Case Study

Best Practice Asset Management

An example of an Activity Management Plan, published by the Best Practice Asset Management Working Group

Case Study AMP 01-2014
The Best Practice Asset Management Working Group was established by the Road Efficiency Group to harness and promote the existing body of good asset management practices. A dynamic working group with regularly changing members, the working group is made up of representatives from eight road controlling authorities.

The Best Practice Asset Management Working Group regularly publishes materials and case studies related to asset management guidance and practices.

The group's goal is to:

- identify existing best practices that should be taken up by industry
- promote adoption of these practices throughout the sector through sharing of case study learning's
- highlight gaps in best practice guidance to existing industry bodies.

This package contains an Activity Management Plan – Transportation (developed by Dunedin City Council) and related materials, such as relevant comments on the Plan by Audit New Zealand.

This plan and other materials included in this package are not to be used as a template for other plans. Rather, the aim is to provide guidance on how certain aspects of this plan can inform the development of other plans.

**IMPORTANT:** Given that the Dunedin City Council AMP was developed for 2012/13, it does not yet incorporate the business case approach or the One Network Road Classification adoption that will be required in future AMPs.

For further information on this resource and to find out about other best practice resources, please email

roadefficiency@nzta.govt.nz

or visit our website

Table of Contents

1. Commentary by Dunedin City Council

2. Extracts from “Audit NZ Asset Management for public entities: Learning from local government examples”

3. Dunedin City Council Corporate Strategic Planning Framework

4. AMP Terminology

5. Dunedin City Council Activity Management Plan – Transportation

6. Related materials
Commentary by Dunedin City Council

Gene Ollerenshaw, Group Manager Transportation at Dunedin City Council, makes the following remarks:

“This package shows one organisation’s approach to activity management planning. For Dunedin City Council, this is a ‘live’ plan; it is reviewed annually. For us as an organisation this means that in some periods, we are more focused on the operation of the plan, in others it’s more about future planning. We do not have a centralised activity management plan writer or owner – we do, however, have one person ‘holding the pen’ on the plan, with a lot of staff provide indirect input and ongoing development and management.

“In the context of developing such a plan, you have to consider both your organisation’s approach to planning generally, as well as how the activity you are planning is being managed. What is really useful about a plan like this is that it not only provides a performance management (level of service) framework for the activity, but also shows how that flows through from strategic objectives to Annual Plan, Long Term Plan measures and technical measures (for example, footpath resurfacing target length – that ensures we have sustainable network?).

“Naturally, we have to consider a changing environment, the Government Policy Statement, legislative changes. But the plan will still be relevant, it’s the inherent practices that are still relevant. If things change, we will have to change our approach, for example with the new non-financial performance measures from the Department of Internal Affairs, and industry initiatives, such as ONRC and its performance measures.

“For us as an organisation, when we get outside signals, we want to be at leading edge. We are always considering how we are going to approach what the future of the AMP plan may be, how to build a better business case framework for the Transport Agency, how we integrate the current bigger picture, and how we use new language and approaches.

“What we find particularly useful in the development of this plan is that the thinking behind the development process enables staff and teams to understand the bigger picture, in terms of what is required to provide services. This, in turn, enables the executive and the political decision makers to understand the issues the activity may be facing.

“The way we develop this plan really requires a different way of looking at our investment or transport investment programme, where we focus on our process, as well as our activity, to make good decisions. The output on how that’s presented might be different. I’m a fan of better business case approach, more upfront thinking, rather than building assets or levels of service that aren’t really required. This way, we will get better value for money, and if that is achieved, then the dollar spent provides more value to the community.
“The feedback we received from Audit New Zealand gave us level of assurance that our performance framework is sound. We were very pleased with that - if you’re clear of what your service objectives are, and you have the appropriate systems to monitor those, than a lot of decision making and planning will flow from that.

“Of particular note for us were the relationships we have with our own organisational process, the direct linkages to performance, and how it fits into our organisation. Some 40 odd businesses prepare these plans, using the same template. What we are really aiming for, and achieving, is a consistent fit for purpose approach to the quality of activity management planning.”

Any final words of advice from Gene:

“This is how DCC approaches it, another council may approach it differently, it’s important to find the ‘sweet spot’ as to what works well for the organisation, that will be different between councils. What I would say is important to everyone is to keep is simple, focus on the things that make a difference and that matter. Don’t get lost in detail.”
2 Asset management for public entities: Learning from local government examples

The following text is extracted from Audit New Zealand’s resource for public sector asset managers and their organisations and governing bodies.

Copies of the full report can be obtained by emailing reports@oag.govt.nz

Case Study 3.10 - Dunedin City Council – Continuously reviewing levels of service ensures that they remain relevant

The Dunedin City Council has good systematic processes for developing levels of service. The annual corporate planning process starts with the councillors and the Executive Management Team holding a workshop to agree planning parameters to guide corporate plan preparation. Activity managers use a template to identify proposed changes in levels of service, and to provide supporting information (including service statements, measures and targets) and funding requirements/implications. A subcommittee of the Executive Management Team provides decisions to enable activity managers to complete the development of the pre-draft LTCCP or Annual Plan. The Council reviews the pre-draft plan and approves the resultant draft plan for consultation.

The Council then considers community responses. Adoption of the final Annual Plan or LTCCP completes the process. To assist with decision-making, activity managers may be asked for further information about the effect of potential changes in the levels of service during the council reviews. Financial modelling is available to assist with this.

The Council uses SMART (specific, measurable, achievable, realistic, and timely) performance measures that are meaningful to activities - thereby ensuring that it is measuring what matters. This promotes ownership and accountability, gives a clear work focus to the team, and drives ongoing improvement. The Council monitors its performance data through its intranet systems, with Executive Management Team reporting and review every quarter. Improvement action is initiated when there is any concern about performance.

Activity management plans include past performance and show future targets graphically. The Council is working towards setting targets that reflect benchmarking information and show the difference between Dunedin and New Zealand overall. Benchmarking is helped by including key measures in the annual Residents Opinion Survey and the biennial Quality of Life Survey.
Case Study 5.3 - Dunedin City Council – Good use of groups results in a co-ordinated approach, which means the organisation can be confident that all its planning is being done appropriately

Dunedin City Council co-ordinates asset management through its corporate asset planning function. The function is responsible for asset management development and implementation, and is supported by activity managers who form an Asset Management Working Group. The Council has a corporate Asset Planning Manager who chairs this group.

Wherever possible, the Council uses its in-house staff to carry out asset management, and individual service departments are formally responsible for their Activity Management Plans. However, the Council also recognises where its expertise is limited. External resources are used where there are skill gaps or specialist experience is needed in technical areas such as transportation modelling.

Asset managers work together and with corporate departments to develop information into a format suitable for asset management. They have linked a population model to Dunedin Geographical Information Service, which has a layer for population/growth and residential capacity.

Case Study 5.5 - Dunedin City Council – Good use of templates and guidance gets a co-ordinated approach and makes everyone’s life easier

Dunedin City Council uses an asset management plan template with supporting guidelines for all its activities. These templates prescribe the minimum level of details for all activities and recognise that not all assets require the same level of planning.

The Council has improved its asset management planning processes since it introduced the template approach. It has also developed a benchmarking framework that aligns with the Auditor-General’s definitions of “core” and “advanced” asset management levels,

which helps individual managers identify areas for further improvement.

The Council is using the benchmarking review to determine the level of sophistication for each of its plans against the level it aspires to. It intends for all its plans to be at least “core” level, with some having characteristics appropriate to advanced plans.

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Case Study 5.8 - Dunedin City Council – Effectively managing the performance of asset-related staff means that the Council makes asset management part of “the day job”

Dunedin City Council has a clear and holistic performance management framework for strategic planning, operational management, and personal development, which is set out in its asset management plans.

This provides an integrated, systematic, and logical flow to:

- link the Council’s activities to outcomes and well-beings;
- align all aspects of an activity’s key result areas, and link them to meaningful performance measures and targets that will provide minimum service standards; and
- link all aspects of an activity’s key result areas to the required team resources and individual day-to-day contributions of each and every member of the Council’s staff.

This then forms the basis of individual performance management and development assessments that involve feedback and review. In this way, individual staff can clearly understand what the Council is trying to achieve and their own unique contribution to delivering this. It is important to the Council that performance measurement is used to facilitate better organisational understanding, to direct improvement action, and to be positive not punitive. This cascading process is supported by the key corporate teams of Asset Planning, Business Improvement, Financial Analysis, Human Resources, and Policy Analysis. This ensures the alignment of asset planning with performance measurement, financial management, and strategic planning.
3 Dunedin City Council Corporate Strategic Planning Framework

Dunedin City Council Corporate Strategic Planning Framework

THE COMMUNITY STRATEGY

LONG TERM COUNCIL COMMUNITY PLAN (LTCCP) WELL-BEINGS

Economic Well-Being  Environmental Well-Being  Social & Cultural Well-Being

COMMUNITY OUTCOMES

Wealthy Community  Accessible City  Safe & Healthy People  Sustainable City & Environment  Culture & Learning  Supportive Community  Active City

VISION STATEMENT

Meeting Customer Needs

MISSION

Our purpose is to maintain and enhance our community for the long-term wellbeing of our people and environment through innovative leadership and the provision of cost-effective services

Leadership

(Elected Representatives and Officers)

IN THE AMPS

STRATEGIC RESULT AREAS (SRAs)

Organisational Performance  Customer Service  People Development  Strategic Advice

KEY RESULT AREAS (KRAs)

DP KRAs  CS KRAs  PD KRAs  SA KRAs

SERVICE PERFORMANCE PLANS

PERSONAL UNIQUE CONTRIBUTION OF 228 DAYS

Strategic Planning  Activity Management  Process Management  People Focus
## 4 AMP Terminology

### TERMS AND DEFINITIONS FOR A COMMON LANGUAGE

<table>
<thead>
<tr>
<th>TERM</th>
<th>DEFINITION</th>
<th>EXAMPLE(S) WHERE RELEVANT</th>
</tr>
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<tbody>
<tr>
<td><strong>Corporate Strategic Planning Framework</strong></td>
<td>A diagram used to summarise a complex issue. The corporate strategic planning framework shows how all the core activities of the Council are aligned toward accomplishing the same community goals.</td>
<td>Refer page 9</td>
</tr>
<tr>
<td><strong>Corporate Strategic Plan</strong></td>
<td>The roadmap to achieve the corporate strategy. It translates the community outcomes, vision statement and mission into clear measurable outputs and service performance targets that define success in meeting customer needs</td>
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<tr>
<td><strong>Community Strategy</strong></td>
<td>The long-term plan for satisfying the needs of the local people, i.e. the LTCCP.</td>
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<tr>
<td><strong>LTCCP</strong></td>
<td>Long Term Council Community Plan: A requirement of the Local Government Act 2002 for long-term (10 year) planning. The Auditor General audits this every three years.</td>
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<tr>
<td><strong>Well-Beings</strong></td>
<td>The long term quality of life aspirations of the community</td>
<td><strong>Economic Well-Being:</strong></td>
</tr>
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|                                     | *Having a supportive business environment*  
|                                     | *Promoting local job growth*  
|                                     | *Ensuring we have a transport system that meets customer needs and those of business*  
|                                     | *Having an accessible and efficient public*  
|                                     | **Supported by Community Outcomes:**  
<p>|                                     | <strong>Wealthy Community and Accessible City</strong> |                                                                                              |</p>
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| Well-Beings Cont’d | The long term quality of life aspirations of the community | Environmental Well-Being:  
- Recycling and waste minimisation programmes  
- Environmentally friendly sewage and storm water systems  
- Providing a high-quality water supply  
- Protecting public health through services such as food safety and liquor licensing  
- Ensuring people have a strong sense of personal safety  
- Enhancing the look of the City and sustaining our natural environment  
  Supported by Community Outcomes:  
  Safe and Healthy People, and, Sustainable City and Environment |
| Community Outcomes | The results that are delivered to the community, contributing to the Well-Beings. These are the broad requirements of the people of Dunedin (identified through consultation) and to be delivered through the LTCCP. Progress is reported at least every three years. Consultation is renewed every six years. | Wealthy Community  
A City that encourages strong local business and employment growth, and attracts increasing numbers of new businesses and tourists  
Contributes to Economic Well-Being |
| | | Accessible City  
A City with a transport network that supports economic development, and where people move about easily and safely.  
Contributes to Economic Well-Being |
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<tr>
<td><strong>Safe and Healthy People</strong></td>
<td>A City where residents feel safe and enjoy a healthy lifestyle. <em>Contributes to Environmental Well-Being</em></td>
</tr>
<tr>
<td><strong>Sustainable City and Environment</strong></td>
<td>A City that makes the most of its natural and built environment. <em>Contributes to Environmental Well-Being</em></td>
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<tr>
<td><strong>Culture and Learning</strong></td>
<td>A City that celebrates and supports culture and excellence in the arts, and education <em>Contributes to Environmental Well-Being</em></td>
</tr>
<tr>
<td><strong>Supportive Community</strong></td>
<td>A City where residents feel included and connected with their wider community <em>Contributes to Social and Cultural Well-Being</em></td>
</tr>
<tr>
<td><strong>Active City</strong></td>
<td>A City that provides and encourages participation in a broad range of sporting, recreational and leisure activities <em>Contributes to Social and Cultural Well-Being</em></td>
</tr>
<tr>
<td><strong>Vision Statement</strong></td>
<td>The Council’s key aspiration for the future. <em>“Meeting Customer Needs”</em></td>
</tr>
<tr>
<td><strong>Mission</strong></td>
<td>The current purpose of the Council – to achieve the vision. <em>“Our purpose is to maintain and enhance our community for the long-term wellbeing of our people and environment through innovative leadership and the provision of cost-effective services.”</em></td>
</tr>
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| Leadership | The visionary influence, facilitation and motivation of individuals, to contribute to the effectiveness and success of the Council in meeting their community responsibilities and strategic objectives. AMPs are one of our tools to enable this clear vision of where the activity would like to be in (at least) ten years time. | Administration Services  
Animal Control  
Aquatic Services  
Architecture and Urban Design  
Botanic Garden  
Building Control  
Business Improvement  
Cemeteries and Crematorium  
Citifleet  
Citipark  
City Planning  
City Property - Investment Property  
City Property - Housing  
City Property - Management and Consultancy  
City Property - Miscellaneous Property  
City Property - Operational Property  
Civic Leadership  
Civil Defence and Rural Fires  
Community Development  
Customer Services Agency  
Dunedin Centre  
Economic Development  
Finance  
Health Licensing  
Human Resources  
Information Systems  
Investment Account  
Knowledge Centre  
Libraries  
Liquor Licensing  
Marketing and Communications Agency  
Otago Settlers Museums  
Dunedin Public Art Gallery  
Chinese Gardens  
Parking Enforcement  
Parks and Reserves  
Policy Analysis  
Solid Waste  
Stormwater |
| AMPs     | Activity Management Plans: The activity’s business plan and the Council’s strategic leadership tool to effectively align the actions and resources of all activities to achieve the required strategic objectives of the Council. | }
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<tr>
<td>Strategic Planning</td>
<td>The Council’s process of defining its strategy and direction, and taking decisions regarding the allocation of its resources to achieve it.</td>
<td>Transportation Visitor Centre Wastewater Water Supply</td>
</tr>
<tr>
<td>SRAs</td>
<td>Strategic Result Areas: The Council’s consistent strategic direction and priorities.</td>
<td>Organisational Performance (OP):</td>
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<tr>
<td></td>
<td></td>
<td>• <strong>A results focused organisation</strong></td>
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<td></td>
<td>Where each department, team and individual has defined their key results, measured them and is working on improving them.</td>
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<td></td>
<td>• <strong>An organisation that is flexible and adaptable</strong></td>
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<td>By focusing on the achievement of key results and what the community wants.</td>
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<td></td>
<td></td>
<td>• <strong>Improved risk management</strong></td>
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<td></td>
<td>Through improved disciplines such as the use of data, action plans and project management templates.</td>
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<td></td>
<td></td>
<td>• <strong>Cost effective delivery of service</strong></td>
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<td>Through continuous improvement of outcome achievement, measured by ‘before and after’ data.</td>
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<tr>
<td><strong>Customer Service (CS):</strong></td>
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| • Continuous improvement of communication and consultation  
  By measuring and improving how well customers feel they have been listened to and have got the information they want.  
• Continuous improvement of service quality  
  By measuring and improving how well customers feel they have been listened to and have got the information they want. |
| **People Development (PD):** | | |
| • Continuous improvement of skills, competencies, and motivation  
  By measurement and analysis of people’s performance then applying training, coaching, rewards, recognition and other intervention.  
• Performance management process  
  That involves all staff and uses data and a systematic approach to achieving improvements. |
| **SRAs Cont’d** | Strategic Result Areas: The Council’s consistent strategic direction and priorities. | |
| **Strategic Advice (SA):** | | |
| • Strategic analysis and direction  
  To the Council that uses data and a disciplined methodology that enables the decision makers to make quality decisions.  
• Quality advice  
  For the Council decisions that are impartial - offer well-developed options and implications for stakeholders and that is focused on meeting customer needs. |
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| Outcomes                 | Outcomes should always relate to the seven specific community outcomes of the Dunedin City Council as noted under the “Community Outcomes” section above on page two – i.e. the difference that the Council wants to make, eg:  
• Wealthy Community  
• Accessible City  
• Safe and Healthy People  
• Sustainable City and Environment  
• Culture and Learning  
• Supportive Community  
• Active City  
The achievement of these changes will indicate progress towards meeting the objectives of the LTCCP.  
*Not to be confused with outputs.*  | For example:  
**Community Outcome:**  
Active City - A City that provides and encourages participation in a broad range of sporting, recreational and leisure activities  
**Aquatic Services Key Result Area:** Youth Participation  
**SMART Performance Measure:**  
Percentage increase in the number of under-5’s swimming classes available in 2008. |
| Activity Management      | The organisation, direction and, leading of a Council activity towards accomplishing the KRAs of the activity.                                                                                               |                                                                                                                                                                                                                          |
| Performance              | A process of assessing progress towards the achievement of predetermined objectives or targets.                                                                                                               |                                                                                                                                                                                                                          |
| Objective                | Specific statements of intention, against which progress can be measured. Objectives should be stretching and SMART.                                                                                               | **SMART:**  
S – Are written for a *specific* area of performance, not a vague wish  
M – Are *measurable*  
A – Reflect high stretching *achievement* that can be attained  
R – Are *relevant* to a KRA  
T – Are *time bound* with a stated target date for completion |
| Performance Target        | The quantitative objective. What standard of performance are you aiming to deliver?                                                                                                                        | For example:  
**SMART Performance Measure:**  
Percentage increase in the number of under-5’s swimming classes available in 2008.  
**Associated Performance Target:**  
10% increase |
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<tr>
<td>Performance Measure</td>
<td>Measures that quantify performance and progress in meeting a specific stated performance target.</td>
<td>The Council’s AMPs currently contain two type of performance measures:</td>
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<tr>
<td></td>
<td>Performance measures occur at both the strategic AMP level, and at the operational ‘within the activity’ level of the Council</td>
<td>“AMP” Performance Measures</td>
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<tr>
<td></td>
<td>The following service factors need to be considered in the selection of performance measures. However, not all these factors may be relevant:</td>
<td>• AMP performance measures are internally focused measures and targets used to monitor and drive an activity’s performance.</td>
</tr>
</tbody>
</table>
|                         | • Quality  
|                         | • Quantity  
|                         | • Timeliness  
|                         | • Location  
|                         | • Reliability  
|                         | • Cost  
|                         | • Population segments  
|                         | • Legislative Compliance  
<p>|                         | • Key issues, eg Sustainability                                                                                                                         | • These are currently reported to the Executive Management Team on a quarterly basis, using the KBase reporting system. (These are not reportable to the Council/wider community). |
|                         |                                                                                                                                                                                                          | • All activities must have these to track progress for all their key result areas.                                                                                                                                       |
|                         |                                                                                                                                                                                                          | “Annual Plan” Measures                                                                                                                                                                                                 |
|                         |                                                                                                                                                                                                          | • Annual Plan measures are externally focused customer service level related measures and targets that are written from and for the customer’s perspective – they should be aspects of performance that customers are interested in.                                  |
|                         |                                                                                                                                                                                                          | • These are currently reported to the Council quarterly and communicated to the wider community through their inclusion in the Annual Plan Report.                                                                          |
|                         |                                                                                                                                                                                                          | • Not all activities will have Annual Plan measures.                                                                                                                                                                       |
|                         |                                                                                                                                                                                                          | • Annual Plan measures are included in the KBase reporting system and are differentiated from AMP performance measures by being in bolded text.                                                                           |</p>
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<tr>
<td>KRAs</td>
<td>Key Result Areas: The areas of output for which an activity is responsible for the results. All KRAs need to be supported by a service performance plan.</td>
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<tr>
<td>Service Performance Plan</td>
<td>The detailed action that is required to predictably achieve and track the required KRA results.</td>
<td>For example:</td>
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<td><strong>Strategic Objective</strong>: To increase the health and activity levels of children in Dunedin.</td>
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<tr>
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<td><strong>Council Outcome</strong>: To increase the number of young children in Dunedin that can swim.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Activity Output</strong>: The number of swimming classes available for under 5’s.</td>
</tr>
<tr>
<td>Outputs</td>
<td>Outputs are the transformation of resources into the services and actions you deliver. <em>Not to be confused with outcomes.</em></td>
<td></td>
</tr>
<tr>
<td>Personal Unique Contribution</td>
<td>The required individual performance that contributes to the delivery of agreed outputs – as part of their 226 day contribution to the Council’s work.</td>
<td></td>
</tr>
<tr>
<td>360° Feedback</td>
<td>360° feedback is an opportunity for employees to receive performance feedback from their colleagues, customers, managers, supervisors, and to also assess themselves. The purpose of 360° feedback is to help each individual understand their strengths and weaknesses, and any opportunities for personal development.</td>
<td>This feedback is usually collected via 360° questionnaires (HR Manual Appendices 3.2 and 3.3) that identify how an individual works in their team and will include informal comments.</td>
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</table>
5 Dunedin City Council Activity Management Plan – Transportation

See separate document on website.

6 Related materials

Please visit the REG and NZ Transport Agency web pages for more information. In particular:
