



# 19: Asset Management Practices

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# 19 Asset Management Practices

## 19.1 Asset Management Practices

AM practices for the Community Facilities Activity are described in the following four areas:

- Processes
- Information Systems
- Data, Data Improvement and Integrity
- Implementation Tactics

## 19.2 Processes

This section describes the processes adopted in making asset management decisions and the status of associated strategies and plans which are taken into account in making these decisions. It also contains information on key processes that are used to underpin asset management practice for Community Facilities. This includes performance framework, strategies/plans, contract management/ supervision, and expenditure decision-making.

Table 19-1 outlines the assessed (current) and desired practices in asset management processes for the Community Facilities Activity.

AM Area	Current Business Practice	Process Owner	Desired Business Practice
Level of Service	<ul style="list-style-type: none"> <li>• Levels of Service linked with Community Outcomes and adopted by SDC.</li> <li>• Annual Residents Survey carried out by SDC. Alternative survey method being considered</li> <li>• Feedback has been collected from focus groups regarding recreational reserves, cemeteries, halls &amp; public toilets.</li> <li>• Feedback on strategy development – Community Centres &amp; Halls (including libraries), Open Space and Aquatic</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>• Customer preferences well understood</li> <li>• Consultation with the community &amp; stakeholders on LoS options including costs as input to LTP</li> <li>• Performance against the Levels of Service regularly monitored.</li> </ul>
Knowledge of Assets	<ul style="list-style-type: none"> <li>• AMIS and GIS the repository for the asset register and spatial information and mainly updated via contract management processes.</li> <li>• Asset data is obtained at component level from field measures, maintenance records and as-built information.</li> <li>• Weak process for capturing vested or new assets.</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>• Integrated process for updating asset information</li> <li>• Robust process for capturing new assets and validating as-built data.</li> </ul>
Condition Assessments	<ul style="list-style-type: none"> <li>• Major condition assessment exercise undertaken in 2017 and 2020 covering 90 % of assets</li> <li>• Grounds assets (park furniture, structures, fencing, walls, lighting) 6 monthly condition inspection carried out as part of the C1419 Parks and Reserves Contract</li> <li>• Playgrounds annual condition inspection</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>• Formal on-going, systematic condition monitoring and ranking process.</li> <li>• Condition monitoring carried out at a regular interval based on criticality of asset</li> </ul>



AM Area	Current Business Practice	Process Owner	Desired Business Practice
Accounting & Economics	<ul style="list-style-type: none"> <li>Carried out through SDC's financial management and job costing system.</li> <li>Unique number assigned to each project in financial system.</li> <li>Asset creation, renewal, disposal adjustments made to asset register at the end of each year.</li> <li>Valuations for building assets carried out every three years or for investment portfolio annually. Other assets generally not valued at component level.</li> <li>Depreciation not funded</li> <li>Reserve development contributions captured based on growth related project &amp; land requirements</li> </ul>	Corporate Services	<ul style="list-style-type: none"> <li>Linkage between Financial Information System and Asset Management Information System.</li> <li>Valuations incorporate other asset groups with remaining useful life calculations assisting renewals forecasting.</li> <li>Strategy in place for funding renewals of Community Facilities assets.</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>Risk assessment and mitigation measures identified for all service areas</li> <li>Critical assets identified</li> <li>Some risk management processes included with service contracts and agreements but often not formally integrated with business processes.</li> <li>Uncertain number of H&amp;S plans in place.</li> <li>Corporate Risk Management Strategy in place</li> </ul>	Property Group and Health and Safety Manager	<ul style="list-style-type: none"> <li>Process in place to maintain risk register and update risk information.</li> <li>Integrate with corporate risk management processes when available.</li> <li>Linkage to disaster recovery and business continuity plans</li> <li>Formal integration with maintenance and renewal strategies</li> <li>H&amp;S plans in place for appropriate facilities (e.g. pools).</li> <li>All critical assets identified, monitored, and failure modes understood.</li> </ul>
Asset Utilisation/Rationalisation	<ul style="list-style-type: none"> <li>Capacity/utilisation information has been captured and assessed for a number of service areas.</li> <li>Rationalisation included as part of AM best practice covered under life cycle and disposal section of AMP</li> <li>Policy for asset rationalisation for community centres and halls</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>Process in place for systematically assessing the utilisation/capacity of some assets where this is appropriate.</li> <li>Policy in place to rationalise provision of assets.</li> </ul>
Operations and Maintenance	<ul style="list-style-type: none"> <li>Operations and maintenance for some services carried out under performance based contract (Contract 1419 – SICON Ltd) or Council caretakers managed with in the Reserves Operations team, while other services rely on the initiative of local management committees.</li> <li>Operations &amp; maintenance for buildings managed by SDC carried out under a range of agreements and processes</li> <li>Operational processes generally not documented.</li> <li>Some maintenance manuals available (mainly new buildings)</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>Establish formal &amp; standardised arrangements for all maintenance programmes.</li> <li>Establish more formal arrangement for exchanging information between local management committees and SDC.</li> <li>Process in place and documented to ensure the quality of repairs and maintenance are to appropriate standards.</li> <li>Process in place for recording all maintenance work against assets to provide a maintenance history (via AMS).</li> <li>Operations and maintenance manuals available for all critical assets e.g. facilities</li> </ul>

AM Area	Current Business Practice	Process Owner	Desired Business Practice
Performance monitoring	<ul style="list-style-type: none"> <li>Monitoring informally through Service Request System, customer surveys, contract audits/reports, and field inspections.</li> <li>Performance standards contained in contract documents.</li> <li>Performance data captured and assessed for most service areas by survey or via maintenance records</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>Contract Performance measures are reflected in technical Levels of Service.</li> <li>Formal process to update and monitor performance data for critical assets</li> </ul>
Optimised lifecycle strategy	<ul style="list-style-type: none"> <li>Gaps in service capability identified and incorporated in to forecast programmes</li> <li>10-year work programme uses inputs from asset condition assessments, RUL, knowledge of serviceability, and field inspection information.</li> <li>Modelling for renewal programmes based on a number of factors</li> <li>Prioritisation based on risk, economics, condition, community preferences, performance, utilisation data as appropriate for larger capital investment</li> <li>ODM (e.g. multi-criteria assessment) tools used for some complex/high value projects.</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>Full implementation of a formal approach to consideration of all lifecycle factors (including condition, risk, performance etc.) will provide improved decision-making.</li> <li>Consistent use of ODM (e.g. multi-criteria assessment) tools for more complex/high value projects.</li> <li>Develop renewal programme with optimised replacement times in place.</li> </ul>
Design/project management	<ul style="list-style-type: none"> <li>All projects designed to best meet the needs of the organisation, district and communities.</li> <li>Consistent design standards not stated or used.</li> <li>Some projects managed via local committees.</li> <li>Vested assets from development checked against Engineering Code of Practice.</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>Ensure designers are aware of lifecycle requirements and consider specific elements and standards, e.g. risk.</li> <li>Formal support mechanism for projects managed via local committees</li> <li>Processes to ensure new assets are included in AM Information Systems after maintenance periods or subdivision sign-offs occur.</li> </ul>
QA/ continuous improvement	<ul style="list-style-type: none"> <li>AM Plan is reviewed every three years in line with LTP cycle.</li> <li>Improvement plans reviewed and updates.</li> <li>No formal process to ensure improvements are incorporated into business plans</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>Improvement plan in place identifying timescales and responsibilities and built into annual Business Plans.</li> <li>Improvement plan is adopted by Council and monitored</li> </ul>

Table 19-1: AM Process Status

### 19.2.1 Performance Management

To provide the context of asset management within Council's management structure, Figure 19-1 below shows the relationship between Asset Management reporting and the higher-level reports prepared by Council.





### 19.2.2 District-wide Strategies

Strategy is a sometimes misused term. The Long-Term Plan's list of outcomes desired by the community is a strategic statement of "What" is desired and "Why." It is a high-level description of the position in which the community sees itself and/or desires for the future (e.g. "we want Selwyn District to be a safe place to play" – 'play' in the wider sense of leisure activities for all ages).

Council's Strategic Plans are developed to provide specifics to these descriptions (e.g. "*what* should we do to make Selwyn District a safe place to play").

This AMP is placed at the next (i.e. Tactical) level. Its task is to implement the infrastructure that provides the desired situation (e.g. "*how* do we provide infrastructure that the community can use in a 'safe play' environment?").

Strategic plans that influence community facilities asset management planning include Growth Strategies (Selwyn District's, the Land Use Recovery Plan (LURP) and the Greater Christchurch Urban Development Strategy (UDS), the Open Spaces Strategy, Physical Activity Strategy, Walking and Cycling Strategy, Aquatic Strategy (Draft), Eastern Selwyn Community Spaces Plan, Community Centres, Halls and Library Strategic Plan (Draft), Gravel Management Strategy, District Wide Strategy – Selwyn 2031, Community Development and Economic Development Strategies. Strategic directions for individual asset groups are reported in the content-specific chapters of this AMP. Decisions made about the development, replacement, and provision of additional assets, are taken in the light of these strategies so that the infrastructure is correctly selected, located and managed to facilitate the original vision.

As an example, the Walking and Cycling Strategy is considered in the process of deciding on development of reserves, to ensure development includes pathways that enable reserves to be used as part of a route between destinations as well as simply for exercise and enjoyment of the parks themselves. Similarly Township structure plans are referred to in providing guidance on the size, type, and location of reserves and community infrastructure.

The performance management process described in Figure 19-1 above needs to monitor carefully-selected variables to enable council and community to judge whether the infrastructure is facilitating the vision.

### 19.2.3 Reserve Management Plans

Reserve Management Plans are prepared under the Reserves Act 1977 to define the purpose of land held by the Council and the intended use and development of the land. These plans may be specific to a particular piece of land, or may cover a collection of land parcels. They provide more detail than the AMP, including policies on specific issues such as public access, pest and weed control. In planning what assets will be provided, maintained, renewed and disposed of, the asset management plan for a reserve must be consistent with any management plan developed under the provisions of the Act.

Reserve Management Plans that are currently in existence, under preparation, or are awaiting review are listed in 2.8.2 – Key Planning Documents.

### 19.2.4 Facility Management Plans

Large facilities such as Event Centres may also be managed in accordance with defined rules and objectives which influence asset management planning for the facility.

### 19.2.5 Maintenance Contract Monitoring

Council sets target specification compliance levels for maintenance of those parks and reserves which are maintained by contractors and Council employed caretakers. Many sites previously managed by voluntary committees are now transitioning into grounds maintenance integrated into existing maintenance contracts.

Compliance with the standards is monitored via Contract No. 1419 which requires the contractor to operate a Quality System and have a Contract Quality Plan in place to assure Council's requirements are understood and quality levels in terms of Levels of Service, response times and work standards, are achieved. Components to be covered in the Quality Assurance System are outlined in the Contract Specifications and include allowance for audit of work to be undertaken.

Council employ an independent recreation specialist to carry out monthly audits on the quality and compliance of the work carried out by the contractor and the result are used to inform the monthly KPI

reports. The results of the contract performance are reported to Council on a quarterly basis.. A report on the audit results is required to be prepared on a monthly basis and included in a more comprehensive report from the contractor covering a range of performance matters related to the contract including response to service requests. The report is discussed at a monthly meeting between the contractor and Council staff and issues that arise are noted for action.

### 19.2.6 Condition and Performance Inspections

Formal condition inspections form a key part of the asset management practices. During condition inspections asset inventory data can be validated, new assets picked up, photographs collected, maintenance work identified and a condition grade taken. Performance inspections, while focusing on functional aspects of an asset can facilitate the collection of the same information. This information feeds into the next section on renewal decision making.

In general Council does not carry out condition inspections for renewal planning of horticultural features (grass, gardens, hedges, some trees and plantations) and shared boundary fences where exclusion covenants are added. At the present time Council generally uses specialist independent third parties to carry out formal condition inspections. Over time as confidence in routine condition information being collect is verified, this information will also be utilised. The following table outlines the current and future condition assessment programmes focusing on formal condition inspections (as opposed to routine condition inspections as part of contracts). Cyclical maintenance requirements for buildings across differing activities is carried out by Facilities Officers.

Asset Type	Frequency	Carried Out By	Condition Inspection Criteria
Playgrounds	Annual compliance, condition and performance audit	ROSPA RPII Level 3 Inspector	<ul style="list-style-type: none"> <li>IPWEA/NAMS practice note, <i>Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.</i></li> </ul>
	Annual Flying Fox Inspections	Flying Fox Specialist	<ul style="list-style-type: none"> <li>NZS5828:2015 <i>Playground Equipment and Surfacing</i></li> <li>ACC Code of Practice for Flying Foxes in New Zealand (1994)</li> </ul>
Bridges	6 yearly condition Inspection	Civil Engineers	<ul style="list-style-type: none"> <li>IPWEA/NAMS practice note, <i>Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.</i></li> <li>Width and side protection was assessed as per SNZ HB 8630:2004 – <i>Tracks and Outdoor Visitor Structures</i> (Track Classification Urban Path).</li> <li>Barrier heights were assessed as per NZ Building Code, <i>Clause F4, Table 1.</i></li> </ul>
General Grounds Assets	6 monthly condition inspection	C1419 Contractor	<ul style="list-style-type: none"> <li>IPWEA/NAMS practice note, <i>Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.</i></li> </ul>
Public Toilets	3 yearly condition inspections and performance assessment	Reserve Specialist	<ul style="list-style-type: none"> <li>IPWEA/NAMS practice note, <i>Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.</i></li> <li>The NZ Building Code, Sections A2, D1, G5, F8, G1-Personal Hygiene and G13-Foul Water</li> <li>NZS4241:1999 Public Toilets</li> <li>NZS4121:2001 Design for Access and Mobility</li> <li>NZS1158:2010 Lighting for Roads and Public Spaces</li> </ul>
Structures, Light poles and Basketball Hoops	5 yearly condition inspection	Structural Engineer	

Asset Type	Frequency	Carried Out By	Condition Inspection Criteria
Key Buildings / Swimming Pool Buildings	3 yearly condition inspections	Engineers, Building specialists	<ul style="list-style-type: none"> <li>IPWEA/NAMS practice note, <i>Buildings: Condition and Performance Assessment Guidelines: Practice Note 3.2.</i></li> <li>The NZ Building Code (appropriate sections)</li> </ul>
Swimming Pool Systems	3 yearly condition inspections	Swimming Pool Specialist	
Hard Surfaces	3 yearly condition inspections	Civil Engineer Specialist	
Rental Houses	3 yearly condition inspections	SDC Facility Officers	
	6 monthly inspection	Property manager	

Table 19-2: Summary of Formal Condition Inspections Frequencies

For the 2021 AcM Plan the following Table 19-3 shows the formal condition inspections and performance inspection that were carried out in 2019/2020

For township and streetscape sites, condition inspections were carried out on the grounds assets for township and streetscape sites that were older than 5 years, as the assumption was made the assets would be in reasonable condition.

Activity / Asset Type	No Inspected	Total Sites/Asset Type	% Inspected
Recreation Reserves	30	30	100%
Township Reserves	132	264	50%
Cemeteries	19	19	100%
Public Toilets	30	30	100%
Community Centres and Halls	27	27	100%
Swimming Pools	6 5	7 5	86% (Pool Systems) 100% (Pool Buildings)
Property and Buildings	34	34	100%
Rental Housing	13	15-	87%
Gravel Reserves	11	11	100% (Active Sites)
Forestry	-	-	-
Bridges (20017)	65	69	94%
War Memorials			100%
Play spaces (including playgrounds, flying foxes, skate parks, and fitness equipment)	103	103	100%
Sports and Area Lighting	900	900	100%
Speciality Sports Surfaces	12	12	100%
Sports Courts	131	131	100%
Hard Surfaces	101	-	-

Table 19-3: Summary of Sites Condition and Performance Inspected for 2019 AcM Plan.

The following Table 19-4 summarises information collected on assets for the activities sections for this AcM Plan.

Activity	Inspected By	Asset Pickup / Validation	Condition Grade	Maintenance Work	Renewal	RUL	Replacement Costs	Performance/Utilisation	Inspection Date
Recreation Reserves	City Care – Toilets	X	X	X	X	X	X	X	2019/2020
	WSP – Buildings	X	X	X	X	X	X		
	Sicon – Assets	X	X	X					
Township Reserves	Sicon – Assets	X	X	X					2019/2020
	SDC – Reserves Officer	X	X	X	X				
War Memorials	Decra Art _ Monumental Mason	X	X	X			X		2019/2020
Cemeteries	Greenspace - Assets	X	X	X					2019/2020
Public Toilets	City Care	X	X	X	X	X	X	X	2019/2020
Community Centres and Halls	WSP – Buildings and Toilets	X	X	X	X	X	X		2019/2020
	SDC Facilities Team	X	X	X	X	X	X		
Swimming Pools	Powell Fenwick – Pool Systems and SAC	X	X	X	X	X	X		2019/2020
	WSP – Pool Buildings	X	X	X	X	X	X		
Properties and Buildings including Heritage and Commercial	WSP – Buildings	X	X	X	X	X	X		2019/2020
	SDC Facilities Team	X	X	X					
Rental Housing	SDC Facilities Team	X	X	X	X				2020
Gravel Reserves	SDC – Reserves Officer	X	X	X	X	X			2020
Forestry	SDC – Reserves Officer	X	X	X	X	X			2020
Playgrounds, Fitness Equipment, Flying Foxes Skate Parks	Park Central	X	X	X	X	X	X	X	2019/2021
Basketball Hoops	Bond Frew	X	X	X	X	X			
Bridges	Opus	X	X	X	X	X	X	X	2016/2017
Hard Surfaces ( sports courts, car parks)	Fulton Hogan	X	X	X	X	X	X	X	2019
Sports and Area Lighting	Xyst	X	X	X	X	X	X	X	
Sports Fields	Scion – Turf Specialist	X	X	X	X		X		2019/2020

Table 19-4: Summary of Condition and Performance Assessments completed and information collected

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## 15 Risk\Community Halls Risk Assessment.xls

Sub-element	Consequence							Criticality	
	Reputation	Loss of service	Environmental	Health & Safety	Legal	Cost	Loss of income	Total Criticality	Overall Rating
Decking	1	2	0	2	0	1	0	6	moderate
Paint Finish	1	0	0	0	0	2	0	3	low
Verandah - Roof only	1	1	0	0	0	1	0	3	low
Brick Cladding	2	0	0	0	0	4	0	6	moderate
Fibrolite Sheeting (fibre cement)	2	0	0	0	0	3	0	5	moderate
Hardiplank	2	0	0	0	0	3	0	5	moderate
Metal Cladding	2	0	0	0	0	3	0	5	moderate
Paint Finish	2	0	0	0	0	2	0	4	low
Plaster	2	0	0	0	0	4	0	6	moderate
Shiplap	2	0	0	0	0	3	0	5	moderate
Weatherboard - Timber	2	0	0	0	0	4	0	6	moderate
Doors - Hollow-core	1	1	0	0	0	0	0	2	very low
Colour Steel	2	2	0	0	0	4	0	8	high
Dow npipes - Metal	1	1	1	0	0	2	0	5	moderate
Dow npipes - PVC	1	1	1	0	0	2	0	5	moderate
Glass	2	2	0	0	0	3	0	7	moderate
Metal Roofing	2	2	0	0	0	4	0	8	high

Figure 19-5: Community Hall Asset Component Criticality

Renewal work is prioritised using the above information. It is then programmed according to priority and any funding constraints. Minor adjustments are made in timing to provide efficient implementation of required works.

## 12 Financials\

Asset Component	Material	Finish	Zone	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Heater			Room 84 Central Heating/power	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Roof Cladding	Butynol	No Finish	Building » Roof » Spine Corridor Roof	\$0	\$0	\$0	\$0	\$0	\$40,186	\$0	\$0	\$0	\$0	\$0
Roof Cladding	Butynol	No Finish	Building » Roof » Spine Service Rooms Roof	\$0	\$0	\$0	\$0	\$0	\$29,900	\$0	\$0	\$0	\$0	\$0
Roof Cladding	Butynol	No Finish	Building » Roof » Spine Toilet Roof	\$0	\$0	\$0	\$0	\$0	\$58,500	\$0	\$0	\$0	\$0	\$0
Air Conditioning			Room 84 Central Heating/power	\$5,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Wall Clad	Gib Board	Paint	Room 089/90/91-CAFE Kitchen	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Floor Covering	Carpet	No Finish	Office 040 Executive Suite	\$3,349	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Floor Covering	Carpet	No Finish	Office 042/048 Executive Suite	\$4,275	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Wall Clad	Gib Board	Paint	Office 050 -Main Reception	\$495	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ceiling	Acoustic ceiling	Paint	Office 046 Executive Suite	\$287	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Door	Timber	Paint	Room 034 Kitchen Corridor	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Shower			Gents Changing	\$4,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Wall Clad	Gib Board	Paint	22 MEETING ROOM 2	\$1,148	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ceiling	Acoustic ceiling	Paint	15 MEETING ROOM 1A/1B	\$6,384	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Floor Covering	Carpet	No Finish	15 MEETING ROOM 1A/1B	\$9,330	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ceiling	Acoustic ceiling	Paint	17 TOILET 1	\$166	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Wall Clad	Gib Board	Paint	17 TOILET 1	\$360	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Figure 19-6: Community Hall Renewal Work Financial Programme

Work that is unable to be completed due to financial constraints may be identified as 'deferred renewal', and the resolution to this problem can be sought by a variety of options:

- Seeking additional funding
- Increasing revenue
- Utilising voluntary, low- or no-cost resources
- Dis-establishing the facility (i.e. developing and implementing a Disposal Plan)

### 19.2.8 New Capital Expenditure Decision-making

The Asset Management department uses a Capital Investment Options Assessment, including multi-criteria analysis (MCA) and a standard reporting format, to evaluate and recommend proposed new works. This enables evaluation of options according to a range of relevant issues and direction identified in various strategies such as the Open Spaces Strategy (refer to 2.8.2). An example MCA summary is shown below.

Option Analysis for Rolleston Sports Park Land	Assessment Factors														Results	
Scoring Guidelines	Social				Environmental				Economic				Cultural	Customer	Total Score	Ranking
5 = very strong fit with factor 4 = strong fit with factor 3 = moderate fit with factor 2 = some fit with factor 1 = minimal fit with factor 0 = no discernable fit with factor	Meets sports & active recreation needs	Provides a social focus for the community	Accessible, connected & central location	Provides for informal recreation needs of local communities	Minimises environmental affects on community	Promotes sustainable outcomes (land use, travel etc)	Land form compatability	Town amenity/landscape values enhanced	Affordable to the community	Land Acquisition Cost	Economy of scale, management efficiencies, reduces duplication	Reduces facility duplication	Provides for future educational facilities	Conformity with adopted planning strategies		
<b>Weighting (%)</b>	<b>20.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>2.5%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>4.0%</b>	<b>15.0%</b>	<b>20.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>2.5%</b>	<b>10.0%</b>	<b>100%</b>	
<b>Option</b>																
1. Status quo	2	1	2	2	1	1	0	1	5	5	1	1	1	0		
Weighted Score	40	5	10	5	2	2	0	4	75	100	5	5	2.5	0	<b>256</b>	<b>6</b>
2. RSP Recreation Precinct	5	5	5	4	4	4	3	4	3	2	5	4	5	5		
Weighted Score	100	25	25	10	8	8	6	16	45	40	25	20	12.5	50	<b>391</b>	<b>1</b>
3. Helpet Land	3	3	3	4	3	3	2	3	3	3	4	3	5	3		
Weighted Score	60	15	15	10	6	6	4	12	45	60	20	15	12.5	30	<b>311</b>	<b>5</b>
4. Reduced Recreation Precinct	3	3	4	4	3	3	3	3	3	3	4	3	5	3		
Weighted Score	60	15	20	10	6	6	6	12	45	60	20	15	12.5	30	<b>318</b>	<b>4</b>
5. Minimal Recreation Precinct	5	2	2	2	4	4	4	2	3	4	5	3	5	2		
Weighted Score	100	10	10	5	8	8	8	8	45	80	25	15	12.5	20	<b>355</b>	<b>2</b>
6. Helpet + Reduced Recreation Precinct	4	4	4	4	4	4	3	3	3	2	4	4	5	3		
Weighted Score	80	20	20	10	8	8	6	12	45	40	20	20	12.5	30	<b>332</b>	<b>3</b>

Figure 19-7: Multi-Criteria Analysis Example

### 19.2.9 Supervision of Contract Work

Works, whether professional services, maintenance, renewal or new construction, receive Council staff oversight as follows:

- Professional services contracts are directly supervised by Council Staff
- Specification, schedules of quantities, contract document preparation and tendering by consultants receive Council staff oversight. Tender recommendations are written or approved and signed off by Council staff
- Physical work supervision is carried out by Council staff or by contracted consultants
- Maintenance contracts are supervised by Council staff. The contractor's performance is evaluated at regular intervals, recorded and discussed with the contractor at regular meetings

### 19.2.10 Assets to be Vested

The design and approval of details of assets to be provided by developers as part of Council infrastructure contribution, and their construction, receive the same level of supervision as contract works initiated by Council, described above, with the exception of the tendering stage which is at the developer's discretion. The required standard is as per Council's Engineering Code of Practice.

A detailed site inspection is conducted prior to Council's formal acceptance of the infrastructure as part of the 224 certificate sign off. A maintenance period appropriate to the asset type is required before the asset is formally handed over to the Council.

As-built information with operating and maintenance information is provided prior to formal acceptance and is added to Council's asset information.

## 19.3 Information Systems

Table 19-5 outlines the current and desired practices in asset management systems.

System	Current business practice	System owner	Desired business practice
Asset Registers	<ul style="list-style-type: none"> <li>Fixed asset registers exist within NCS at high level and not linked</li> <li>Assets under reserves maintenance contract are loaded in the AMS system.</li> <li>Comprehensive asset register of 90% migrated from excel spreadsheets to AMS and validated.</li> </ul>	Corporate Services Property Group	<ul style="list-style-type: none"> <li>Implement an AM Information Management System.</li> </ul>
Financial System	<ul style="list-style-type: none"> <li>Corporate system (NCS), which records financial expenditure and relies on manual entry of data.</li> <li>No commitment accounting capability.</li> <li>Valuation is calculated in NCS but is not at component level</li> <li>Some integration between FAR and AMS under development</li> </ul>	Corporate Services	<ul style="list-style-type: none"> <li>Financial Information Management System is linked to AM Information Management System.</li> <li>Commitments are recorded when expenditure ordered</li> </ul>
Maintenance Management	<ul style="list-style-type: none"> <li>Contractor records maintenance events but not formally linked to SDC system.</li> <li>Seven year maintenance history available within NCS but not easily retrievable</li> </ul>	Maintenance Contractor Property Group	<ul style="list-style-type: none"> <li>Maintenance history recorded against assets utilising Task Management Module.</li> <li>AM and maintenance plans incorporated into contract documentation.</li> <li>Optimised maintenance strategy available for individual assets.</li> </ul>
Condition/ Performance Monitoring	<ul style="list-style-type: none"> <li>Condition information imputed into AMS by asset for 90% asset types.</li> <li>Irregular updating of condition information.</li> <li>Performance information in excel spreadsheets</li> <li>No capacity/utilisation/condition modelling system in place.</li> </ul>	Property Group Information Communication Technology	<ul style="list-style-type: none"> <li>System linked to asset register.</li> <li>Modelling to develop accurate and dynamic renewal and disposal programmes.</li> <li>AMS linked to booking systems (e.g. LINKS) or toilet counters (SCADA) to capture utilisation data.</li> </ul>
Customer Requests	<ul style="list-style-type: none"> <li>Service Request system in operation but not linked to AM system.</li> </ul>	Corporate Services	<ul style="list-style-type: none"> <li>Link Service Request system to AM system or replace Service Request system with AM Task Management module.</li> </ul>
Optimised Renewal Strategy	<ul style="list-style-type: none"> <li>ODM system not available</li> <li>ODM undertaken using data in Excel spreadsheets to develop renewal programmes.</li> </ul>	Property and Commercial	<ul style="list-style-type: none"> <li>When AM system available develop ODM to facilitate optimised renewal programmes.</li> <li>System to consider asset and non-asset risk treatment options.</li> </ul>
Forward Work Programme	<ul style="list-style-type: none"> <li>Forward programmes (most projects) have been developed in Excel and are uploaded into the corporate financial system showing the timing and a budget for proposed work.</li> <li>Projects entered into database to enable planning for implementation</li> </ul>	Corporate Services Property Group	<ul style="list-style-type: none"> <li>System ensures all proposed projects are captured in budgets.</li> <li>Items identified in forward work programme based on risk.</li> </ul>

System	Current business practice	System owner	Desired business practice
GIS	<ul style="list-style-type: none"> <li>• GIS allows spatial viewing, searching, manipulating and analysis of database records.</li> <li>• Assets covered in the Maintenance Contract have been located spatially in GIS system and assigned a unique ID.</li> </ul>	Information Communication Technology	<ul style="list-style-type: none"> <li>• Full linkage between spatial and AM information within AMS for all assets and key data.</li> <li>• Mobile GIS capture capability for field officers</li> </ul>
Integration of Systems	<ul style="list-style-type: none"> <li>• Linkage between AM data and GIS (ArcView).</li> <li>• Partial linkage between AM Information Management System and Financial Information Management System.</li> <li>• No integration between AM Information Management System and Service Request System.</li> </ul>	Corporate Services	<ul style="list-style-type: none"> <li>• Linkage and/or integration between AM System and other supporting systems.</li> </ul>
Integration of SDC systems with Parks Contractors Systems	<ul style="list-style-type: none"> <li>• B2B Integration project commenced with Sicon for C1419 Parks Contract</li> <li>• All manual transactions with contractor and we need to move to integrated</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>• B2B integration with key contracts</li> </ul>
Plans & Records	<ul style="list-style-type: none"> <li>• Majority of SDC plans are recorded and stored in hard copy.</li> <li>• Some plans received in CAD format and stored electronically</li> </ul>	Property Group Corporate Services	<ul style="list-style-type: none"> <li>• Effective plan archive and management system in place.</li> <li>• Plans developed in electronic format &amp; vested asset as-built received in standard electronic format</li> </ul>
Customer Records	<ul style="list-style-type: none"> <li>• Service Request System records customer details.</li> <li>• System includes reporting functionality</li> </ul>	Corporate Services	<ul style="list-style-type: none"> <li>• Integrated customer request system with high level of reporting functionality.</li> </ul>
Operations and Maintenance	<ul style="list-style-type: none"> <li>• Customer request system drives unplanned maintenance but the costs are not linked back through the maintenance contractor's claim.</li> <li>• Information in Excel spreadsheets used to develop planned maintenance programmes</li> <li>• 10 year planned maintenance programmes prepared for most service areas</li> </ul>	Maintenance Contractor Property and Commercial	<ul style="list-style-type: none"> <li>• Work Orders are used to track maintenance items.</li> <li>• Customer Service Requests can be reconciled against item in Contractor's claim (by WO number).</li> <li>• AMS used for integrated, dynamic scheduled planned maintenance</li> </ul>
Manuals	<ul style="list-style-type: none"> <li>• Operation manuals available for a limited number of assets/facilities.</li> <li>• Operational guide prepared for swimming pools</li> </ul>	Maintenance Contractor Property Group	<ul style="list-style-type: none"> <li>• Manuals developed for critical assets (e.g. swimming pool operations and cemetery procedures).</li> <li>• Manuals received for all new buildings &amp; facilities as a requirement of contract</li> </ul>
Levels of Service	<ul style="list-style-type: none"> <li>• Corporate Services holds a schedule of all levels of service to be reported in the Annual Plan/LTP.</li> </ul>	Corporate Services Property Group	<ul style="list-style-type: none"> <li>• System developed to monitor and record performance measures to feed into LTP.</li> </ul>
Failure Management Plans	<ul style="list-style-type: none"> <li>• Incident control plans prepared for swimming pools.</li> <li>• No other failure plans in place</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>• Failure management plans developed for critical assets &amp; form part of maintenance contracts where necessary.</li> </ul>
AM plans	<ul style="list-style-type: none"> <li>• Plans reviewed every three years and align with LTP.</li> <li>• Main plan is a MS Word document supported by various Excel files</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>• Plans reviewed every three years and align with LTP.</li> <li>• Plans are structured to enable easy updating.</li> <li>• Transition to web based</li> </ul>

Table 19-5: AM Systems

## 19.4 Data Integrity and Improvement

### 19.4.1 Current and Desired Practices

Table 19-6 outlines the assessed (current) and desired practices in asset management data and information management.

Data	Current business practice	Data owner	Desired business practice
Asset Classification	<ul style="list-style-type: none"> <li>Asset classification with unique IDs for all data imported to AMS.</li> <li>Hierarchy developed for AMS system.</li> <li>Critical assets for most service areas identified.</li> </ul>	Property Group	<ul style="list-style-type: none"> <li>All data has unique asset ID within AM Information Management System.</li> <li>Refine asset hierarchy to meet business needs</li> <li>Identify critical assets in all data sets.</li> </ul>
Asset Attributes	<ul style="list-style-type: none"> <li>Major asset data capture exercise undertaken and recorded in Excel spread sheets and now uploaded to AMS</li> <li>Age and material data may be unreliable in some cases.</li> <li>Some utilisation data captured.</li> </ul>	Maintenance Contractor Property Group	<ul style="list-style-type: none"> <li>Continue to update and develop attribute information within integrated AM system.</li> <li>Establish business rules / workflow for updating data</li> <li>Establish utilisation data collection programmes for critical assets.</li> </ul>
Information Backup	<ul style="list-style-type: none"> <li>Data (including spatial) backed up regularly.</li> </ul>	Information Communication Technology	<ul style="list-style-type: none"> <li>Continue regular backup</li> </ul>
Historical Condition & Maintenance Data	<ul style="list-style-type: none"> <li>Condition information has been captured for 90% of assets.</li> <li>Operation and maintenance data currently collected but not in a readily useable format (under contract 909, 1202).</li> <li>Seven year maintenance history available within NCS and is analysed for AM planning but detail of some work items is unclear</li> </ul>	Maintenance Contractor Property Group	<ul style="list-style-type: none"> <li>Continue condition assessment programme for assets where gaps exist and review on three yearly cycle.</li> <li>Implement programme to monitor performance for assets where gaps exist.</li> <li>Maintenance history recorded via AMS by contractors in the field (Contract works only).</li> <li>Mobile AMS capability for Council field officers</li> </ul>
Future Prediction Data	<ul style="list-style-type: none"> <li>Growth model prepared for organisation wide use based on growth drivers</li> <li>Model to be updated as information changes.</li> <li>Growth model used to underpin future asset requirements</li> <li>Trend/demand data derived from other sources e.g. Statistics NZ</li> </ul>	Planning	<ul style="list-style-type: none"> <li>Update plans as growth &amp; demand projections alter.</li> <li>Develop improved understanding of the sensitivity of capital requirements to changes in demand.</li> </ul>
Lifecycle Costing	<ul style="list-style-type: none"> <li>Financial data stored within NCS, (separate from main asset data). Other cost information in separate spreadsheets. Not easily reported on and not to asset level.</li> <li>Limited information available on risk.</li> </ul>	Corporate Services Property Group	<ul style="list-style-type: none"> <li>Costs assigned to assets in AM Information Management System via link with Financial system</li> <li>Record risk rating against critical assets in AMS.</li> </ul>
Benchmarking Data	<ul style="list-style-type: none"> <li>Participating in survey that monitors key performance indicators and levels of service against comparable local authorities.</li> </ul>	Property Group Yardstick™	<ul style="list-style-type: none"> <li>Continually improve data to enable accurate submissions to the Yardstick programme</li> </ul>

Table 19-6: AM Data & Information



### 19.4.2 Asset Data Coverage

Develop an asset data strategy identifying what is currently collected, and priorities for additional data capture. E.g. as shown in the following diagram –current and desired position; apply to single or multiple asset groups; extend to specific data elements.

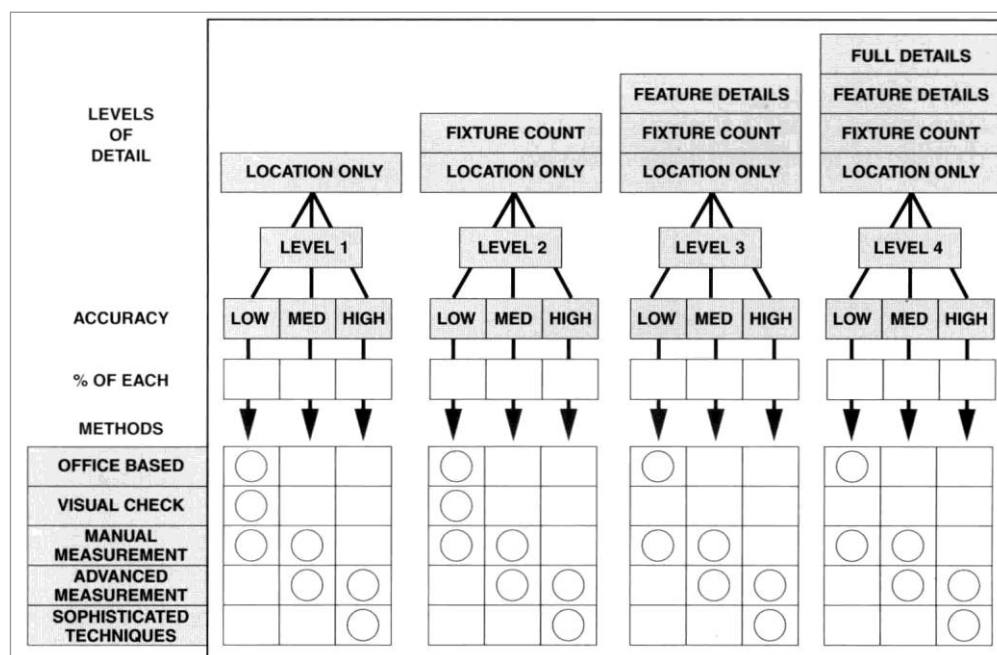


Figure 19-8: Asset Data Coverage Strategy

### 19.4.3 Data Update Process

Develop a flowchart to describe the updating of GIS, hardcopy plans, contract maintenance schedules, RC monitoring system, O&M manuals, and AMS asset component attributes, triggered by renewal, new works or vested assets.

## 19.5 Implementation Tactics

Table 19-7: AM implementation tactics outlines the assessed (current) and desired practices in asset management implementation tactics.

Organisational Element	Current business practice	Tactic Owner	Desired business practice
Corporate Sponsorship and Commitment	<ul style="list-style-type: none"> <li>AM plans are viewed as key planning documents that underpin the LTP.</li> <li>Organisation wide team established to develop AM plans and LTP including Accountants, Asset Managers and Planners</li> <li>AM plans are formally reviewed at Council workshops</li> <li>Sufficient resources are provide internally and supplemented with external expertise as required</li> </ul>	Property Group Manager	<ul style="list-style-type: none"> <li>Formal adoption of AM plans including improvement programmes.</li> <li>Monitor effectiveness of plans against key indicators including delivery of annual programmes.</li> <li>Formal review of AM plans every three years as part of LTP cycle.</li> </ul>
AM Roles and Responsibilities	<ul style="list-style-type: none"> <li>AM roles and responsibilities clearly identified with external advice and resources utilised as necessary.</li> </ul>	Property Group Manager	<ul style="list-style-type: none"> <li>Clear understanding of how the various roles work together to achieve AM planning objectives.</li> </ul>
Staff Skills, Knowledge, and Training Programmes	<ul style="list-style-type: none"> <li>Training needs identified and addressed.</li> <li>Key staff have AM training to gain qualifications</li> </ul>	Property Group Manager & People and Capability Manager	<ul style="list-style-type: none"> <li>Commitment to ongoing training and skill improvement.</li> <li>Training needs are incorporated into individual performance plans on an annual basis</li> </ul>
Commercial Tactics	<ul style="list-style-type: none"> <li>Asset Delivery Procurement Strategy adopted as guideline for tendering and procurement.</li> </ul>	Property Group Manager	<ul style="list-style-type: none"> <li>Standard tendering and procurement procedure in place and adhered to.</li> </ul>

Table 19-7: AM implementation tactics