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	□ Levels of Service linked with Community Outcomes and adopted by SDC. □ Feedback has been collected from focus groups regarding recreational reserves, cemeteries, halls & public toilets. □ Feedback on strategy development – Community Centres & Halls (including libraries), Open Space and Aquatic	Infrastructure and Property	□ Customer preferences well understood □ Consultation with the community & stakeholders on LoS options including costs as input to LTP □ Performance against the Levels of Service regularly monitored.
Knowledge of Assets	□ AMIS and GIS the repository for the asset register and spatial information and mainly updated via contract management processes. □ Asset data is obtained at component level from field measures, maintenance records and as-built information. □ Weak process for capturing vested or new assets.	Infrastructure and Property	□ Integrated process for updating asset information □ Robust process for capturing new assets and validating as-built data.
Condition Assessments	□ Major condition assessment exercise undertaken in 2017 and 2020 covering 90 % of assets □ Grounds assets (park furniture, structures, fencing, walls, lighting) 6 monthly condition inspection carried out as part of the C1419 Parks and Reserves Contract □ Playgrounds bi annual condition inspection	Infrastructure and Property	□ Formal on-going, systematic condition monitoring and ranking process. □ Condition monitoring carried out at a regular interval based on criticality of asset

AM Area	Current Business Practice	Process Owner	Desired Business Practice
Accounting & Economics	• Carried out through SDC's financial management and job costing system. • Unique number assigned to each project in financial system. • Asset creation, renewal, disposal adjustments made to asset register at the end of each year. • Valuations for building assets carried out every three years or for investment portfolio annually. Other assets generally not valued at component level. • Depreciation not funded • Reserve development contributions captured based on growth related project & land requirements • Development of new community infrastructure DC for LTP24-24	Enabling Services	• Linkage between Financial Information System and Asset Management Information System. • Valuations incorporate other asset groups with remaining useful life calculations assisting renewals forecasting. •
Risk Management	• Risk assessment and mitigation measures identified for all service areas • Critical assets identified • Some risk management processes included with service contracts and agreements but often not formally integrated with business processes. • Uncertain number of H&S plans in place. • Corporate Risk Management Strategy in place	Infrastructure and Property Health and Safety Manager	• Process in place to maintain risk register and update risk information. • Integrate with corporate risk management processes when available. • Linkage to disaster recovery and business continuity plans • Formal integration with maintenance and renewal strategies • H&S plans in place for appropriate facilities (e.g. pools). • All critical assets identified, monitored, and failure modes understood.
Asset Utilisation/ Rationalisation	• Capacity/utilisation information has been captured and assessed for a number of service areas. • Rationalisation included as part of AM best practice covered under life cycle and disposal section of AMP • Policy for asset rationalisation for community centres and halls	Infrastructure and Property	• Process in place for systematically assessing the utilisation/capacity of some assets where this is appropriate. • Policy in place to rationalise provision of assets.
Operations and Maintenance	• Operations and maintenance for some services carried out under performance based contract (Contract 1419 – Corde Ltd) or Council caretakers managed with in the Reserves Operations team. • Scheduled maintenance in C1419 now being delivered via B2B integration into AMS. • Operations & maintenance for buildings managed by SDC carried out under a range of agreements and processes • Operational processes generally not documented. • Some maintenance manuals available (mainly new buildings)	Infrastructure and Property	• Establish formal & standardised arrangements for all maintenance programmes. • Process in place and documented to ensure the quality of repairs and maintenance are to appropriate standards. • Process in place for recording all maintenance work against assets to provide a maintenance history (via AMS). • Operations and maintenance manuals available for all critical assets e.g. facilities

AM Area	Current Business Practice	Process Owner	Desired Business Practice
Performance monitoring	□ Monitoring informally through Service Request System, customer surveys, contract audits/reports, and field inspections. □ Performance standards contained in contract documents. □ Performance data captured and assessed for most service areas by survey or via maintenance records	Infrastructure and Property	□ Contract Performance measures are reflected in technical Levels of Service. □ Formal process to update and monitor performance data for critical assets
Optimised lifecycle strategy	□ Gaps in service capability identified and incorporated in to forecast programmes □ 10-year work programme uses inputs from asset condition assessments, RUL, knowledge of serviceability, and field inspection information. □ Modelling for renewal programmes based on a number of factors □ Prioritisation based on risk, economics, condition, community preferences, performance, utilisation data as appropriate for larger capital investment □ ODM (e.g. multi-criteria assessment) tools used for some complex/high value projects.	Infrastructure and Property	□ Full implementation of a formal approach to consideration of all lifecycle factors (including condition, risk, performance etc.) will provide improved decision-making. □ Consistent use of ODM (e.g. multi-criteria assessment) tools for more complex/high value projects. □ Develop renewal programme with optimised replacement times in place.
Design/project management	□ All projects designed to best meet the needs of the organisation, district and communities. □ Consistent design standards not stated or used. □ Some projects managed via local committees. □ Vested assets from development checked against Engineering Code of Practice.	Infrastructure and Property, PMO team.	□ Ensure designers are aware of lifecycle requirements and consider specific elements and standards, e.g. risk. □ Formal support mechanism for projects managed via local committees □ Processes to ensure new assets are included in AM Information Systems after maintenance periods or subdivision sign-offs occur.
QA/ continuous improvement	□ AM Plan is reviewed every three years in line with LTP cycle. □ Improvement plans reviewed and updates. □ No formal process to ensure improvements are incorporated into business plans	Infrastructure and Property	□ Improvement plan in place identifying timescales and responsibilities and built into annual Business Plans. □ Improvement plan is adopted by Council and monitored

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.

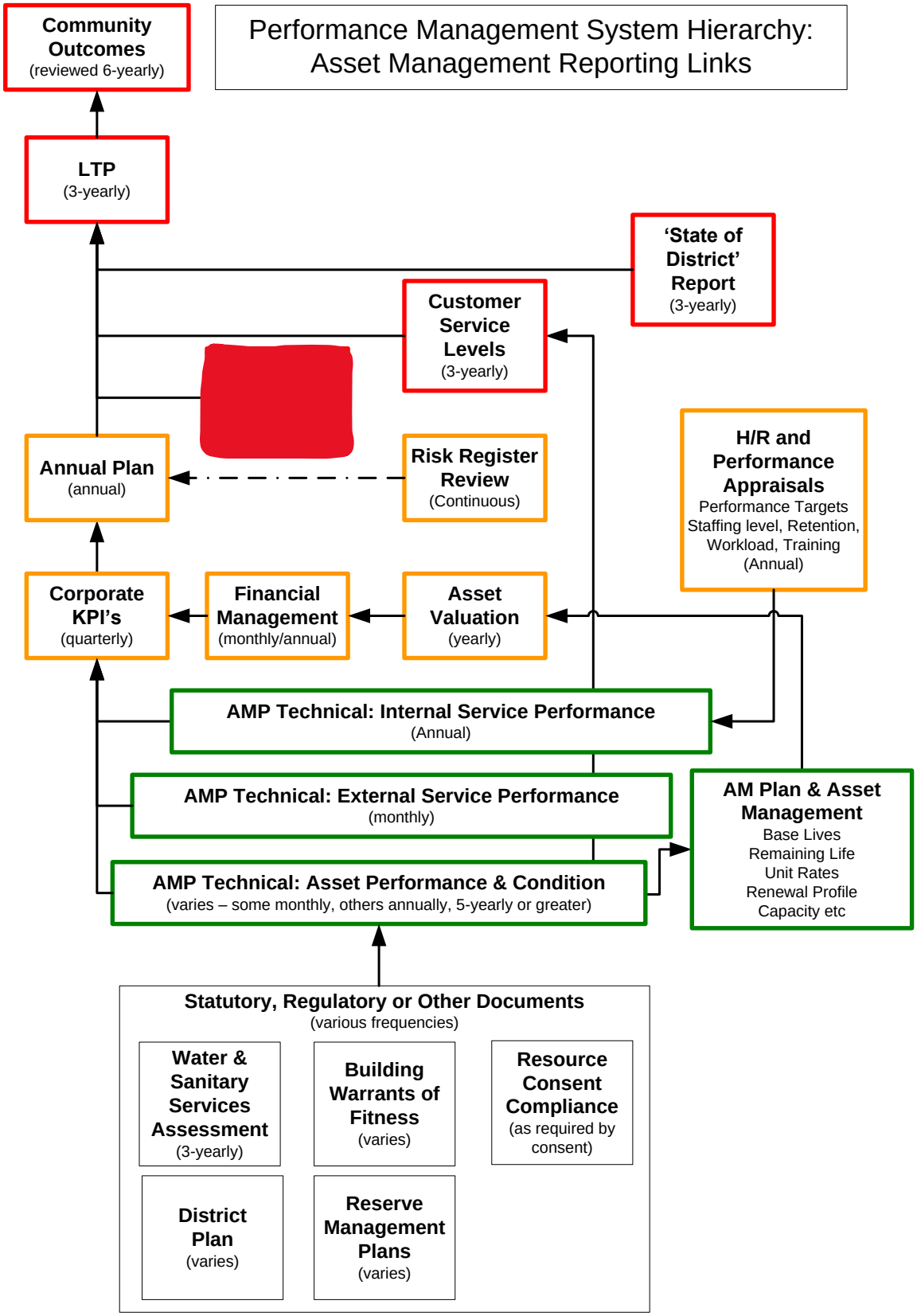

Figure 19-1: Performance Management

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 2021, 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 AMP must be consistent with any reserve management plan developed under the Act's provisions for that specific reserve.

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 Annual Flying Fox Inspections	ROSPA RPII Level 3 Inspector Flying Fox Specialist	• IPWEA/NAMS practice note, *Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.* • NZS5828:2015 *Playground Equipment and Surfacing* • ACC Code of Practice for Flying Foxes in New Zealand (1994)
Bridges	6 yearly condition Inspection	Civil Engineers	• IPWEA/NAMS practice note, Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1. • Width and side protection was assessed as per SNZ HB 8630:2004 – *Tracks and Outdoor Visitor Structures* (Track Classification Urban Path). • Barrier heights were assessed as per NZ Building Code, *Clause F4, Table 1.*
General Grounds Assets	6 monthly condition inspection	C1419 Contractor	• IPWEA/NAMS practice note, Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.
Public Toilets	3 yearly condition inspections and performance assessment	Reserve Specialist	• IPWEA/NAMS practice note, *Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.* • The NZ Building Code, Sections A2, D1, G5, F8, G1-Personal Hygiene and G13-Foul Water • NZS4241:1999 Public Toilets • NZS4121:2001 Design for Access and Mobility • NZS1158:2010 Lighting for Roads and Public Spaces
Structures, Light poles and Basketball Hoops	5 yearly condition inspection	Structural Engineer	• IPWEA/NAMS practice note, Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1 • BSEN 1270:2005 Playingfield equipment – Basketball equipment – functional and safety requirements, test methods.

Asset Type	Frequency	Carried Out By	Condition Inspection Criteria
Key Buildings / Swimming Pool Buildings	3 yearly condition inspections	Engineers, Building specialists	• IPWEA/NAMS practice note, *Buildings: Condition and Performance Assessment Guidelines: Practice Note 3.2.* • The NZ Building Code (appropriate sections)
Swimming Pool Systems	3 yearly condition inspections	Swimming Pool Specialist	
Hard Surfaces	3 yearly condition inspections	Civil Engineer Specialist	• BS EN 14974:2022 Skateparks – Safety requirements and test methods
Rental Houses	3 yearly condition inspections 3 monthly inspection	SDC Facility Officers Property manager	

Table 19-2: Summary of Formal Condition Inspections Frequencies

For the 2024 AcM Plan the following Table 19-3 shows the formal condition inspections and performance inspection that were carried out in 2023 or reviewed from 2019/2020

The street tree assessment was carried out on all urban street trees excluding those still under development management that could be replaced prior to being vested to Council.

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	1 new 27	1 new 27	100%
Swimming Pools	1 extension 6 5	 7 5	 86% (Pool Systems) 100% (Pool Buildings)
Property and Buildings	2 new 34	2 new 34	100%
Rental Housing	13	15	87%
Gravel Reserves	11	11	100% (Active Sites)
Forestry	-	-	-
Bridges (2023	96	96	100%
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	-	-
Street Trees	18,000	Street Trees	98%

Table 19-3: Summary of Sites Condition and Performance Inspected for 2024 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 WSP – Buildings Corde – Assets	X X X	X X X	X X X	X X	X X	X X	X	2023, 2019/2020
Township Reserves	Corde – Assets SDC – Reserves Officer	X X	X X	X X	 X				2023
War Memorials	Decra Art _ Monumental Mason	X	X	X			X		2019/2020
Cemeteries	Corde - Assets	X	X	X					2023
Public Toilets	City Care	X	X	X	X	X	X	X	2023
Community Centres and Halls	WSP – Buildings and Toilets SDC Facilities Team	X X	X X	X X	X X	X X	X X		2023, 2019/2020
Swimming Pools	Powell Fenwick – Pool Systems and SAC WSP – Pool Buildings	X X	X X	X X	X X	X X	X X		2023, 2019/2020
Properties and Buildings including Heritage	WSP – Buildings SDC Facilities Team	X X	X X	X X	X	X	X		2023 / 2019/2020
Rental Housing	Ironbridge Property Manager	X	X	X	X				2023
Gravel Reserves	SDC – Reserves Officer	X	X	X	X	X			2023
Forestry	SDC – Reserves Officer	X	X	X	X	X			2023
Playgrounds, Fitness,Flying Foxes Skate Parks	Park Central	X	X	X	X	X	X	X	2022/23
Basketball Hoops	Bond Frew	X	X	X	X	X			2018/2019
Bridges	WSP	X	X	X	X	X	X	X	2023
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	2019/2020
Sports Fields	Corde – Turf Specialist	X	X	X	X		X		2023
Street Trees	Tree Tech	X	X	X	X				2023
Speciality Sport Turf	Polytan	X	X	X	X	X	X		2023

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

19.2.7 Renewal Decision-making

As reported in Chapter 3, Asset Management Overview, ***Renewals Strategies,*** Council applies a considerable range of knowledge about the assets present, the service standard provided, their condition, the current and future demand for them, and the associated risk (criticality) in order to make decisions about renewal investment. The asset data is stored in an Adapt Asset Management System (AMS) and the spatial information stored in ArcGIS. Through this LTP process a concentrated effort has been made to validation information and further refine the core information required to manage assets. The advantage of an AMS is that the information is held, updated and protected in one database, so that data integrity can be ensured, data queries are much more efficient, and the decision-making process is facilitated. The AMS outputs will include projected renewal requirements, but these will still be thoroughly vetted and alternatives considered, before committing funds.

An example is provided below, of the data employed for deciding the renewal requirements for a community hall:

Through this LTP process a preliminary cyclical maintenance and renewal maintenance was calculated, and then the programme was smoothed to consolidate work into packages that would be cost and operationally efficient, essentially becoming refurbishment and renewal programmes, rather than piecemeal replacements.

\1 Asset Data\ SDC Hall CA Data - Condition Calculations.xls

Asset Identification						100%	80%	50%	25%	0%															
Site	Asset Class	Asset Component	Material	Finish	Zone	Very Good (1)	Good (2)	Avg (3)	Poor (4)	V Poor (5)	blank	NA (7)	R1	R2	R3	R4	R5	R6	Assessed RUL	RUL Range	Quality ntifidence	Quantity	Quantity ntifidence	Unit Measure
GreenPark - Community Centre	Building Fitout	Internal Wall Clad	Gib Board	Paint	05 Accessible Toilets	100							45	0	0	0	0		45	30+ yrs	A	20	A	m2
GreenPark - Community Centre	Structures	Fence/Wall	Post & Wire	No Finish	Site	100							25	0	0	0	0		25	21-30 yrs	A	94	A	m
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	04 Toilet Lobby	100							50	0	0	0	0		50	30+ yrs	A	2.28	A	m2
GreenPark - Community Centre	Building Fitout	Internal Wall Clad	Gib Board	Paint	04 Toilet Lobby	100							45	0	0	0	0		45	30+ yrs	A	11	A	m2
GreenPark - Community Centre	Building Fitout	Internal Door	Timber	Paint	04 Toilet Lobby	100							35	0	0	0	0		35	30+ yrs	A	1	A	no
GreenPark - Community Centre	Building Fitout	Floor Covering	Vinyl	No Finish	04 Toilet Lobby	100							20	0	0	0	0		20	11-20 yrs	A	2.28	A	m2
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	05 Accessible Toilets	100							50	0	0	0	0		50	30+ yrs	A	3.34	A	m2
GreenPark - Community Centre	Building Fitout	Floor Covering	Vinyl	No Finish	05 Accessible Toilets	100							20	0	0	0	0		20	11-20 yrs	A	3.34	A	m2
GreenPark - Community Centre	Building Fitout	Toilet			05 Accessible Toilets	100							35	0	0	0	0		35	30+ yrs	A	1	A	no
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	06 Unisex Toilet 3	100							50	0	0	0	0		50	30+ yrs	A	1.87	A	m2
GreenPark - Community Centre	Building Fitout	Internal Wall Clad	Gib Board	Paint	06 Unisex Toilet 3	100							45	0	0	0	0		45	30+ yrs	A	14	A	m2
GreenPark - Community Centre	Building Fitout	Floor Covering	Vinyl	No Finish	06 Unisex Toilet 3	100							20	0	0	0	0		20	11-20 yrs	A	1.87	A	m2
GreenPark - Community Centre	Building Fitout	Toilet			06 Unisex Toilet 3	100							35	0	0	0	0		35	30+ yrs	A	1	A	no
GreenPark - Community Centre	Building Fitout	Internal Door	Timber	Paint	06 Unisex Toilet 3	100							35	0	0	0	0		35	30+ yrs	A	1	A	no
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	07 Unisex Toilet 2	100							50	0	0	0	0		50	30+ yrs	A	1.94	A	m2
GreenPark - Community Centre	Building Fitout	Internal Wall Clad	Gib Board	Paint	07 Unisex Toilet 2	100							45	0	0	0	0		45	30+ yrs	A	14	A	m2
GreenPark - Community Centre	Building Fitout	Internal Door	Timber	Paint	07 Unisex Toilet 2	100							35	0	0	0	0		35	30+ yrs	A	1	A	no
GreenPark - Community Centre	Building Fitout	Toilet			07 Unisex Toilet 2	100							35	0	0	0	0		35	30+ yrs	A	1	A	no
GreenPark - Community Centre	Building Fitout	Floor Covering	Vinyl	No Finish	07 Unisex Toilet 2	100							20	0	0	0	0		20	11-20 yrs	A	1.94	A	m2
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	08 Unisex Toilet 1	100							50	0	0	0	0		50	30+ yrs	A	1.94	A	m2

Figure 19-2: Community Hall Condition-based Renewal Identification

\4 Performance\ Community Halls Performance & Use Analysis 2017.xls

Community Centre/Hall Usage Analysis													
Site	User 1	User 2	User 3	User 4	User 5	User 6	User 7	Actual Usage (Man hrs pa)	Max Capacity	Realistic Potential Annual Usage (% of total capacity x realistic available hrs pa)	Annual usage level	Usage Rating	Use trend (increasing, decreasing, static)
Ladbrooks Hall - 2017	CWI	Indoor Bowls	Karate	Anna Lee School of Dance	Ladbrooks School	Weddings					-5.62%		
Ladbrooks Hall	1440	2880	2400	28800	4000	4800		44320	215	96750	45.81%	Moderate	Static

Figure 19-3: Community Hall Utilisation Analysis

\4 Performance\ Community Halls Performance & Use Analysis 2017.xls

No.	Property Quality Standards	Response Options and Scoring				Desired Score	Criticality	Confidence	Ladbrooks Hall
1.1	Does the building have a current Building Warrant of Fitness?	Yes (5)	No (1)	Don't know (3)	Not required (5)	5	4	C	5
1.2	Does the building have a documented fire service approved plan for an evacuation procedure or scheme?	Yes (5)	No (1)	Don't know (3)		5	4.5	C	5
1.3	Is fire fighting/safety equipment provided and serviced to meet building requirements?	Yes (5)	No (1)	Don't know (3)		5	4.5	C	5
1.4	Is the building compliant with Consents and Code of Compliance requirements relating to Legislation and Regulations? (e.g. Resource Management Act, Building Act, Building Code, District Plans etc)	Yes (5)	No (1)	Don't know (3)		5	4.5	C	5
1.5	Is there a management plan where the site is held as 'Recreation Reserve' under the Reserves Act 1977?	Yes (5)	No (1)	Don't know (3)	Not required (5)	5	3	C	5
							4.1		5

Figure 19-4: Community Hall Asset Performance (Property Quality Survey) Analysis

\5 Risk\Community Halls Risk Assessment.xls

Sub-element	Consequence							Criticality	
	Reputation	Loss of service	Environmental	Health & Safety	Legal	Cost	Loss of income	Total Crticality	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.

\2 Financials\

Asset Class	Asset Component	Subtype	Material	Finish	2022	2023	2024	2025	2026	2027	2028	2029
Fitout - Electrical	Lighting		Incandescent		$0	$0	$0	$0	$250	$0	$0	$0
Fitout - Door	Bi-fold(m2)	Glazing - None	Timber Solid	Varnish	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Floor	Interior		Carpet Rolled	None	$0	$0	$0	$0	$0	$0	$2,534	$0
Fitout - Wall	Wall		Chip / Particle Board	Painted	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Ceiling	Not Suspended		Chip / Particle Board	Painted	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Fire Protection	Emergency Exit Sign				$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Fire Protection	Fire Extinguisher				$0	$0	$124	$0	$0	$0	$0	$0
Fitout - Kitchen	Cabinet - Under Bench	Domestic			$0	$0	$0	$0	$0	$1,920	$0	$0
Fitout - Kitchen	Benchtop	Domestic	Stainless		$0	$0	$0	$0	$0	$0	$0	$0
Fitout - HVAC	Heat Pump Indoor Unit	Split - small			$0	$0	$0	$0	$0	$7,200	$0	$0
Fitout - Hydraulic	Kitchen Sink				$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Electrical	Lighting		Incandescent		$0	$0	$0	$0	$500	$0	$0	$0
Fitout - Floor	Interior		Carpet Rolled	None	$0	$0	$0	$0	$0	$0	$2,520	$0
Fitout - Wall	Wall		Chip / Particle Board	Painted	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Ceiling	Not Suspended		Chip / Particle Board	Painted	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Hydraulic	Handbasin				$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Electrical	Lighting		Incandescent		$0	$0	$0	$0	$250	$0	$0	$0
Fitout - Electrical	DB Small				$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Door	Hinged	Glazing - None	Timber Hollow	Varnish	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Floor	Interior		Vinyl Tile	None	$0	$101	$0	$0	$0	$0	$0	$0
Fitout - Wall	Wall		Chip / Particle Board	Painted	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Ceiling	Not Suspended		Chip / Particle Board	Painted	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Hydraulic	Toilet				$0	$0	$0	$0	$0	$1,404	$0	$0
Fitout - Electrical	Lighting		Incandescent		$0	$0	$0	$0	$250	$0	$0	$0
Fitout - Door	Hinged	Glazing - None	Timber Hollow	Painted	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Floor	Interior		Vinyl Tile	None	$0	$0	$0	$0	$134	$0	$0	$0
Fitout - Wall	Wall		Chip / Particle Board	Painted	$0	$0	$0	$0	$0	$0	$0	$0
Fitout - Ceiling	Not Suspended		Chip / Particle Board	Painted	$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		
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 amentity/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	Total Score	Ranking
Weighting (%)	**20.0%**	**5.0%**	**5.0%**	**2.5%**	**2.0%**	**2.0%**	**2.0%**	**4.0%**	**15.0%**	**20.0%**	**5.0%**	**5.0%**	**2.5%**	**10.0%**	**100%**	
Option																
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	**256**	**6**
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	**391**	**1**
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	**311**	**5**
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	**318**	**4**
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	**355**	**2**
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	**332**	**3**

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 formerly 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	• Fixed asset registers exist within NCS at high level and not linked • Assets under reserves maintenance contract are loaded in the AMS system. • Comprehensive asset register of 90% migrated from excel spreadsheets to AMS and validated.	Enabling Services, Infrastructure and Property	• Implement an AM Information Management System.
Financial System	• Corporate system (MagiQ), which records financial expenditure and relies on manual entry of data. • No commitment accounting capability. • Valuation is calculated in MagiQ but is not at component level • Some integration between FAR and AMS under development	Enabling Serives	• Financial Information Management System is linked to AM Information Management System. • Commitments are recorded when expenditure ordered
Maintenance Management	• Contractor records maintenance events but not formally linked to SDC system. • C1419 Scheduled Tasks now being delivered via B2B integration into AMS. • Seven year maintenance history available within MagiQ but not easily retrievable. Trend analysis is difficult for systems such as HeVAC, lifts, automatic doors.	Maintenance Contractor Infrastructure and Property Group	• Maintenance history recorded against assets utilising Task Management Module. • AM and maintenance management plans incorporated into contract documentation. • Optimised maintenance strategy available for individual assets.
Condition/ Performance Monitoring	• Condition information imputed into AMS by asset for 90% asset types. • Irregular updating of condition information. • Performance information in excel spreadsheets • No capacity/utilisation/condition modelling system in place.	Infrastructure and Property, Enabling Services	• System linked to asset register. • Modelling to develop accurate and dynamic renewal and disposal programmes. • AMS linked to booking systems (e.g. LINKS) or toilet counters (SCADA) to capture utilisation data.
Customer Requests	• Service Request system in operation but not linked to AM system.	Intrastructure and Property	• Transition MagiQ Service Request system with AM Task Management module.
Optimised Renewal Strategy	• ODM system not available • ODM undertaken using data in Excel spreadsheets to develop renewal programmes.	Infrastructure and Property	• When AM system available develop ODM to facilitate optimised renewal programmes. • System to consider asset and non-asset risk treatment options.
Forward Work Programme	• 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. • Projects entered into database to enable planning for implementation	Infrastructure and Property, Enabling Services	• System ensures all proposed projects are captured in budgets. • Items identified in forward work programme based on risk.

System	Current business practice	System owner	Desired business practice
GIS	□ GIS allows spatial viewing, searching, manipulating and analysis of database records. □ Assets covered in the Maintenance Contract have been located spatially in GIS system and assigned a unique ID.	Enabling Services	□ Full linkage between spatial and AM information within AMS for all assets and key data. □ Mobile GIS capture capability for field officers
Integration of Systems	□ Linkage between AM data and GIS (ArcView). □ Partial linkage between AM Information Management System and Financial Information Management System. □ No integration between AM Information Management System and Service Request System.	Enabling Services	□ Linkage and/or integration between AM System and other supporting systems.
Integration of SDC systems with Parks Contractors Systems	□ B2B Integration project commenced with Sicon for C1419 Parks Contract and operational for assets and scheduled tasks. Reactive tasks and service requests in development. □ All manual transactions with contractor and we need to move to integrated	Infrastructure and Property	□ B2B integration with key contracts
Plans & Records	□ Majority of SDC plans are recorded and stored in hard copy. □ Some plans received in CAD format and stored electronically	Infrastructure and Property Enabling Services	□ Effective plan archive and management system in place. □ Plans developed in electronic format & vested asset as-built received in standard electronic format
Customer Records	□ Service Request System records customer details. □ System includes reporting functionality	Enabling Services	□ Integrated customer request system with high level of reporting functionality.
Operations and Maintenance	□ Customer request system drives unplanned maintenance but the costs are not linked back through the maintenance contractor's claim. □ Information in Excel spreadsheets used to develop planned maintenance programmes □ 10 year planned maintenance programmes prepared for most service areas	Maintenance Contractor Infrastructure and Property	□ Work Orders are used to track maintenance items. □ Customer Service Requests can be reconciled against item in Contractor's claim (by WO number). □ AMS used for integrated, dynamic scheduled planned maintenance
Manuals	□ Operation manuals available for a limited number of assets/facilities. □ Operational guide prepared for swimming pools	Maintenance Contractor Infrastructure and Property	□ Manuals developed for critical assets (e.g. swimming pool operations and cemetery procedures). □ Manuals received for all new buildings & facilities as a requirement of contract
Levels of Service	□ Enabling Services holds a schedule of all levels of service to be reported in the Annual Plan/LTP.	Enabling Services	□ System developed to monitor and record performance measures to feed into LTP.
Failure Management Plans	□ Incident control plans prepared for swimming pools. □ No other failure plans in place	Infrastructure and Property Group	□ Failure management plans developed for critical assets & form part of maintenance contracts where necessary.
AM plans	□ Plans reviewed every three years and align with LTP. □ Main plan is a MS Word document supported by various Excel files	Infrastructure and Property Group	□ Plans reviewed every three years and align with LTP. □ Plans are structured to enable easy updating. □ Transition to web based

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	□ Asset classification with unique IDs for all data imported to AMS. □ Hierarchy developed for AMS system. Open Spaces has been reviewed and updated 2023 □ Critical assets for most service areas identified.	Infrastructure and Property	□ All data has unique asset ID within AM Information Management System. □ Refine asset hierarchy to meet business needs □ Identify critical assets in all data sets.
Asset Attributes	□ Major asset data capture exercise undertaken and recorded in Excel spread sheets and now uploaded to AMS □ Age and material data may be unreliable in some cases. □ Some utilisation data captured.	Maintenance Contractor Infrastructure and Property	□ Continue to update and develop attribute information within integrated AM system. □ Establish business rules / workflow for updating data □ Establish utilisation data collection programmes for critical assets.
Information Backup	□ Data (including spatial) backed up regularly.	Enabling Services	□ Continue regular backup
Historical Condition & Maintenance Data	□ Condition information has been captured for 90% of assets. □ Operation and maintenance data currently collected but not in a readily useable format (under contract 909, 1202). □ Seven year maintenance history available within MagiQ and is analysed for AM planning but detail of some work items is unclear	Maintenance Contractor Infrastructure and Property	□ Continue condition assessment programme for assets where gaps exist and review on three yearly cycle. □ Implement programme to monitor performance for assets where gaps exist. □ Maintenance history recorded via AMS by contractors in the field (Contract works only). □ Mobile AMS capability for Council field officers
Future Prediction Data	□ Growth model prepared for organisation wide use based on growth drivers □ Model to be updated as information changes. □ Growth model used to underpin future asset requirements □ Trend/demand data derived from other sources e.g. Statistics NZ	Development and Growth	□ Update plans as growth & demand projections alter. □ Develop improved understanding of the sensitivity of capital requirements to changes in demand.
Lifecycle Costing	□ 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. □ Limited information available on risk.	Enabling Services, Infrastructure and Property	□ Costs assigned to assets in AM Information Management System via link with Financial system □ Record risk rating against critical assets in AMS.
Benchmarking Data	□ Participating in survey that monitors key performance indicators and levels of service against comparable local authorities.	Infrastructure and Property Yardstick™	□ Continually improve data to enable accurate submissions to the Yardstick programme

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.

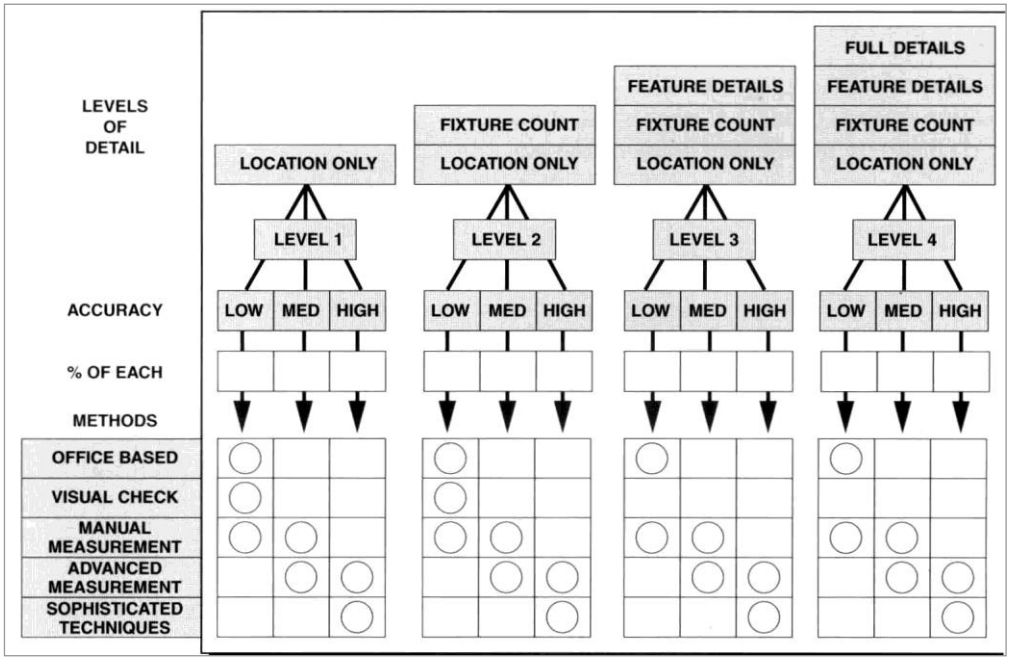

Figure 19-8: Asset Data Coverage Strategy

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	□ AM plans are viewed as key planning documents that underpin the LTP. □ Organisation wide team established to develop AM plans and LTP including Accountants, Asset Managers and Planners □ AM plans are formally reviewed at Council workshops □ Sufficient resources are provide internally and supplemented with external expertise as required	ELT Head of Asset Management	□ Formal adoption of AM plans including improvement programmes. □ Monitor effectiveness of plans against key indicators including delivery of annual programmes. □ Formal review of AM plans every three years as part of LTP cycle.
AM Roles and Responsibilities	□ AM roles and responsibilities clearly identified with external advice and resources utilised as necessary.	Executive Director Infrastructure and Property Head of Asset Management	□ Clear understanding of how the various roles work together to achieve AM planning objectives.
Staff Skills, Knowledge, and Training Programmes	□ Training needs identified and addressed. □ Key staff have AM training to gain qualifications	Executive Director Infrastructure and Property Head of Asset Management People and Capability Manager	□ Commitment to ongoing training and skill improvement. □ Training needs are incorporated into individual performance plans on an annual basis
Commercial Tactics	□ Asset Delivery Procurement Strategy adopted as guideline for tendering and procurement.	Executive Director Infrastructure and Property Head of Project Performance	□ Standard tendering and procurement procedure in place and adhered to.

Table 19-7: AM implementation tactics