximum life out of pavements. The maintenance contractors need to ensure that all of the poorest earth surface water channels (rated 4 and 5) are reformed as a top priority	1	SA.RD.070	Not relevant		To work with maintenance contractors to programme and complete this work to get maximum life out of pavements. Need to review where this is at and prioritise. See previous F3. Effectively business as usual.	F03	2005
X12	In the future the valuation of the roading asset should include the value of catch pits, sumps and their connection to the reticulated stormwater system	1	SA.RD.070	Complete	100%	For next valuation this needs to be included using information from the Hansen system. See C03.	C03	2005
X20	Complete review and follow up of skid resistance measurements	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Close - covered by W1	W01	2005
X21	Resolve Stewart Island's roading needs	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Various projects under action. Continue with reseals, improvements, slips, foreshore protection, as currently underway. Business as usual activity.		2005

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
X23	Monitor move away from Engineering Grade reflective material for signs and the affects on traffic services budgets	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Covered by F22.	F22	2005
X24	Work through remaining uncontrolled intersections to determine what to do in relation to control and priority	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Potential to proactively review every remaining intersection. Covered by F20.	F20	2005
X25	Replace/remove yellow fingerboard signs over time	1	SA.RD.070	Not relevant		Ongoing process. This costs the least when done as the finger boards reach the end of their lives but can lead to a mismatch of sign types for some time. Covered by F19.	F19	2005
X26	Look at installing RNB's at heads of T intersections	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Covered by F21.	F21	2005
X28	Review use/application of P20 performance based pavement marking contracts	1	SA.RD.070	Complete	100%	Monitor		2005
X31	Implement recommendations from pedestrian crossing audit	1	SA.RD.070	Complete	100%	This has been completed.		2005

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
X32	Complete holdlines at pedestrian crossings by 30 June 2006	1	SA.RD.070	Complete	100%	This is complete as for X31.		2005
X33	Provide new signs at roundabouts by end of 2007	1	SA.RD.070	Complete	100%	Completed		2005
X38	Many roads exceed the recommended traffic volume for their width. Develop a long term programme to improve this situation.	2	SA.RD.047	Not relevant		A long term programme is not required at this stage. Business as usual to monitor.		2008
X39	Stewart Island's roads do not meet the road group standards and to meet the standards would be inappropriate. The integrity of the network is at risk from coastal erosion, poor drainage and lack of aggregate sources on the island.	2	SA.RD.047	Not relevant		Progress has been made on these issues and more will be by June 2009. Business as usual activity.		2008
X42	Investigations are required to improve the understanding of the relationship between maintenance techniques and the performance of sealed roads.	2	SA.RD.007, SA.RD.026, SA.RD.040, SA.RD.046, SA.RD.068	Not relevant		Have decided not a priority as fail to see the benefit in carrying this out. Current industry good practice techniques being used. Monitoring should be through performance measurement of existing maintenance contracts.		2008

AMP Reference	Improvement action	Priority (relative urgency, 1-6, 6=least urgent)	Risk Register Reference	Status	% Complete Estimate	Comment	Other Improvement Action Reference (Common Action Ref)	Year Improvement Identified In Plan
Y01	Examine pros and cons of Alliance style contracting	1	SA.RD.070	Not relevant		Decision made to go with Alliance contract for S/E Maintenance Contract. Success of this will continue to be monitored and reviewed prior to possibly doing same for Central Maintenance Contract. RH to monitor. NOT RELEVANT as any change will be captured by the Procurement Strategy.	R15	2005
Y03	Consideration needs to be given to the development of quality audits and non conformance reporting system to monitor quality. Also any NZTA Audit actions to be flagged in Action Plan	2	SA.RD.007, SA.RD.008, SA.RD.009, SA.RD.053	Not relevant		NZTA audit actions are acted upon and implemented. Non conformances are addressed within the individual contracts.		2008