



**GDB Information Disclosure Requirements
Information Templates
for
Schedules 11–13**

Company Name	<input type="text" value="GasNet Limited"/>
Disclosure Date	<input type="text" value="30 June 2014"/>
AMP Planning Period Start Date (first day)	<input type="text" value="1 July 2014"/>

Templates for Schedules 11a–13 (Asset Management Plan)
Template Version 2.1. Prepared 14 May 2013

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Schedule Description

Asset Management Plan Schedule Templates

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Company Name	GasNet Limited
AMP Planning Period	1 July 2014 – 30 June 2024

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). GDBs 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

	for year ended	Current Year CY 30 Jun 14	CY+1 30 Jun 15	CY+2 30 Jun 16	CY+3 30 Jun 17	CY+4 30 Jun 18	CY+5 30 Jun 19	CY+6 30 Jun 20	CY+7 30 Jun 21	CY+8 30 Jun 22	CY+9 30 Jun 23	CY+10 30 Jun 24
11a(i): Expenditure on Assets Forecast		\$000 (nominal dollars)										
Consumer connection		75	82	83	85	87	89	90	92	94	96	98
System growth		26	41	42	43	43	44	45	46	47	48	49
Asset replacement and renewal		394	406	261	277	440	493	565	576	588	599	611
Asset relocations			56									
Reliability, safety and environment:												
Quality of supply		31	53	167	170	54	55	-				
Legislative and regulatory												
Other reliability, safety and environment		38	15	42	43	43	44	-				
Total reliability, safety and environment		69	68	209	213	97	99					
Expenditure on network assets		564	653	595	618	667	725	700	714	729	743	758
Non-network assets		118	129	167	160	125	83	124	127	129	132	135
Expenditure on assets		682	782	762	778	792	808	824	841	858	875	893
plus Cost of financing												
less Value of capital contributions												
plus Value of vested assets												
Capital expenditure forecast		682	782	762	778	792	808	824	841	858	875	893
Value of commissioned assets		682	782	762	778	792	808	824	841	858	875	893
		\$000 (in constant prices)										
Consumer connection		75	80	80	80	80	80	80	80	80	80	80
System growth		26	40	40	40	40	40	40	40	40	40	40
Asset replacement and renewal		394	397	250	260	405	445	500	500	500	500	500
Asset relocations			55									
Reliability, safety and environment:												
Quality of supply		31	52	160	160	50	50	-				
Legislative and regulatory												
Other reliability, safety and environment		38	15	40	40	40	40	-				
Total reliability, safety and environment		69	67	200	200	90	90					
Expenditure on network assets		564	639	570	580	615	655	620	620	620	620	620
Non-network assets		118	126	160	150	115	75	110	110	110	110	110
Expenditure on assets		682	765	730	730	730	730	730	730	730	730	730
Subcomponents of expenditure on assets (where known)												
Research and development												
		\$000										
Consumer connection			2	3	5	7	9	10	12	14	16	18
System growth			1	2	3	3	4	5	6	7	8	9
Asset replacement and renewal			9	11	17	35	48	65	76	88	99	111
Asset relocations			1									
Reliability, safety and environment:												
Quality of supply			1	7	10	4	5					
Legislative and regulatory												
Other reliability, safety and environment				2	3	3	4					
Total reliability, safety and environment			1	9	13	7	9					
Expenditure on network assets			14	25	38	52	70	80	94	109	123	138
Non-network assets			3	7	10	10	8	14	17	19	22	25
Expenditure on assets			17	32	48	62	78	94	111	128	145	163

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11a(ii): Consumer Connection

for year ended

Current Year CY	CY+1	CY+2	CY+3	CY+4	CY+5
30 Jun 14	30 Jun 15	30 Jun 16	30 Jun 17	30 Jun 18	30 Jun 19

Consumer types defined by GDB*

	\$000 (in constant prices)					
Domestic	60	65	65	65	65	65
Non-domestic	15	15	15	15	15	15

* include additional rows if needed

Consumer connection expenditure	75	80	80	80	80	80
less Capital contributions funding consumer connection						
Consumer connection less capital contributions	75	80	80	80	80	80

11a(iii): System Growth

Intermediate pressure

Main pipe						
Service pipe						
Stations						
Line valve						
Special crossings						
Intermediate Pressure total						

Medium pressure

Main pipe	10	15	15	15	15	15
Service pipe						
Stations						
Line valve						
Special crossings						
Medium Pressure total	10	15	15	15	15	15

Low Pressure

Main pipe	16	25	25	25	25	25
Service pipe						
Line valve						
Special crossings						
Low Pressure total	16	25	25	25	25	25

Other assets

Monitoring and control systems						
Cathodic protection systems						
Other assets (other than above)						
Other total						

System growth expenditure

	26	40	40	40	40	40
less Capital contributions funding system growth						
System growth less capital contributions	26	40	40	40	40	40

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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). GDBs 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.

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for year ended	Current Year CY 30 Jun 14	CY+1 30 Jun 15	CY+2 30 Jun 16	CY+3 30 Jun 17	CY+4 30 Jun 18	CY+5 30 Jun 19
11a(iv): Asset Replacement and Renewal	\$000 (in constant prices)					
Intermediate pressure						
Main pipe						
Service pipe						
Stations						
Line valve						
Special crossings						
Intermediate Pressure total						
Medium pressure						
Main pipe						
Service pipe						
Station		10				
Line valve						
Special crossings						
Medium Pressure total		10				
Low Pressure						
Main pipe	264	260	168	174	271	298
Service pipe	130	127	82	86	134	147
Line valve						
Special crossings						
Low Pressure total	394	387	250	260	405	445
Other assets						
Monitoring and control systems						
Cathodic protection systems						
Other assets (other than above)						
Other total						
Asset replacement and renewal expenditure	394	397	250	260	405	445
less Capital contributions funding asset replacement and renewal						
Asset replacement and renewal less capital contributions	394	397	250	260	405	445
11a(v): Asset Relocations						
<i>Project or programme*</i>						
Wanganui Sales Gate Intermediate Pressure stream crossings		55				
<i>* include additional rows if needed</i>						
All other asset relocations projects or programmes						
Asset relocations expenditure		55				
less Capital contributions funding asset relocations						
Asset relocations less capital contributions		55				

Company Name	GasNet Limited
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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). GDBs 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.

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	Current Year CY for year ended	CY+1 30 Jun 15	CY+2 30 Jun 16	CY+3 30 Jun 17	CY+4 30 Jun 18	CY+5 30 Jun 19
11a(vi): Quality of Supply						
<i>Project or programme*</i>	\$000 (in constant prices)					
System reinforcement - Wanganui City 3 bridges MP Interconnect	31	52	110	110		
Low pressure network uprating			50	50	50	50
<i>* include additional rows if needed</i>						
All other quality of supply projects or programmes						
Quality of supply expenditure	31	52	160	160	50	50
less Capital contributions funding quality of supply						
Quality of supply less capital contributions	31	52	160	160	50	50
11a(vii): Legislative and Regulatory						
<i>Project or programme</i>						
Nothing planned						
<i>* include additional rows if needed</i>						
All other legislative and regulatory projects or programmes						
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>						
DRS Isolation Valves	15	15	15	15	15	15
Remote Network Pressure Monitoring	23					
DRS Metering			25	25	25	25
<i>* include additional rows if needed</i>						
All other reliability, safety and environment projects or programmes						
Other reliability, safety and environment expenditure	38	15	40	40	40	40
less Capital contributions funding other reliability, safety and environment						
Other Reliability, safety and environment less capital contributions	38	15	40	40	40	40

Company Name	GasNet Limited
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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). GDBs 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.

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11a(ix): Non-Network Assets

Routine expenditure

*Project or programme**

Information and technology systems	55	49	55	55	55	55
office buildings, depots and workshops	-	-	10	-	-	-
office furniture and equipment	8	5	5	5	5	5
motor vehicles	35	-	75	75	40	-
tools, plant and machinery	20	10	15	15	15	15

** include additional rows if needed*

All other routine expenditure projects or programmes

-	-	-	-	-	-	-
Routine expenditure	118	64	160	150	115	75

Atypical expenditure

*Project or programme**

Network Analysis software (supply & implementation)	-	62	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-

** include additional rows if needed*

All other atypical expenditure projects or programmes

-	-	-	-	-	-	-
Atypical expenditure	-	62	-	-	-	-

Non-network assets expenditure

118	126	160	150	115	75
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Company Name	GasNet Limited
AMP Planning Period	1 July 2014 – 30 June 2024

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. GDBs 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	CY+1	CY+2	CY+3	CY+4	CY+5	CY+6	CY+7	CY+8	CY+9	CY+10
for year ended	30 Jun 14	30 Jun 15	30 Jun 16	30 Jun 17	30 Jun 18	30 Jun 19	30 Jun 20	30 Jun 21	30 Jun 22	30 Jun 23	30 Jun 24
Operational Expenditure Forecast											
\$000 (in nominal dollars)											
Service interruptions, incidents and emergencies	41	41	42	43	43	44	45	46	47	48	49
Routine and corrective maintenance and inspection	82	82	83	85	87	89	90	92	94	96	98
Asset replacement and renewal	-	-	-	-	-	-	-	-	-	-	-
Network opex	123	123	125	128	130	133	135	138	141	144	147
System operations and network support	678	675	689	703	717	731	746	761	776	791	807
Business support	965	961	909	932	959	985	1,004	1,024	1,045	1,066	1,087
Non-network opex	1,643	1,636	1,598	1,635	1,676	1,716	1,750	1,785	1,821	1,857	1,894
Operational expenditure	1,766	1,759	1,723	1,763	1,806	1,849	1,885	1,923	1,962	2,001	2,041
\$000 (in constant prices)											
Service interruptions, incidents and emergencies	41	40	40	40	40	40	40	40	40	40	40
Routine and corrective maintenance and inspection	82	80	80	80	80	80	80	80	80	80	80
Asset replacement and renewal	-	-	-	-	-	-	-	-	-	-	-
Network opex	123	120	120	120	120	120	120	120	120	120	120
System operations and network support	678	660	660	660	660	660	660	660	660	660	660
Business support	965	940	871	876	883	889	889	889	889	889	889
Non-network opex	1,643	1,600	1,531	1,536	1,543	1,549	1,549	1,549	1,549	1,549	1,549
Operational expenditure	1,766	1,720	1,651	1,656	1,663	1,669	1,669	1,669	1,669	1,669	1,669
Subcomponents of operational expenditure (where known)											
Research and development	-	-	-	-	-	-	-	-	-	-	-
Insurance	191	197	202	209	215	215	215	215	215	215	215
Difference between nominal and real forecasts											
\$000											
Service interruptions, incidents and emergencies	-	1	2	3	3	4	5	6	7	8	9
Routine and corrective maintenance and inspection	-	2	3	5	7	9	10	12	14	16	18
Asset replacement and renewal	-	-	-	-	-	-	-	-	-	-	-
Network opex	-	3	5	8	10	13	15	18	21	24	27
System operations and network support	-	15	29	43	57	71	86	101	116	131	147
Business support	-	21	38	56	76	96	115	135	156	177	198
Non-network opex	-	36	67	99	133	167	201	236	272	308	345
Operational expenditure	-	39	72	107	143	180	216	254	293	332	372

Company Name	GasNet Limited
AMP Planning Period	1 July 2014 – 30 June 2024

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.

sch ref

Asset condition at start of planning period (percentage of units by grade)

sch ref	Operating Pressure	Asset category	Asset class	Units	Grade 1	Grade 2	Grade 3	Grade 4	Grade unknown	Data accuracy (1-4)	% of asset forecast to be replaced in next
											5 years
7											
9	Intermediate Pressure	Main pipe	IP PE main pipe	km	N/A	N/A	N/A	N/A	N/A	N/A	
10	Intermediate Pressure	Main pipe	IP steel main pipe	km				100.00%	-	2	0.0%
11	Intermediate Pressure	Main pipe	IP other main pipe	km	N/A	N/A	N/A	N/A	N/A	N/A	
12	Intermediate Pressure	Service pipe	IP PE service pipe	km	N/A	N/A	N/A	N/A	N/A	N/A	
13	Intermediate Pressure	Service pipe	IP steel service pipe	km				100.00%		2	0.0%
14	Intermediate Pressure	Service pipe	IP other service pipe	km	N/A	N/A	N/A	N/A	N/A	N/A	
15	Intermediate Pressure	Stations	Intermediate pressure DRS	No.			2.00%	98.00%		4	1.0%
16	Intermediate Pressure	Line valve	IP line valves	No.				100.00%		2	0.0%
17	Intermediate Pressure	Special crossings	IP crossings	No.				100.00%		2	0.0%
18	Medium Pressure	Main pipe	MP PE main pipe	km				100.00%		2	0.0%
19	Medium Pressure	Main pipe	MP steel main pipe	km				100.00%		2	0.0%
20	Medium Pressure	Main pipe	MP other main pipe	km	N/A	N/A	N/A	N/A	N/A	N/A	
21	Medium Pressure	Service pipe	MP PE service pipe	km				100.00%		2	0.0%
22	Medium Pressure	Service pipe	MP steel service pipe	km				100.00%		2	0.0%
23	Medium Pressure	Service pipe	MP other service pipe	km	N/A	N/A	N/A	N/A	N/A	N/A	
24	Medium Pressure	Stations	Medium pressure DRS	No.			2.00%	98.00%		4	1.0%
25	Medium Pressure	Line valve	MP line valves	No.				100.00%		2	0.0%
26	Medium Pressure	Special crossings	MP special crossings	No.			5.00%	95.00%		2	5.0%
27	Low Pressure	Main pipe	LP PE main pipe	km				100.00%		2	0.0%
28	Low Pressure	Main pipe	LP steel main pipe	km		6.00%	94.00%			2	8.0%
29	Low Pressure	Main pipe	LP other main pipe	km		6.00%	94.00%			2	8.0%
30	Low Pressure	Service pipe	LP PE service pipe	km				100.00%		2	0.0%
31	Low Pressure	Service pipe	LP steel service pipe	km		30.00%	70.00%			2	30.0%
32	Low Pressure	Service pipe	LP other service pipe	km	N/A	N/A	N/A	N/A	N/A	N/A	
33	Low Pressure	Line valve	LP line valves	No.				100.00%		4	
34	Low Pressure	Special crossings	LP special crossings	No.			10.00%	90.00%		2	10.0%
35	All	Monitoring & control systems	Remote terminal units	No.				100.00%		4	
36	All	Cathodic protection systems	Cathodic protection	No.				100.00%		4	

Company Name **GasNet Limited**
 AMP Planning Period **1 July 2014 – 30 June 2024**

SCHEDULE 12b: REPORT ON FORECAST UTILISATION

This Schedule requires a breakdown of current and forecast utilisation (for heavily utilised pipelines) consistent with the information provided in the AMP and the demand forecast in schedule S12c.

sch ref

7 **Forecast Utilisation of Heavily Utilised Pipelines**

8 **Utilisation**

9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
Region	Network	Pressure system	Nominal operating pressure (NOP) (kPa)	Minimum operating pressure (MinOP) (kPa)	Total capacity at MinOP (scmh)	Remaining capacity at MinOP (scmh)	Unit	Current Year CY y/e 30 Jun 14	CY+1 y/e 30 Jun 15	CY+2 y/e 30 Jun 16	CY+3 y/e 30 Jun 17	CY+4 y/e 30 Jun 18	CY+5 y/e 30 Jun 19	Comment										
							scmh																	
							kPa																	
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* Current year utilisation figures may be estimates. Year 1–5 figures show the utilisation forecast to occur given the expected system configuration for each year, including the effect of any new investment in the pressure system.

34 **Disclaimer for supply enquiries**

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37 **Notes and assumptions**

38 Please refer to Asset Management Plan clause 10 and Appendix 3.3 - Schedule 12b: Forecast Utilisation
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Company Name

GasNet Limited

AMP Planning Period

1 July 2014 – 30 June 2024

SCHEDULE 12c: REPORT ON FORECAST 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							
		<i>Current year CY</i>	<i>CY+1</i>	<i>CY+2</i>	<i>CY+3</i>	<i>CY+4</i>	<i>CY+5</i>
		30 Jun 14	30 Jun 15	30 Jun 16	30 Jun 17	30 Jun 18	30 Jun 19
<i>Consumer types defined by GDB</i>							
Domestic		80	80	80	80	80	80
Non-domestic		5	5	5	5	5	5
Total		85	85	85	85	85	85
12c(ii): Gas Delivered							
		<i>Current year CY</i>	<i>CY+1</i>	<i>CY+2</i>	<i>CY+3</i>	<i>CY+4</i>	<i>CY+5</i>
		30 Jun 14	30 Jun 15	30 Jun 16	30 Jun 17	30 Jun 18	30 Jun 19
Number of ICPs at year end		9,828	9,878	9,928	9,978	10,028	10,078
Maximum daily load (GJ/day)		4,899	4,948	4,998	5,048	5,098	5,149
Maximum monthly load (GJ/month)		110,868	111,977	113,097	114,228	115,370	116,524
Number of directly billed ICPs (at year end)		-	-	-	-	-	-
Total gas conveyed (GJ/annum)		1,190,630	1,202,536	1,217,856	1,226,698	1,238,965	1,251,355
Average daily delivery (GJ/day)		3,262	3,295	3,337	3,352	3,394	3,428
Maximum monthly amount of gas entering network (GJ/month)		110,868	111,977	113,097	114,228	115,370	116,524
Load factor		89.49%	89.49%	89.74%	89.49%	89.49%	89.49%

Company Name

GasNet Limited

AMP Planning Period

1 July 2014 – 30 June 2024

Asset Management Standard Applied

International Infrastructure Management Manual (IIMM)

SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY

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

Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/document information
3	Asset management policy	To what extent has an asset management policy been documented, authorised and communicated?	2	GasNet's Asset Management Policy was approved by its Board of Directors on 24 June 2104 following the usual internal consultation process with staff. All 4 managers that comprise the Management Team have attended formal asset management courses.		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	Whilst GasNet does not have a formal documented AMP Strategy, strategic planning is integral to its asset management operations and planning. The annual planning process which is approved by the Board provides activities planned for the coming year of which a number of items will refer to an overall strategy. GasNet's Management Team meet regularly to discuss operational and strategic matters, and are actively involved in the development and review of all policies and procedures.		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	GasNet's personnel and in particular the General Manager, Engineering Manager and Engineering Supervisor have a wealth of asset knowledge and very much focussed on ensuring they are managed effectively, efficiently and safely throughout their lifecycle.		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	GasNet has effectively produced a version of a fully compliant Asset Management Plan that whilst diluted, nevertheless provides evidence of GasNet's asset management strategies and practices. In the development of its AMP it has become evident that further enhancements in progressing to a fully compliant asset Management Plan will not be difficult, especially once the framework has been developed following implementation of the latest Asset Management Policy.		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).

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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.

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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented 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?	3	Whilst GasNet only recently published its first AMP in 2013, the information contained within will be known to those who need to know appropriate to their role and/or interest. Due to the small centralised operation there is very good awareness of what other personnel are doing within the company and with a close and effective Management Team, information is effectively communicated to others as required. The General Manager provides appropriately detailed monthly reports to the Board of Directors who in turn take an active interest at Board of Directors meetings attended by the General Manager. The Chairman of the Board is also Chairman of the shareholder Wanganui Gas Limited, its shareholder Wanganui District Council Holdings Limited and in view of the latter has regular direct contact with the Wanganui District Council as "ultimate" shareholder.		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?	3	Responsibilities are clearly defined in Position Descriptions for all GasNet employees and reviewed on an annual basis in conjunction with the Personal Performance & Development Review (PPDR). Documented Policies and Procedures provide more detailed specific responsibilities and a thorough consultation process ensures maximum knowledge and understanding. Due to the small size of the company and the fact that almost every role is unique, the responsibilities are in most instances apparent to the position holder and others. No one else would logically share or take the responsibility.		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	All Managers have clear responsibilities within their Position Descriptions for the management of resources under their control, both direct labour and external, and for meeting the company needs and legislative obligations relevant to the role. The Management Team meet regularly and have a good understanding of the issues at hand and their management. In the last 5 years during a period of significant regulatory uncertainty additional financial resources have been made available to obtain specialist external support where it would be otherwise uneconomic to employ someone for that task. One new role was created to provide additional administrative support in view of the increasing need for information. GasNet considers it is well placed to manage any resource issues that might arise through formalisation and further development of its AMP.		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. If 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?	3	GasNet's Emergency Plan is well established and understood within the Company and a core document with its origins in the early 1990's. Because of the small size of the company, roles that are both clearly defined and understood by all, and a team approach has proven time after time that GasNet is well placed to manage adverse events when they occur. Recent enhancements associated with the formalisation of its Public Safety Management System and its associated focus on risk and emergency management has further improved GasNet's preparedness.		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.

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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
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.

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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

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	The 3 Section Managers are each directly responsible to the General Manager and collectively responsible for delivery of the company's business requirements. Each Section is functionally based with little scope for confusion. Roles and responsibilities are clearly defined in Position Descriptions and delegated authorities are clearly understood and reflected in the managers performance and behaviour.		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?	3	GasNet's Management Team is highly effective at identifying and managing resourcing issues and needs as they are identified or become apparent. In addition to their management responsibilities the managers are operational and work closely with their direct reports within the same small office environment. The Management Team is efficient because of its active participation and size in making changes when necessary to ensure business requirements are met. Where the change requires additional resources and/or guidance from the Board, the General Manager has access to a designated Director outside of official Board meetings, and has a healthy working relationship with the Board during meetings. The Management Team is constantly aware of the increasing and changing resourcing needs, particularly given the recent changes in safety and commercial legislation and has made a number of significant resourcing changes. The asset management resourcing needs will continue to be monitored and addressed as necessary.		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?	3	Each of the 3 Section Managers that along with the General Manager make up the Management Team manage a small number of direct reports with whom regular operational meetings are held. With the relatively small number of employees GasNet could not operate effectively if individuals did not have a good understanding of what they are required to do and what is expected of others. In addition to the formal and informal communication from their managers, all office based employees operate out of a single open plan office effectively exposing them to all aspects of GasNet's business activities both strategic and operational, with a consequence that there is a good understanding of business systems and processes.		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?	N/A	GasNet does not outsource asset management activities. GasNet has, and will continue to seek occasional ad hoc specialist support from external parties, but whenever it does the responsibility for the activity remains clearly with the relevant Manager.		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.

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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 person 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 organisation's 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 organisation's 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.

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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

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	With clearly defined Position Descriptions within a functionally based organisational structure, the responsibilities and expectations from each employee are well documented and understood by all. All employees are subject to an annual Personal Performance and Development Review (PPDR) attended by their supervisor/manager and manager/General Manager, where their performance over the past 12 months is reviewed, performance targets for the next 12 months are set and agreed, and any training needs resulting from personal development of changing business needs are discussed and agreed.		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?	2	Requirements for change are guided by GasNet's Change Management Policy, as a result of an identified need or deficiency occurring following an incident or non-conformance of a system or process, or during the annual Personal Performance and Development Review (PPDR). The annual training budget is based on a training plan developed at the time the budget is prepared and is based on the plan rather than a nominal percentage of salary target. Competencies achieved are recorded in the employees Personnel File and in the Risk Manager application.		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	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	Each of the 3 Section Managers have an appropriate and relevant combination of qualifications and experience required for the position they hold. The Engineering Manager, a key asset management role, has two NZCE's the first in Mechanical Engineering and the second in Gas, combined with 27 years experience covering all aspects of natural gas distribution engineering. The General Manager has a Degree in Mechanical Engineering and has 33 years experience in gas distribution engineering both in NZ and UK. The Engineering Supervisor has 38 years experience in a variety of field based operational gas distribution engineering roles. The Engineering Supervisor and 4 Technicians have all been trained under the NZ qualifications framework to National Certificate Levels 3 and 4 in accordance with NZ Gas Industry minimum competency requirements as specified in the GANZ Certificate of Competency Framework. In addition to this platform of qualifications, experience and competencies it is relatively easy to identify non-performance and deficiencies in competence within a company the size of GasNet and where employees work within the same open plan office environment.		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.
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?	2.5	With the exception of commercially sensitive and confidential documents and information, GasNet provides its employees open access to required documentation through the Company intranet. Where there is an identified need for a specific group or individual in respect of information whether it be asset management or any other information, the relevant manager will ensure those needs are met. There is a good communication link between the Management Team and the Board of Directors via the General Manager and regularly reporting to the Board on a monthly basis. In view of the low level of activity and the advisory nature of the engagement, contracted service providers are not typically exposed to, nor require access to asset management information, but clearly would be provided with such if it were required in order to complete the task.		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.

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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
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 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.
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.

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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented information
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?	2	GasNet has an extensive range of documentation to support its asset management, such as policies, procedures and plans integrated with its risk management, public and workplace safety management systems. The review processes referred to in the AMP and its alignment with the regulatory requirements under the IDD will provide the catalyst for the identification of any gaps in the existing systems and documentation and formalisation of the asset management system.		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?	2	GasNet identified its needs through a review conducted in 2012 and culminating in the adoption of a project plan by the Management Team. Produced in MS Project the planner covered both the requirements to develop a fully compliant Asset Management Plan in addition to the unrelated requirements associated with the implementation of the Public Safety Management System (PSMS). The needs for the AMP were based on guidance from the NAMS International Infrastructure Management Manual (IIMM) and assigned to the relevant Section Manager. Implementation of the more detailed elements of asset management planning has been completed to varying degrees with resources more recently being focussed on completion of the Transitional Asset Management Plan.		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. 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.	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?	1.5	GasNet has developed a robust document management system combined with registers providing a record of documents held and their status. GasNet has identified its GIS, MIDAS and KernMobile applications as its core asset information systems and with access limited to only a few personnel with the authority to change and update data, the reliance is on the competency of the persons making those changes to maintain quality. With its increasing use and dependency on electronic based data GasNet has recognised the need to set and maintain standards in data management and quality, and in conjunction with a business system process review being undertaken at the time of preparing this document, plans to introduce systems to check data accuracy.		The response to the questions is progressive. A higher scale cannot be awarded without achieving the requirements of the lower scale. 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).	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.
64	Information management	How has the organisation's ensured its asset management information system is relevant to its needs?	2	Following the review undertaken in 2012 referred to in qu 62 above, GasNet identified opportunities for improvement in its information systems all of which are considered manageable and achievable and assigned responsibilities to the relevant Section Manager,		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.

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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
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 is 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.
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.

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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented information
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?	2	GasNet has developed a comprehensive risk management system under its Risk Management Policy which addresses all forms of risk to which the company is or may be exposed. Whilst the recent focus was on satisfying the requirements of the Public Safety Management System and attaining the required audit certification, the approach taken encompassed both safety and asset related risks. However it must be acknowledged that with the focus at the time on safety it is necessary to ensure that the risks from a purely asset management perspective are identified and managed. Accordingly it is planned to undertake a review of the risks later in 2014 following approval and implementation of the latest Asset Management Policy.		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?	2	Given the safety considerations inherent in a natural gas infrastructure business, the management of risk has become naturally embedded within GasNet's business processes and activities. With close alignment to the hazard and risk management processes required under the workplace health and safety legislation and as asset related risk is often identified in conjunction with health and safety related risks, the focus on managing asset risk information is not new to GasNet or its employees. It is acknowledged however that by formalising its asset management system and practices and with specific consideration to asset related risks that gaps will be identified.		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	As required under its comprehensive Compliance Policy, GasNet has published internally a comprehensive legislation register applying across all business interest of the company, accessible to all employees via its intranet. The register provides the specific items of legislation and covers acts, regulations, standards, codes of practice and guidelines, with active links to documents where they are available on the web. In addition GasNet is a member of the Gas Association of New Zealand, LPG Association, subscribes to email notifications from the Gas Industry Company and is either a member itself, or individual employees are members of, a range of various organisations with interests in asset related matters.		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
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?	2	Up until 2008 when GasNet Limited purchased the assets from Wanganui gas Limited, there was less focus on documented policies, procedures and plans due to the low turnover of key personnel and the combination of experience and length of service. Since then there has been significant effort made in policy development and documentation of subordinate procedures and plans etc. Whilst there are still identified gaps in documentation and systems, they are diminishing and will be completed as a matter of course. In recognition at the need and rate of change, GasNet has introduced a Change Management Policy which formalises the requirements and processes to manage change within the organisation.		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.

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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
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.
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.

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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented information
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	2	GasNet has operated comprehensive asset maintenance regimes for a number of years, typically based on fixed interval preventative maintenance. Over time and with the recent introduction of risk based management under the gas safety and measurement regulations, GasNet has modified its practises to reflect the risk profile of the assets or their operation. With its small number of employees and the close working environment within which its employees operate, GasNet is well placed to implement change and take appropriate corrective action if an adverse event or incident should occur. There is little growth opportunities for GasNet within its existing footprint so the creation of new assets are typically associated with asset renewals, with a focus on the pre-natural gas era Low Pressure assets.		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?	1	GasNet has a number of lagging performance measures that are collected for management purposes from which a sub-set is reported on a monthly basis to the Board of Directors in the form of a dashboard report. A number of these measures have been included in the AMP but not all. With the scale of GasNet's operation, their awareness of the business activities and the operational nature of most managerial positions with the Company, including the General Manager, it is often the case that the statistics only serve to confirm what was already known or suspected. However it is acknowledged that this is not always the case and that whilst it may be well known and understood within the Company, unless it is reported by way of a publicly available AMP or other means, no one else would know. GasNet is comfortable providing a suite of leading and lagging KPI's of its own selection in future AMPs, but would also welcome the introduction of gas industry standard measures providing the opportunity for comparison with other operators.		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 conformance is clear, unambiguous, understood and communicated?	3	All incidents that occur on the gas network are recorded in our Risk Manager software application and investigated. The effort and extent to which an incident is investigated depends entirely on the type and nature of the event. Two managers have received formal training in incident investigation including the Engineering Manager who undertakes most investigations. There have been a few occasions where an external investigator has been engaged to undertake the investigation due typically to the complex nature of the incident and/or the need to ensure the interview process is robust and captures information which as closely as possible reflects the events that had occurred prior to and/or during the incident. In addition, at the time of preparing this report GasNet was about to consult with its employees on its draft Corrective and Preventative Actions Policy which addresses issues on non-conformance and promotes the practice of continual improvement.		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 conformance. Documentation of assigned responsibilities and authority to employees. Job Descriptions, Audit reports. Common communication systems i.e. all Job Descriptions on Internet etc.
105	Audit	What has the organisation done to establish procedure(s) for the audit of its asset management system (process(es))?	1.5	GasNet is very much aware of the benefits of subjecting its systems and processes to an audit regime, whether it be internal or external or a combination of both. However it is also very aware that in an environment where there is increasing expectations from multiple stakeholders the audit must be well managed to ensure it achieves the desired outcomes both in terms of integrity and cost. With the recent certification of its Public Safety Management System (PSMS) GasNet is already working under its audit plan but has not yet focussed on the audit requirements of its asset management system and is unlikely to do so until 2014 when its Asset Management Policy and Strategy documents have been reviewed and the formal asset management framework is in place.		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.

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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
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	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 conformance 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.
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.

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SCHEDULE 13: REPORT ON ASSET MANAGEMENT MATURITY (cont)

Question No.	Function	Question	Score	Evidence—Summary	User Guidance	Why	Who	Record/documented information
109	Corrective & Preventative action	How does the organisation instigate appropriate corrective and/or preventative actions to eliminate or prevent the causes of identified poor performance and non conformance?	2	Following the internal consultation process in 2013 the Corrective and Preventative Actions Policy was approved and implemented in early 2014 to address issues of non-conformance and promote the practice of continual improvement. With the investigation of every incident, event and near-miss occurrence, corrective actions are identified in almost every instance with few exceptions, and whilst in the majority of instances the improvements are minor in nature, they nevertheless contribute and confirm GasNet's commitment to continual improvement. With the ease of access to senior management, employees are encouraged to make their managers aware of any improvement opportunities, which in the case of the operational field Technicians are often discussed in the daily meeting with their supervisor.		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 businesses 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 preventative 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 preventative 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?	1	The approval and implementation of the Corrective and Preventative Actions Policy has provided the catalyst for formalising the existing practices embedded within GasNet's system and processes. Whilst GasNet has historically promoted and supported the identification of improvement opportunities (made easier by ease of access for all employees to their Section Manager and the General Manager) there will inevitably have been opportunities missed through the absence of formal systems in place.		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	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?	2	GasNet has a history of active participation with persons and organisations external to its own operation and if it identifies a gap in knowledge or capabilities will seek assistance or advice. Whilst GasNet had previously adopted the International Infrastructure Management Manual (IIMM) as the primary guidance in establishing its asset management practices, this has now changed to the Publicly Available Specification on Asset Management (PAS 55:2008) as referred to in its latest Asset Management Policy approved and implemented on 24 June 2014. As this change occurred within a matter of days from completion of this AMMAT assessment, the IIMM has been stated as the Asset Management Standard Applied for this assessment.		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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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
109	Corrective & Preventative action	How does the organisation instigate appropriate corrective and/or preventative 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 preventative actions.	The organisation recognises the need to have systematic approaches to instigating corrective or preventative 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.