



1: Introduction

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1 Introduction

1.1 Plan Objectives

This Activity Management Plan (AcMP) is a revision of the 2018-2028 AcMP. The history of asset management plans is covered in Section 20.2 and summarised in 1.4.1 below. This Plan generally encompasses the asset-focussed services comprising the Community Services and Facilities Significant Activity as described in the Selwyn District Council Long Term Plan (LTP). Refer to Section 2.7 - Scope of Assets and Services, for details on the coverage of this plan. It is intended that this AcMP provides a mechanism for tactical planning that links the strategic directions and outcomes envisaged in the Selwyn District Council Long Term Plan with the actual delivery of services and programmes to the community. It is Council's intention that this AcMP will be a living management tool that will guide and influence decision-making and form the basis of future financial programmes.

The assets and services covered by this AcMP represent a major investment by the community and are of vital importance to the quality of life of the district's residents. The assets have been acquired and developed over several generations and must be properly maintained and developed to provide continued service and benefits for future generations. As an indication of relative extent of the Community Facilities Activity, the figure below compares the 2020/21 expenditure and funding impacts for all activities as described in the 2020/21 Annual Plan.

Area of spend		Capital spend (including renewal)	Operating spend (excluding depreciation)	How costs are funded		Rates spend per \$100
	Community facilities	\$77.8m	\$24.9m	Rates: 85% Other sources: 35%		\$33
	Community services	\$0m	\$3.1m	Rates: 98% Other sources: 2%		\$4
	Democracy	\$0m	\$3.6m	Rates: 98% Other sources: 2%		\$5
	Environmental services	\$0m	\$15m	Rates: 59% Other sources: 41%		\$12
	Transportation	\$33.7m	\$10.2m	Rates: 25% Other sources: 75%		\$9
	Solid waste management	\$4.3m	\$11.2m	Rates: 74% Other sources: 26%		\$12
	Five waters service	\$38.8m	\$16.5m	Rates: 68% Other sources: 32%		\$25
	Izone	\$0m	\$0.2m	Rates: 0% Other sources: 100%		\$0

Figure 1-1: Activity Cost Comparison

The specific objectives of this AcMP are to demonstrate that:

- Council is managing the Community Facility assets responsibly, efficiently and in a sustainable manner.
- Council is undertaking a sustainable development approach whereby a long term view of the provision of Community Facilities is evident through improving the quality of life for current residents but considering the impact on the natural environment and the wellbeing of future communities.

- Council understands what asset capacity will be required in the future, and what factors drive this capacity requirement.
- Council has shown how it will proactively and continually improve knowledge of its assets and the supporting systems and processes.
- Council has robust and transparent processes in place for managing, operating, maintaining, renewing and providing additional assets.
- Decision making is supported by sound understanding of the assets and considers the costs and benefits of available options.
- Council has adequately assessed risks for this activity and has systematic processes in place to effectively manage identified risks including the impacts of climate change.
- Reliable and justifiable financial forecasts are prepared for operations, maintenance, renewals and new capital requirements to support long term financial planning.
- The services delivered by the assets are increasingly aligned to customer and technical service levels or standards.
- Council is contributing, through the delivery of the Community Facilities Activity, to the wider community benefits and outcomes identified in the Selwyn District Council Long Term Plan.

As a consequence of these objectives, the AcMP will also fulfil the requirements of the LGA 2002, Schedule 10.

1.2 Plan Structure and Layout

This Activity Management Plan encompasses a range of different service areas as described under the Community Facilities Significant Activity in the Selwyn Community Plan. Because of the diversity of the services included in the plan, a separate section covering each service area has been developed. These sections incorporate all information relevant to the specific service area and have a common heading structure that is generally consistent with layouts and disclosure requirements suggested by the National Asset Management Support Group (NAMS).

In addition the plan includes “generic” sections that cover information pertinent to all service areas and also provide aggregation of information to levels consistent with Local Government Act 2002, Schedule 10 requirements and to enable easy extraction of material for inclusion in the Selwyn District Long Term Plan.

The following diagram describes the structure of this plan:

Section 1	Introduction	Outlines plan scope, objectives, strategic linkages and the level of AM Planning.
Section 2	Activity Overview	Overview of the Community Services Activity including goals, objectives and negative effects.
Section 3	Levels of Service	Overview of current and future levels of service, service drivers, stakeholders and linkage to community outcomes.
Section 4	Managing Growth	Key factors influencing growth and demand, strategy to manage demand and how the cost of growth will be met.
Section 5	Asset Management	Overview of Asset Management, covering Asset lifecycle activities; how services are delivered; cost forecasts and level of confidence in asset data/information.
Section 6	Risk Management	Description of the risk management process; emergency response planning; insurance and earthquake issues.
Sections 7-16	Service Area Plans	Individual plans for each service area with specific information on levels of service and asset performance demand and asset capacity; description of assets, management approach, detailed financial forecast, risk management and sustainability initiatives.
Section 17	Sustainability	Identifies potential effects on cultural, social, economic and natural environments, and how management of the infrastructure will contribute to sustaining these.
Section 18	Financial Summary	Summary of ten year financial forecasts, explanatory notes: assumptions, uncertainties and their potential effect
Section 19	AM Practices	Detailed descriptions of current AM processes, information systems and data used for decision making
Section 20	Plan Implementation and Improvement	Lists progress toward improving the performance of asset management; evaluates current practice; provides descriptions and a timetable for further improvements.

Figure 1-2: AM Plan Structure

1.3 Strategic Framework

This Activity Management Plan is essentially developed to provide linkage between the strategic direction that Council desires to achieve (as defined in strategic plans) and the delivery of services. The Activity Management Plan is a tactical plan that enables alignment of operational delivery with Council's strategic objectives. It also shows how the delivery of services will contribute to meeting the community outcomes identified in the LTP. AcM plans are a key component of the Council planning process, linking with the following plans and documents:

Long Term Plan (LTP): Prepared in accordance with the Local Government Act (2002) to cover a period of at least ten years. This plan contains key information about the Council's activities, assets, level of service and cost of providing services. It sets out the Council's funding and financial policies and also a financial forecast for the years covered by the plan. This AcM Plan provides key inputs to the LTP.

Annual Plan: Complements the LTP in the years between updates by reporting on variances. This is a detailed action plan outlining Council's projects and finances for each particular year.

30 Year Infrastructure Strategy (IS)

The Infrastructure Strategy sets out a long term (thirty year) view about the services and infrastructure Council provides and how they will be provided in the future. This AcM Plan supports the information for the first 10 years of the IS.

Funding Policies: These policies state how future expenditure needs will be funded. Key policies are summarised in the LTP.

Asset Management Policy: Sets the direction, approach and expected levels of asset management practice (has been updated in 2021).

Strategies: Plans that set the strategic directions for Council and include the following (links to documents where available):

- Gravel Management Strategy
- Aquatic Facilities Plan
- Selwyn Community Centres, Halls and Community Libraries Network Plan
- [Open Spaces Strategy](#)
- [Eastern Selwyn Community Spaces Plan](#)
- [Selwyn 2031 - District Wide Strategy](#)
- [Ellesmere Area Plan](#)
- [Malvern Area Plan](#)
- [Walking and Cycling Strategy](#)
- [Greater Christchurch Urban Development Strategy](#)
- [Greater Christchurch Urban Development Strategy Update](#)
- [Our Space 2018-48: Greater Christchurch Settlement Pattern Update](#)

District Plan and Natural Resources Regional Plan: Set out the Council's and Environment Canterbury's interpretation of the Resource Management Act 1991. Objectives, policies and rules are aimed at providing good environmental outcomes and have implications for service standards to be delivered.

Structure Plans: These are non-statutory plans prepared for growth townships to provide direction on future land uses, utility infrastructure requirements and community infrastructure needs.

Other tactical plans: Includes Reserve Management Plans prepared under the Reserves Act 1977 that set out management, control and future development at a site specific level.

Contracts and service level agreements: The service levels, strategies and information requirements contained in AcM plans are translated into contract specifications and reporting requirements.

Bylaws, standards and policies: These tools provide guidance for service standards to be delivered and are needed to support AM tactics.

The Figure below depicts the relationship between the various processes and levels of planning within the Council, required to support achievement of identified community outcomes.

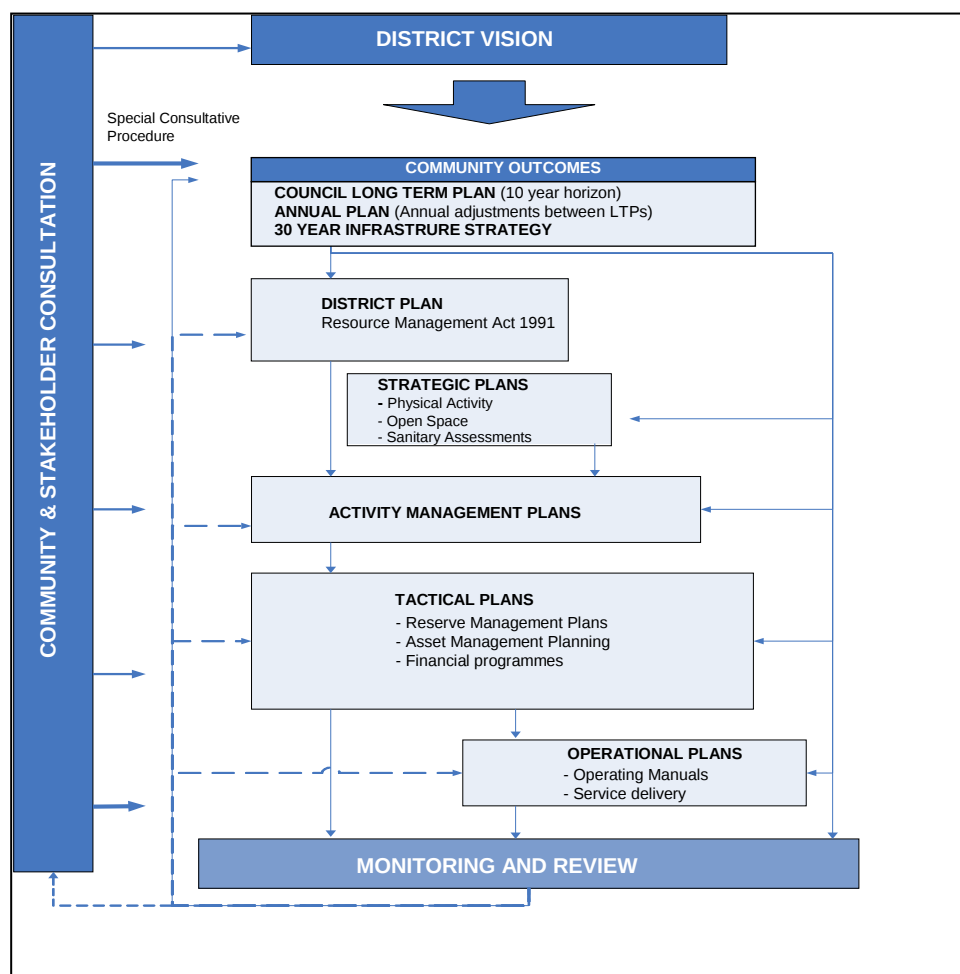


Figure 1-3: Corporate Links to AM Plans

1.3.1 Asset Management Policy

A review of Council's Asset Management Policy was commissioned in 2020 to ensure it remains relevant and to confirm appropriate levels of asset management practice for Council activities. This follows on from the review undertaken in 2017 leading into the 2018 version of this Activity Management Plan. This Activity Management Plan is prepared in consideration of Council's Asset Management Policy and Implementation Strategy.

Policy adoption

A review of the existing Asset Management Policy (approved in 2017) was reported to Council at the meeting of 10 March 2021. The Policy is recorded below.

General Policy Statement

The Selwyn District Council Asset Management Policy Statement relating to all its infrastructure activities is outlined below. It is intended that this Policy Statement be added to the introduction of the Asset Management Plans, to set the direction of the overall Asset Management process.

Objective of the Asset Management Policy

The objective of the Selwyn District Council's Asset Management Policy is to ensure that Council's service delivery is optimised to deliver the purpose of local government (as defined in the Local Government Act 2002), agreed community outcomes and levels of service, manage related risks, and optimise expenditure over the entire life cycle of the service delivery, using appropriate assets and non-asset solutions as required.

The Asset Management Policy requires that the management of assets be in a systematic process to guide planning, acquisition, operation and maintenance, renewal and disposal of the required assets.

Delivery of service is required to be sustainable in the long term and deliver on the purpose of local government and Council's economic, environmental, social, and cultural objectives.

Asset Management Policy Principles

Council will adhere to the following principles in its planning:

- Ensuring service delivery needs form the basis of activity management
- Effective consultation will be used to determine appropriate Levels of Service
- Plans will reflect the strategy of Council and drive its operations
- Ensuring transparent and accountable activity management decision making
- Council will be aware of the need to invest in activity management in order to continue delivering services effectively
- Ensuring the integration of activity management within Council's strategic, tactical and operational planning frameworks
- Activity management will be integrated with other planning including the integration of activity management with corporate, financial, business and budgetary planning using activity management plans and summarised in Council's LTP
- Informed decision making taking a lifecycle management and inter-generational approach to activity planning
- Whole-of-life costs will be considered before initiating any major works, significant renewals of assets and the introduction of new activities
- Ensuring the use of appropriate decision-making tools and criteria on a whole of network or individual project basis including as appropriate the use of lifecycle benefit and cost analysis, risks to assets, business case development, optimised decision making and multi-criteria analysis
- Sustainability will be integrated into all aspects of AMP development. Sustainable management will be focussed on providing for present needs whilst sustaining resources for future generations
- The implications of changes in demand and the potential to manage demand will be taken into account as far as resources allow
- Structure planning providing input and direction and taking account of the Community Outcomes
- Reporting on assets and asset management performance as appropriate for management, benchmarking and mandatory reporting requirements
- Council will adopt a prudent approach to the management of risks, natural hazards and climate change
- Consideration will be given to what is the most useful data, including type quality, frequency, that needs to be collected to form plans and demonstrate achievement of levels of service
- Council's Procurement Policies will be followed
- Integration with neighbouring authorities and other agencies
- Co-ordination with external network utilities

Coverage

The Local Government Act sets out as a minimum the groupings that must be separately reported, those affecting Selwyn DC are:

- Transportation
- Water Supply
- Wastewater
- Stormwater

These along with the groups listed below are all to be covered by Asset Management Plans and this Policy:

- Solid Waste
- Community Facilities – Parks & Property

Policy Linkages to Other Plans

This Asset Management Policy links to:

- Council's LTP
- the individual asset management plans for Council's infrastructural assets
- the Canterbury Regional Transport Strategy and Public Transport Plans
- Council's Transportation Strategies (Walking, Cycling, Parking, District Transport, and Maintenance Intervention Strategies)
- the Water and Sanitary Services assessment
- the Waste Minimisation and Management Plan
- the Council's Reserve Management Plans
- the Financial Strategy and funding Policies
- the Infrastructure Strategy
- the District Plan
- the Climate Change Adaptation Action Plan

Implementation and Review of Policy

This Asset Management Policy will be implemented in conjunction with the 2021 Asset Management Plans and 2021 - 2031 LTP.

The next full review of this Asset Management Policy shall be completed in June 2023 prior to completing activity plan updates to support the 2024 LTP.

It is anticipated this review will reflect Water Reform and changes to the Resource Management Act 1991. Greater clarity around engagement with Māori, Iwi and Rūnanga along with Climate Change initiatives should also be included.

Asset Management Implementation Strategy

Council staff have completed a detailed analysis of appropriate activity management maturity and practice within the guidance offered by this Policy. This analysis has examined asset description, levels of service, managing growth, risk management, asset lifecycle decision making, financial forecasts, planning assumptions and confidence levels, improvement programmes, use of qualified persons and Council commitment to asset management planning.

From this detailed analysis Council's level of achievement and any gaps in appropriate asset management practice were identified.

Asset management practice gaps that were noted have been transferred to the Asset Management Improvement Programme for action.

The achievement and effectiveness of the improvement items is included in annual work plans and monitored by the Assets Group.

1.4 Plan Level of Sophistication

1.4.1 Introduction and Methodology

Assessment against a variety of factors has been used as the primary methodology to determine an appropriate level of asset management practice for Community Facilities.

The application of the factors defines whether asset management practice should be **higher** (i.e. tending towards 'Advanced' practice), **same** (as the initial screening assessment), or **lower** (i.e. tending toward 'Core' practice).

Indications from the OAG are that Core is the minimum acceptable level for Infrastructure Asset Management of public services in New Zealand.

The Appropriate Level of Asset Management is defined by district and organisational factors, while AM maturity is based around an assessment of the sophistication of the asset management process required for each activity.

Section 1.4.2 in the IIMM introduces the Asset Management Maturity Index. The AM Maturity index is a tool that organisations can use to determine the sophistication of asset management requirements, lifecycle planning and asset management enablers, rather than asset management overall.

As part of the NZ Treasury Investment Confidence Rating, the NZ Treasury developed an Asset Management Maturity methodology to help agencies and their professional advisors identify current and appropriate (or target) levels of asset management practice.

"Asset management maturity is the extent the maturity of the organisation's asset management practices are able to meet the current and future needs of the organisation and is a lead indicator of future performance." (NZ Treasury)

Merging the IIMM AM Maturity index and expectations with the Treasury AM Maturity methodology provides a useful tool to assess current and target AM Maturity levels. The target results of the AM Maturity assessment have been included with the Appropriate Asset Management Level following the assessment outlined in section 1.4.3 below.

1.4.2 Definitions

For the purposes of determining an appropriate level of asset management practice, three levels are defined as follows:

'Core' Asset Management - Asset management practice is basic technical asset management planning undertaken at a level designed to meet minimum legislative and organisational requirements for financial planning and reporting. 'Core' practice provides technical management outputs for current levels of service, demand management, asset lifecycles, asset forward replacement programmes, new capital expenditure and associated cash flow projections.

'Intermediate' Asset Management - 'Intermediate' asset management practice is undertaken at a level between 'Core' and 'Advanced' practice. The focus is to build on the basic technical asset management planning of 'Core' practice by introducing improved maintenance management and more advanced asset management techniques (as appropriate). Further use is made of risk management, asset lifecycle management, and service standard optimisation techniques.

'Advanced' Asset Management - Asset management which employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long term cash flow predictions.

1.4.3 Structured Assessment of Asset Management Practice

Council has undertaken a structured assessment of the appropriate level of asset management practice for the Community Facilities activity. This structured assessment follows the guidance provided in Section 2.1 of the International Infrastructure Management Manual (2011) and Table 2.1.2 International Infrastructure Management Manual (2015). This process is to define the appropriate minimal level of asset management practice for this activity. The results of this assessment are shown in the table below.

Criteria	Assessment	Commentary
Population	Core	The initial population risk screen using urban areas, all township populations, and total district population showed that asset management practice should be Core.
District Wide Risks	Intermediate	Based on the identified district wide risk factors, the suggested level of appropriate asset management practice for Selwyn District Council is 'Intermediate'.
Costs and Benefits	55% of budget	The Community Facility budgets for operations and capital have grown over time to become the largest areas of expenditure for Council. Securing funding along with the scoping and timing of projects represent areas of higher risk for Council. Operations are more straight-forward and moderate in terms of Council expenditure and funds for small facilities are often limited. This contrasts with the large capital projects being implemented elsewhere in the district.
Legislative Requirements	Meet minimum	Selwyn District Council policy is to meet minimum legislative requirements, especially for playgrounds and pools.
Size, Condition, Complexity of Assets	Normal +	A varied approach is required given the range of assets involved, the portfolio of assets is becoming more sophisticated over time. The complexity of the management approach for Community Services means AM needs to be robust and convincing to ensure committees understand and effect appropriate lifecycle management.
Risks Associated with Failures	Lower	Overall risks associated with asset failure have been assessed to be low with the exception of playgrounds, pools and public toilets which have higher associated risks.
Organisational Skills and Resources	Normal + Increasing	Selwyn District Council is a medium sized local authority. Council uses a mix of its own staff and external resources (where appropriate) to deliver levels of service and achieve associated planning and programmes. Council's approach is to increase and manage resources and develop the skill base to meet the changing demands of the district. This approach places Selwyn District in the 'Intermediate' range of asset management practice
Customer Expectations	Medium to High (varied across the district)	Council has developed and maintained assets to a good standard and the impacts of new residents bringing 'city values' to townships and rural residential areas is evident. The District has a range of community assets that are of a high standard and the community is justifiably proud of them, and has high expectations of the development and maintenance. Overall customer expectations are judged to be medium to high. This suggests a requirement for well-developed asset management practice to consistently meet community expectations in the long term.
Sustainability	Corporate Policy to be developed	Council is still in the process of developing its corporate sustainability policies. This will include incorporating legislative changes and any national or regional policies or plans. Any impact of these on asset management practice will be incorporated into the next review of Asset Management Policies.
Climate Change	Normal + Increasing	Climate Change is an increasing factor for Council to consider in its long term planning. Initiatives should reflect Council's Policy on Climate Change (December 2020), and include community leadership, mitigation and adaptation
Final AM Level	Core	Analysis of factors suggests that asset management practice at a Core level is sufficient.
AM Maturity Assessment	Core	The maturity targeted should be Core Practice with emphasis in the 'Understanding the Requirements' area.

Table 1-1: Community Facilities Assessment of AM Practice

1.5 Asset Management Plan Revision, Practice and Resourcing

1.5.1 Plan Revision

The development of Asset or Activity Management Plans in SDC is a continuous improvement process, and is summarised in the table below.

Operative Dates	Asset or Activity Management Plan Coverage
Pre-1996	No formal AcMP document; Compliance with LGA by means of AMPs outlined by LGA Amendment
1999 -2003	Individual AcMPs for Reserves, Public Toilets, Community Centres and Halls, Cemeteries and Swimming Pools
2009-2019	Previous AcMPs combined and additional asset groups added to form a single document
2012-2022	2009 AcMP revised
2015-2025	2012 AcMP revised
2018-2028	2015 AcMP revised
2021-2031	2018 AcMP revised

Table 1-2: Plan History

This version of the Plan is based on a revision of the 2018 document. The review has comprised:

- An assessment of the Plan's structure and coverage against a comprehensive list of component requirements for AMPs;
- An analysis of the need for, and importance of each component, in relation to the specific AMP Policy Statement of Selwyn District Council;
- Identification of the specific areas of the plan which need to be improved to meet that policy;
- Short-term (current plan revision) and longer-term (improvement plan) activities that will enable those areas to be progressively improved;
- Those areas which are to be addressed in the improvement plan are identified in Chapter 20, where the priorities, estimated timeframes and costs are also detailed. Tasks are denoted by "IP: [yy] year identified – [nn] heading number [nn] item number, followed by a brief description;
- An independent review by a specialist consultant (IAMC/AECOM) of the 2018 version of the plan. This review included two parts:
 1. An assessment against the detailed requirements for Long-Term Plans, including Schedule 10 of the Local Government Act 2002 and additional requirements relating to Local Government (Financial Reporting and Prudence) Regulations 2014.
 2. An assessment of good industry practice based on 14 criteria that we consider to represent good industry practice for AMPs of essential matters to be covered in a Plan. This also provides our summary view of the overall level of maturity of the Plan using the specific AM Plans Maturity Index criteria summarised in the 2015 IIMM.
- Actions identified through the review process have been incorporated into the Improvement Plan.

It is considered that this plan revision process, properly executed, gives SDC sufficient confidence to incorporate the AcMP's statements and projections in Council's next 10 year Long-term Plan without a need to have a full peer review of the AcMP.

The 2018 Improvement Plan remains under action at the time of updating the AcM Plan for 2021.

As well as a general and thorough update of the data and commentary presented, there are some changes to the content of this Plan revision. Emphasis has been given to:

- Ensuring the plan reflects the reinstatement of the 4 aspects of community well-being particularly in regard to financial management.
- Updating the Gravel Reserves, Forestry and Rental Housing sections to consolidate the change of strategic direction by Council for these activities.

- A comprehensive review and expansion of the Risk Management Section to integrate the Corporate Risk Management Policy.
- A review of the Levels of Service Sections to incorporate information from pre-consultation surveys and charrettes and revised performance measures;
- A major update of the Growth and Demand Section to reflect the revised growth model, settlement planning for Greater Christchurch and demographic work commissioned by Council.
- Integration of work undertaken on understanding and responding to the impact of climate change on the Community Facilities Activity.
- Revising the Recreation Reserves and Community Centres and Halls section to reflect the change in funding for these services (now a district wide targeted rate) as well as changes to service delivery modes.
- Revision of the “Sustainable Management” section to provide more updated and relevant information.
- Integration of information from recently developed strategic and tactical level documents including the Community Centres, Halls and Libraries Network Plan, the Community Swimming Pools Demand Analysis and updating Reserve Management Plan information. Strategic directions from these plans have been used to guide programme development incorporated into the 2021 AcM Plan.
- Incorporating plan improvement suggestions and recommendations from the IAMC Consulting/AECOM review of the 2018 plan version or identifying these as future improvement actions in the Plan Improvement Programme (as appropriate).

1.5.2 Asset Management Practice Review

The outcome of the independent review of asset management practice is presented in summary form in Figure 1-4 below. The review stated the following in respect to the level of asset management practice:

“When assessed more broadly against the AMP maturity criteria from the 2015 IIMM we consider that the 2018 Community Facilities AcMP is at the level of Core-Intermediate with some elements of Advanced. SDC’s AM Policy states the target level of maturity as Core.”

This indicates that the current level of asset management practice is currently being delivered at a level beyond the minimum target. Further information on the assessment results are included in Chapter 20 – Asset Management Plan Improvements.



Figure 1-4: AM Practice Assessment Summary

1.5.3 Comparing Asset Management Practice

Selwyn District Council participates in a national benchmarking process for parks called **Yardstick**. This enables comparative assessment on the way park services are planned and delivered across a number of local authorities. An 'Overall Best Practice' score is derived from the best practice assessment and is a measure of how well each organisation is performing in terms of operational excellence, infrastructure management, strategic planning, environmental sustainability and community engagement. The graph below indicating the 2020 results shows that Selwyn District Council is performing very well.

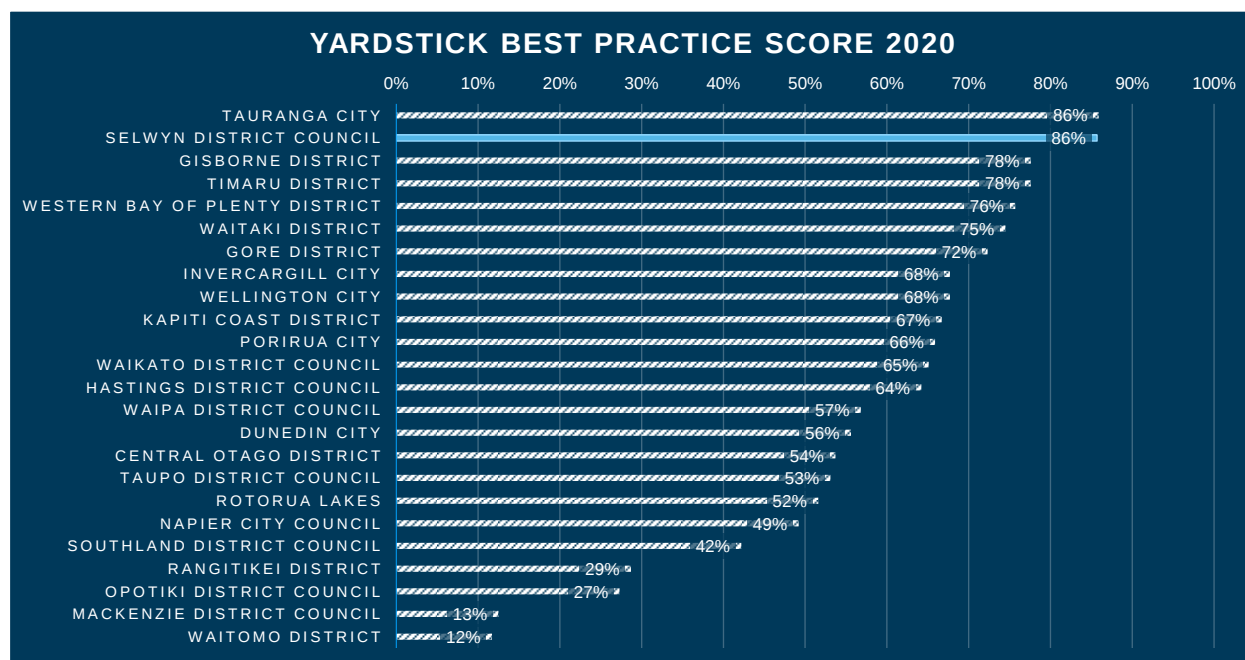


Figure 1-5: Yardstick Best Practice Score

1.5.4 Resourcing of Asset Management Programmes

To be effective, Asset management programmes must be adequately resourced and therefore require on-going budget to deliver identified improvements and keep plans and processes current with evolving practice. For asset management to be successful in Selwyn District there must be a commitment recognised across the organisation. This commitment must translate into budget, human resources, and management accountability.

To this end Council has invested in:

- Establishment of a core 'cross-organisation' team to focus on the preparation of the 2021-31 Long Term Plan and Activity Management Planning;
- Development of an asset management system (AMS);
- A major project to improve data within AMS and integration with other systems (FAR);
- Funding to capture in the field to improve data integrity and accuracy;
- On-going funding to enable resources to be brought in for development and updating of AM Plans;
- Additional in-house resources to support AM planning for Community Facilities.