



1 : Introduction



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1 Introduction

1.1 Plan Objectives

This Activity Management Plan (AcMP) is a continually maturing document, most recently a revision of the 2021-2031 AcMP. The history of asset management plans is covered in Section 20.2 and summarised in 1.4.1 below. This AcMP 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 AcMP.

It is intended that this AcMP provides a mechanism for tactical planning that links the strategic directions and outcomes envisaged in the LTP with the 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, and commitment to levels of service.

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 and community wellbeing of the district's residents. The assets have been acquired and developed over several generations and must be properly maintained and supported by further appropriate development to provide continued service and benefits for current and future generations. As an indication of relative extent of the Community Facilities Activity, the figure below compares the 2022/23 expenditure and funding impacts for all activities as described in the 2022/23 Annual Report.

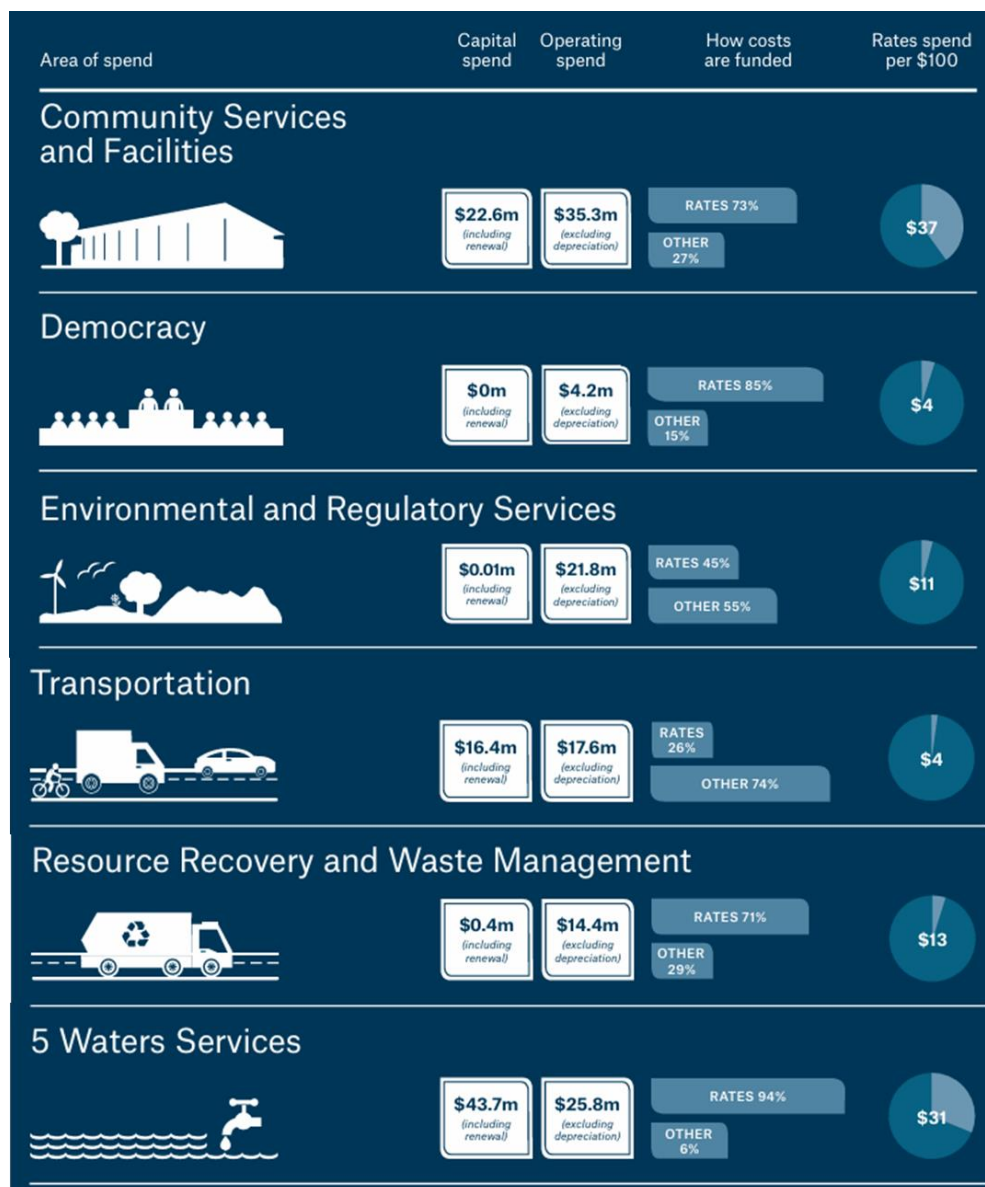


Figure 1-1: Activity Summary. Selwyn District Annual Report 2022/23

The specific objectives of this AcMP are to demonstrate that:

- Council is managing 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 our communities now while considering the impact on the natural environment and the wellbeing of future communities.
- Council understands future asset capacity requirement, and what factors drive this capacity requirement and this informs planning.
- Council demonstrates proactive and continually improving 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.
- Council's Community Facilities assets support community services delivery and contribute to community wellbeing and this is prioritised in planning.

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 AcMP encompasses a range of different service areas as described under the Community Facilities significant activity in the LTP. Because of the diversity of the services included, 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 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 LTP.

The table over the page describes the structure of this AcMP:

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 including growth and demand strategy to manage demand and how the cost of growth will be met
Section 5	Asset Management (AM)	Overview of AM: asset lifecycles, how activities are delivered, cost forecasts and level of asset data / information confidence
Section 6	Risk Management	Description of risk management process, emergency response planning, insurance and hazards
Section 7	Service Area Plans	Individual plans for each service area with specific information on the levels of service and asset performance demand and asset capacity, description of assets, management approach, detailed financial forecasts, risk management and sustainability initiatives as applying to specific activities/asset groups
Section 8		
Section 9		
Section 10		
Section 11		
Section 12		
Section 13		
Section 14		
Section 15		
Section 16		
Section 17	Sustainability	Identifies potential effects on cultural, social, economic and natural environments and AM will contribute to sustaining these
Section 18	Financial Summary	Summary of ten year financial forecasts, explanatory notes, assumptions, uncertainties and their potential effects
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 AM practice, evaluates current practice, describes further improvements, including timeframes

Figure 1-2: AM Plan Structure

1.3 Legislative Framework

The legislative context for this activity is complex as a result of the myriad of service areas comprising Community Facilities. This being the case, each of the service area sections (Sections 7 to 16) has relevant information included on key legislation.

Council must comply with any relevant legislation enacted by Parliament. Significant legislation and regulations affecting the Community Facilities activities are provided in the following table. Different legislation has differing levels of impact on the activity; this is indicated under “Impact Range” (Broad ***, Moderate **, Limited *).

Table 1-1: Legislation and Regulation relevant to Community Facilities Activity

Legislation & Regulation	Community Facilities Scope	Impact Range
Biosecurity Act 1993	Recreation Reserves Township Reserves Cemeteries Gravel Reserves Forestry	*
Building Act 2004	Recreation Reserves Public Toilets Community Centres & Halls Swimming Pools Property & Buildings Rental Housing	***
Burial and Cremation Act 1964	Cemeteries	***
Camping-Grounds Regulations 1985	Property & Buildings Recreation Reserves	**
Civil Defence Emergency Management Act 2002	Recreation Reserves Community Centres & Halls Property & Buildings	***
Climate Change (Emissions Trading and Renewable Preference) Act 2008 (and amendments)	Forestry	**
Climate Change Response Act 2002 (and amendments including the Climate Change Response (Zero Carbon) Amendment Act 2019)	All	***
COVID-19 Public Health Response Act 2020	All	***
Ellesmere Land Drainage Act 1905	Township Reserves Cemeteries Gravel Reserves Forestry	*
Energy Efficiency and Conservation Act 2000	Public Toilets Community Centres & Halls Swimming Pools Property & Buildings Rental Housing	*
Environmental Protection Authority Act 2011	All	*
Epidemic Preparedness Act 2006	Cemeteries Community Centres & Halls	*
Fencing Act 1978	All	**
Fire and Emergency New Zealand Act 2017	Recreation Reserves Community Centres & Halls Property & Buildings Rental Housing Forestry	*
Greater Christchurch Regeneration Act 2016	All	**
Hazardous Substances and New Organisms Act 1996	Recreation Reserves Township Reserves Cemeteries Public Toilets Swimming Pools Gravel Reserves Forestry	*
Health (Drinking Water) Amendment Act 2007	Public Toilets Community Centres & Halls	**

Legislation & Regulation	Community Facilities Scope	Impact Range
	Swimming Pools Property & Buildings Rental Housing Recreation Reserves	
Health Act 1956	Cemeteries Public Toilets Swimming Pools Property (Camp grounds)	**
Health and Safety at Work Act 2015	All	***
Heritage New Zealand Pouhere Taonga Act 2014	Community Centres & Halls Property & Buildings Recreation Reserves Gravel Reserves	**
Land Drainage Act 1908	Township Reserves Cemeteries Gravel Reserves	*
Local Government Act 2002	All	***
Local Government Act 1974	All	**
Local Government Rating Act 2002	All	**
Local Government Rating Act 1979	All	*
Local Government (Financial Reporting and Prudence) Regulations 2014	All	*
Marine and Coastal (Takutai Moana) Act 2011	All	*
National Water Conservation (Rakaia River) Order 1998	All	
Ngai Tahu Claims Settlement Act 1998	All	**
Public Works Act 1981	All	**
Reserves Act 1977	All	***
Residential Tenancies Act 1986	Rental Housing	**
Residential Tenancies (Smoke Alarms and Insulation) Regulations 2016	Rental Housing	**
Residential Tenancies (Healthy Homes Standards) Regulations 2019	Rental Housing	**
Resource Management Act 1991	All	**
Utilities Access Act 2010	All	*
Water Conservation (Te Waihora / Lake Ellesmere) Order 2011	Recreation Reserves	*
Water Conservation (Rakaia River) Order 1988	All	*
WorkSafe New Zealand Act 2013	All	**

Commentary related to some of the key legislation impacting on particular components of Community Facilities is provided in the relevant sections of this AcMP (Chapters 7 to 16).

1.3.1 National Standards, Codes of Practice and Guidelines

National environmental standards, design standards (AS/NZS ISO), Codes of Practice and Guidelines provide technical direction. National Standards must be complied with under the direction of relevant legislation.

National Environmental Standards

National environmental standards (NES) are regulations issued under the Resource Management Act 1991 (RMA). They prescribe technical standards, methods and other requirements for environmental matters. Regional and Local Councils must enforce these standards (or they can enforce stricter standards where the standard provides for this). In this way, National Environmental Standards ensure consistent minimum standards are maintained throughout all New Zealand's regions and districts. NES of relevance to the Community Facilities Activity are:

- National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health
- National Environmental Standards for Plantation Forestry
- National Environmental Standard for Sources of Human Drinking Water

Codes and AS/NZ Standards

Where practicable, relevant AS/NZS standards are used as the basis for determining standards of design and construction. Codes/Standards that have a specific impact on Community Facility Activities are:

- The Code for Subdivision and Development AS/NZS: 4404
- Playground Equipment and Surfacing NZS 5828:2015
- Standard for Pool Water Quality NZS 5826:2010
- Standard for Swimming Pool Design NZS 4441:2008
- Design and application of outdoor recreation symbols NZS 8603:2005
- Design for access and mobility: Buildings and associated facilities NZS 4121:2001
- Public toilets NZS 4241:1999
- Monuments within burial grounds and memorial sites. Specification BS 8415:2005+A2:2012
- The Building Code is contained in Schedule 1 of the Building Regulations 1992

1.4 Strategic Framework

The planning context for this activity is similarly complex due to the myriad of service areas comprising Community Facilities. Further information on relevant strategic framework can be found in each of the service area sections (Sections 7 to 16). A summary of key strategies, plans and policies is outlined in this section.

1.4.1 Council strategic framework

This AcMP demonstrates the link between the strategic direction that Council desires to achieve (as defined in strategic plans) and the delivery of services supporting Community Services. It is a tactical plan that enables alignment of operational delivery with these strategic objectives. It also shows how the delivery of services will contribute to meeting the community outcomes identified in the LTP. AcMPs are a key component of the Council planning process, linking with key Council plans and documents, including:

Corporate Planning Documents

The following form part of Council's core strategic and corporate planning documents required to comply with the Local Government Act 2002. These are core to Council's Long Term Planning cycle completed every three years. This AcMP is a support document to this cycle.

Table 1-2: Selwyn District Corporate Planning Documents

Document	Description
Long Term Plan (LTP)	Prepared in accordance with the Local Government Act (2002) to cover a period of at least ten years, the LTP presents a blueprint for the delivery of Council services, including major projects, expected revenue and expenditure, and the impact on rates required during this time. This AcMP provides key inputs to the LTP.
Annual Plan (AP)	Complements the LTP in the years between updates by reporting on variances, and refining and confirming plans, finances and rates for the coming year. The AP captures updates and refinements to planning for activities in this AcMP.
Annual Report (AR)	The AR reports on the Council's activities for the year and promotes the Council's accountability to the community for the decisions made during the prior year. It compares the actual activities and performance of the Council with what was forecast in the LTP or AP.
Infrastructure Strategy (IS)	The IS identifies the significant infrastructure issues for Selwyn over the next 30 years, including the principal options for managing those issues and any implications, in compliance with the Local Government Act 2002 Section 101B (LGA) requirements. In setting out the intention for managing infrastructure assets, the IS considers how to respond to growth or changes in demand, manage the renewal or replacement of key assets over their lifetime, allow for planned increases or decreases in levels of service, maintain or improve public health and environmental outcomes and manage risk in terms of infrastructure resilience and financial planning. This AcMP supports the IS, providing more in-depth information for the first 10 years, within Community Facilities.
Financial Strategy (FS)	Alongside the IS, Council is also required to prepare a FS (in accordance with the LGA Section 101A) which outlines Council's financial vision for the next 10 years

	and the impacts on rates, debt, levels of service and investments. It guides future funding decisions and, along with this IS, informs the capital and operational spending for our LTP and IS. Infrastructure activity expenditure forms a large proportion of Council spending (an average of 72% of operational and 98% of capital expenditure over the next 10 years). Consequently, the IS and FS are closely linked, to ensure the right balance between providing agreed levels of service within appropriate financial limits.
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Spatial and Strategic Planning

'Selwyn 2031' is Council's current District Development Strategy. It provides the overarching strategic framework for achieving sustainable growth across the district. Selwyn 2031 guides future development and informs our investment decisions. It outlines where development should be focused and what pattern of land use, infrastructure, and transport, is needed to achieve and integrate its outcomes. It also identifies existing infrastructure constraints that need to be overcome prior to further development occurring.

Master Plans and Area Plans have been prepared for locations such as Lincoln Town Centre, Rolleston Town Centre and Foster Recreation Park, along with Ellesmere and Malvern areas. These plans follow Selwyn 2031's direction and indicate how areas will develop over time, with specific projects developed over time through the long-term and annual plans.

'Future Selwyn' is currently being developed, to replace and expand on 'Selwyn 2031'. It will become the high-level plan that outlines how the District will grow to achieve desired outcomes and inform how Council will meet its duties and functions to assist in delivering community well-being and fit for purpose infrastructure.

District Plan

Council's District Plan (currently under review) determines resource management issues, objectives, policies, methods and sets rules which control and manage development while ensuring that the important characteristics of our district can be protected in accordance with the Resource Management Act 1991. The District Plan identifies the form and scale of development which impacts the form and scale of infrastructure required.

Engineering Code of Practice

Council's Engineering Design Standards for Subdivisions and Development specifies development standards for constructed works, particularly those to vest to Council. The guidance while aimed at Developers can also be used as a basis for Council's own project works.

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

Table 1-3: Strategies/Strategic Plans relevant to Community Facilities

Strategy/ Strategic Plans	Description
Accessible Selwyn	Council's accessibility charter that lays out the Council's commitment and actions in line with Ministry of Social Development's accessibility charter. The charter and its accompanying action plan set out what the Council will do to ensure Selwyn is a place that is accessible to all people regardless of their different abilities.
Area Plans – Ellesmere and Malvern	The Ellesmere Area Plan and Malvern Area Plan were adopted by Selwyn District Council in September 2016. The purpose of the plans is to provide high-level planning direction to guide the growth and sustainable management of each township in the Ellesmere and Malvern areas through to the year 2031. The plans identify initiatives to assist in the delivery of the Selwyn 2031: District Development Strategy (Selwyn 2031) vision.
Aquatic Facilities Plan	This plan was initially developed in 2008 and subsequently reviewed in 2017. The plan includes background information to provide context, outlines identified gaps in swimming pools service provision, and maps a pathway to provide improved levels of service for residents of the district. The plan identifies a hierarchy of pools and makes recommendations for future provision of indoor aquatic facilities and improvements to existing community pools. This plan will be reviewed over the current planning period.

Eastern Selwyn Community Spaces Plan		The Eastern Selwyn Community Spaces Plan provides Council with clear direction for current and future community space provision, enabling it to make appropriate community space contributions (right time, place, type and quality), through to 2031.
Gravel Management Strategy		This Strategy make a series of recommendations about the future of Councils involvement in the gravel management and supply activity, particularly given the district's gravel resources were reaching a critical point. This Strategy took into account the regional aggregate resource whilst considering the needs of the district, signalling a major shift in Councils approach to gravel management with a withdrawal of direct involvement with this activity.
Gravel Restoration Strategy	Pit	This Strategy acknowledges that historically sites had been left un-managed post extraction in many cases. It offers a decision-making tool for determination of the most appropriate future use of gravel pit sites in the district on a site-by-site basis. It is intended as a proactive tool for determining future uses based on a broad range of environmental, social, economic and cultural criteria.
Open Spaces Strategy		This Strategy sets the direction for meeting the District's need for parks, reserves and open spaces as an integral part of the District's aesthetic, social, ecological, cultural and economic life. It establishes a vision for Selwyn District's open space and where Council wants to be in 2044, supported by underlying principles. Council views the provision of open space through key themes, with each theme having an associated implementation plan in order to achieve the vision for open spaces into the future.
Play, Recreation and Sport, Spaces and Places Plan	Active	The Selwyn District Play, Active Recreation and Sport, Spaces and Places Plan was developed in 2023 as a network or work plan to address facility provision over the next 10 years. This plan aims to provide a framework for identifying and prioritising the facilities and spaces needed over a ten-year horizon to meet the needs and demands of this ever growing district for play, active recreation and sport ("PARS"). It identifies current issues, options and key projects and priorities for the future development of the districts network of PARS assets over the next ten years.
Procurement Strategy		Developed in 2010 and regularly updated to meet the requirements of NZTA's Procurement Manual, this Strategy details the approach to procurement across the Transportation, 5Waters, Community Services and Waste Management. Procurement of services for the Community Facilities Activity is required to comply with the Strategy.
Selwyn District Strategy ¹	2031 - Wide	<p>'Selwyn 2031' is our current District Development Strategy. It provides the overarching strategic framework for achieving sustainable growth across the district. Selwyn 2031 guides future development and informs our investment decisions. It outlines where development should be focused and what pattern of land use, infrastructure, and transport, is needed to achieve and integrate its outcomes. It also identifies existing infrastructure constraints that need to be overcome prior to further development occurring.</p> <p>'Future Selwyn' is currently being developed, to replace and expand on 'Selwyn 2031'. It will become the high-level plan that outlines how the District will grow to achieve desired outcomes and inform how Council will meet its duties and functions to assist in delivering community well-being and fit for purpose infrastructure.</p>
Selwyn Biodiversity Strategy		The Selwyn Biodiversity Strategy recognises that healthy ecosystems are critical, not only to the sustainability of indigenous biodiversity, but also to the social, cultural, spiritual, environmental, and economic fabric of our district. This Strategy is focussed on how we protect, restore and grow that distinctive and precious biodiversity. It sets out goals to achieve that, actions we need to take, and the priorities for doing that.
Selwyn Community Centres, Halls and Libraries Network Plan		This Plan is a framework document that sets the scene for the future network of facilities needed to meet district requirements and provides guidance for decision making and future investment. The principle led decision-making framework and set of assessment criteria supports assessment of investment in community facilities. This plan is currently under review.

¹ Intended to be replaced by Future Selwyn (currently under development)

Selwyn Play, Active Recreation and Sport Strategic Action Plan 2024-27	The PARS plan complements the PARS Spaces and Places Plan and is a short-term 3-year plan intended to build and enable the Council's capability to address the needs and challenges within the District's PARS sector.
Strategic Heritage Plan 2023-2027	This Plan coordinates Council's heritage planning, providing a strategic framework through goals, outcomes and guiding principles. Identified actions are further developed through Council's AcMPs, LTPs and APs.
Reserve Management Plans	Reserve Management Plans are developed for the long term management, development and financial planning of the reserve as per the Reserves Act 1977. These include: Chamberlains Ford, Coes Ford, Kirwee, Lakeside Domain, Hororata, Castle Hill, Coalgate, Glentunnel and Liffey. An omnibus plan covering all other sites is currently in draft form.
Te Rautaki Tikaka Rua Bi-cultural Strategy	Te Rautaki Tikaka Rua Bi-cultural Strategy guides Council's maturing status as a partner under Te Tiriti o Waitangi Treaty of Waitangi. The Strategy is key to supporting our bi-cultural capability and capacity growth.
Te Taumutu Rūnanga and Selwyn District Council Relationship Agreement	The Relationship Agreement (2022) formalises the relationship between Te Taumutu Rūnanga and Selwyn District Council. It acknowledges the importance of an enduring and collaborative partnership based on mutual respect, good faith and working jointly to realise outcomes for the takiwā district and its communities.
Walking and Cycling Strategy ²	<p>The Walking and Cycling Strategy provides a framework for making walking and cycling in Selwyn safer, more accessible and more attractive, with the aim of increasing the number of people who use our walking and cycling network.</p> <p>Currently under review, the next iteration of the Walking and Cycling Strategy incorporates transportation and recreation.</p>

Council Policies

Key policies support the LTP and Council planning, including:

Table 1-4: Key Council Policies

Policy	Description
Asset Management	Sets a level of assessment management for each key activity to ensure that AMPs/AcMPs developed are fit for purpose in the Selwyn context. The AM Policy sets the appropriate level of AM practice for Community Facilities at 'Core'. Section 1.4.1 provides further detail.
Development Contributions	<p>Outline process for development contributions in relation to a fair, equitable, and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term.</p> <p>As part of the 2024-2034 LTP the Development Contributions Policy has been revised to incorporate community infrastructure. This change allows for the recovery of development contributions to contribute to additional community infrastructure capacity necessitated the growth. Going forward development contributions will include, in addition to reserves, acquisition and development for land to be used as a cemetery, provision of public convenience facilities (including public toilets and restrooms), aquatic centres (public swimming pools, splash pads, paddling pools etc), sports halls (indoor venues for court sports), provision of new library facilities, and provision of new community centres and meeting spaces.</p>
Māori Contribution to the Council's Decision Making Processes	Council's commitment to mana whenua contribution to Council decision-making in a way which reflects existing agreements, narratives, strategies, and treaty partnership principles.

² Under review, including inclusion within Future Selwyn

Revenue and Financing	Outlines how operating and capital expenditure will be funded for each activity of Council (sources of funding and bands).
Procurement	Provides a framework within which a consistent procurement practice is applied across all Council procurement activities in alignment with the Council's vision, strategic priorities and community outcomes, and the Procurement Strategy. The Policy articulates how the Council seeks to maximise the overall benefits that can be delivered through its procurement activity, enabling the Council to deliver value for money as well as advancing the social, environmental and economic wellbeing of Selwyn communities.
Significance and Engagement	Provides clarity on the Council's decision-making processes and how the community can participate in them. Includes identification of strategic assets (including SDC libraries and service centres, swimming pools, built recreational facilities (halls, community centres, pavilions, sport and recreation centres), and reserve land and land used for parks, gardens, sports fields, recreation areas and cemeteries).
Trees and Vegetation in Selwyn District Management Policy	Supports consideration to balance positive and negative effects of vegetation to plan, develop and manage our tree resource in an openly responsible, sustainable, and cost effective way.

Council Bylaws

Alongside policies and standards, Bylaws are a tool to provide guidance for service standards to be delivered and are needed to support AM tactics. Key bylaws relating to Community Facilities include:

- General Bylaw
- Cemetery Bylaw
- Parks and Reserves Bylaw
- Public Places Bylaw

Master Plans and 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 and include:

- Rolleston Town Centre Master Plan
- Lincoln Structure Plan
- Rolleston Structure Plan
- Prebbleton Structure Plan

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 AcMPs are translated into contract specifications and reporting requirements.

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.

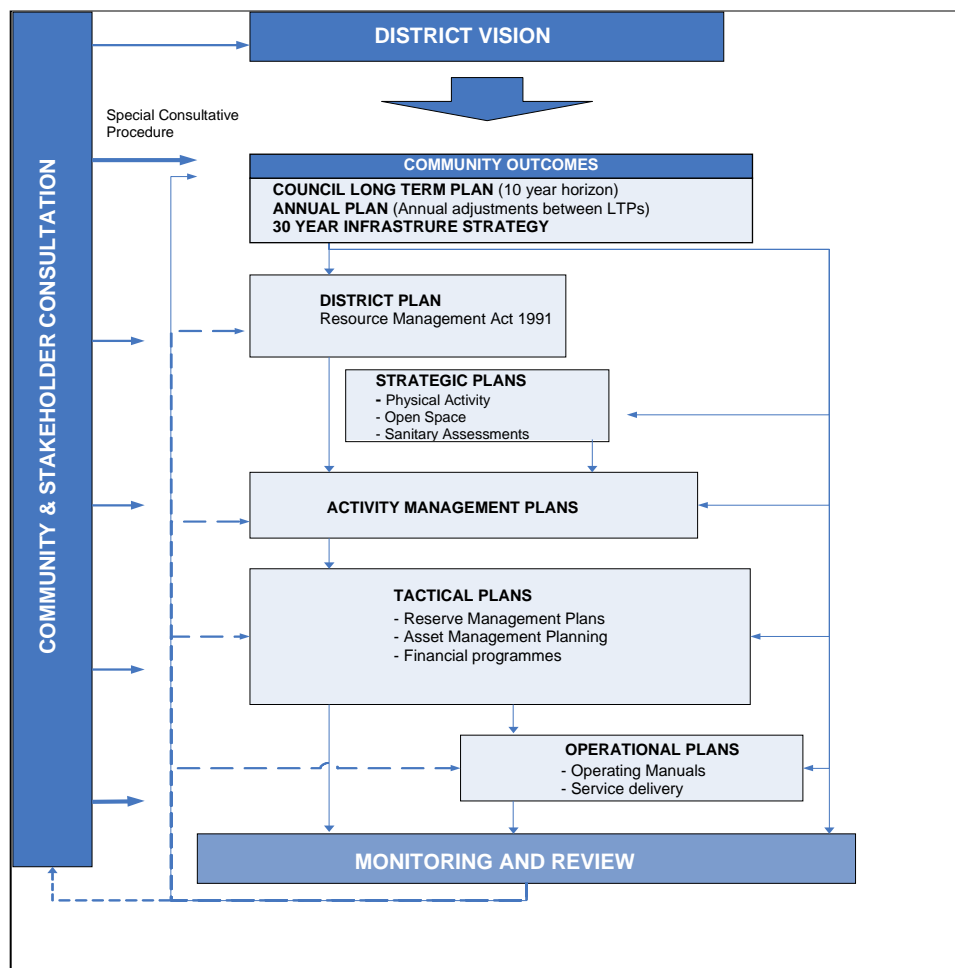


Figure 1-3: Corporate Links to AM Plans

1.4.2 Mana whenua plans and guidance

Mahaanui Kurataiao Iwi Management Plan and Te Taumutu Rūnanga Natural Resources Plan 2003

Iwi Management Plans are afforded explicit statutory recognition under the Resource Management Act (1991). Council has statutory obligations under the Local Government Act 2002 and Resource Management Act 1991 to appropriately recognise, protect and provide for Tāngata Whenua values and interests. These IMPs assist Council to do this. The Mahaanui Iwi Management Plan (IMP) provides a statement of Ngāi Tahu objectives, issues and policies for natural resource and environmental management in the takiwā of the IMP rūnanga. The Te Taumutu Rūnanga Natural Resources Plan 2003 sets out Ngāi Te Ruahikihiki ki Taumutu values and policies with regard to natural resource management in the Taumutu takiwā.

Te Rūnanga o Ngāi Tahu He Rautaki Mō Te Huringa o Te Āhuarangi Climate Change Strategy

This strategy provides direction for Ngāi Tahu interests, assets and activities reflecting the broad impact of climate change. The purpose of this strategy is to create Ngāi Tahu responses to the risks and opportunities presented by climate change, referencing the entire tribal structure, so that iwi, hapū and whānau aspirations can be met in the face of climate change. Aligned to Ngāi Tahu 2025, a vision and strategic direction is established, followed by short/medium term actions to be achieved by 2025 and longer term actions to be achieved by 2050.

1.4.3 Links with regional and national documents

A raft of regional and national regulatory and guiding documents have been considered in the development of this AcMP, including:

Greater Christchurch Partnership

The Greater Christchurch Partnership (GCP) is a voluntary coalition of local government, mana whenua and government agencies working collaboratively to address strategic challenges and opportunities for Greater Christchurch.

The key work is a spatial plan for the sub-region, called the Greater Christchurch Spatial Plan (GCSO). This plan aims to manage urban development that protects water, enhances open spaces, improves transport links, creates more liveable centres and manages sustainable population growth through targeted intensification in centres and along public transport corridors. The GCSP provides the primary strategic direction for the Greater Christchurch area, including the location of future housing, development of social and retail activity centres, areas for new employment and integration with infrastructure networks. The GCSP area includes the Springs and Selwyn Central Wards of the District. Canterbury Regional Plans and Policy.

Canterbury Regional Policy Statement

The Canterbury Regional Policy Statement provides an overview of the resource management issues in Canterbury, and the objectives, policies and methods to achieve integrated management of natural and physical resources, including directions for provisions in district and regional plans.

Canterbury Land and Water Regional Plan

The Land and Water Regional Plan identifies the resource management outcomes for managing Canterbury land and water resources, and identifies the policies and rules needed to achieve the objectives.

Canterbury Spaces and Places Plan

A regional approach to spaces and places for sport, active recreation and play in Canterbury, this Plan provides a regional view of priorities for future sport, active recreation and play spaces and places. The plan has been developed to help guide Councils and funding agencies in their decision making and be better informed on the needs, rather than wants, of the region.

Regional Biodiversity Strategy

The Canterbury Regional Biodiversity Strategy provides guidance and a common focus for policy and decision making, resource allocation, voluntary effort, and on-the-ground projects and initiatives relating to biodiversity management in the region. It aims to build on the good work already occurring, to raise awareness of biodiversity values, to facilitate the coordination of agency effort through synergies and partnerships, and to support and encourage the efforts of communities and individuals. The Strategy establishes a common vision and goals, and defines the required actions.

Rautaki Hanganga o Aotearoa | National Infrastructure Strategy

This Strategy sets a pathway to transform New Zealand's infrastructure to 2050. The Strategy highlights New Zealand's infrastructure challenges, and sets five strategic objectives for infrastructure management:

- Enabling a net-zero carbon emissions Aotearoa through rapid development of clean energy and reducing the carbon emissions from infrastructure.
- Supporting towns and regions to flourish through better physical and digital connectivity and freight and supply chains.
- Building attractive and inclusive cities that respond to population growth, unaffordable housing and traffic congestion through better long-term planning, pricing and good public transport.
- Strengthening resilience to shocks and stresses by taking a coordinated and planned approach to risks based on good-quality information.
- Moving to a circular economy by setting a national direction for waste, managing pressure on landfills and waste-recovery infrastructure and developing a framework for the operation of waste-to-energy infrastructure."

National Adaptation Plan

New Zealand's first NAP sets out what actions the Government will take over the next six years to help all New Zealanders adapt and thrive in a changing climate. It has actions relevant to every sector and community in New Zealand, and addresses the priority risks that need action now. The Plan addresses risks identified in the 2020 National Climate Change Risk Assessment.

1.5 Asset Management Practice Level

1.5.1 *Appropriate Level of Asset Management Practice*

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 in preparation of the Asset Management Policy 2023, adopted by Council in August 2023.

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. This structured assessment of the appropriate level of asset management practice 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).

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

Table 1-5: Appropriate Asset Management Practice Levels

Appropriate Asset Management Level	Description
'Core' Asset Management	Asset management relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment and defined levels of service, to establish a long-term cashflow projection.
'Intermediate' Asset Management	Asset management practice builds 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 employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long term cashflow predictions.

The 2023 assessment of appropriate level of asset management practice, identified the minimum of practice as 'Core'.

1.5.2 Asset Management Maturity

Section 1.4.2 in the IIMM introduces the Asset Management Maturity Index as 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 assessment.

1.6 Asset Management Plan Revision, Practice and Resourcing

1.6.1 Plan Revision

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

Table 1-6: Plan History

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
2024-2034	2021 AcMP revised

This version of the Plan is based on cyclical revisions of previous AcMPs, most recently the 2021 AcMP.

Revisions of the 2021 AcMP, and the development of this AcMP have included:

- An assessment of the Plan's structure and coverage against a comprehensive list of component requirements for AMPs, considered against the requirements of Long Term Plans, including legislative requirements, as well as industry best practice;
- An analysis of the need for, and importance of each component, in relation to the AMP Policy Statement of Selwyn District Council;
- Identification of the specific areas of the plan which need to be improved to meet that policy, legislative requirements or to reflect best practice or industry improvements;
- 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 of this AcMP, 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 2021 version of the AcMP. It is noted that there was a change in approach to the review of the 2021 AcMP, compared with the 2018 review. 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 LTP 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 AcMP for 2024.

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:

- 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.
- Expanded integration of work undertaken on understanding and responding to the impact of climate change on the Community Facilities Activity, with the most recent inclusion of Community and Open Spaces risk assessments being included.
- 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.
- Review of sports lighting standards and requirements, and updating of renewal programmes.
- Continued improvement of the "Sustainable Management" section to provide more updated and relevant information, including addition of carbon zero works programme.

- Integration of information from recently developed strategic and tactical level documents including the Community Centres, Halls and Libraries Network Plan, Play, Active Recreation and Sport, Spaces and Places Plan (PARS), and updating Reserve Management Plan information. Strategic directions from these plans have been used to guide programme development incorporated into the 2024 AcMP.
- Ongoing incorporation of plan improvement suggestions and recommendations from the IAMC Consulting/AECOM review of the 2021 AcMP version or identifying these as future improvement actions in the Plan Improvement Programme (as appropriate).

1.6.2 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 2021 Community Facilities AcMP is comfortably 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.

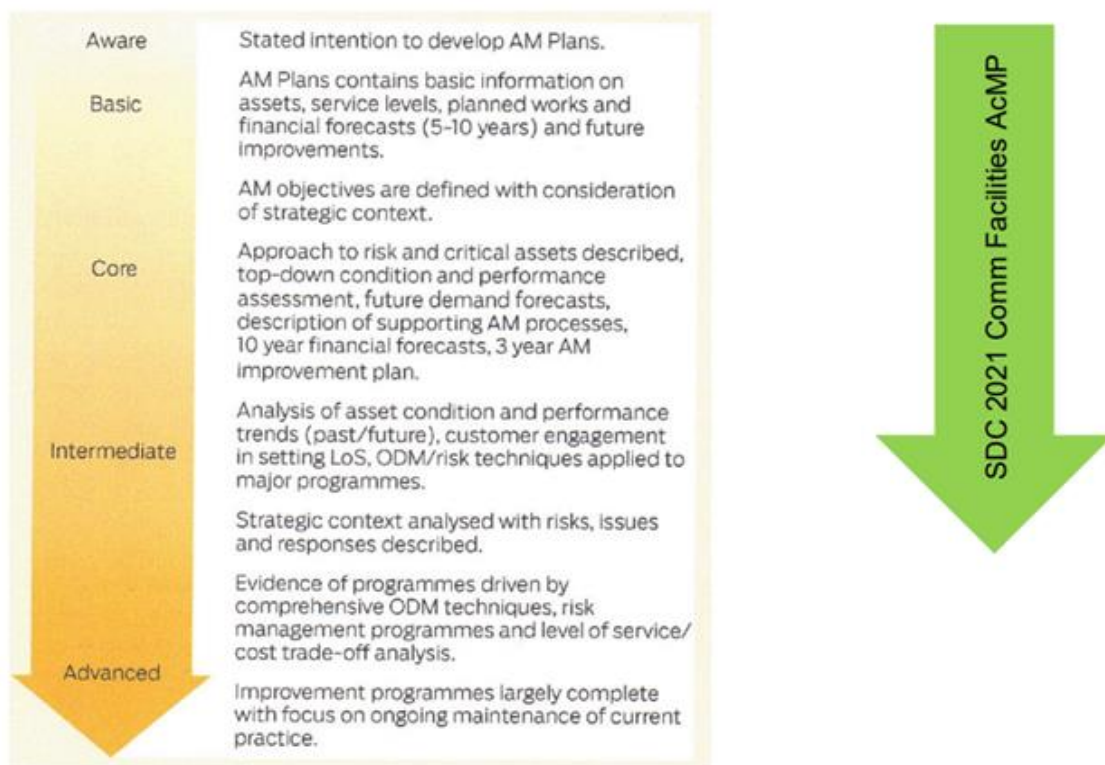


Figure 1-4: AM Practice Level Assessment Summary

1.6.3 Comparing Asset Management Practice: Parks

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. An update to the Yardstick benchmarking will be available in 2024.

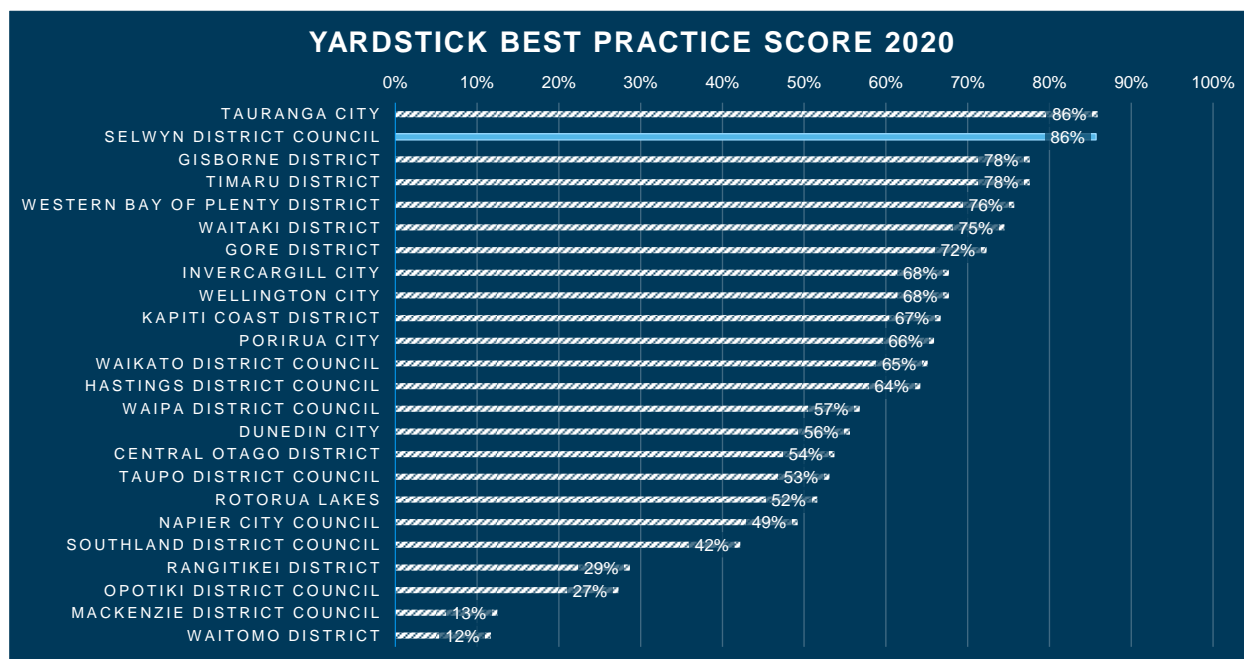


Figure 1-5: Yardstick Best Practice Score

1.6.4 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 2024-34 Long Term Plan and Activity Management Planning, and delivery of work programmes;
- 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 AcMPs/AMPs;
- Improved operational delivery input into programme management and planning, including cross-Council involvement and inclusion of Community Services and Facilities;
- Establishment of a Project Management Office (PMO) to provide guidance and support for project work.