

2024

Parks Heritage

Asset Management Plan

Draft Asset Management Plan
for adoption as part of the
2024-34 Long-term Plan.

Asset Management Plan Summary

Parks Heritage

Asset management plans

Together, our 14 asset management plans present a detailed description of all the things – roads, cycleways, footpaths, pipes, buildings, vehicles, parks and so on – that the Christchurch City Council owns, across all areas of work, and how these ‘assets’ are planned, managed, operated, and funded.

All our assets belong to, and are managed and operated, on behalf of ratepayers.

Ensuring our assets are appropriate for the city’s needs enables us to deliver the services that make Christchurch and Banks Peninsula a great place to live, work and visit.

What we do

We are responsible for managing and maintaining the city’s taonga, its heritage treasures. We aim to preserve the district’s built, natural, and cultural heritage for the benefit of the current and future communities.

A number of these are items scheduled in the Christchurch District Plan. They include places and objects, such as buildings, monuments, ornamental fountains, parks, cemeteries, and wharves.

We manage and maintain public artworks (sculptures and murals), statues, war memorials and other monuments, ornamental fountains, community-based museum collections, archaeological artefacts, and plaques.

Why we do it

The community has told us that heritage is important and taking care of our remaining heritage after the losses in Canterbury Earthquakes, has become increasingly important.

Parks Heritage fosters a sense of pride and identity within the community while elevating public spaces. It supports artistic expression, cultural diversity, and the preservation of traditions, promoting cultural exchange and active community involvement. This initiative enhances the city's aesthetic charm, drawing in tourism and investment, fostering economic growth, nurturing creativity and innovation, and creating avenues for recreation, cultural pursuits, and community engagement.

In setting our levels of service and how we measure them, we are driven by:

- Community and stakeholder expectations.
- Council strategies, plans and policies.
- Legislation and regulations.
- Industry guidelines and standards.

Our assets

Category	Number
Buildings	26
Parks	4
Fountain	9
Monument	64
Public Art	78
Chattels	6
Total	187

When valuing heritage assets, we consider:

- Historic, cultural, environmental, educational values, which may not be fully reflected in a financial value based purely on a market price.
- Legal and/or statutory obligations, which may impose restrictions on sale.
- Irreplaceable items, where value may increase over time even if the condition deteriorates.
- Difficulties estimating useful lives, which could be hundreds of years.
- Inability to use objects to generate cashflows for legal or social reasons.
- Future economic benefits or service potential.

Where we've come from

Parks have always had responsibility for Christchurch District Plan scheduled heritage buildings. The number of these increased when the Christchurch City Council amalgamated with the Banks Peninsula District Council in 2006 and again around 2008 when the restricted asset portfolio was transferred from Property Consultancy. The Canterbury Earthquakes caused varying degrees of damage and work to repair these buildings and return them to a suitable use continues.

The Parks Unit became responsible for the recording and maintenance of Council owned or managed outdoor statues, fountains, clocks, memorials and other public artworks and structures by Council resolution in 2001.

Our issues and risks

In this Asset Management Plan, we provide a snapshot of the greatest risks recorded for Parks Heritage and summarise the main mitigations.

Our assets are vulnerable to a range of risks, from climate change, earthquakes and tsunami to vandalism, graffiti, and a lack of resources. These are outlined along with the planned mitigations.

What it costs

Our proposed budget in Year 1 of the 2024 LTP is \$4.88 million, with the operating expenditure projected at \$1.26 million and the capital expenditure at \$3.62 million. Areas of spending are included in our asset management plan and Appendix 1.

**The proposed operational and capital programme is indicative only. It will be updated through the LTP 2024-34 capital prioritisation process.*

How we're funded

We receive a mix of Council funding from rates and borrowing including targeted rates for restoration costs (Provincial Chambers, Municipal Chambers and Robert McDougall). Revenue from commercial leasing and rentals help to offset some cost of providing this activity.

How it's delivered

Delivery is via a combination of Council staff and tendered contracts with specialist providers. We engage specialist consultants and contractors with the expertise and capabilities to deliver conservation services.

Staff deliver:

- Asset planning and management
- Management of external contractors
- Maintenance and repairs

Contractors deliver:

- Clock maintenance
- Building maintenance and WOF
- Conservation services
- Heritage Professional services
- Seismic and condition assessments for buildings

Delivery partners

- Heritage New Zealand Pouhere Taonga
- SCAPE Public Art
- ECan
- Lessees and Trusts

Our functions and services

We are responsible for managing and maintaining Parks heritage assets to ensure heritage values are retained. Good heritage management requires recognition of the heritage value of the building or item and a process to ensure that this value is not compromised when alterations or maintenance are undertaken.

We curate a collection of outdoor artworks and maintain fountains, clocks, and memorials.

While managing our assets to meet agreed levels of service, financial prudence demands that we optimise asset lifecycle costs, so our management planning also aligns to the stages of an asset's lifecycle. Our renewals programme considers the condition of assets, not just their age. Our District Plan scheduled items are maintained in perpetuity which requires a robust maintenance program.

Asset maturity assessment

The 2023 maturity assessment for our assets shows we are performing at a basic level. More detailed information is included in our asset management plan.

Looking ahead

Our objective is to manage and maintain Parks Heritage so that these taonga are available for future generations.

Climate change, earthquakes, and tsunami

The impact of sea level rise and flooding poses a threat to heritage assets situated in coastal and low-lying regions. Notably, assets like the Pigeon Bay War Memorial and the Little River Coronation Library are already experiencing the effects, with coastal erosion and flooding during high rainfall events. Approximately 23 heritage assets are identified with a high certainty of being impacted by climate change.

In addition to coastal risks, seismic vulnerabilities endanger all Parks Heritage assets. Essential strengthening efforts were required for 41 buildings and two statues, with successful completion achieved for 33 buildings and the statues. Several structures are currently undergoing repair programs, while others await designated use pending budget approval.

The Canterbury and Banks Peninsula coastline heightens the risk of tsunami threats to heritage assets. While flooding is more probable than total loss in a tsunami, 19 coastal heritage assets are identified as being at risk. A proactive approach, including a continued seismic strengthening program and the development of emergency response plans, is crucial to mitigate potential damage or loss of heritage assets.

Continuous improvement

Improvement items identified during the 2020 maturity assessment have been updated. The 2023 maturity assessment has been used to drive the improvement programme for the next three years.

We focus on improvement tasks so that several issues can be addressed at the same time, in a logical progression towards achieving the three-year target.

This means planning to ensure the highest priority improvements are delivered first, that future delivery costs are well understood, and that sufficient funding is allocated in the Long Term Plan.

Document Control

Version Control

Version numbering changes when a document is approved. Draft document numbering starts at 0.01. Released or approved numbering starts at 1.01.

Version	Date	Author	Description
0.01	08/05/2023	Maria Adamski	Draft
0.02	19/01/2024	Maria Adamski	Final Draft

Document Acceptance and Release Notice

This is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as a complete replacement document. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

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Long Term Plan documentation

Christchurch City Council's Long Term Plan (LTP) consists of a group of integrated documents intended to be read in conjunction with each other.

Activity Plans include community outcomes, levels of service KPIs, future impacts and demands (such as growth) and finances. Asset Management Plans specifically cover asset lifecycles and asset risks.

This enables Council to meet the detailed requirements of the Local Government Act 2002, which applies to all councils in New Zealand.

Other approaches to asset management (for example the International Infrastructure Management Manual or ISO 55000) consider both plans together, rather than Asset Management Plans in isolation.

Table of contents

1	Introduction to our Asset Portfolio	7
1.1	Background	7
1.2	Asset Lifecycle Approach	7
1.3	Goals and objectives of Asset Management	8
2	Lifecycle Management Plans	10
2.1	Location and Value	12
2.2	Network Age and Lifecycle Stage	14
2.3	Critical Assets	15
2.4	Asset Data Confidence	16
2.5	Asset Data Improvements	17
3	Managing Risk	18
3.1	Managing Risks	18
3.1.1	Risk Management plan (risk framework)	18
3.2	Critical Risk Identification and Management	18
3.2.1	Climate Change Impacts	18
3.2.2	Asset Risks	19
4	Continuous Improvement	22
4.1	Overview of the Improvement Programme	22
4.2	Current Asset Management Maturity	22
4.3	Review of Progress against Previous Plan	23
4.4	Improvement Plan 2024	24
4.5	Monitoring and review	25
5	Appendices (Supporting information)	26
	Appendix 1: Financial Budgets	26
	Appendix 2: Asset Management Objectives	28
	Appendix 3: 2023 AMMA Summary	30
	Appendix 4: 2020 AMMA Summary	32

1 Introduction to our Asset Portfolio

1.1 Background

The Parks Heritage activity manages, maintains and preserves for the future, the Council's taonga that is located on Council Parks or has been resolved by a Council decision to be managed and maintained by the Parks Unit.

The community has told us that heritage is important and that they want what is remaining after the Canterbury Earthquakes to be looked after¹. New heritage items proposed through District Plan Change 13 will increase the number of Park's scheduled heritage assets.

Clock mechanism maintenance is delivered by external contracts. A Local Government Act 2002, s17A service review in 2017 resulted in a Parks restructure. In 2021 it was agreed to provide for the maintenance of monuments, ornamental fountains, and artworks as an internal service. In late 2022 an internal service was established to undertake limited heritage building maintenance in combination with an external contractor. A program of graffiti removal from heritage assets is undertaken internally and by an external contractor.

The management of Parks Heritage is subject to the following:

- Resource Management Act 1991 (RMA)
- Christchurch District Plan
- Building Act 2004
- Construction Act 1959
- Construction Regulations Act 2014
- Heritage New Zealand Pouhere Taonga Act 2014

Parks Heritage asset management operates a continuous process of reviewing and updating information on the asset portfolio. This involves identifying and confirming assets, assessing their condition, establishing regular programs of maintenance, renewal, condition assessment, and ensuring the correct asset information is made available in all instances to support evidence-based decision making across the asset management lifecycle.

1.2 Asset Lifecycle Approach

Standard renewals lifecycle, Figure 1-1, treats assets as having a finite life, which does not fit with heritage conservation outcomes. Standard renewal models wait for components to fail before replacing them. This is detrimental for Heritage, because deterioration and replacement mean a loss of values and historical integrity of fabric.

A heritage lifecycle management framework, Figure 1-2, favours conserving the fabric over replacing it.

Asset Lifecycle Management

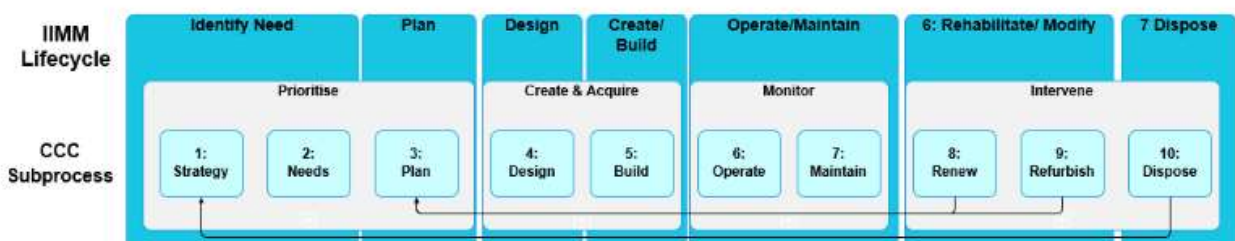


Figure 1-1: Asset Lifecycle Categories

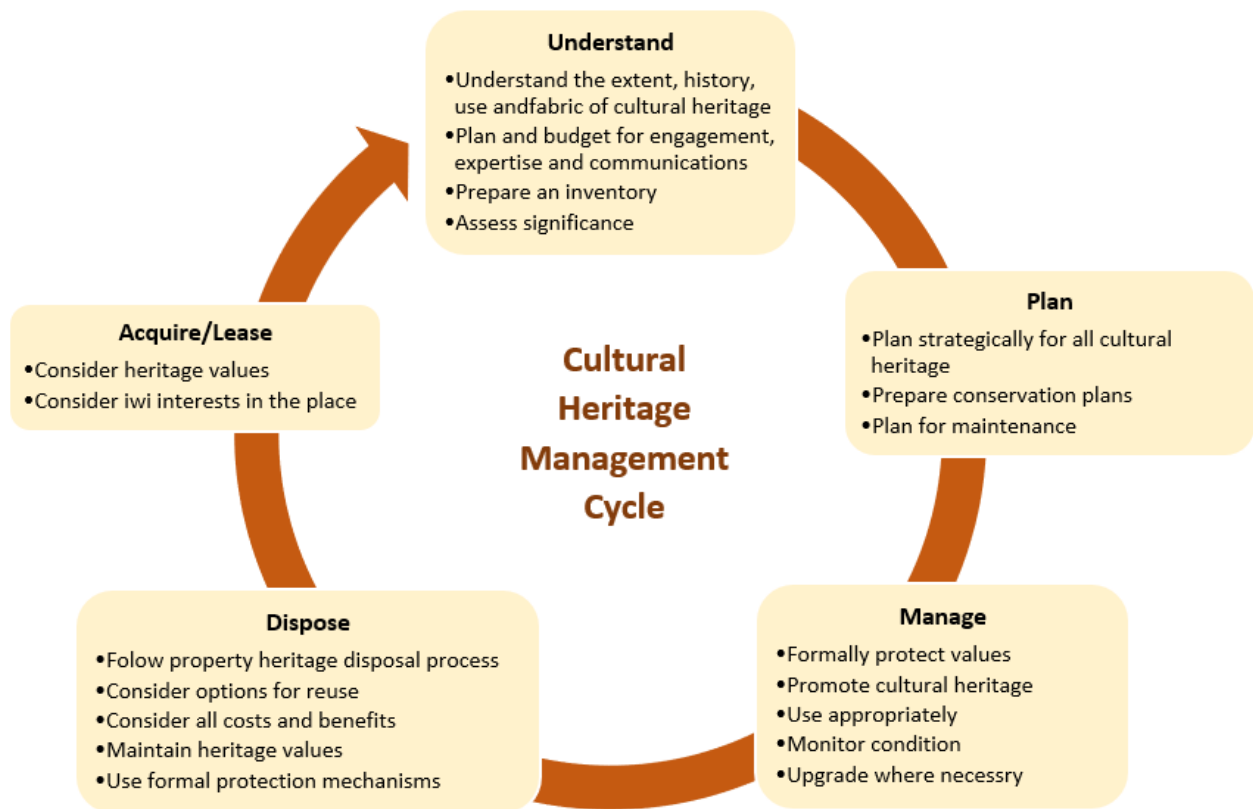


Figure 1-2: Asset Lifecycle Categories – Heritage assets

1.3 Goals and Objectives of Asset Management

Asset management is a business process which guides the lifecycle management of assets. Lifecycle management includes the planning, acquisition, operation, maintenance, renewal, and disposal of assets.

Effective asset management enables the delivery of levels of service in the most cost-effective manner to present and future communities.

The Council’s Asset Management Policy (approved by the Council’s Executive Leadership Team on 26 March 2018) provides the organisation’s long-term vision, values, and direction for asset management. The policy aligns with the organisation’s strategic framework. The policy relates to the Council’s overarching intentions for asset management and the asset management system and not specific assets or asset decisions.

The five principles underpinning the policy are:

- Asset management outcomes align with the strategic direction of the Council.
- Asset management is an organisational wide practice.
- Decisions about assets are based on well-managed, quality information.
- Asset management maturity is appropriate to the assets, services and risks we manage.
- Asset management plans are living documents.

The Asset Management policy sets out assets the Council manages in accordance with its asset management principles, and therefore within the asset management system scope.

The Asset Management Policy demonstrates commitment to maintaining an Asset Management System that promotes responsible management of assets to deliver value to customers and support business objectives, in accordance with best practice and alignment across the organisation. This provides a framework for establishing detailed plans and targets that support these objectives; and are measured and monitored to ensure continual performance improvement for Asset Management.

The Asset Management objectives (Appendix 2) enable the management of assets in a manner consistent with the principles of the policy, and the organisation's objectives.

2 Lifecycle Management Plans

Heritage asset management is the practice of managing and preserving cultural heritage assets, which include buildings, monuments, archaeological sites, landscapes, and other cultural artefacts. It involves a range of activities such as conservation, restoration, maintenance, and interpretation of heritage assets, with the aim of ensuring their long-term sustainability and preservation of cultural significance.

Effective heritage asset management requires an understanding of the cultural significance and value of these assets, as well as knowledge of the legal and regulatory frameworks that govern their management. It involves a multidisciplinary approach that draws on expertise from fields such as architecture, history, archaeology, conservation, and tourism.

The goal, of heritage asset management, is to ensure that cultural heritage assets are preserved for future generations to appreciate and enjoy. It is essential for promoting cultural identity, fostering social cohesion, and supporting sustainable economic development. This is achieved by:

- The scheduling of items, settings, and areas of heritage significance in the Christchurch District Plan. The schedule includes places on the Heritage New Zealand Pohere Taonga list. Scheduled heritage items are subject to District Plan rules that provide for the protection of heritage values.
- The [Our Heritage, Our Taonga Heritage Strategy 2019- 2029](#) providing goals and actions to identify, protect, and celebrate the diversity of heritage and taonga in the city and peninsula. This strategy provides a framework for guiding the management of heritage items.
- The [ICOMOS New Zealand Charter for the Conservation of Places of Cultural Heritage Value 2010](#) (ICOMOS NZ Charter 2010) providing the principles guiding the conservation of heritage items. The ICOMOS NZ Charter 2010 ensures that conservation work is done in a manner that is consistent with best practice in the field.
- A conservation plan is an essential tool for understanding the item, its significance, and management requirements to retain heritage values. The plan ensures that any actions taken to maintain or repair the item does not compromise its heritage value.
- Regular monitoring and maintenance are crucial for the long-term preservation of heritage items. This requires ongoing commitment and resources to ensure that the heritage item is retained in perpetuity.

Table 2-1 and Figure 2-1 provide the scope and a snapshot of the assets that are covered in this AMP.

Table 2-1: Scope of Assets and Services

In Scope	Out of Scope
District Plan Scheduled Heritage Items (Administered by Parks Unit)	District Plan Scheduled Heritage items managed by other Council Units that are in Parks or within Park settings, e.g. Risingholme Homestead, Worcester Street Bridge
Artworks	Artworks inside Council buildings and the outdoor artworks on the Christchurch Art Gallery site
Monuments and Artefacts	Plaques and artefacts on or inside Council buildings managed by other Council Units



Figure 2-1: Snapshot of assets

2.1 Location and Value

In the Te Pūrongo-ā-tau Annual Report 2023, Fixed Assets under direct Council Control carried a book value of \$15.4 billion. The valuation data as of 30 June 2022 reveals that the current book value for assets in the Parks Heritage Asset Activity amounted to \$84 million (Table 2-2). Asset valuations are conducted every three years.

Table 2-2: Parks Heritage Asset Portfolio Value

	Book Value	% of Heritage Asset Base	% of Total Council Assets
Land and constructed Improvements on the land			
Buildings Heritage	\$46,732,000.00	55.63%	3.03%
Heritage Assets	\$21,341,160.19	25.40%	1.38%
Public Art	\$15,936,519.00	18.97%	1.03%
Total constructed land Improvement assets for Parks Heritage	\$84,009,679.19		5.45%
<i>Council Fixed Assets total \$15.4 billion</i>			
<i>The book value for Parks Heritage is based on 30 June 2022 available info (excluding Parks and Foreshore assets)</i>			

The following maps identify the location of the heritage assets.

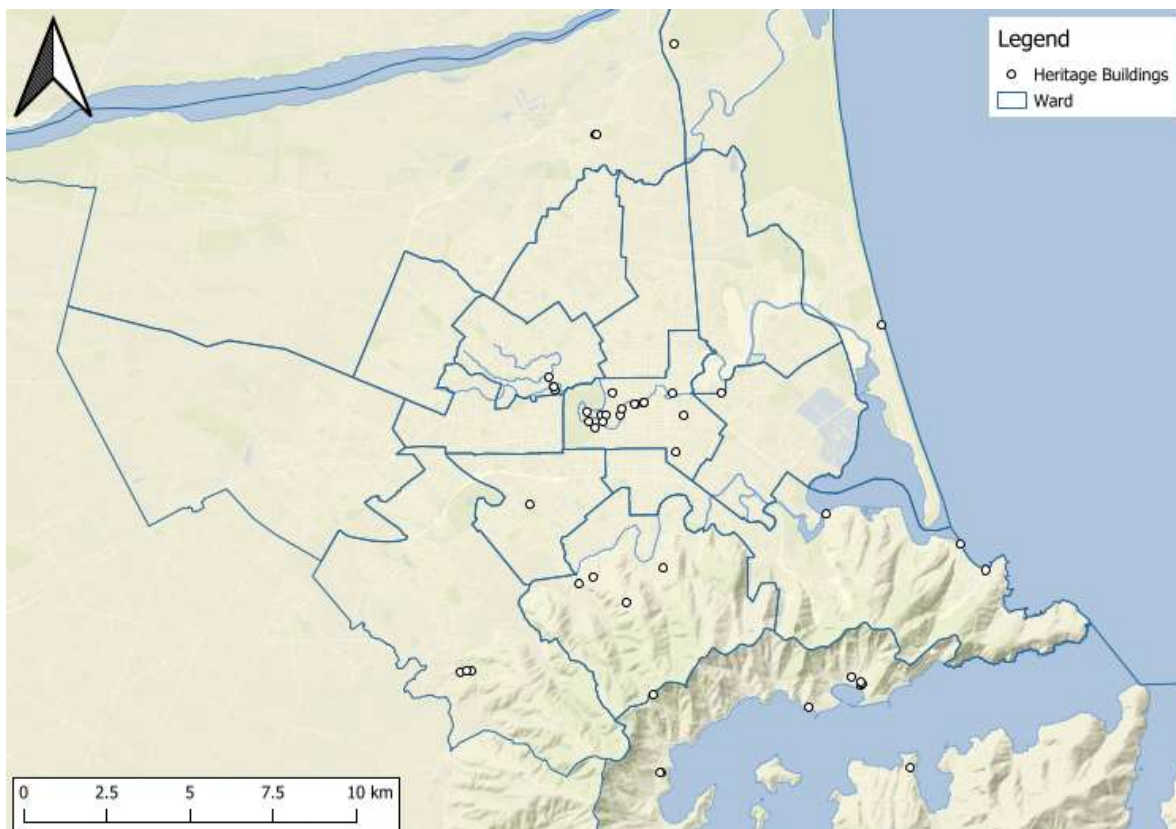


Figure 2-2: Map of the Parks scheduled Heritage Buildings Christchurch City

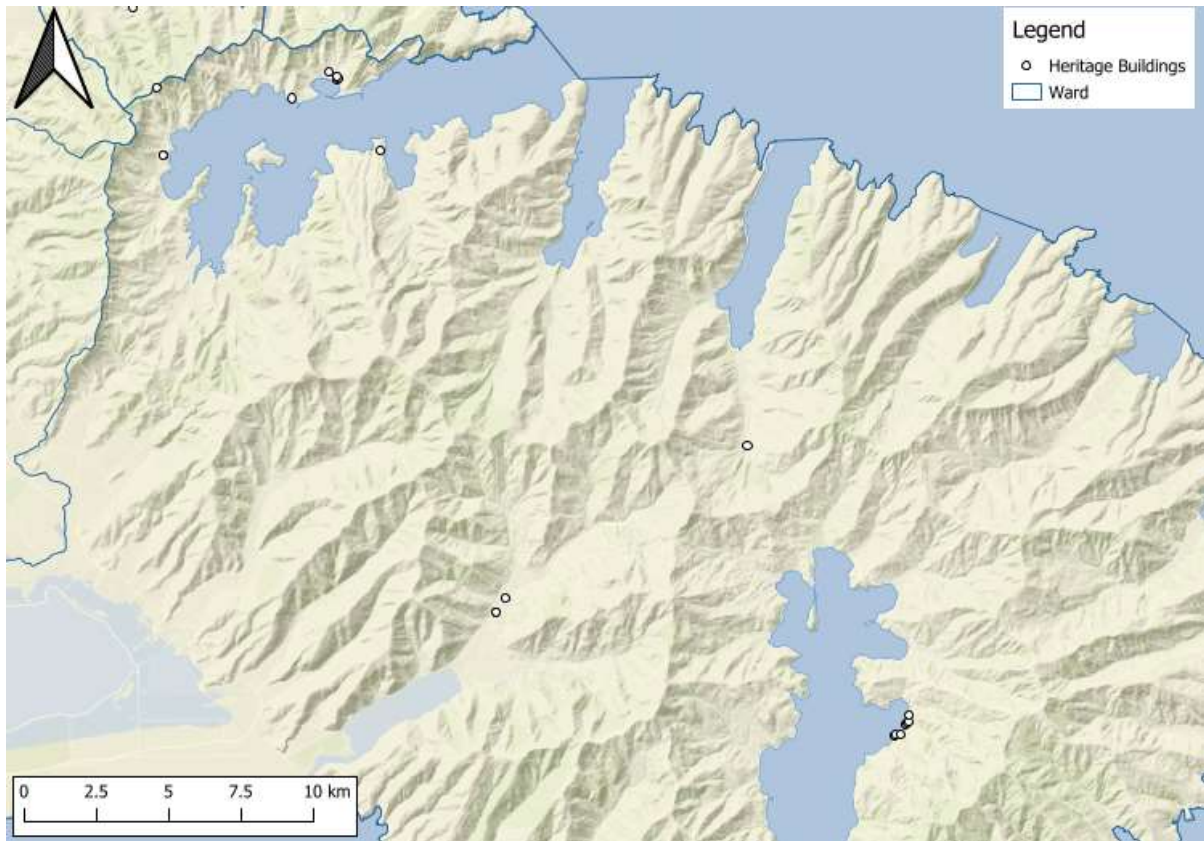


Figure 2-3: Map of the Parks scheduled Heritage Buildings Banks Peninsula

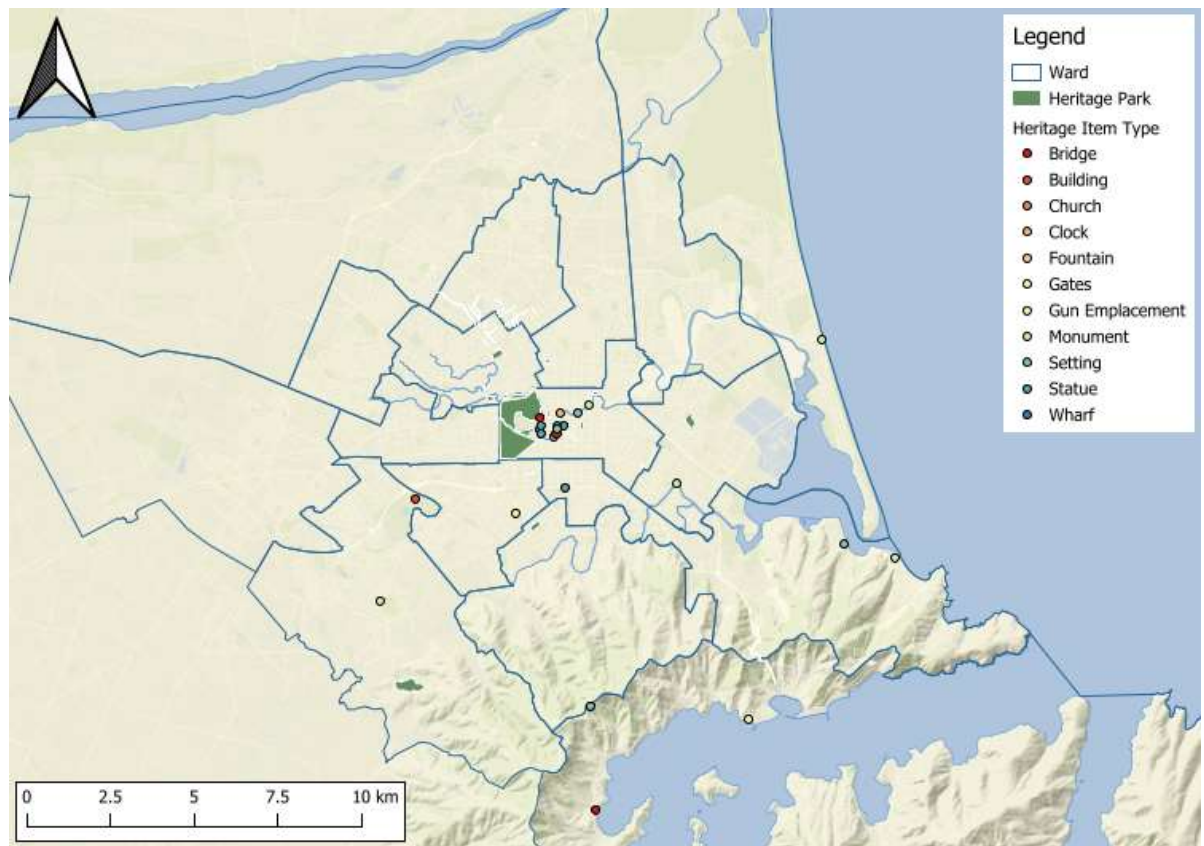


Figure 2-4: Map of the Parks scheduled Heritage Assets (non-building) Christchurch City

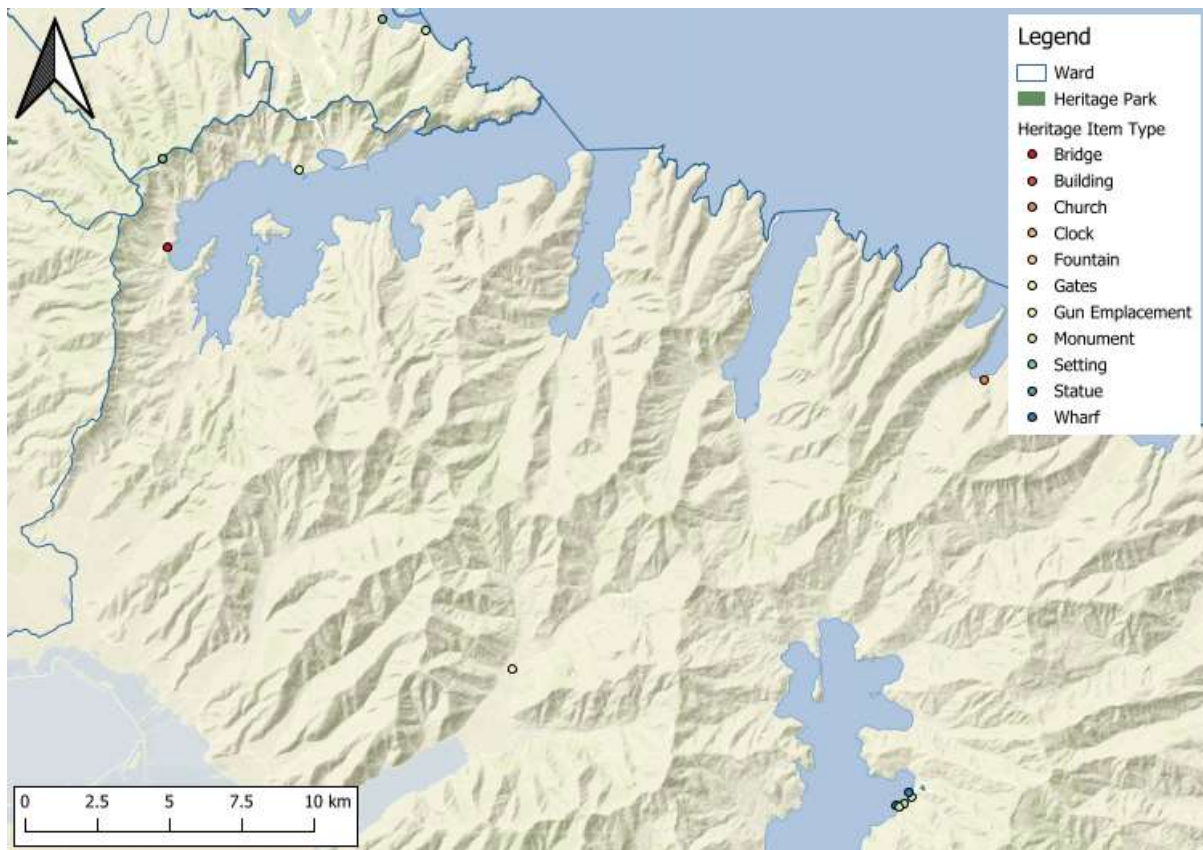


Figure 2-5: Map of the Parks scheduled Heritage Assets (non-building) Banks Peninsula

2.2 Network Age and Lifecycle Stage

One of the earliest scheduled Parks Heritage buildings is Chokebore Lodge, c1855. The youngest, Sutton House, was built in 1961. In contrast, artworks are later 20th century onwards and monuments represent both early Christchurch to modern day.

The lifecycle stage of the assets is often a useful indicator of whether the portfolio is healthy and balanced. However, with heritage assets, age profile is not applicable. Heritage is maintained in perpetuity for future generations. The approach to lifecycle management and conservation practice focuses on the following:

- Heritage service outcomes focuses on conserving the fabric over replacing it (ICOMOS NZ Charter 2010; 5 & 6)
- Standard renewals budgeting treats assets as having a finite life, which does not fit with heritage conservation outcomes
- Standard renewals models wait for components to fail before replacing them. This is not appropriate for Heritage, because deterioration and replacement mean a loss of heritage fabric and thus heritage values.

Designing the lifecycle means making decisions that affect not only construction, but also management, maintenance, disposal, and having a long-term view for the property. The best protection of heritage in lifecycle planning is to ensure there is a robust preventative maintenance programme in place and that the asset has a use. Once deterioration of the building occurs heritage fabric is being lost.

Good heritage management requires recognition of the heritage value of the building or place and a process to ensure that this value is not compromised when alterations or maintenance to the place are undertaken.

An increasing number of artworks are entering the portfolio with a pre-determined life expectancy. This component of the Parks Heritage portfolio adheres to management of the full asset lifecycle - planning, investment/procurement, management-in-use, and disposal.

The condition of the building asset is shown in Figure 2-6. Condition for artworks, monuments and artefacts is held on spreadsheets and will transition to the new SAP-PM functional location structure in 2024. This will enable items located outside of Parks Functional Locations to be captured and recorded. All heritage buildings shall be maintained at condition moderate or above to ensure heritage fabric is not being lost.



Figure 2-6: Parks heritage building condition.

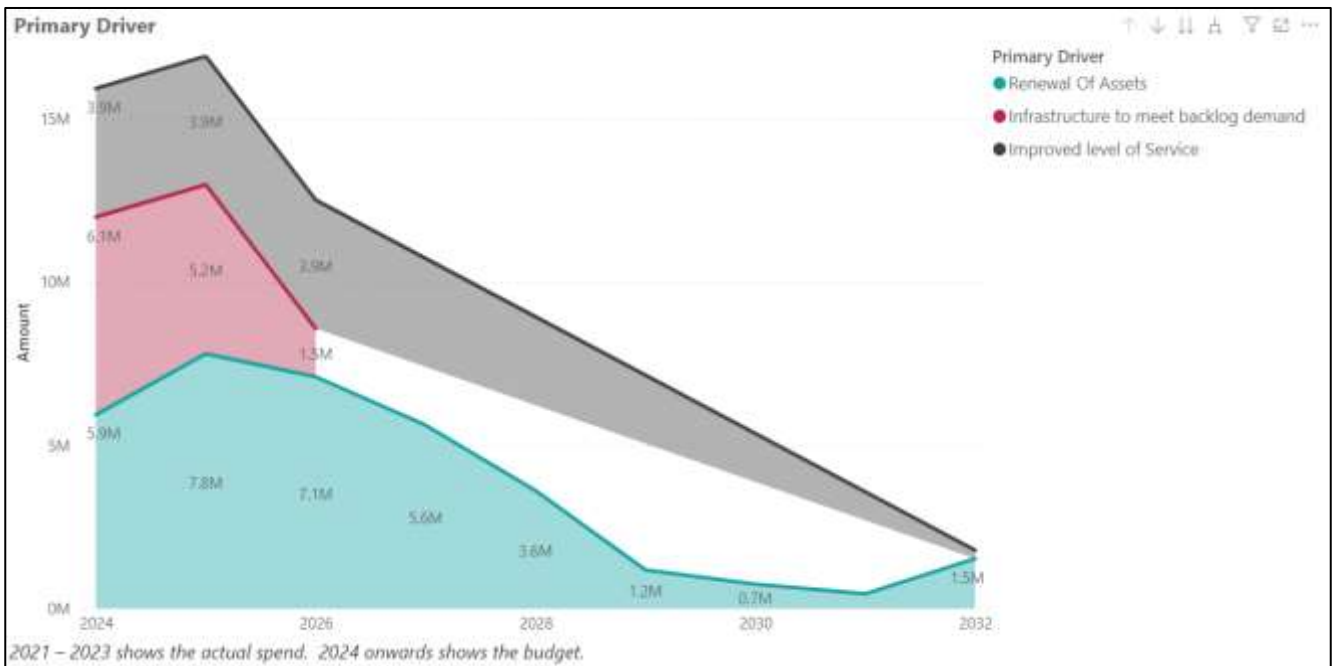


Figure 2-7: Primary drivers for capital spending

The spend on renewal of assets captures the heritage building earthquake repairs at Chokebore Lodge, Mona Vale Bathhouse, and longer term at Lyttelton Council Stables and Canterbury Provincial Buildings. Ongoing conservation or renewal works include *Chalice*, Sign of the Takahe, Cunningham Glasshouse, and Yew Cottage along with smaller conservation works.

The strengthening and base isolation of the Robert McDougall Art Gallery work, being undertaken by the Canterbury Museum, is driven by infrastructure and improved level of service.

2.3 Critical Assets

Critical assets are those whose failure would likely result in a significant disruption in service and high financial, environmental, and/or social cost, and therefore warrant a higher level of asset management.

The criteria used for assessing criticality for Parks Heritage assets are as follows.

- Inaccessibility to or closure of buildings as these impact on commercial businesses e.g. Sign of the Takahe, Mona Vale Homestead, Avebury House, and Nurses Memorial Chapel.
- Buildings not in use as this accelerates deterioration
- Risk of failure e.g. artworks that have moving parts or high risk to public safety if they fail.

Using the above framework, four of the most critical elements affecting assets for each activity area have been identified as follows:

- **Structural Integrity** - The safe design and assessment of components and structures under load such as earthquakes.
- **Watertightness** - Ensuring Parks Heritage assets are impervious to water ingress through the building envelope to mitigate any negative impact on materials, structure, or health of occupants.
- **Services, Equipment, and Systems** - Failure of these items may lead to unplanned downtime and interrupt business.
- **Asbestos** - Asbestos containing materials (ACM) were common in building materials used pre-2000 when some of the Parks Heritage portfolio was constructed. A register has been developed and an asbestos management plan framework applies to the mitigation and removal of risk.

2.4 Asset Data Confidence

Table 2-3 summarises the asset information available for the Parks Heritage assets, in terms of completeness (% of assets for which that data type is stored) and reliability (using the A-E grading below).

The table reflects the data held in SAP, however, the information for artworks, monuments, and fountains is incomplete and held on a spreadsheet. Historically artwork has been a default category for anything that has not been able to be categorised. For example, a stone in a shrub border. Additionally, artworks or monuments that are in private space or the road corridor have not been able to be captured in the PRK functional location structure. A new functional location has been created to record all the artwork and monument assets. Once launched in 2024 the data will be loaded into SAP-PM.

Table 2-3: Asset Data Confidence as held in SAP

Asset Category	Asset Captured	Material /Size/type	Asset Value	Asset Age	Asset Condition
Heritage Buildings	100% A	50% B	90% B	60% B	55% C
Artworks	40% C	40% B	80% B	60% C	10% B
Monuments	50% C	40% B	80% B	60% C	10% C
Fountains	60% B	70% B	40% C	40% B	10% B
Items	60% C	60% C	50% C	60% C	10% B
Plaques	50% C	20% C	0%	10% C	0% C

Table 2-4: Data Confidence Grading System (From IIMM 2020, Section 4, Table 4.2.7.2)

Confidence	Description
A – Very High	High reliability < 2% uncertainty. Data based on sound records, procedure, investigations and analysis which is properly documented properly and recognised as the best method of assessment.
B - High	Reliable ± 2 - 10% Data based on sound records, procedure, investigations and analysis, which is properly documented but has minor shortcomings for example data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.
C - Medium	Reasonably reliable ± 10 - 25% uncertainty. Data based on sound records, procedure, investigations and analysis, which is properly documented but has minor shortcomings for example the data is old, some documentation is missing reliance is placed on unconfirmed reports or significant extrapolation.
D - Low	Uncertain ±25 - 50% uncertainty. Data based on uncertain records, procedures, investigation and analysis which is incomplete, or extrapolation from a limited sample for which grade A or B data is available

E – Very Low	Very uncertain >50% uncertainty. Data based on unconfirmed verbal reports and/or cursory inspection and analysis
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2.5 Asset Data Improvements

The following improvements to data quality are included in the AM Improvement Plan in Section 4.

- Continue data capture, validation, and condition assessment programmes and upload information into SAP and GIS where required.
- Undertake auditing (contracts, condition information, operational activities) and analysis (e.g., KPI, lifecycle/renewal modelling) of asset information to help support evidence-based decisions.

3 Managing Risk

3.1 Managing Risks

The Council's approach to managing risk is detailed in its Risk Management Policy 2019.

3.1.1 Risk Management plan (risk framework)

Risk management is inherent in all the Council's asset management processes. Significant risk management strategies for this activity include:

- Specific risks associated with each heritage item are identified within Conservation Plans

Asset Design

Heritage, artwork, and monument items are seismically strengthened when they are repaired. The approach is to minimise the alterations and, where practicable, ensure they are reversible to protect heritage values. When solutions are not reversible, they are integrated as much as possible and identifiable as new work. Preference is given to strengthening solutions with the least effect on heritage values.

New artworks and memorials are located to minimise risks such as flooding and utilities and are designed to be robust to withstand vandalism, particularly tagging. Designs are reviewed to ensure that any necessary future works are enabled such as the ability to relocate or relevel after a seismic event.

Moulds for artworks or heritage buildings such as the columns in the Bandsmen's Rotunda are retained in storage.

Insurance

Insurance for heritage buildings is based on a risk analysis undertaken by insurers. Excesses are generally high and may not cover minor damage such as small fires.

Artworks and memorials are insured based on risk and value. The Council self-insures (makes provision for damage, carries the risk of damage) lower value artworks and items, or packages multiple artworks items together under one value.

Plaques are not insured. Missing plaques are recorded and replaced through an annual capex programme of \$2,000. Plaques on memorial seats are excluded as they remain the responsibility of the donor.

Emergency Response

The activities of reduction, readiness, response, and recovery are core to how well we recover in the event of a disaster.

A disaster recovery plan is to be developed for the buildings and collections in this portfolio.

3.2 Critical Risk Identification and Management

3.2.1 Climate Change Impacts

Sea level rise and flooding will impact heritage items located in coastal hazard zones. Sea level rise is affecting the Pigeon Bay War Memorial by eroding the coastal edge. The Little River Coronation Library and Yew Cottage sustain flood damage in high rain events.

The Pigeon Bay War Memorial requires planning to install increasingly robust sea protection or consider the relocation of the war memorial to higher ground.

Raising the Little River Coronation Library out of the 50-year flood zone is being undertaken as part of the earthquake strengthening and repair work. A new site to relocate Yew Cottage out of the flood zone is being investigated.

Improper waste management practices, including landfilling organic waste, lead to the production of methane as organic matter decomposes in anaerobic conditions. Methane emissions from landfills contribute to climate change. Commercial tenants are required to have provision for and report on recycling and organic waste management. Monitoring and improving tenant knowledge through education is required to change behaviours.

The generation of electricity from fossil fuels, such as coal-fired power plants, releases substantial amounts of CO2 and other pollutants. Shifting towards cleaner and renewable energy sources can help mitigate climate change. Consideration is given to alternative sources such as solar during conservation work planning.

Key sources of greenhouse gas emissions from this activity includes:

- Energy use – powering buildings and facilities. Through renewal programmes we transition to energy-efficient heating and ventilation systems, appliances, and lighting systems, implementing energy-saving measures such as insulation, thermostats, and occupancy sensors where appropriate.
- Infrastructure and buildings – construction, operation, and maintenance. Consideration is given to investing in alternative sources of energy such as solar.
- Waste management – inadequate recycling programmes, decomposing of organic waste that produces methane. We can monitor waste at sites and initiate a program to minimise waste, such as encouraging composting.

3.2.2 Asset Risks

All Parks Heritage is at risk from earthquakes to varying degrees. While strengthening work is completed on most assets those in the repair programme or awaiting funding for repair, such as Canterbury Provincial Buildings, have a high risk of collapse and complete loss of heritage values. Table 3-1 identifies those buildings to be repaired and at high risk.

There are several heritage assets along the Canterbury and Banks Peninsula coastline at risk of tsunamis. There is a higher level of certainty of flooding occurring to these assets rather than total loss. There are 19 heritage assets in coastal areas identified as at risk from a tsunami.

A continued programme of seismic strengthening, Table 3-1, and repairing of unoccupied heritage buildings, Table 3-2, is vital to retain heritage values and meet customer expectations. Section 133AM of the Building Act 2004 requires the owner of an earthquake prone building to complete seismic work (strengthen or demolish) within a specified period.

The development of emergency response plans is key to minimising impact on and loss of heritage.

The Parks Unit also identifies and records risks at a more detailed level, as shown in Table 3-3.

Table 3-1 Earthquake prone Heritage buildings remaining to be strengthened.

Heritage Building	EPB date to strengthen or remove	Year Budgeted (proposed)	Year completion
Robert McDougal Gallery Strengthening	September 2025	2024 - 2027	2028
Former Council Stables	November 2028	2031 - 2032	2033
Old Municipal Chambers	April 2025	2016 - 2023	2024
Little River Coronation Library	January 2035	2020 - 2024	2025
Canterbury Provincial Chambers (Stage 1)	September 2025	2016 - 2041	2042
Little River War Memorial Gates	November 2028	(2027 – 2028)	
Mona Vale Bathhouse	March 2031	2029	2030

Table 3-2 Heritage items for repair

Heritage Item	Year Budgeted (proposed)	Year completion
Yew Cottage	2023 - 2024	2025
Kukupa Hostel	2025 - 2026	2027
Chokebore Lodge	2022 – 2024	2025
Cunningham Glasshouse	2022 - 2026	2027
Chalice	2024 - 2025	2026

Akaroa Wharf	2022 – 2025	2026
Statue Strengthening	(2025 – 2027)	
Woodham Park Caretakers House	(2027 – 2028)	

Table 3-3 Parks Heritage identified asset risks.

Risk	Description of Risk	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
Climate Change, seismic and tsunami	Increased flood risk from sea level rise and extreme storm events Sea level rise and flooding are the predominant risks.	High	Identify risks during strengthening and repair programme, through conservation plans and evaluate and minimise risk during design and implementation stage for proposed assets.	Minor	Unlikely	Low	Risk Management plan Resource Efficiency Management Plan – seek to reduce carbon footprint and adaptation approach. Include risk analysis when assessing items for scheduling.
Maintenance and conservation costs	If we don't maintain heritage assets in good condition, then heritage values may deteriorate resulting in irreplaceable loss of heritage, reduced community enjoyment, and potential safety hazards.	High	Budget sufficient funding and capacity to maintain heritage assets at condition level 1 or 2 to avoid deterioration of heritage values that cannot be replaced.	Minor	Unlikely	Low	
Unknown damage	Some underground infrastructure (sewer, storm water) condition is unknown. There is an environmental risk when the infrastructure fails.	Medium	Inspected when an issue arises.	Moderate	Likely	Medium	Active condition assessment, planning, and repair.
Regulatory compliance	If we don't comply with increasing regulatory requirements then we may face fines, legal actions, reputational damage, or potential closure resulting in reduced ability to operate and increased costs to rectify.	Medium	Ensure all regulatory requirements are known and budgeted for. Train staff to ensure they are working to compliance standards. Maintain accurate records of compliance activities	Minor	Unlikely	Low	Identify all regulatory requirements on project briefs and work instructions. Monitor works closely at high-risk sites.

4 Continuous Improvement

4.1 Overview of the Improvement Programme

The Council has made a strong commitment to improvement of asset management practices and seeks to further improve the approach. The Council acknowledges the need to focus efforts to further asset management practices over the next 2-3 years to an appropriate level of capability.

4.2 Current Asset Management Maturity

An independent asset management maturity assessment (AMMA) of asset management practice was undertaken in October 2020. The baseline maturity assessment was predominantly achieved through onsite interviews, with a good cross-section of participants. Future maturity level was also set based on best appropriate practice and considering the agreed business drivers. Strength and opportunities for improvement areas were summarised alongside the results to acknowledge the baseline achievements.

Figure 4-1 illustrates that the Council's Parks assets were being managed at an 'Intermediate' level, but improvement was required to achieve the targeted scores.



Figure 4-1: Asset Management Maturity Assessment for Parks Activity November 2020

The areas of lowest performance were:

- Forecasting demand
- Measurement of asset performance
- Operational Service Delivery Mechanisms

- Management Systems
- Capital works planning

An AMMA, focused on data and information was undertaken in September 2023. This assessment determined Parks level of asset management maturity with an overall rating of ‘basic’. Opportunities for improvement include:

- Systems: technology is not fit for purpose and data quality is poor.
- Process: processes are not fit-for-purpose.
- People: the team has capability and capacity constraints.

A summary of this assessment is provided in Appendix 3 and shown in Table 4-1.

Table 4-1: Parks 2023 asset management maturity assessment results.

IIMM Section	2.4: Asset Condition and Performance	3.5: Asset Financial Planning and Management	4.2: Asset Data and Information	4.3: Asset Management Information Systems
	Basic	Basic/Core	Basic/Core	Basic
	4.4: AM Process Management	4.5: Outsourcing and Procurement	4.6: Continuous Improvement	Overall Rating
	Basic	Basic	Core	Basic

Improvement items raised in 2020, Appendix 4, and 2023, have been reviewed and included in the Parks Heritage asset management improvement plan. The improvement programme, available in Section 4.4, seeks to close the remaining maturity gaps and address the weaknesses identified during the development of this AMP.

The Asset Management Plan (AMP) is a dynamic document closely integrated with future planning and operational activities. The Council has narrowed the gap between the current state and appropriate asset management practices for this activity in the domains of condition assessment, asset register data, information systems, AMPs, and AM systems.

However, limited progress has been made in the areas of risk and decision-making, improvement planning, quality management, and operational planning. Insufficient staffing and budgetary resources have hindered significant advancements in these aspects of business improvement.

4.3 Review of Progress against Previous Plan

The last improvement plan was developed as part of the 2020 AMP update. The indicative term of the improvement programme was three years. Table 4-2 provides an update on the status of the improvement programme items as at November 2023.

Table 4-2: Progress against 2020 Improvement Plan

2020 AMP reference	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Progress and Action
PH-01	Identify and transfer all Parks scheduled heritage building assets into the same profit centre	Data	H	Completed.
PH-02	Verify and complete data collection for all Parks Heritage assets covered in this AMP	Data	H	The core work has been completed. This workstream is now ongoing BAU.
PH-03	Review and develop maintenance plans for all Parks Heritage assets.	LoS Planning	H	This workstream is paused and will be continued when the SAP-Plant Maintenance upgrade is completed
PH-04	Continue and extend asset condition programme and incorporate performance assessments into the programme	Planning Decision Making	H	The core work has been completed. This workstream is now ongoing BAU.

		Managing Risk		
PH-05	Initiate the updating of the Art in Public Places Plan	Planning	H	This workstream is the responsibility of PAAG and CCC Arts Advisors. Remove this task.
PH-06	Improve opex forecasting assessment of 'consequential OPEX' and review of OPEX budgets based on unit rates (i.e aligned to operations schedules/levels of service)	Planning Decision Making Managing Risk	M	This workstream is now incorporated into Building Maintenance. Unit rates and solutions for component that have repeatedly failed have been developed. This is now ongoing BAU.
PH-07	Prepare a plan for the future retention and/ or disposal and ongoing management of Parks Heritage assets	Managing Risk	M	This workstream has been incorporated into BAU and retention/disposal is on a case-by-case evaluation.
PH-08	Initiate an Emergency Management Plan	Planning Managing Risk	L	This workstream has been initiated however further work is required to develop an EMP for heritage.
PH-09	Analyse past consultations and stakeholder engagements to better understand demand and service levels, review method of resident survey	Decision Making	L	This workstream is incorporated into BAU. Level of service changes in the Activity Plan has resulted from a review of the resident survey questions.
PH-10	Initiate a Resource Efficiency Management Plan for Parks Heritage assets	Managing Risk Planning	L	This workstream has not started however resource efficiency is incorporated into decision making. E.g. building repair/upgrades consider the use of solar and efficient forms of heating.

4.4 Improvement Plan 2024

The asset management improvement program, Table 4-3, focuses on documentation of process as highlighted in the 2023 AMMA review, and items that will support robust decision making.

The items from the 2020 asset management improvement program that are completed or transferred to BAU have been removed.

Table 4-3: Asset Management Improvement Plan 2024

Task ID	Project/Task	AM Maturity Gaps	Priority (H, M, L)	Timeframe to complete	Responsibility	Resources (teams, \$)
PH-01	Document and formalise processes to enable long-term planning. Review current process, condition assessment, criticality, and risks, and develop a renewals prioritisation process. This will enable a transition from a reactive and data unsupported program to a data supported LTP program.	Capital Works Planning Decision Making Asset Register Data Asset Performance and Condition Financial Planning Management Systems	H	Year 1	Parks Senior Asset Planner	Manager Operations Parks Buildings
PH-02	Review and develop maintenance plans for all Parks Heritage assets in SAP. This is contingent on the completion of the SAP-PM upgrade.	LoS Operational Planning	H	Year 2	Parks Senior Asset Planner	Manager Operations Parks Buildings
PH-03	Initiate a Disaster Recovery Plan	Planning Managing Risk	L	Year 3	Parks Senior Asset Planner	Heritage Team Emergency Services
PH-04	Initiate a Resource Efficiency Management Plan for Parks Heritage assets	Managing Risk Planning	L	Year 3	Parks Senior Asset Planner	Manager Operations Parks Buildings

4.5 Monitoring and review

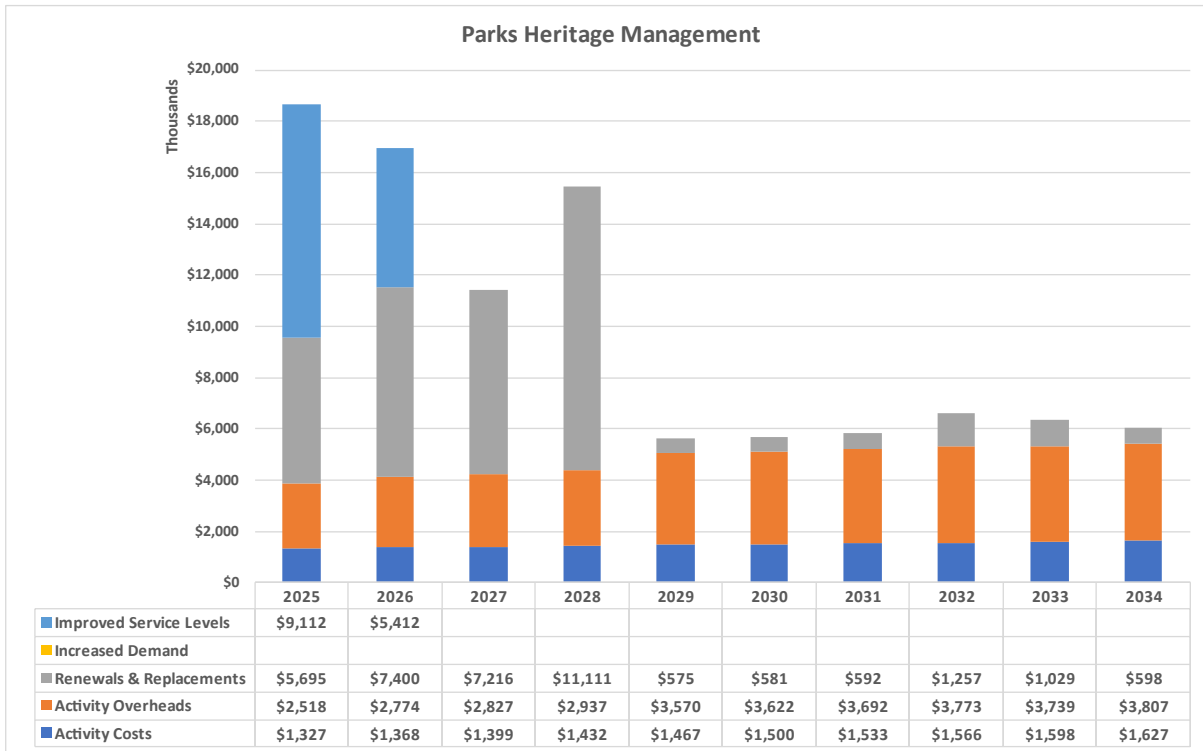
The Asset Management Improvement Programme (AMIP) will be reviewed monthly with the Team Leader Parks Asset Management who will report to the Manager Parks Planning & Asset Management.

The AMIP will be reported to the Strategic Asset Management Team (SAM). All improvement items and the improvement programme will be monitored by the SAM team and reported to the Executive Leadership Team as required.

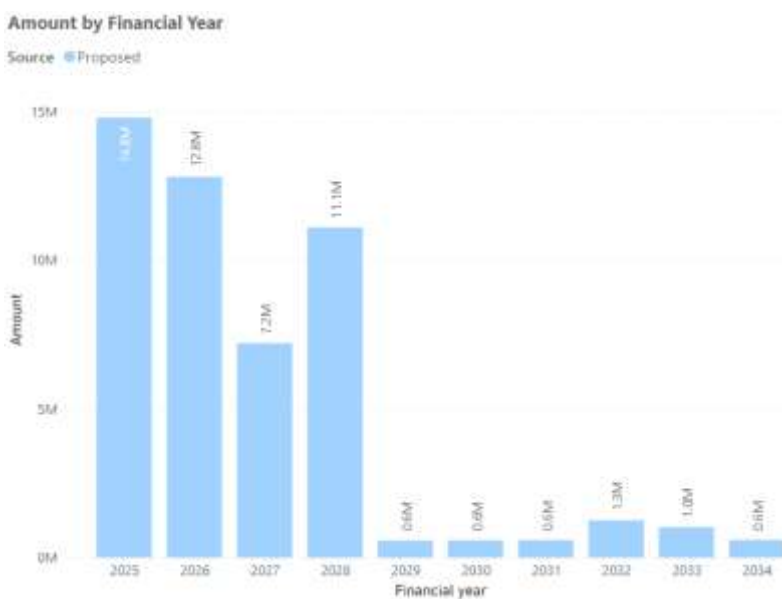
5 Appendices (Supporting information)

Appendix 1: Financial Budgets

Total Capital and Operating Expenses for 2025-2034



Parks Heritage Capital Investment Programme FY 2025-34



Parks Heritage Capital Programme

DRAFT LONG TERM PLAN 2024 - 2034

CAPITAL SCHEDULE: GROUP OF ACTIVITIES -PROPOSED BUDGETS (INFLATED)

														(000s)
Primary Driver	ProjectID	Project Title	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028	Proposed 2029	Proposed 2030	Proposed 2031	Proposed 2032	Proposed 2033	Proposed 2034	Total Proposed 2025 - 34	
Improve the Level of Service	45164	Robert McDougall Gallery Strengthening	5,180	1,478									6,658	
	65641	Robert McDougall Gallery - Base Isolation	3,933	3,934									7,867	
Improve the Level of Service Total			9,112	5,412									14,525	
Replace Existing Assets	22167	Canterbury Provincial Chambers	500	4,500	4,500	10,000							19,500	
	3368	Mona Vale Bathhouse	626										626	
	3373	Old Municipal Chambers	25		15								40	
	61691	Heritage Buildings Reactive Renewals	83	83	85	87	90	91	93	96	98	100	905	
	61692	Programme - Heritage Buildings Planned Renewals	174	180	184	188	192	197	258	650	664	214	2,901	
	61693	Programme - Public Artworks, Monuments & Artefacts Planned Renewals (PAMA)			230	319	293	292	241	511	268	284	2,438	
	61821	Cuningham House Building Renewals (Heritage)	3,544	2,399	2,069	517							8,529	
	65405	Yew Cottage Conservation Works	50										50	
	65406	Sign of the Takahe Window Renewals (Heritage Building)	124										124	
	65407	Sign of the Kiwi and Lyttelton Signal Box (Heritage Building)	111										111	
	65415	Chalice Conservation Works (PAMA)	265										265	
	65416	Delivery Package - Public Artworks Monuments and Artefacts (PAMA) Conservation and Renewal Projects	133	128	133								394	
	73982	Heritage Buildings Component Renewal Works	60	110									170	
Replace Existing Assets Total			5,695	7,400	7,216	11,111	575	581	592	1,257	1,029	598	36,054	
Grand Total			14,807	12,812	7,216	11,111	575	581	592	1,257	1,029	598	50,578	

Appendix 2: Asset Management Objectives

Principle	Objective
1. Asset management outcomes align with the strategic direction of Council	1.1 Linkages between Council’s strategic direction and asset management outcomes are clear and understood
	1.2 All asset-based services are linked to the attainment of Community outcomes
	1.3 A whole of life approach is taken for all asset management initiatives
	1.4 Asset management planning outputs provide the options and financial forecasts for the first draft of the Long-Term Plan (LTP)
	1.5 Investment in Infrastructure is optimised across all asset types
	1.6 Opportunities to increase resilience are considered in all asset management planning
2. Asset management is an organisational wide practice	2.1 The Strategic Asset Management Team (SAM) provides leadership of asset management practice at Council
	2.2 Asset management is co-ordinated across the organisation
	2.3 Core asset management processes are consistent across Council
	2.4 Asset management practice is compliant and appropriate
	2.5 Asset Management Teams across all lines of the business are motivated and driven by customer needs
	2.6 There is an organisational culture of continuous improvement in asset management
3. Decisions about assets are based on well managed, quality information	3.1 Asset data is available in corporate system for use in all decision making related to Council assets
	3.2 The performance and condition of assets is monitored and reported
	3.3 Decision making by asset owners and managers is outcome based and based on reliable asset information
	3.4 Supporting asset information is readily accessible
	3.5 Asset data is up to date
	3.6 Asset management decisions by asset owners and managers are based on evaluation of all viable options to deliver levels of service outcomes

Principle	Objective
4. Asset management maturity levels are appropriate to the assets, services and risks we manage	4.1 Identified asset management maturity gaps close over time
	4.2 The asset management capability of staff resources matches the needs of the organisation
	4.3 The organisation recognises the importance of AM and adequately resources the AM system
	4.4 Appropriate levels of asset management maturity are defined and reviewed as business needs change
	4.5 The level of AM practice is matched to the criticality of the assets
	4.6 Christchurch City Council gains recognition for its evolving AM practice
5. Asset management plans (AMPs) are living documents	5.1 AMPs are easy to follow
	5.2 AMPs are complete and at the agreed level of maturity
	5.3 AMPs reflect the current level of asset management practice for the asset type
	5.4 The asset management improvement programme in the plan, contains all actions necessary to close the existing maturity gaps
	5.5 AMPs contain the 30-year financial forecasts; suitable to develop the first draft of the Long Term Plan and the Infrastructure Strategy
	5.6 Life cycle strategies are articulated within the asset management plan

Appendix 3: 2023 AMMA Summary

Parks | What works well

Category	#	Theme	Issue	Evidence/examples
System:	18	Improvement initiatives	<p>Initiatives are either in-flight or being planned to improve:</p> <ul style="list-style-type: none"> Data completeness, with a current focus on condition data for parks assets (2.4, 4.2) 	<ul style="list-style-type: none"> the team is in the process of updating the condition assessment data and working with external contractors to ensure alignment.
Process:	19	Improvement initiatives	<ul style="list-style-type: none"> Utilising up to date condition assessments data to guide the structure of capital works programme (4.4) 	<ul style="list-style-type: none"> The team has started to use condition assessments to guide capital works programmes (e.g. building with a condition assessment rating of 4 or 5 have a higher chance of being on the capital works programme). No evidence was provided if this process was documented.

Parks | Opportunities for Improvement

Category	#	Theme	Issue	Evidence/examples
Systems: Technology is not fit-for-purpose and data quality is poor	15a	Asset data quality	<ul style="list-style-type: none"> Asset data fields are not complete, including condition, age (2.4, 3.5) Data is not entered in a consistent format e.g. there are differences with how tree and non-tree assets are identified and entered (4.2) Data completeness is low, and accuracy is unknown (4.2) 	<ul style="list-style-type: none"> Condition data field completeness = 80% age data field =>50% (completeness scores sourced from Facilities AMP, dated 30.06.2023). validity of the data is unknown. There are currently no quality checks undertaken for data accuracy.
	15b	Consistent storage of data in centralised (Enterprise) systems	<ul style="list-style-type: none"> Not all asset data is saved in SAP. Instead, excel spreadsheets are used. (4.3) Lack of certainty in the procedure to maintain data in SAP (4.2) 	<ul style="list-style-type: none"> Excel is the main repository used to store asset data for Resource Recovery assets and information relating to Operations contracts e.g., maintenance records/ documentation

			<ul style="list-style-type: none"> • Lack of documentation which defines the data structure (4.2, 4.4) 	
Process: Processes are not fit-for-purpose	16a	Documentation and formalisation of business processes	<ul style="list-style-type: none"> • No documented process that outlines how to upload data to SAP (4.4) • No documented process to identify and assign asset criticality (4.4) • No evidence of a documented process to guide long-term renewals planning e.g., renewals are mostly reactive (3.5, 4.4) 	<ul style="list-style-type: none"> • Asset criticality is defined in the Parks Heritage and Park & Foreshore AMPs, however no process is observed. There is reliance on team judgement. • No method exists to allocate work from different units at the same time in similar areas. This is currently being done ad-hoc. • No documentation was observed which outlines how renewals are determined & planned. No detail of how renewals differ by asset type (e.g. trees vs. buildings) exists
	16b	Clarity of accountabilities and responsibilities	<ul style="list-style-type: none"> • Responsibility is unclear on who is to maintain and update data (4.2, 4.3, 4.6) • Lack of accountability for asset management from Senior Leadership (i.e. above Manager level) (4.4) • Absence of supporting governance for asset data (4.3) 	<ul style="list-style-type: none"> • There is a lack of communication between the activity owners on where this responsibility lies. • Accountability for Asset Management sits with Managers, or Team Leaders. • No documentation was observed defining the governance of asset data.
People: There are capability and capacity constraints	17	Internal and external capability	<ul style="list-style-type: none"> • There is limited confidence that the team has the resources to process non BAU tasks to improve the team's AM process (4.6) 	<ul style="list-style-type: none"> • There is minimal spare capacity within the unit to action non BAU activities such as updating condition data and the criticality framework.

Appendix 4: 2020 AMMA Summary

Section	Current/ Target	Reason for scores 2020	Improvement actions planned or underway
AM Policy and Strategy	80 95	<p>Corporate AM Policy and Strategic AM Plan in place, provides key principles, objectives, corporate AM improvement path, framework for AM planning.</p> <p>Strategic context analysis is thorough and documented in IS, AMP and Activity Plan.</p> <p>Strategic priorities are well embedded with good alignment through to AMP and Activity Plans.</p> <p>Network plans are being developed which will provide clearer direction on parks provision and level of service requirements.</p>	<p>Advancing asset management programme.</p> <p>Parks Network Plans.</p> <p>Update AM Policy and Objectives.</p>
Levels of Service	80 90	<p>Customer groups are understood, and expectations outlined in AMPs, including key themes from customer surveys.</p> <p>Levels of service and performance measures are reviewed as part of LTP processes, though still considered to have too much reliance on customer satisfaction surveys and questions around the validity of the timing and sampling of the survey process.</p> <p>LTP /IS consultation and customer satisfaction surveys are the primary means of customer engagement.</p> <p>Level of service and cost discussions occur as part of Council budgeting discussions, but level of service options have not been well defined, and it has been many years since there was wider community engagement (beyond Council discussions and plan submissions) over levels of service and willingness to pay.</p>	<p>Review method of resident survey - consider sampling, location, main users, timing.</p> <p>Develop level of service options and costs to support Council and community engagement.</p>
Forecasting Demand	65 80	<p>There is a good understanding of the main factors driving future demand for services including population and demographic analysis. The implications of each factor have been described in the AMP.</p> <p>More specific demand analysis and forecasting by asset type (eg playgrounds) is part of network planning and is progressing slowly.</p> <p>The asset demand forecasting process (i.e. what assets will Council add in future years) is part of CAPEX planning - but there is no (documented) analysis of projections of future vested parks assets.</p> <p>For heritage assets, a log of known expected assets to be handed over is maintained.</p>	<p>Development and completion of network plans identifying future demand requirements.</p> <p>Include projections of vested assets in AMP and OPEX forecasts (noting this will be based on broad assumptions) and establish a process for earlier identification of vested parks assets coming over to Council.</p>
Asset Register Data	70 85	<p>All Parks assets have been captured in SAP/GIS with continuing attention to progressing quality and completeness.</p> <p>Replacement cost information is also captured apart from buildings.</p> <p>Heritage assets (PMSA) are recorded at a basic level. An improved data structure has been developed but not implemented.</p> <p>Data updating processes have been developed but are still to be implemented in the field.</p> <p>Assignment of data owner/steward responsibilities has been a good step.</p>	<p>Continued development of data quality dashboards to support prioritised focus on data improvements.</p> <p>Complete review of heritage asset structure.</p> <p>Review processes for capturing new and updated asset information from the field, needs close involvement with operations staff to ensure practical application.</p>
Asset Performance/ Condition	65 80	<p>There has been further progress in capturing condition data and its use in renewal modelling. Around 2/3rds of the assets have an assigned condition grade, and an inspection programme is in place for most assets which considers asset criticality (safety aspects).</p> <p>Fulcrum is being used by asset planning staff and contractors (for specialised assets) to capture condition assessment data.</p> <p>Asset performance is reported for LTP targets and viewable in dashboards. However, this is not captured at an asset level (i.e.</p>	<p>Incorporate performance assessments into a condition monitoring programme.</p> <p>Implementation of Blueworx for managing operations and maintenance schedules and information.</p>

Section	Current/ Target	Reason for scores 2020	Improvement actions planned or underway	
		<p>the physical condition is known but is it fit-for-purpose, in the right place).</p> <p>Contractors record works information through SAP. Inhouse staff are trialling VWork to capture asset works information. Intention to move both staff and contractor to Blueworx to manage planned and reactive maintenance.</p>		
Decision Making	75	80	<p>Formal business case process is used for major projects and programmes.</p> <p>CAPEX projects are captured and prioritised against decision criteria (aligned to Council priorities) in the CPMS.</p> <p>See also CAPEX planning.</p>	Enhancement of renewal 'model' to include performance information (currently condition based).
Managing Risk	70	80	<p>The Council risk policy and framework is well established and regularly updated.</p> <p>Regular risk reporting on 'management-level risks' in Promapp, reported to the Audit and Risk Committee.</p> <p>Compliance processes are in place for high-risk assets (playgrounds).</p> <p>The AMP Risk section summarises operational measures, but mitigations are very high level and 'not all AMP risks are in Promapp.</p> <p>Resilience section in AMP is new, gives attention to potential 'shocks' and 'disruptors'.</p> <p>Criticality is considered in decision making at an asset group level (e.g. playgrounds).</p>	Alignment of management risks in Promapp with AMP risks (i.e. to demonstrate that these risks are being managed)
Operational Planning	60	80	<p>Operations and maintenance schedules have been in place for years, with reviews typically triggered by budget constraints (current environment will likely see a reduction in maintenance activity and levels of service).</p> <p>Maintenance standards are specified in contracts, with KRAs. Contracts are monitored.</p> <p>There are some documented procedures in place (some in Promapp) for Parks operations, but not all. SAP maintenance module is used to generate monthly job sheets for contractors/ staff.</p>	Review/complete documentation of operational intervention levels and maintenance schedules.
Capital Works Planning	65	80	<p>See comments for 'decision making' plus...</p> <p>Capital projects and programmes managed in accordance with CPDF and projects tracked in CPMS.</p> <p>A 10-year (AMP/LTP) and 30-year (IS) CAPEX programme is in place.</p> <p>The renewal programme is developed based on age and condition information then reviewed by staff against a number of other criteria to develop the final programme of works. This process needs work to make it easier for operations staff to review.</p> <p>CAPEX relating to levels of service and growth is largely driven by community board requests and Council staff knowledge.</p> <p>The programme of works is scoped and costed by project sponsor, prior to going to the Capital delivery team.</p> <p>Most projects are scoped around 1-2 years prior to delivery (a bit longer for the largest ones), would like this lead time to be longer but depends on resourcing.</p>	<p>Review process for developing renewal and upgrades programme in collaboration with operations team (more opportunities for 'bundling' projects, for example).</p> <p>Completion of network plans to develop new and upgraded asset requirements for CAPEX programme.</p> <p>Significant CAPEX projects in the 3-year horizon should have a defined scope and cost estimate.</p>
Financial Planning	70	80	<p>OPEX forecasts are largely driven by historic budgets with adjustments for expected new assets - however this process (assessing 'consequential OPEX') needs work - refer demand forecasting.</p> <p>Parks valuation has been undertaken in-house. External review of unit rates and processes is still to occur.</p> <p>30-year capital programme developed for inclusion in the Infrastructure Strategy.</p> <p>Funding sources are understood and described in the AMP</p>	<p>OPEX forecasting improvements - assessment of 'consequential OPEX' and review of OPEX budgets based on unit rates (i.e. aligned to operations schedules/levels of service).</p> <p>External review of asset valuation (lives / unit rates).</p>

Section	Current/ Target	Reason for scores 2020	Improvement actions planned or underway
		Asset expenditure information can be linked with asset condition, however not to asset performance due to a lack of performance data.	CAPEX forecasting will improve from improvements listed in 'capital planning'.
AM Leadership and Teams	75 90	<p>The organisational structure for asset management has embedded. AMU lead a consistent approach to AM across Council. The allocation of data owners/stewards is a good improvement.</p> <p>There are council wide AM communications on AM through SharePoint and forums. Parks AM are also using this to communicate key AM information across the team.</p> <p>AM in parks is seen as the 'planning team' role, need to facilitate better collaboration with operations.</p> <p>AM resourcing is not adequate to deliver the AM improvements identified (or priorities need to be reviewed), e.g. development of network plans takes a backseat to responding to day-to-day requests from communities/Council.</p> <p>AMU has developed an AM competence framework, but this has not been applied to individual roles or job descriptions.</p>	<p>Review resourcing priorities for AM/parks planning (see comments to left).</p> <p>Review operations team input to AM processes / more collaborative approach.</p> <p>Review staff/team capabilities against AM competence framework to identify capability development needs (training, mentoring, etc).</p> <p>Establish a regular AM working group/s to support shared learnings and knowledge.</p>
AM Plans	80 85	<p>Two AMPs are produced, Parks and Foreshores and Heritage. Both AMPs were completed and signed off in 2018 but the drafts viewed in 2020 have yet to be approved.</p> <p>The process for AMP was collaborative with involvement from key support areas such as risk/resilience and strategic planning.</p> <p>The AMPs are comprehensive, though some repetition and wordiness could be streamlined.</p> <p>The plans provide a good overview of the issues for the two asset groups, notwithstanding the above comment.</p>	<p>The AMPs have good content but need a strong technical edit and opportunity to streamline some content.</p> <p>Review planning framework and AMP content, particularly in light of new format for 'Activity Plans' and 'Network Plans'. Needs to avoid unnecessary duplication between documents.</p>
Management Systems	55 80	<p>The need for a quality management approach to asset management is understood and continues to be developed.</p> <p>Processes are established and documented for many corporate processes such as capital delivery and risk.</p> <p>Since the last review, AMU has reviewed/improved some critical AM processes including asset handover and disposals.</p> <p>AMU is supporting a more formal process to assist activities prioritising 'critical AM Processes' and reviewing/improving the highest priority ones, but this is only currently focussing on waters and transport.</p>	<p>Review and confirm critical AM Processes and incorporate missing processes in Promapp.</p>
AM Information Systems	75 90	<p>Considerable work has been undertaken to improve access to information analysis and reporting, however staff still comment on the difficulties of using and accessing SAP information.</p> <p>Power BI is being used to improve this but needs more focus to provide information required by the whole Parks team.</p> <p>Still ongoing work being done to develop B2B tools and capture of information in the field.</p>	<p>Implementation of field-based tools for capturing information (contractors and internal staff).</p> <p>Continue development of dashboard reports to assist users in accessing and analysing asset information.</p>
Service Delivery Mechanisms	75 90	<p>Contracts are in place for the delivery of maintenance and operations functions, with development of hybrid models seeing more work delivered in-house over the last few years.</p> <p>The contracts are service based, monitored against KRAs and competitive tendering processes are used.</p> <p>New, more rigorous, corporate procurement rules have been established since last review.</p> <p>Procurement rules are 'heavy handed' for smaller projects, reviewing approach to using panels and bundling work to streamline this.</p> <p>Alternative outsourcing options have not been formally evaluated.</p> <p>New AMP section provides a documented basis for service delivery and procurement approach.</p>	<p>Ensure AM requirements are built into new contract/s.</p> <p>Continued focus on improving oversight / control of contract operational activities.</p> <p>Bring all contracts in line with procurement framework, as renewed.</p>

Section	Current/ Target		Reason for scores 2020	Improvement actions planned or underway
Audit and Improvement	70	85	<p>An asset management improvement programme has been developed. This is linked in with the corporate continuous improvement programme.</p> <p>Reporting on the programme is via AMGB (only for projects being supported by AMU). The Parks AM improvement programme is not formally monitored within Parks management team outside this process.</p>	<p>Parks management team adopt AM improvement plan (including resources and allocation of staff to projects) with regular monitoring at team meetings.</p>