

Community Housing

Asset Management Plan

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Document Acceptance and Release Notice

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Name	Role	Status	Signed	Date

Long Term Plan documentation

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

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

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

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

1 Introduction to our Asset Portfolio

1.1 Background

Christchurch City was the first local authority in New Zealand to provide community / social housing. Council started out in the early 1920s providing homes for the elderly. Over time, the portfolio grew and changed into what is today known as community housing. The combination of factors has combined to create pressure on the housing fund that provides for operational and capital expenditure. These factors include:

- A trend for lower than market rents.
- An aging portfolio.
- Functional obsolescence.
- The earthquakes of the last decade.
- Deferred maintenance.

Faced with a large rental increase in order to make the portfolio sustainable, Council began looking at options for reaching financial sustainability. The selected option was to create a Community Housing Provider Trust, which would lease units from Council and lead the tenancy management. This has the advantage of qualifying for the central government funded Income Related Rent Subsidy (IRRS), which Councils are currently not eligible for. Ōtautahi Community Housing Trust (ŌCHT) began leasing the majority of Council's housing portfolio in October 2016 under this arrangement.

As at May 2023 Council is the owner of 84 community housing complexes, totalling 1938 units. Council is also in several partnership arrangements with third party organisations to provide a further 24 units (including in the number above). (Please refer to Appendix II for the full list).



Maurice Carter Courts

1.2 Asset Lifecycle Approach

Council has established a lifecycle management framework, aligned to the *International Infrastructure Management Manual* as illustrated in Figure 1-1.

Asset Lifecycle Management

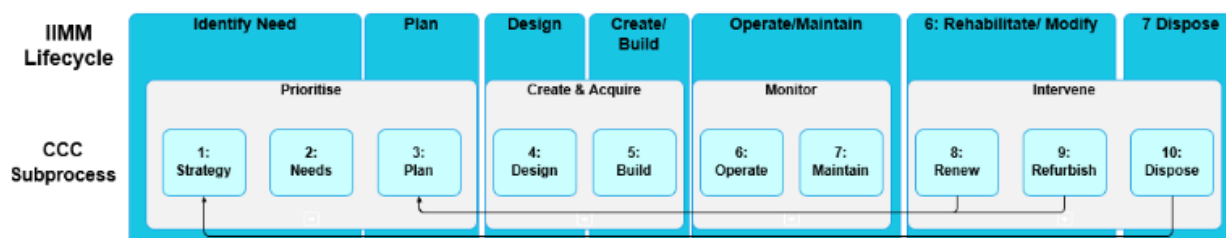


Figure 1-1: Asset Lifecycle Categories

1.3 Goals and objectives of Asset Management

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

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

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

The five principles underpinning the policy are:

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

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

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

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

Community Housing Asset Management strategic directions includes:

- Planning for the delivery of Council's community housing goals in perpetuity, including monitoring the condition of assets, devising management strategies to achieve financially sustainable outcomes, and planning for the replacement of units as they near the end of their useful life.
- Lease management (note that tenancy management is undertaken by others, notably the Ōtautahi Community Housing Trust (ŌCHT).
- Managing renewal and major maintenance projects (including any legislatively required and / or policy mandated asset upgrades such as insulation installation or energy efficiency measures) by ŌCHT for majority of the portfolio. This includes the design and physical works and managing the temporary relocation and rehousing of tenants.

2 Lifecycle Management Plans

2.1 Asset Overview (what assets we have)

The following assets are covered in this AMP.

In Scope	Out of Scope
• Community Housing Units and Complexes (including power supply, storm/ wastewater and water supply). • Partnership arrangements with 3rd party providers. • Grounds assets including carparks, paths, letterboxes and lighting. • Residents Lounges, Garages and Carports and Communal Laundries. • Minor and Major maintenance contract works as carried out by ŌCHT. • Owner Occupier units that are bought back by Council.	• Tenants improvements. • Improvements owned by other parties in partnership arrangements or Owner Occupiers.

Table 2 1: Scope of Assets and Services Covered in this Plan.

2.2 Location and Value

In the Te Pūrongo-ā-tau Annual Report 2022, Fixed Assets under direct Council Control carried a book value of \$14.2 billion.

Description	Gross Replacement Cost	Current Building Value	Depreciated Replacement Cost	Annual Depreciation
Ōtautahi Community Housing Trust Managed	\$ 571,493,000	\$ 362,153,400	\$ 194,155,000	\$ 5,727,216
Partnership arrangements with other 3 rd party providers.	\$ 7,448,900	\$ 4,772,000	\$ 2,095,500	\$ 80,952
Other - Lancewood Courts – Blocks A & B	\$ 1,891,000	\$ 1,651,000	\$ 1,239,000	\$ -
Grand Total	\$ 580,832,900	\$ 368,576,400	\$ 197,489,500	\$ 5,808,168

Table 2-2: Asset Portfolio Value (as at 1 May 2023) (please refer to Appendix III for the complete list).

Please Note:

- The Gross Replacement Cost is based on the Insurance Total Sum Insured (reinstatement, inflationary and demolition).
- Current Building Value is based on fair market value (where the valuer looks at recent sales in the area to determine the value, when no active market exists, depreciated replacement cost is used).
- Depreciated Replacement Cost is based on Book Value.

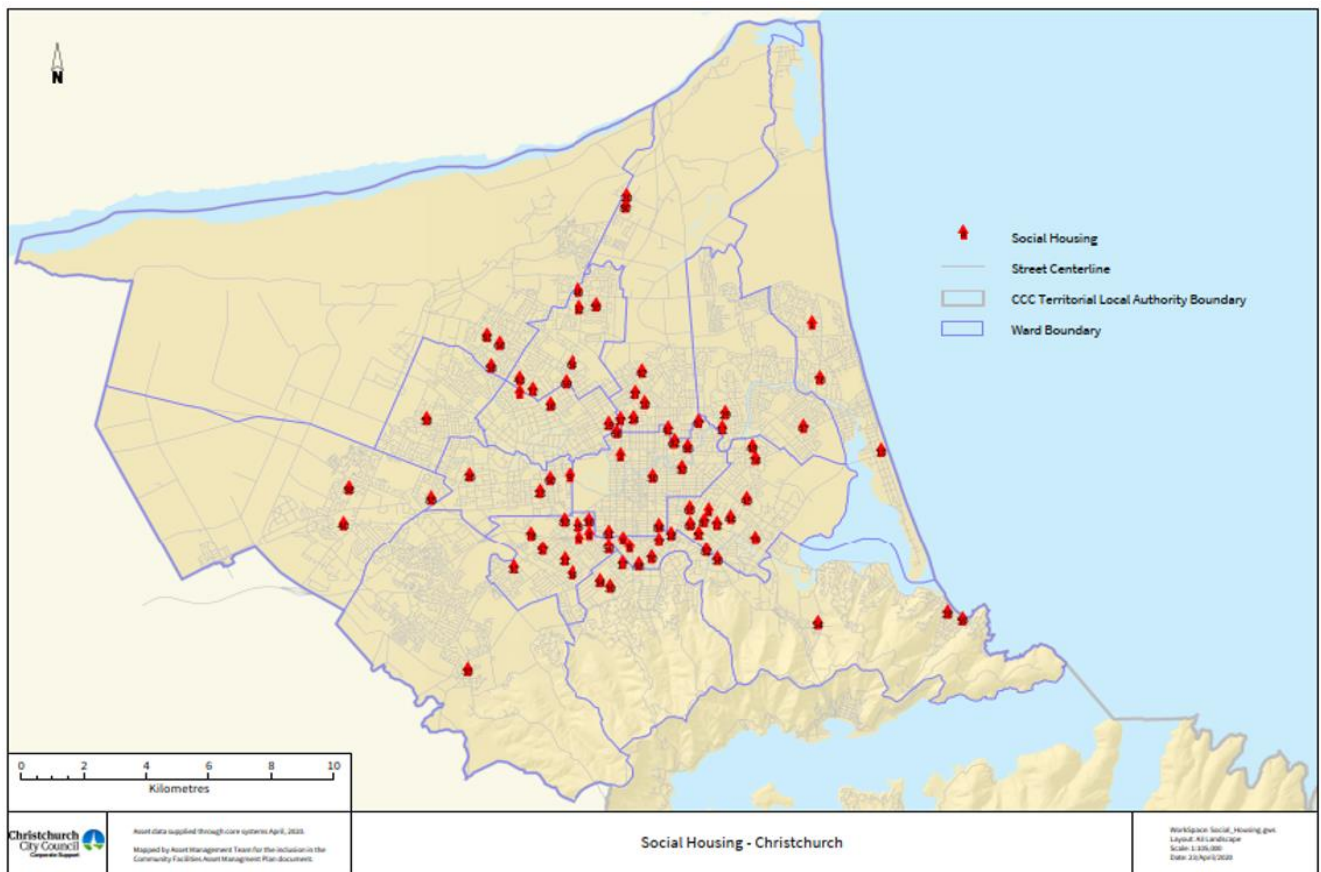


Figure 2-1: Map of Community Housing Complex locations – Christchurch

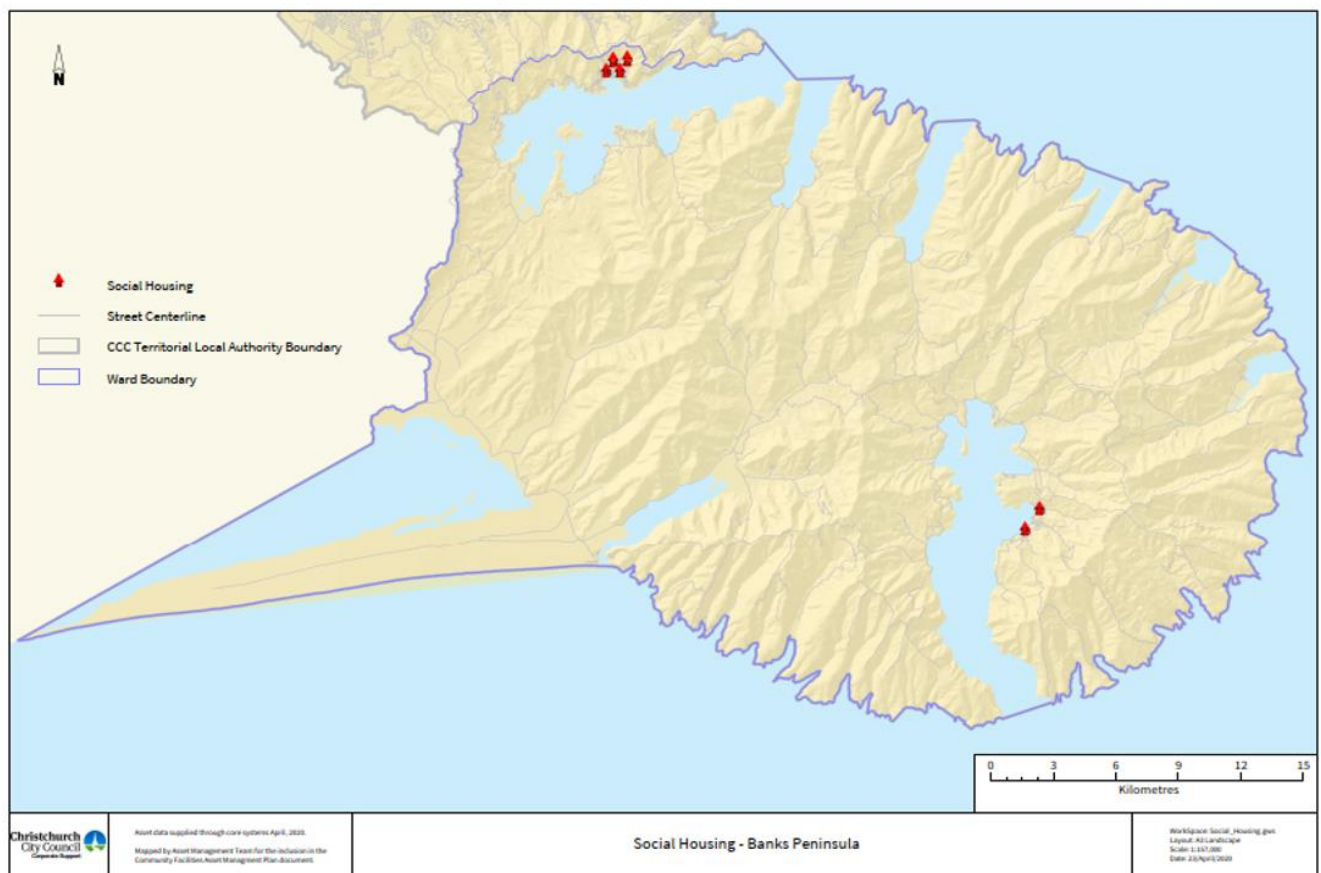


Figure 2-4: Map of Community Housing Complex locations – Banks Peninsula

2.3 Network Age and Lifecycle Stage

The age profile of the assets include in this AMP is shown in Figure 2.4.

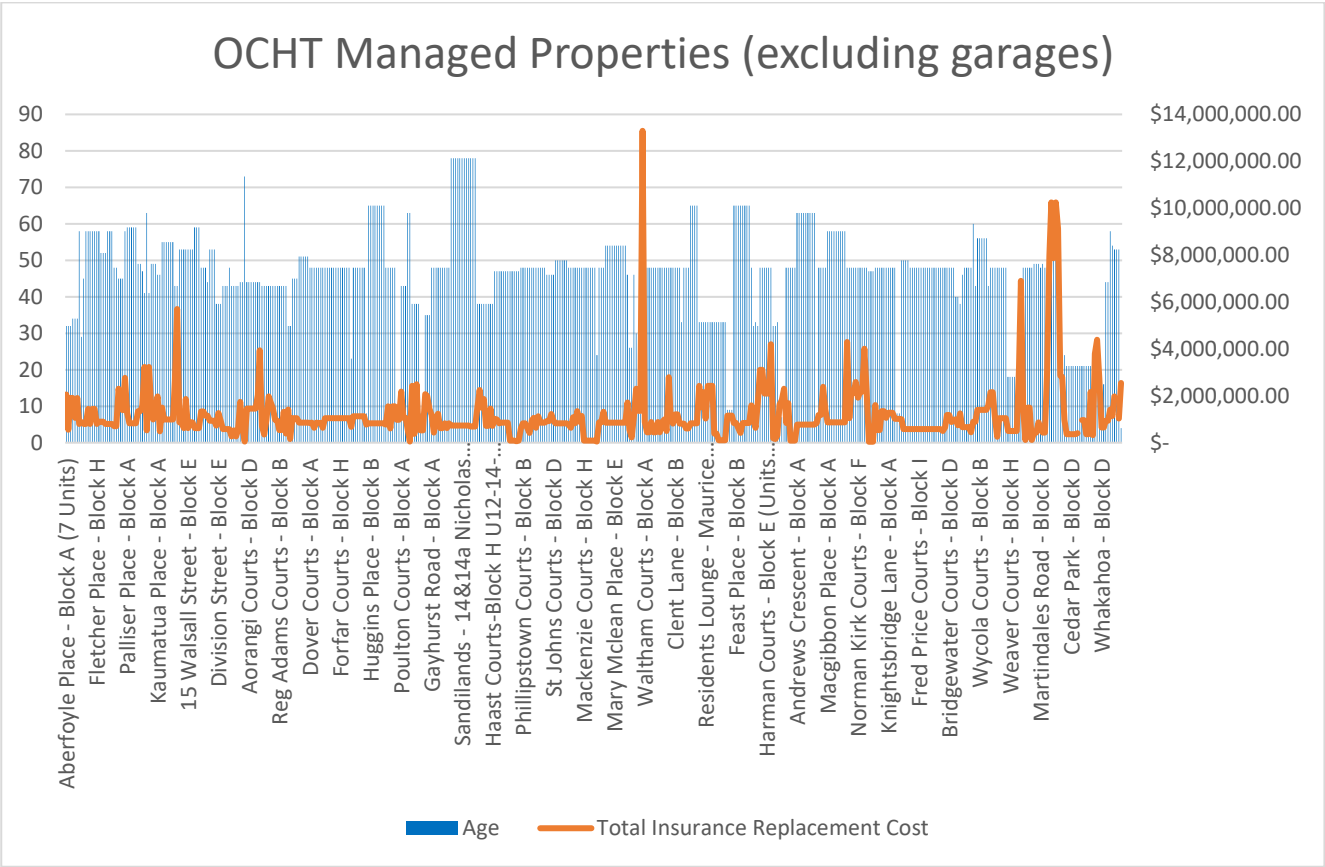


Figure 2-2: OCHT Managed Asset Age Profile

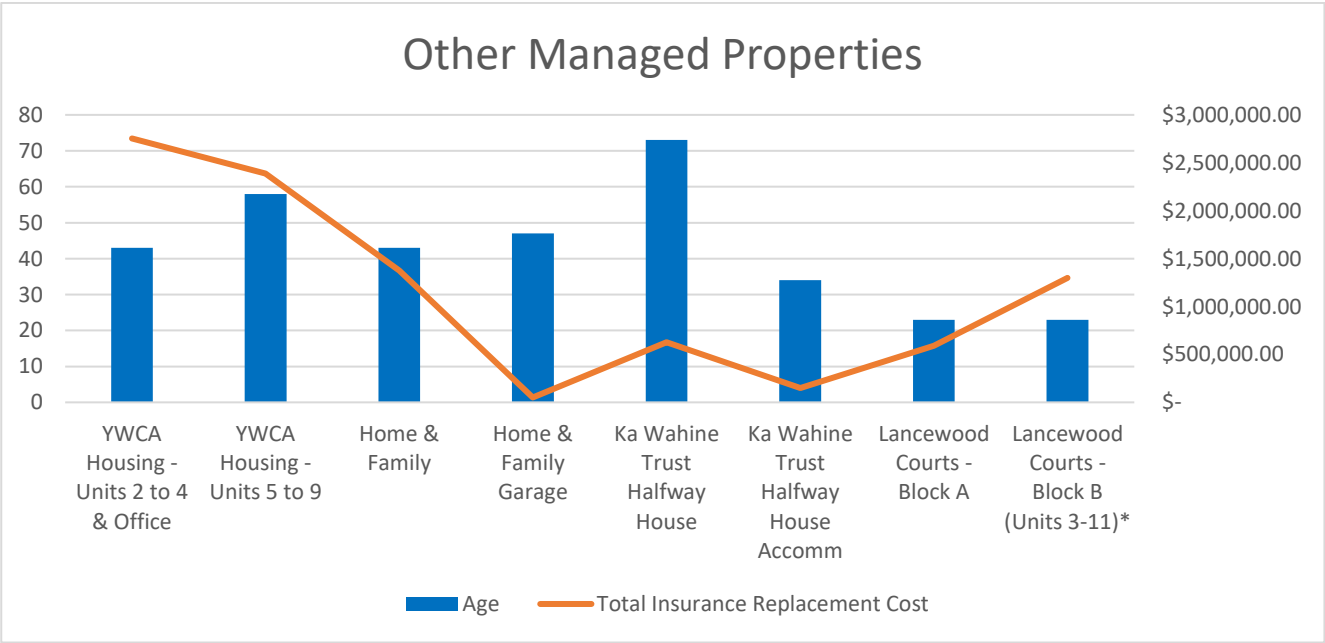


Figure 2-5: Other Managed Asset Age Profile

Almost half of the housing stock was developed during the 1970s and a quarter during the 1960s. Complexes built in the 70s and before are due for their midlife refurbishments in the next few years. Almost 75% of the portfolio is built during this time, which means large capital expenditure requirements over the next 2 decades.

2.4 Critical Assets

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

The criteria used for assessing the criticality of assets are as follows:

- Numbers of people adversely affected upon asset failure.
- Significant business activity interruption upon asset failure.
- Consequential cost of failure.
- Critical lifeline / disaster recovery asset.

Using the above framework, there are no critical assets for community housing. However, it is important to note that in the event of closure to any community housing through maintenance requirements or adverse events that there is a need to disrupt and re-house tenants, whether it be on a temporary or more permanent basis.

In terms of social impact, this is a matter that is planned for and contingency options are put into play where such needs arise.

With regard to cost of failure, there are general critical building related elements identified as follows. Having robust asset and condition data is important in order to understand and plan for these elements:

- **Structural Integrity** - The safe design and assessment of components and structures under load has become increasingly important since the 2010/11 earthquakes.
- **Watertightness** - Ensuring community housing assets are impervious to water ingress through the building envelope so as to mitigate any negative impact on materials, structure or health of occupants is of prime importance.
- **Plant, Equipment and Systems** - Failure of these items may lead to unplanned downtime and tenant interruption.
- **Asbestos** - Asbestos containing materials (ACM) were common in building materials used pre-2000, when the majority of the community housing portfolio was constructed. A register has been developed and an Asbestos Management Plan framework applies to the mitigation and removal of risk related to asbestos issues across the housing complexes.

2.5 Asset Data Confidence

Hard data on the condition of community housing is currently in a mixed state in SAP. In 2018/19 Council Housing staff were collecting updated exterior condition data using the FULCRUM app. To bring the data in that is aligned with Councils agreed post-FBBM agreed data structure.

In late 2019, City Care was tasked with collecting the condition data, however after just over three years only half the housing data has been collected. The main reason being that access to the housing units has been limited due to Residential Tenancies Act requirements which has been carefully managed by ÖCHT.

In February 2023 it was decided to terminate the City Care condition assessment programme and to work directly with ÖCHT. This is partly due to the slow progress of City Care in collecting the data and that ÖCHT already has their own condition assessment programme. Council is now working with ÖCHT to provide a condition assessment template that meets the requirements of both Council and ÖCHT. The condition assessments will help improve the lifecycles of the different maintenance components making them more accurate.

This will be invaluable information in identifying what is required to keep the assets up to an acceptable standard in future works programmes.

From 2021

Asset Category	Material / Size/type	Asset Value	Asset Age	Asset Condition	Asset Criticality	Asset Capacity
Community Housing Complexes	95% / B	90% / B	100% / A	50% / C	70% / B	90% / A

Table 2-6: Asset Data Confidence

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

Table 2-7: Data Confidence Grading System (From IIMM 2020, Section 4, Table 4.2.7.2)

2.6 Asset Data Improvements

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

- Ongoing condition assessment of building condition (with ÖCHT.)
- Betterment of SAP and data storage applications.
- Solutions as to how maintenance works completion updates asset condition.
- Facilitate more advanced data analysis as data is captured- including data from ÖCHT.

3 Managing Risk

3.1 Managing Risks

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

3.1.1 Risk Management plan (risk framework)

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

Asset Design

Standards in the design and construction of facility assets are continually updated to become more resilient to earthquakes, high use, vandalism and environmental conditions.

Design requirements are set out in the Council's Infrastructure Design Standards (IDS). These standards include approved materials and design solutions to provide resilient assets. During construction, quality assurance processes are in place to confirm that the works are built in accordance with expectations and are fit for purpose. IDS for Facilities are currently under development for Facilities following the Facilities Better Business Management project.

New infrastructure installed since the 2010/2011 Canterbury earthquakes is made of modern materials to the latest design standards and therefore has greater resilience to future earthquake damage and potentially other disruption. It should also meet LifeMark standards to best ensure functional obsolescence is not a future issue.

Insurance

The use of insurance enables the transferring of risk as the financial risks associated with asset loss or damage are transferred from Council to the insurer. Insurance companies assume the financial risk in exchange for premiums which have increased post-earthquakes as risks have been reassessed.

Insurance cover is based on assessed replacement cost appraisals undertaken on an annual basis by registered valuers.

Each community housing asset is assessed as to its replacement value (including an allowance for fitout- being the 'as new' replacement cost of the asset regardless of current age and condition. The use of this process mitigates the chance of undervaluation, or insufficient insurance cover. It is noted that some standalone garages are not insured and would not be expected to be replaced.

Monitor and provide feedback on asset and insurance revaluations and ensure that the values are robust. A medium to high risk exists if asset revaluations are not accurate and an event occurs.

Business Continuity and Emergency Response Planning

Community Housing has the following draft Business Continuity Plans (BCP) in place:

- Corporate Services Group BCP
- Facilities Property and Planning BCP
- Asset Management Team BCP
- Community Housing BCP (under review)
- Facilities Management BCP

Other specific initiatives:

Community Housing should implement options that design for resilience when renewing or constructing new assets. In order to make community housing assets more resilient, they should be designed to be more durable with potential risks in mind (for example, coastal or riverside complexes are likely to have increased risk of flooding due to climate change and sea level rise). Materials and design details should be chosen to minimise risk.



3.2 Critical Risk Identification and Management

3.2.1 Climate Change Impacts

	Disruptors	Potential Impacts on our Assets and Services
A C	Chronic Stressors	Climate Change Sea levels Sea level rises could affect coastal assets. Some coastal assets may have to be self-insured and coastal assets will be vulnerable to coastal hazards such as coastal erosion and flooding. Reference 2017 Coastal Hazard Assessment for Christchurch and Banks Peninsula (Tonkin & Taylor) 50 and 100-year scenarios. Sea level rises could affect coastal assets. Some coastal assets may incur increased insurance premiums or even the retreat of insurance provision, requiring Council to self-insure some assets. Increased construction costs to reengineer assets and their surrounds in order to adapt to and mitigate climate change effects e.g. flood walls, wetland restoration, pumps. New build design and build costs will increase and more thought will go into locational factors such as flood prone areas as well as building methodologies e.g. exceeding minimum above ground levels and the use of modern weather reliant materials. All leading to a potential increase in total build costs. Predicting the outcome of climate change is an uncertain and iterative process, no one model can provide a definitive answer Weather patterns Average warmer temperatures could lead to increased demand for air-conditioning to manage these temperature changes. Changing & extreme weather patterns (more frequent strong winds, increased heat, floods & wildfires) may lead to more and sustained weather damage to vulnerable community housing complexes near potential coastal and river inundation areas. This includes several complexes in New Brighton and Sumner areas. Rising groundwater is a consideration for the maintenance of housing assets. Mitigation strategies are investigated in line with the age and type of build, the tenant demographic and accessibility structure of the property. This may include introduction of swale, foundation tanking, placement of moisture barriers underfloor (where possible) and elevated paths and driveways. Future location planning for community housing will take into account flooding and sea level rise when determining suitability of sites for development and the height and type of foundation build. Maintenance plans would be put in place accordingly and could include: The installation of Thin Tanks for collection of rain water has been trialled in two new build complexes and future consideration should be given for installation to existing and development projects.
	Seismicity	Alpine fault

		Our primary seismic threat is the Alpine Fault, which extends down the spine of the South Island with experts believing there is roughly a 30% to 65% chance there could be a magnitude 8 earthquake on this fault in the next 50 years. Protection Due to Canterbury earthquakes, Council assets have been inspected by engineers and necessary strengthening undertaken and / or new builds built to current earthquake specifications.
	Tsunami	Exposure Canterbury's low lying and flat areas make the region exposed to tsunami threats. Various coastal zones have been identified as potentially affected by a tsunami. Complexes owned by Council and assessed as in the zones include Bridgewater Courts, G F Allan Courts, Nayland St, Aberfoyle Courts, Knightsbridge Lane, Mackenzie Courts, Thurso Place, St John Courts, William Massey Courts, Jura Courts, Roimata Place, Aldwins Courts, Sandilands, Lyn Christie, Gayhurst Rd, Maurice Hayes Pl, and Biddick Courts.
	Flooding	Flooding is the most common hazard to affect Canterbury communities and becoming increasingly more exposed and vulnerable. Localised surface flooding after rainfall events has been elevated post-earthquakes due to ground subsidence. Flood Management Area means an area identified on the Council planning maps which is at risk of flooding in a major flood event, where specific minimum floor level rules and earthworks rules apply. 30 community housing complexes owned by Council and assessed as in the Flood Management Area (FMA), primarily being located in the south and east sides of Christchurch, but also encroaching into northern sites in some areas. Planning rules affecting these areas are specific to sites and the District Plan should be consulted before any construction works are undertaken at these complexes.

Table x-x: Potential Impacts of Resilience Disruptors

3.2.2 Asset Risks

The social housing unit also identifies and records risks at a more detailed level, as shown in the following table.

ID	Risk Description	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
TBC	The condition of some facilities is progressively deteriorating. There is a risk that continued reduction in maintenance budgets sees a further reduction in asset condition to the point of a reduction in achievable LOS.	High	Continued undertaking to obtain data in order to better understand asset condition and allow an increase in scope and accurate validation of maintenance funding requirements	Medium	Medium	Medium	2022/24 data collection to assist. - Develop business tools to extract and manipulate asset data.
TBC	Health and Safety There is a risk that: people (staff, public, contractors, tenants) get injured (physical, psychosocial) in our workplace or facilities.	High	Various treatments from training to registers and procedures	Moderate	Possible	Low	FM and AM teams to continue to monitor and implement relevant management plans and controls alongside library operational teams
TBC	Facilities and Land Hazards - There is a risk that the health and safety of users, tenants, staff, contractors and others will be affected by hazards found in facilities or in contaminated land. These hazards include chemicals, electrical systems, hazardous substances, noxious organisms, fire, earthquake damage, or contaminants. Caused by hazards in the work place or contaminants in facilities and grounds, including but not limited to: asbestos, heavy metals, electromagnetic radiation, electricity, VOCs, legionella, PAHs, pesticides, methamphetamine, chemicals, mould, landfill gases, earthquake prone buildings.	Very High	Asbestos management- Development, ongoing review and implementation of an asbestos management framework Application of management plans to identified HAIL sites to ensure mitigation of risk Legionella controls- Testing, Dosing, Cleaning and Temp treatment processes in place for high risk areas. Training in place Awareness activities undertaken	Major	Likely	Medium	FM and AM teams to continue to monitor and implement relevant management plans and controls alongside library operational teams

ID	Risk Description	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
	This may result in adverse effects to people's long-term health, non-compliance with legislative requirements, facility remediation costs or facility closures with the associated reduction in revenue, adverse media and stakeholder scrutiny, reduction in value, costs including business interruption, initial and on-going testing, and procedural ambiguity.		Improve Hazardous Substances Management- Inventory of substances held Certification in place Works in place (signs, extinguishers etc) Training in place Awareness activities undertaken Develop improved electrical safety management framework including- Electrical safety policy; Tag out procedures; Proactive electrical safety tasks in contracts including switchboard thermal scanning; Testing and tagging of appliances; and Education. Develop improved gas safety management framework including- register of all gas installations (supply, internal reticulation and appliances). This can be linked to hazardous substances registers; regular inspections of all installations; AND				

ID	Risk Description	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
			servicing of appliances (if appropriate). Manage earthquake prone buildings by-Regular inspections of onsite notices (and replace if necessary); incorporating or advocating for the incorporation of upgrade or replacement works in planning; and Regular inspection (and if necessary servicing) of temporary structural bracing.				

4 Continuous Improvement

4.1 Overview of the Improvement Programme

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

4.2 Current Asset Management Maturity

An independent assessment of current asset management practice was undertaken in October 2020. Asset Management Maturity Assessments (AMMA) are carried out once every 3 years and will be undertaken again in September 2023.

The baseline maturity assessment was predominantly achieved through onsite interviews, with a good cross-section of participants. Future maturity level was also set based on best appropriate practice and considering the agreed business drivers. Strength and opportunities for improvement area summarised alongside the results to acknowledge the baseline achievements.

The appropriate level of AM practice for this Activity has been defined in our AM Policy as '**Core**'.

A summary of the assessment results for this activity is attached as Appendix IV.

The maturity assessment shows that:

- The gap between current and target follows similar patterns in the 2020 update as it did in 2018.
- Council has closed the gap between current and “appropriate asset management practice” for this activity in the areas of management systems, asset register data, managing risk and capital works planning.
- The most significant gaps are still in the areas of asset performance / condition data, operational planning and service delivery mechanisms.

Section 4.5 provides a programme of activities required to close the remaining maturity gaps and address the weaknesses identified during the development of this AMP.



Figure 4-1: Asset Management Maturity Assessment for Facilities Activities

(Includes Community Facilities, Libraries, Corporate Accommodation, Recreation, Sport and Events, Social Housing Art Galley and Museums).

4.3 Review of Progress against Previous Plan

The last improvement plan was developed as part of the 2020 AMP update. The indicative term of the improvement programme was three years. Table 4.2 provides an update on the status of the improvement programme items as at November 2020.

In addition to the items within the improvement programme, the following improvements have been made to the activity since the last AMP:

Task ID	Action/Task	Timeline	Progress and Action
Item 1-1	Key locational feature list dates back to pre-earthquake	1/12/19	In progress, 90% complete, expected to be complete by March 2020.
Item 2-2	Portfolio ranking out of date	30/6/19	No progress, reprioritised-carry forward
Item 3-3	Current demand forecasting models are not fit for purpose	30/6/19	In progress, 75% complete, carry forward.
Item 4-4	Maintenance cycles need to continuously be monitored, verified and modified	Ongoing	In progress, 70% complete, carry forward.
Item 5-5	Continuity in risk registration- develop register	Ongoing	In progress, 75% complete, carry forward.
Item 6-5	There is no review of how the housing portfolio can be "Alpine Fault 8 Event ready". Review readiness	1/12/18	In progress, 90% complete (EQ Repairs), carry forward.

Table 4-2: Progress against 2018 Improvement Plan

4.4 Improvement Plan 2020

The independent asset management maturity assessment process provides a sound basis for prioritising and monitoring improvements to current asset management practices.

Additional improvement items were identified during the maturity assessment and as part of this asset management plan review. These items were added to the outstanding items from the 2020 Improvement programme.

We are currently engaged with the improvement programme horizon with the next maturity assessment scheduled for September 2023. This will put in place the programme for 2023 through to 2026.

Table x details those tasks that will be completed over the next three years. These tasks have focus specifically on those areas where the risk is most critical. To facilitate the practical implementation of the improvement programme tasks have been designed to address several issues concurrently and be programmed to ensure a logical progression towards the 3 –year target.

Figure ... illustrates the timeline for the overall improvement programme.

Figure 4-2: AM Improvement Programme Timeline

Table 4-3: Asset Management Improvement Tasks

From 2021 AMP

Task ID	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)
20-A	Portfolio ranking out of date- update based on 2020 information	Decision making Capital investment strategies Operational Planning and reporting Maintenance planning	High	Asset Planning	Asset Planning/ Housing/ Finance
20-B	Current demand forecasting models are not fit for purpose	Decision making Capital investment strategies	High	Asset Planning AMU	Asset Planning/ Asset Management Unit
20-C	Risk Management - Continuity in risk registration- develop register - There is no review of how the housing portfolio can be “Alpine Fault 8 Event ready”. Review readiness	Risk Management Decision Making	Medium	Asset Planning Risk and Resilience Asset Owners	Asset planning
20-D	Quality Management A structured quality programme is needed	Data Quality gaps	High	Asset Planning and AMU	Facilities/ AMU
20-E	Capital Programme - Clarity of future work that dovetails into maintenance plans - Use relevant condition data and more advanced lifecycle analysis in order to generate capital works programming. - Identify and agree asset priorities - Warm and Dry programme completed - Maintenance cycles need to continuously be monitored, verified and modified - There are not complex specific projects identified for the R&R programme for FY22/23 to FY23/24 - There are not complex specific projects identified for the R&R programme for FY24/25 to FY30/31 - Buffer to changing economic conditions, in particular post COVID - Assist/ enable growth of social housing provision in Christchurch back to pre earthquake levels	Decision making Capital investment strategies	High	Asset Planning FM Asset Owners	PMO/ Asset Owners/ Facilities

Task ID	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)
20-F	Changing Climate - Frequent inspections and maintenance to protect against weather - Understand implications from sea level rise and increased flood risks - Sustainability	Maintenance planning Risk management	Medium	Risk and Resilience team Asset Planning Asset Owners	Using data from above and internal shared service resource from the AM Teams
20-G	Asset condition data Undertake individual asset site visits to ascertain condition. Secure asset data in SAP and advance reporting and analysis on data.	Asset register data Asset condition assessment Information systems	High	Asset Information Management Team	Existing allocated budget of \$ to gather data.
20-H	IT Improvements - Incrementally upgrade the technology in Asset Data (including BIM) - Key locational feature list dates back to pre-earthquake data - GIS linkages	Information systems	High	Asset Owners Asset Planning AMU Information Technology	Projects in 20/21 to lead this
20-I	AM Improvement Tasks Analyse resourcing, responsibilities, timelines & reporting around Improvement tasks	Improvement task reporting	Medium	AM AMU	AM AMU

4.5 Monitoring and review

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

5 Appendices (Supporting information)

Appendix I - Asset Management Objectives

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

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

Appendix II - Number of Complexes

BE	Complex	Number of Beds	Total units CIS Portfolio	Loc8 Total	Closed Pending Redevelopment
118	Aberfoyle Courts	14	14	14	
208	Margaret Murray Courts	18	18	18	
230	Fletcher Place	68	68	68	
310	Mooray Avenue	6	6	6	
317	Veronica Place	36	36	36	
327	Palliser Place	24	24	24	
376	Tyrone Street	12	12	12	
378	Cleland Street	7	7	7	
414	Manse Place	42	42	42	
417	Kaumatua Place	10	10	10	
442	Marwick Place	26	26	26	
480	Torrens Road	28	28	28	
488	Walsall Street	26	26	26	
524	Bartlett Street	9	9	9	
530	Nelson Street / Picton Ave	16	16	16	
547	Division Street	24	24	24	
571	Jennifer Manor Torquay	14	14	14	
574	Aorangi Courts	26	26	26	
578	Resolution Courts	19	19	19	
581	Bryndwr Courts	32	32	32	
583	Reg Adams Courts	14	14	14	
589	Proctor Street	5	5	5	
611	Pickering Courts	25	25	25	
618	Harold Denton Place	20	20	20	
619	Dover Courts	26	26	26	
629	Forfar Courts	24	24	24	
630	Berwick Courts	15	15	15	
638	Huggins Place	30	30	30	
643	Innes Courts	38	38	38	
670	Poulton Courts	12	12	12	
677	HP Smith Courts	26	24	24	
707	Biddick Courts	16	16	16	
712	Gayhurst Road	4	4	4	
727	Lyn Christie Place	30	30	30	
755	Sandilands	4	24	2	22
792	Haast Courts	52	33	33	
811	Aldwins Courts	23	19	19	
818	Phillipstown Courts	16	16	16	
840	Jura Courts	28	28	28	
853	St Johns Court	13	13	13	
917	Roimata Place	24	24	24	
921	MacKenzie Courts	33	24	24	

BE	Complex	Number of Beds	Total units CIS Portfolio	Loc8 Total	Closed Pending Redevelopment
925	William Massey Courts	14	14	14	
942	Mary McLean Place	40	40	40	
1012	Vincent Courts	18	18	18	
1037	Osborne St	12	8	8	
1048	Tommy Taylor Courts	39	25	25	
1049	Waltham Courts	26	26	26	
1061	Regal Courts	20	20	20	
1091	Clent Lane	36	36	36	
1093	Hennessy Place	16	16	16	
1103	Maurice Carter Courts	55	51	51	
1107	Feast Place	29	29	29	
1110	Harman Courts	118	78	78	
1113	Allison Courts	9	9	9	
1119	Andrews Crescent + Hillier Place	39	37	37	20
1126	Hadfield Courts	21	21	21	
1131	MacGibbon Place	36	36	36	
1137	Norman Kirk Courts	71	60	60	6
1144	Angus Courts	22	22	22	
1265	Knightsbridge Lane	25	25	25	
1321	Thurso Place	4	4	4	
1323	Fred Price Courts	35	35	35	
1347	Bridgewater Courts	23	23	23	
1453	GF Allan	7	7	7	
1454	Nayland Street	5	5	5	
1519	Guisse Lane Courts	21	21	21	
1556	Wycla Courts	30	30	30	
1563	Greenhurst Courts	22	22	22	
1565	Weaver Courts	35	35	35	
1580	Hornby Courts	35	22	22	
1630	Halswell Courts	15	15	15	
1731	Martindales Road	15	15	15	
1951	Airedale Courts	90	74	74	4
2373	Gloucester Courts	37	20	20	
2631	Cedar Park	22	20	20	
2680	Whakahoa Village	20	20	20	
3516	Collett Court	6	6	6	
3517	Boyd Cottages	4	4	4	
3519	Briggs Row	4	4	4	
3520	Treddinick Place	6	6	6	
3632	Rue Viard Cottages	3	3	3	
3652	Bruce Terrace Cottages	6	5	5	
1140	Barnett Avenue	26	26	0	26
	Subtotal	2052	1914	1866	78
811	Aldwins Courts - O/O		1		

BE	Complex	Number of Beds	Total units CIS Portfolio	Loc8 Total	Closed Pending Redevelopment
2311	YWCA		9		
2506	Lancewood		11		
2513	Home & Family		1		
2538	Ka Wahine/McGregors Rd		2		
	Total		1938	1866	78

Table x-x Complexes owned by Council as at 01 March 2023

The social housing portfolio also includes resident's lounges. Currently 15 complexes owned by Council have residents' lounges used for social activities by tenants and where practicable, other community groups.

Complex Name	
Aberfoyle Place	Aorangi Courts
Biddick Courts	Bryndwr Courts
Clent Lane	Forfar Courts
Fletcher Place	Harman Courts
Maurice Carter Courts	H P Smiths Courts
Hornby Courts	Jura Courts
Resolution Courts	Manse Place
	Vincent Courts

Table x-x: Complexes with Residents Lounges

The Social Housing Portfolio has 4 complexes where commercial laundry services are provided.. The machines at Harman Courts are owned by Council. All other machines are owned by Gooder Equipment and leased to the Council/ ŌCHT.

Complex Name	Year Built
Airedale Courts	1966 & 1976
Gloucester Courts * <i>(to be stopped)</i>	1999
Harman Courts	1978
Tommy Taylor Courts	2001

Table x-x: Complexes with Communal Laundry Facilities

There are currently 15 complexes owned by Council that provide garages and carports. In total across the portfolio 269 garages and 45 carports are owned. The table below lists the number of garages and carports provided at each complex.

Complex	No. Garages	No. Carports
Aberfoyle Place	4	-
Airedale Courts	43	-
Aldwins Courts	-	18
Allison Courts	3	6
Cedar Park	17	-
Gloucester Courts	-	19
HP Smith Courts/ Perth St	2	-
Haast Courts	19	-
Halswell Courts	6	-
Harman Courts	29	-
Mackenzie Courts	24	-
Martindales Road	4	-
Maurice Carter Courts	18	-
Norman Kirk Courts	26	-
Proctor Street	3	-
Reg Adams Courts	2	2
Sandilands	23	-
Vincent Courts	4	-
Weaver Courts	6	-
Whakahoa Village	16	-
Total	249	45

Table x-x Complexes with Garages and Carports

Appendix III - Asset Portfolio Value Breakdown

SAP Reference	Ōtautahi Community Housing Trust Managed	Gross Cost	Replacement	Current Building Value	Depreciated Replacement Cost	Annual Depreciation

SAP Reference	Partnership arrangements with other 3 rd party providers	Gross Replacement Cost	Current Building Value	Depreciated Replacement Cost	Annual Depreciation
FAC_2311_BLDG_B01	YWCA Housing - Units 2 to 4 & Office	\$ 2,754,000.00	\$ 1,755,000.00	\$ 999,000.00	\$ 35,405.59
FAC_2311_BLDG_B02	YWCA Housing - Units 5 to 9	\$ 2,387,000.00	\$ 1,521,000.00	\$ 539,000.00	\$ 26,833.33
FAC_2311_BLDG_B03	YWCA Housing - Garages	\$ 103,900.00	\$ 85,000.00	\$ 8,500.00	\$ -
FAC_2513_BLDG_B01	Barrington Street Home & Family	\$ 1,377,000.00	\$ 878,000.00	\$ 315,000.00	\$ 10,862.07
FAC_2513_BLDG_B02	Barrington Street Home & Family Garage	\$ 51,000.00	\$ 33,000.00	\$ 13,000.00	\$ 448.28
FAC_2538_BLDG_B01	Ka Wahine Trust Halfway House	\$ 627,000.00	\$ 404,000.00	\$ 210,000.00	\$ 7,241.38
FAC_2538_BLDG_B02	Ka Wahine Trust Halfway House Accom	\$ 149,000.00	\$ 96,000.00	\$ 11,000.00	\$ 161.76
FAC_2538_BLDG_B03	Ka Wahine Trust Halfway House - Garages	\$ -	\$ -	\$ -	\$ -
Partnership arrangements with other 3rd party providers Total		\$ 8,040,900.00	\$ 5,294,000.00	\$ 2,487,500.00	\$ 80,952.42

SAP Reference	Others	Gross Replacement Cost	Current Building Value	Depreciated Replacement Cost	Annual Depreciation
FAC_2506_BLDG_B01	Lancewood Courts - Block A	\$ 592,000.00	\$ 522,000.00	\$ 392,000.00	\$ -
FAC_2506_BLDG_B02	Lancewood Courts - Block B (Units 3-11)*	\$ 1,299,000.00	\$ 1,129,000.00	\$ 847,000.00	\$ -
Others Total		\$ 1,891,000.00	\$ 1,651,000.00	\$ 1,239,000.00	\$ -

Appendix IV - 2020 Asset Management Maturity

Section	Current/ Target		Reason for scores 2020	Improvement actions planned or underway
AM Policy and Strategy	85	95	Corporate AM Policy and Strategic AM Plan in place, provides key principles, objectives, corporate AM improvement path, framework for AM planning. Strategic context analysis is thorough and documented in IS, AMP, Activity Plan and various Facilities Strategies and Network Plans. Strategic priorities are well embedded with good alignment through to AMP and Activity Plans.	Continue to communicate, review, monitor and update AM Policy, SAMP. Streamlining of strategy, AM, planning documents. Update AM Policy and Objectives
Levels of Service	80	90	The levels of service sections of the AMPs have good linkages to strategic outcomes, customer expectations. LOS and performance measures reviewed by 'pit crews' in 2020. Community needs analysis and survey information has been detailed in the AMP - engagement through user surveys is stronger for some activities (libraries, rec centres, gallery) than others (community facilities, housing). There has been no specific community engagement over levels of service and willingness to pay, beyond Council 'plan submissions' processes.	Engage with community around level of service options (beyond 'document submissions' processes).
Forecasting Demand	65	80	Good analysis of demand drivers in AMP, supported by corporate demographic information. The current and historical utilisation and capacity of most facilities is measured however, except for Housing and Libraries, the demand forecasts have not been converted into quantitative forecasts to a level useful for planning for individual facilities. Demand management techniques have been identified in the AMP but not clear which are being funded or progressed. Demand analysis considered in various Strategies (Aquatics) and Network Plans (Community Facilities).	AMP Demand Sections – streamline and summarise from respective 'strategies' and 'network plans' and include quantitative data on historic demand and forecasts. Update facilities strategies (>5 years old or where context has changed and needs strategic review).
Asset Register Data	75	90	Data structure reviewed as part of the Facilities Better Business Management Programme (FBBM). The data in SAP has been cleansed and is of a better quality, but some	Ongoing reviews and auditing to ensure data management processes are being followed.

Section	Current/ Target		Reason for scores 2020	Improvement actions planned or underway
			datasets still have big gaps (e.g. installation date, replacement costs). A data collection process is underway to capture remaining facility assets and their attributes. Fulcrum has been deployed to support capturing of information from the field into SAP. Ongoing data updating processes need to be embedded.	Develop and use data quality dashboards to drive prioritisation of further data improvements, including replacement cost.
Asset Performance/ Condition	65	85	A significant amount of asset data validation and condition assessments have been undertaken, unfortunately the data was not available to support the 2020 AM Plans. Asset performance data is limited to maintenance reporting and response times. Asset performance assessments (e.g. fitness-for-purpose) have not been part of this year's asset inspections	Establish a process to capture performance information during condition assessments. Dashboard reporting for operational/contract KPIs.
Decision Making	75	85	Formal decision-making processes are applied to major projects and programmes - business cases are used to justify the financial and non-financial benefits of projects. Options are evaluated using a Council framework. CAPEX projects are captured and prioritised against decision criteria (aligned to Council priorities) in the CPMS. See also CAPEX planning re: renewal decisions.	Develop renewal model for building assets (AAIF), incorporating condition, performance, risk and cost information.
Managing Risk	70	85	The Council risk framework has been applied, with regular risk reporting through Promapp. The Risk section of the AMP and appendices covers the main risks for each of the five facility types, and the mitigation measures. Criticality is considered in decision making, and the key risk for each facility are known and managed. However, a criticality rating has not been formally assigned to individual assets.	Capture resilience assessment results and manage through the corporate risk register (Promapp). Noted that Risk team are also progressing other recommendations from Deloitte risk review 2019.
Operational Planning	55	85	Scheduled maintenance programmes are developed collaboratively with Citycare and Facilities. There have been efforts in recent years to more planned (less reactive) maintenance and SAP was being used to manage scheduled maintenance, but this has reverted to spreadsheet lists. Reactive maintenance and costs are captured in SAP, but only at a building level. Budget constraints are likely to see cuts to planned maintenance programmes, focussing on maintaining safety and compliance activities.	Re-establish management of scheduled maintenance through SAP and Fulcrum. Continue work to enable better categorisation/capture of financial information to support OPEX optimisation and planning

Section	Current/ Target		Reason for scores 2020	Improvement actions planned or underway
Capital Works Planning	70	85	See comments for 'decision making' plus... Capital projects and programmes managed in accordance with CPDF and projects tracked in CPMS. A 10-year (AMP/LTP) and 30-year (IS) CAPEX programme is in place. Renewal forecasts are still based on 'top down' assessments until asset condition data is available for analysis. Network planning is required to provide a stronger base for development of growth and LOS project CAPEX.	Improved scoping and project definition of projects and programmes for next 3 years. Establish a process for developing renewal programmes from condition assessments and validating with facilities managers.
Financial Planning	70	85	(This section was not complete in some of the 5 AMPs). 10-year forecasts are provided for OPEX and CAPEX. OPEX forecasts are largely based on historical expenditure and staff knowledge. Consequential OPEX (OPEX associated with new assets) is estimated, but there is limited information on asset expenditure to date, as the practice of linking work orders to assets is only just beginning within the new asset data structure. The operating impact of budget changes on levels of service (asset performance) is not well linked.	Review of asset financial information to allow better reporting by facility and asset type and improved OPEX analysis and budgeting for the next LTP. Revaluation of assets (once data improvements enable this, see Asset Register).
AM Leadership and Teams	80	90	The organisational structure for asset management has embedded. There is a good working relationship between asset managers and activity managers and the AMP process has been useful in developing a joint understanding of AM issues. AMU lead a consistent approach to AM across Council, with council wide AM communications on AM through SharePoint and forums such as the Delegate's Liaison Group. AM practice is becoming more part of Council language and culture. AMU has developed an AM competence framework, but this has not been applied to individual roles or job descriptions.	Review staff/team capabilities against AM competence framework to identify capability development needs (training, mentoring, etc). Continue AM working group/s to support shared learnings and knowledge.
AM Plans	75	85	5 AMPs have been updated and were largely complete at the time of the assessment (Aug 2020). There is some good content, and there has been much better engagement with business owners during AMP development enabling. However not all sections are complete, the information from recent condition assessments was not available to inform the AMP and there is limited performance information in the AMPs.	Complete all sections when condition data is available. Include performance information (use staff knowledge to fill data gaps). Streamlining of front-end content to reduce duplication with strategies, Activity Plans.

Section	Current/ Target		Reason for scores 2020	Improvement actions planned or underway
				Discuss with business owners and consider merging into a single Facilities AMP.
Management Systems	65	80	The need for a quality management approach to asset management is understood and continues to be developed. Processes are well established and documented for many corporate processes such as capital delivery and risk. Facilities have prioritised and reviewed their critical processes and are managing these in Promapp. Since the last review, AMU has reviewed/improved some critical AM processes including asset handover and disposals. AMU is supporting a more formal process to assist activities prioritising 'critical AM Processes' and reviewing/improving the highest priority ones, but this is initially only focussing on waters and transport.	Addition of specific AM processes, such as condition/performance assessments and development of renewal forecasts, in Promapp.
AM Information Systems	80	90	Good information systems – SAP, GIS, Fulcrum (field data). The FBBM project has focused on better use of SAP data and information to support the business. Power BI is being used to develop dashboards to better meet user needs, still work-in-progress. Some new buildings are being provided with BIM data, working through how this will fit into Council's IS/AM strategy to support better AM.	Continue implementation of B2B and business intelligence tools to support integrated, easy access to information. Asset Information Strategy. Strategy for implementing BIM
Service Delivery Mechanisms	70	90	Contracts are in place for the delivery of maintenance and operations functions. Competitive tender processes are used. Increasingly the business is driving change in asset data collection, work orders and contract payments through the FBBM project - to get more accurate costing and better contract performance monitoring. A greater focus on ensuring what is in the contract and what is additional work, and more accurate maintenance schedules.	Ensure AM requirements are built into new contract/s. Continued focus on improving oversight / control of contract operational activities.
Audit and Improvement	70	85	An AM improvement programme has been developed for facilities. Reporting on major projects that are part of the corporate programme is via AMGB. Each AMP identifies items for improvements for the facilities area but there is no formal monitoring/reporting process.	Establish a process for monitoring AM improvements outside of the corporate AMU programme.

Table x-x: Facilities Current and Target 2020 maturity assessment scores

(Includes Community Facilities, Libraries, Corporate Accommodation, Recreation, Sport and Events, Social Housing Art Gallery and Museums).

Appendix V - Capital Investment Programme 2025-34

PMO to provide this

