

2024

Parks & Foreshore Asset Management Plan

Table of contents

Parks & Foreshore Asset Management Plan	1
--	----------

1 Introduction to our Asset Portfolio	4
--	----------

1.1 Background.....	4
---------------------	---

1.2 Asset Lifecycle Approach	5
------------------------------------	---

1.3 Goals and objectives of Asset Management	5
--	---

2 Lifecycle Management Plans.....	6
--	----------

2.1 Asset Overview (what assets we have).....	6
---	---

2.2 Location and Value	7
------------------------------	---

2.3 Network Age and Lifecycle Stage	9
---	---

2.4 Critical Assets.....	11
--------------------------	----

2.5 Asset Data Confidence.....	11
--------------------------------	----

2.6 Asset Data Improvements	11
-----------------------------------	----

3 Managing Risk	13
------------------------------	-----------

3.1 Managing Risks	13
--------------------------	----

3.1.1 Risk Management plan (risk framework).....	13
--	----

3.2 Critical Risk Identification and Management	16
---	----

3.2.1 Climate Change Impacts.....	16
-----------------------------------	----

3.2.2 Asset Risks	18
-------------------------	----

4 Continuous Improvement	20
---------------------------------------	-----------

4.1 Overview of the Improvement Programme	20
---	----

4.2 Current Asset Management Maturity.....	20
--	----

4.3 Review of Progress against Improvement Plan 2018.....	21
---	----

4.4 Review of Progress against Improvement Plan 2020.....	22
---	----

4.5 Monitoring and review	23
---------------------------------	----

5 Appendices (Supporting information).....	24
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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

Since its establishment in the 1800s, the provision and management of Christchurch parks have evolved through local authority mergers and different maintenance approaches. The city inherited numerous parks and assets from its early days, and the portfolio continues to expand through acquisitions from subdivisions and purchases.

In 2015, the Parks maintenance contract boundaries were restructured to three area-based contracts (Northern, Eastern, Southern). This change aimed to align with Community Board boundaries, enhance community-oriented service delivery, and foster increased competition among suppliers.

In 2019, Three in-house operational sectors were established, North, South, and Banks Peninsula to maintain and manage Garden and Heritage Parks, all Cemeteries, parks in Banks Peninsula, citywide irrigation systems, sand sports fields, playgrounds, parks furniture and structures. Recreational Services was retained to handle mowing, gardening, weed control, and soil sports field management services for parks outside the scope of the extended in-house team, within both the North and South operational sectors.

Asset management advanced through an ongoing process of reviewing and updating information within the asset portfolio. This involved identifying and verifying assets, evaluating their condition and value, maintaining and revising the Asset Management Plan (AMP), implementing regular maintenance and renewal programs, conducting condition assessments, and ensuring accurate asset information was accessible to facilitate evidence-based decision-making throughout the asset management lifecycle.



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

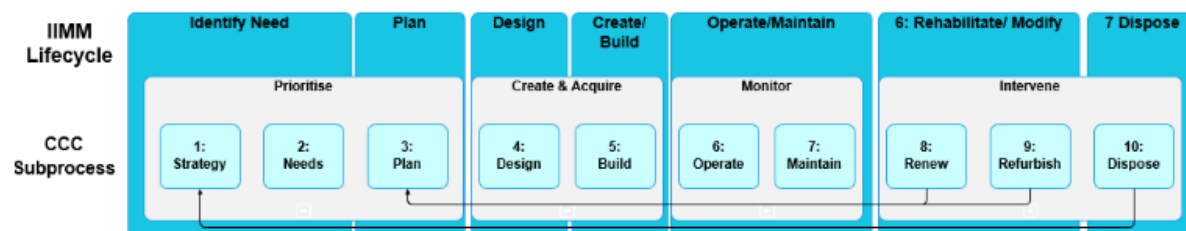


Figure 1-1: Asset Lifecycle Categories

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 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 a 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 practices 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.

2 Lifecycle Management Plans

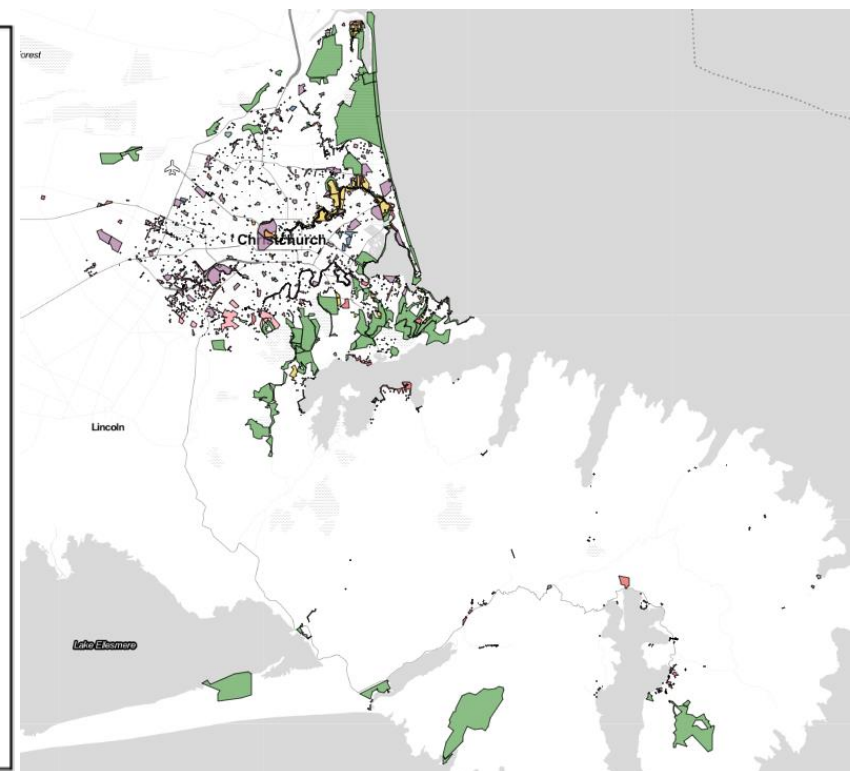
2.1 Asset Overview (what assets we have)

The Christchurch City Council is responsible for the ownership and management of a wide variety of park sites and assets. Such as:

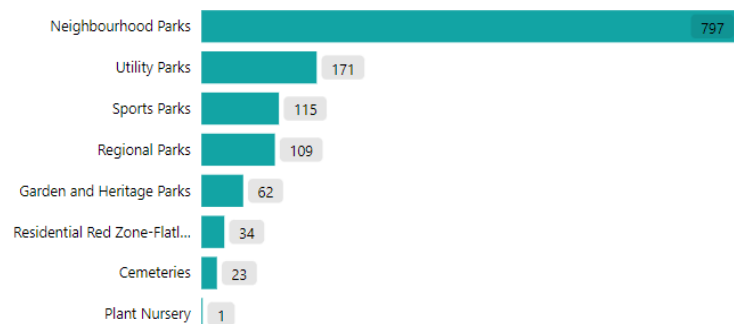


2.2 Location and Value

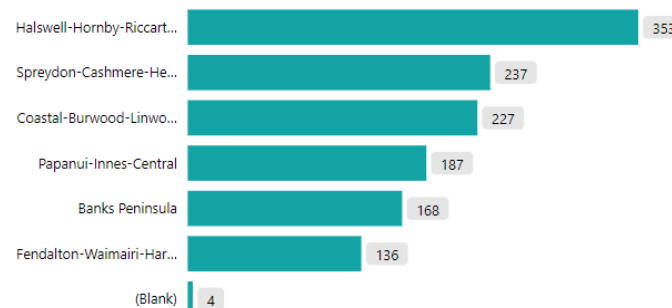
SiteType	AssetGISID	Area Ha
Neighbourhood Parks	797	776.42
Utility Parks	171	342.81
Sports Parks	115	1,268.17
Regional Parks	108	6,973.00
Garden and Heritage Parks	62	79.10
Residential Red Zone-Flatland	34	627.09
Cemeteries	23	100.03
Plant Nursery	1	11.24
Total	1311	10,177.86



Count of Sites by Site Type



Count of Sites by Board



The Botanic Garden grouping includes the Nurses Memorial chapel reserve due to its proximity to the Botanic Gardens. Closed Cemeteries are categorised as Garden and Heritage Parks and included in the Cemeteries group.

In the Te Pūrongo-ā-tau Annual Report 2022, Fixed Assets under direct Council Control carried a book value of \$14.2 billion. The valuation data reveals that land and improvement assets in the Parks and Foreshore Activity amounted to \$1.48 billion, as shown in the table 2-1. Asset managed under the Heritage activity are included in the Heritage AMP.

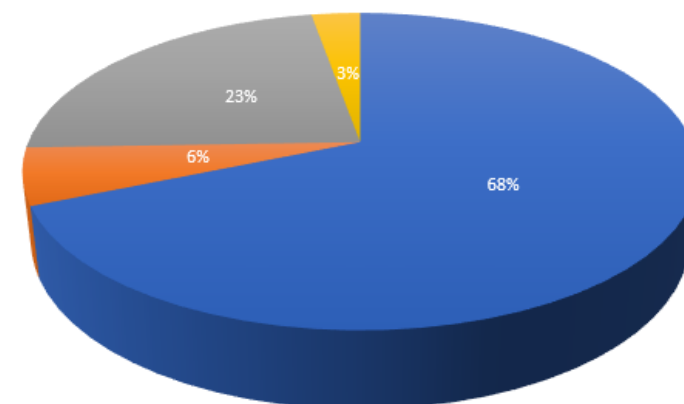
The Council employs the Optimised Depreciated Replacement Cost (ODRC) methodology for revaluing assets, while adhering to the asset groups and classes specified in the Asset Information Management System (SAP). Where applicable, assets are valued at the component level of maintenance management items.

Valuations are conducted every three years, and due to timing variations, there might be some discrepancies between the valuation figures for land and land improvements (newly constructed assets on the land).

Table 2-1: Asset Portfolio Value (Land & Improvements)

	Latest Valuation	Book Value	% of P&F Asset Base	% of Total Council Assets
Land and constructed Improvements on the land				
Land (Parks & Reserves)	June 2022	\$1,020,984,600	68.57%	7.19%
Buildings	June 2022	\$88,111,000	5.92%	0.62%
Renewable Improvement Assets	June 2021	\$338,386,926	22.73%	2.38%
Marine Structures	June 2021	\$41,546,467	2.79%	0.29%
Total constructed land Improvement assets for Parks & Foreshore		\$1,489,028,992		10.49%
<i>The Council Fixed Assets total \$14.2 billion</i>				

Parks & Foreshore Assets Book Value



In addition to parks, there are various assets located on or near parks. Some of these assets, such as land drainage and road landscaping, are maintained to some extent by the activity on behalf of other Council Units. These assets are not included in Parks valuations as their value falls under different activities. Moreover, there are assets situated within parks that are owned and maintained by entities other than the Council, including community groups, sports clubs, lessees, and utility owners. These assets, which range from sports club facilities to community gardens and utility structures, are not considered in Parks' valuation or capital renewal planning.

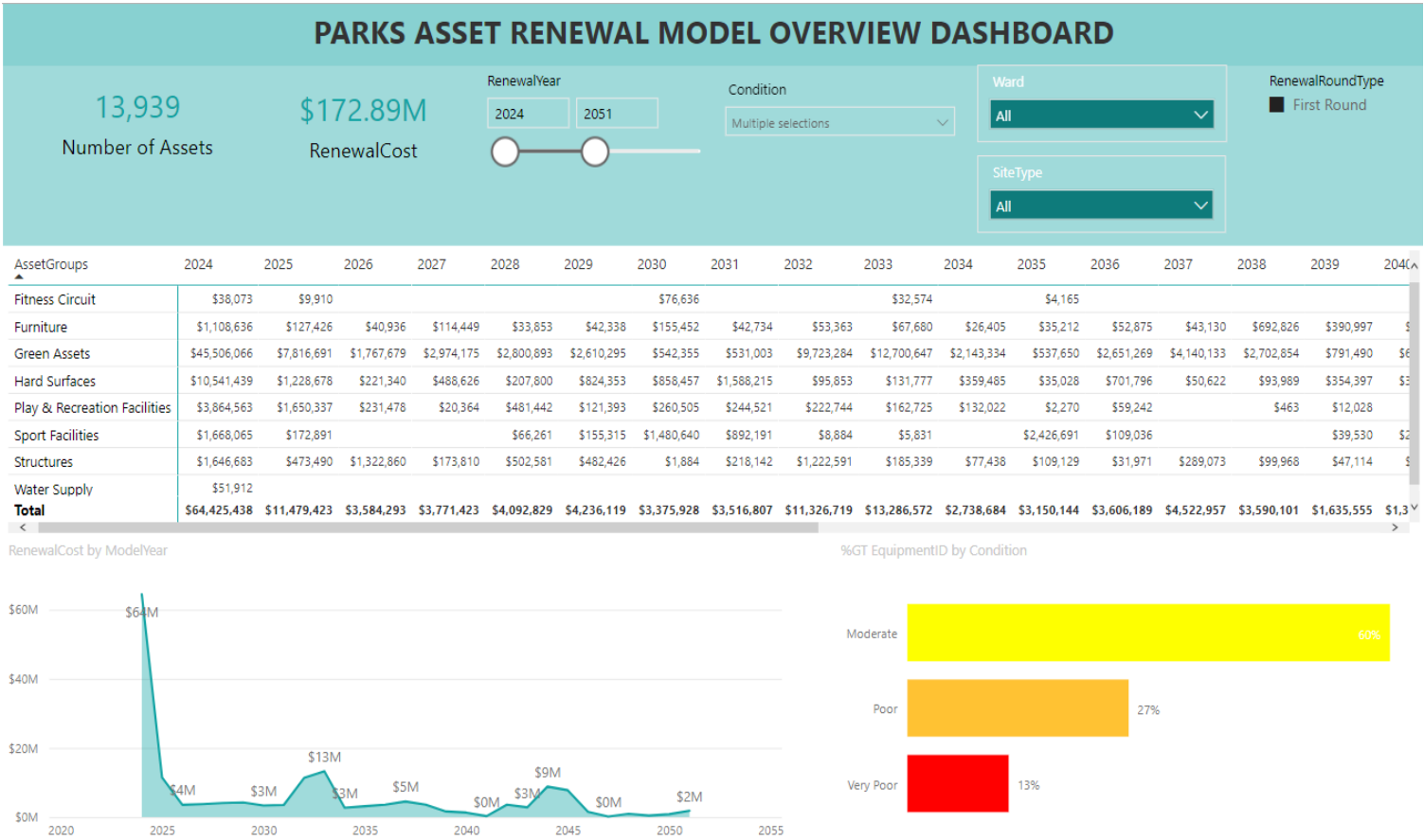
2.3 Network Age and Lifecycle Stage

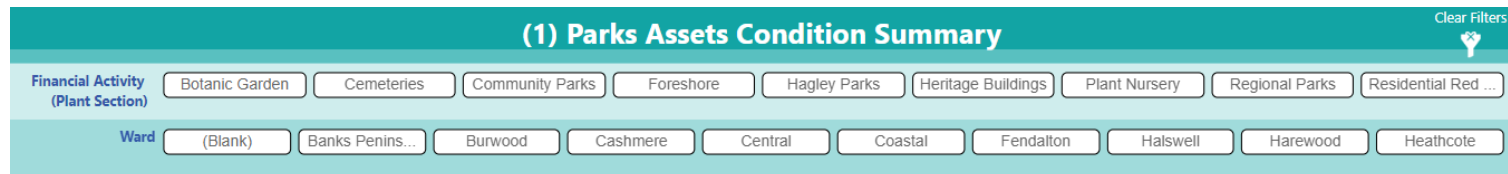
The age of many Parks and Foreshore assets is uncertain, as the recorded start-up dates are likely based on data entry into SAP rather than the actual age of the assets. Approximately 70% of assets (excluding trees) have a default start-up date of 2009 or 2008, and 10% have no recorded start-up date at all. For trees, the start-up dates range from 1870 to 2019, with at least 30% being estimates rather than precise dates.

The expected lifespan of constructed assets varies widely, ranging from 5 to 100 years. Predicting their exact design lives is challenging due to factors such as materials used, construction style, physical location, usage, design standards, and maintenance practices.

Modelled useful lives of assets were based on average design styles, construction materials, recorded SAP start dates, and physical inspections of their condition. For assets without physical inspections, the remaining useful life was estimated based on known or averaged installation dates.

Considering that the actual useful life of assets may be longer than indicated in the models, it is reasonable to expect a significant increase in the number of assets reaching the end of their useful life within the LTP period.

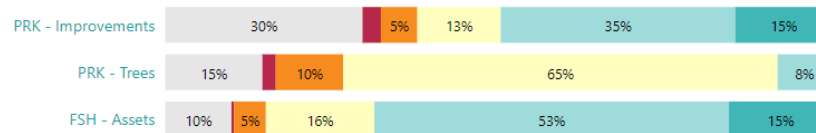




by Activity

Activity Type	# of Assets	Assets with Rating	Assets w/o Rating	% Average or Better
PRK - Trees	55,069	47,051	8,018	86%
PRK - Improvements	61,967	43,642	18,325	88%
FSH - Assets	252	227	25	94%
Total	117,288	90,920	26,368	87%

Rating: Unassessed (grey), Very Poor (red), Poor (orange), Moderate (yellow), Good (light blue), Very Good (dark blue)



Asset Group	# of Assets	Assets with Rating	Assets w/o Rating	% Average or Better	Rating - Unassessed %	Rating - Very Poor %	Rating - Poor %	Rating - Moderate %	Rating - Good %	Rating - Very Good %	# of Assets with Rating Average or Better
FITN	182	178	4	97%	2%	2%	1%	8%	44%	43%	172.0
FURN	22,065	15,109	6,956	97%	32%	0%	1%	7%	38%	22%	14,696.0
GRNA	11,332	10,573	759	64%	7%	12%	21%	30%	27%	3%	6,788.0
HARD	5,916	5,680	236	94%	4%	1%	4%	19%	49%	22%	5,357.0
PLAY	3,119	2,980	139	94%	4%	1%	4%	13%	59%	18%	2,799.0
SPRT	1,058	930	128	98%	12%	1%	1%	11%	59%	16%	910.0
STRC	18,391	8,361	10,030	95%	55%	1%	2%	7%	27%	9%	7,983.0
Tree	55,069	47,051	8,018	86%	15%	2%	10%	65%	8%	0%	40,376.0
UTIL	47		47		100%						
WSUP	78	58	20	95%	26%	1%	3%	9%	54%	8%	55.0
WWTR	31		31		100%						
Total	117,288	90,920	26,368	87%	22%	2%	8%	37%	22%	8%	79,136.0

Figure 2-1: High level overview of current condition of our assets (Asset Group) 30/06/2023

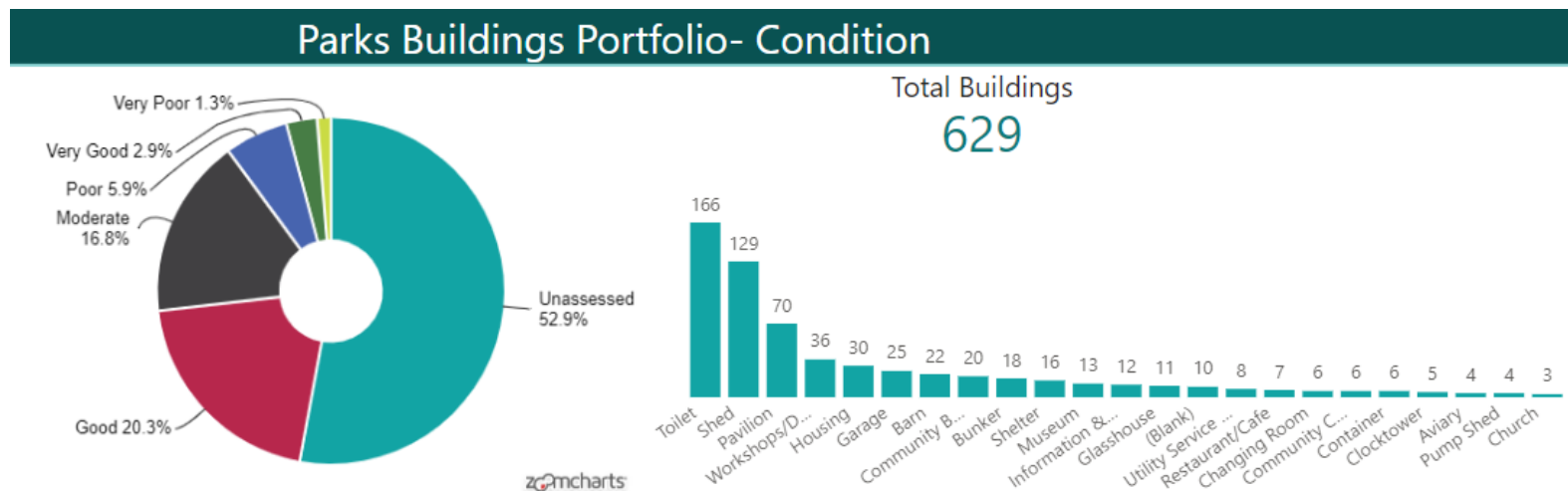


Figure 2-2: Overview of current condition of our Parks managed Building assets (incl Heritage) 30/06/2023

2.4 Critical Assets

Assets that have the potential to cause significant service disruptions and incur substantial financial, environmental, or social costs in the event of failure are considered critical and require heightened asset management attention. Currently, the Parks Unit has not established a formal matrix for assessing asset criticality. However, we generally evaluate criticality based on the likelihood of the following consequences in the event of asset failure:

- Health and safety risks or physical harm
- Major service disruptions
- Financial costs
- Social costs, including reputational impact and community dissatisfaction

2.5 Asset Data Confidence

Table 2-6 summarises the asset information available for the Parks and Foreshore assets both in terms of completeness (% of assets for which that data type is stored) and reliability (using the A-E grading below). Asset data is held in SAP and other applications as spreadsheets.

Table 2-6: Asset Data Confidence

Asset Category	Material / Size/type	Asset Value	Asset Age	Asset Condition	Asset Criticality	Asset Capacity
Buildings	95% / B	90% / B	80% / C	5% / A	0% / E	0% / E
Structures	95% / B	90% / B	90% / E	60% / A	0% / E	0% / E
Furniture	95% / B	90% / B	90% / E	80% / A	0% / E	0% / E
Hard surfaces	95% / B	90% / B	90% / E	95% / A	0% / E	0% / E
Green assets	90% / B	60% / C	90% / E	70% / A	0% / E	NA
Play & Recreation facilities	95% / B	90% / B	90% / E	95% / A	0% / E	0% / E
Sports facilities	95% / B	90% / B	90% / E	95% / A	0% / E	0% / E
Water and Waste Water	95% / A	0% / E	90% / E	20% / A	0% / E	0% / E
Marine structures	90% / A	90% / A	90% / E	90% / A	0% / E	0% / E

Using this framework, the initial list of identified critical assets includes:

- Buildings
- Wharfs, jetties, and boat ramps
- Tracks and carparks
- High-profile sports fields
- Playgrounds
- Bridges and viewing platforms

This list will undergo further evaluation and refinement as part of 2018 asset improvement plan.

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

Confidence	Description
A – Very High	High reliability < 2% uncertainty. Data based on sound records, procedure, investigations and analysis which is properly documented properly and recognised as the best method of assessment.
B - High	Reliable $\pm 2 - 10\%$ Data based on sound records, procedure, investigations and analysis, which is properly documented but has minor shortcomings for example data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.
C - Medium	Reasonably reliable $\pm 10 - 25\%$ uncertainty. Data based on sound records, procedure, investigations and analysis, which is properly documented but has minor shortcomings for example the data is old, some documentation is missing reliance is placed on unconfirmed reports or significant extrapolation.
D - Low	Uncertain $\pm 25 - 50\%$ uncertainty. Data based on uncertain records, procedures, investigation and analysis which is incomplete, 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

2.6 Asset Data Improvements

The AM Improvement Plan in Section 4 encompasses several enhancements aimed at enhancing data quality. These include:

- Continual evaluation of assets, primarily focusing on building condition.
- Implementation of strategies that update asset condition through the completion of refurbishment projects.
- Enabling more sophisticated data analysis by capturing relevant data.
- Augmenting the capacity for conducting condition assessments.
- Development of a criticality framework to prioritize assessments and renewals.

Additionally, a prioritized effort is currently in progress to enhance the quality of the Parks buildings asset register, asset attribution information, and condition assessment data stored in the SAP system. This initiative holds significant importance as it will facilitate advanced analysis in the establishment of future maintenance strategies and asset lifecycle planning.

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)

The Council's risk framework outlines the process for escalating, reporting, and governing residual risks at various levels. Risks specific to the Parks Unit are currently recorded in Trim, although not all risks discussed in the Asset Management Plan (AMP) have been included in the register.

To prepare for the Long-Term Plan (LTP), potential risks are carefully identified and analysed.

A comprehensive risk register for the Council's Park assets, encompassing a range of risks from extreme to low, has yet to be established. This register will enable the comparison of risks across different assets, taking into account planning risks, management risks, delivery risks, and physical asset risks.

The strategic risks identified in relation to this activity include: **Table 3-1: Strategic Risks for this Activity**

Description of Risk
Fit for purpose assets Infrastructure assets are unsuitable or sub-optimal (location, type, capacity, functionality, condition), or do not meet specifications, resulting in failure to deliver LoS, service restrictions, growth not serviced, increased operating costs or risk, non-compliance.
Capital and operational delivery Major delivery variance (under or over budget or schedule) for capital programmes and or operations. Limited staff capacity and resources for future planning
Health, safety and wellbeing Harm to employees, contractors, the public or to property arising from service delivery activities • exposure to contaminants (asbestos, heavy metals etc.) in parks • tree or limb failure • building failure • failure of asset at the end of its life • unsafe operational procedures or equipment failure
Compliance Non-compliance with regulatory requirements pertaining to buildings managed by parks

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

Asset Design

Design and construction standards for park assets are continuously updated to enhance resilience against earthquakes, high usage, vandalism, and environmental conditions. These standards, outlined in the Council's Infrastructure Design Standards (IDS), incorporate approved materials and design solutions to ensure the creation of robust assets. Quality assurance processes are implemented during construction to ensure adherence to expectations and suitability for the intended purpose. Furthermore, assets developed by external parties that are intended to be transferred to the Council must also comply with Council standards.

Infrastructure installed after the Canterbury earthquakes in 2010/2011 is constructed using modern materials and adheres to the latest design standards, resulting in increased resilience against future earthquake damage and potential disruptions.

Insurance

Significant above-ground assets, primarily buildings, are insured for their full replacement value against all risks, including natural disasters. The Council consistently evaluates the necessary level of coverage and the availability of such insurance. In cases where the asset value is lower than the policy excess, the Council assumes self-coverage for these assets.

Business Continuity and Emergency Response Planning

Business continuity planning (BCP) is the process involved in creating a system of prevention and recovery from potential threats to an organisation. Plans ensure that personnel and assets are protected and are able to function quickly in the event of a disaster.

Parks & Foreshore has the following draft Business Continuity Plans;

- 20/346043 DRAFT Parks Programmes and Partnerships BCP
- 20/344806 DRAFT Parks Planning and Asset Management BCP
- 20/338098 DRAFT Botanic Gardens and Garden Parks BCP
- 20/324387 DRAFT Community Parks and Specialist Parks BCP
- 20/10779 Cemeteries & Monuments Team BCP
- 17/63310 Regional Parks BCP

The Council's broad risk management strategy is to;

- Identify all risks associated with each group of assets;
- Allocate responsibility for the management of each risk;
- Prioritise the risks so that the highest are addressed first; and
- Take action to eliminate, isolate or minimise each risk

Activity initiatives:

To enhance the resilience of park assets, it is important to implement tactics such as designing for durability and considering potential risks during asset renewal or construction. This entails selecting materials, design details, and planting strategies that minimize risks, especially in the context of climate change and sea level rise, such as using reinforced seating terraces or low angle sloped mixed surface lining embankments that serve as both functional park elements and protection against coastal inundation or erosion.

It is crucial to transition into a proactive planning phase to address climate change impacts. This involves developing and implementing a comprehensive strategy to adapt to climate change, with a specific focus on managing assets that pose significant challenges. Contingency plans should be prepared, enabling appropriate responses through operational systems and temporary response plans to mitigate triggered risks.

Managing operational expenditure requires attention, as rising costs may become unaffordable and lead to asset deterioration and vulnerability. Resilient park assets should be designed to ensure access, provide high-quality experiences, and enable quick recovery from various risk events. They should contribute to community-scale resilience, such as using coastal vegetation to mitigate erosion. Relevant policies and objectives can be incorporated into reserve management plans.

Risks associated with the service delivery of park assets, including buildings, marine access, foreshore protection, and land improvement assets, must be identified and managed. The following management practices and procedures are proposed to mitigate and handle such risks:

- Monitoring asset condition and performance through systematic inspections and assessments to predict future performance and potential failures.
- Conducting regulatory inspections of essential services and utilities to ensure effective safety monitoring systems.
- Renewing and upgrading assets to maintain service delivery.

A coordinated approach is necessary for asset improvement, modification, rationalization, or repurposing. It is important to understand and manage community expectations and their willingness to financially contribute to specific facilities.

Although some consideration has been given to generic asset criticality for prioritizing maintenance and renewal needs, a comprehensive matrix is still being developed to present asset criticalities for all assets covered in this Asset Management Plan (AMP).

3.2 Critical Risk Identification and Management

3.2.1 Climate Change Impacts

Approximately 252 parks covering a total of 3,500 ha of land are vulnerable to coastal inundation. Assets on these parks include 124 buildings, 20 sports fields and 29 playgrounds. Coastal inundation floods roads, carparks, walking paths, and park areas, restricting access to parks and beaches. It affects service provision and asset maintenance decisions. Further study is needed to develop response options for tsunamis and liquefaction.

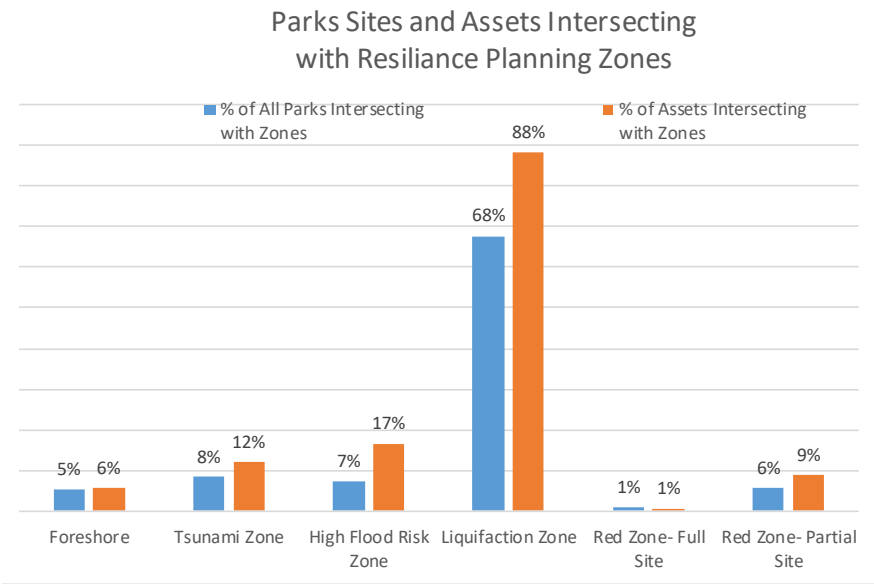


Figure 3-2: Natural hazards impact on Parks

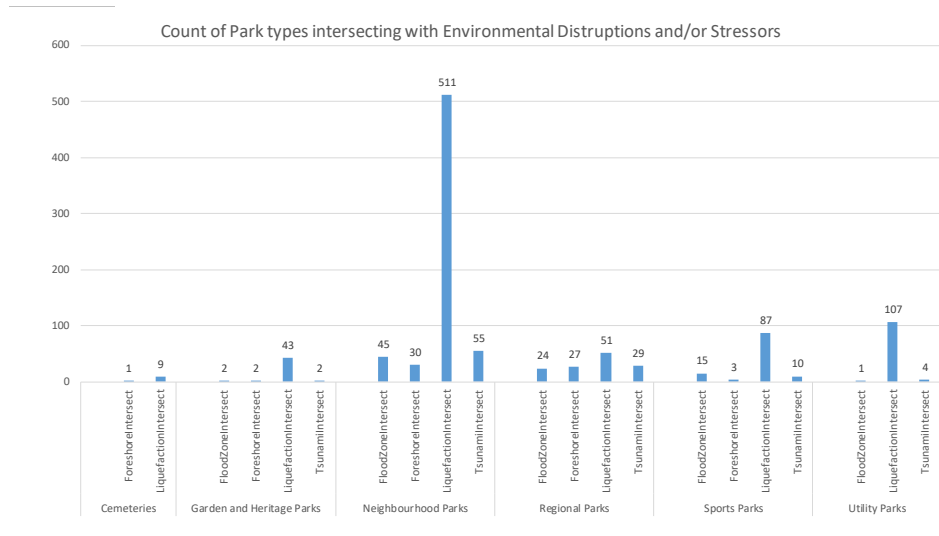


Figure 3-3: Park use types interacting with natural hazard risks

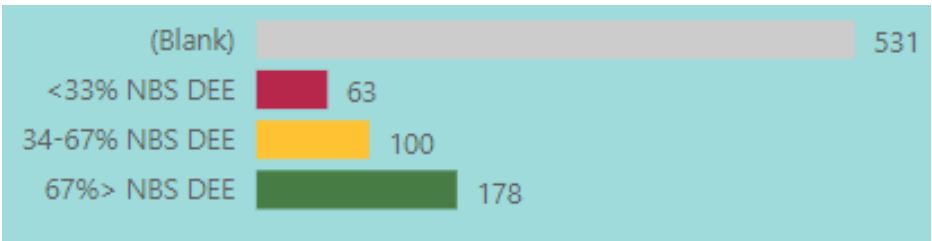


Figure 3-1: Compliance with DEE National Building Standards of buildings (incl heritage)

The effect of predicted sea level rise is hard to quantify but it is likely modifications or rebuilds would be required and relocation of assets to higher ground. Future developments will need to take sea level rise into account, with options for floating or adaptable structures. Maintenance and renewal work of foreshore protection will be required at an increasing level over the next 30 years.

Strengthening and repairs on sea walls will mitigate some of the effects, but over time some assets will need to be abandoned or relocated to higher ground. Use of natural protection measures such as wetlands, dune systems, and providing space for water can offer more sustainable solutions overtime aligned to national direction on adaptation.

Key sources of greenhouse gas emissions from this activity includes:

- Vehicle emissions – visitors and staff commuting and park operational and maintenance vehicles such as utes and lawn mowers
- Energy use – powering buildings and facilities
- Infrastructure and buildings – construction, operation, and maintenance of park buildings and infrastructure
- Waste management – inadequate recycling programmes, decomposing of organic waste that produces methane

Parks and Foreshore plan to take the following actions to reduce greenhouse gas emissions:

Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of Parks and Foreshore
Progressively transitioning vehicles and power tools to electric where possible as they become due for renewal	Providing a diverse network of park opportunities within the city to reduce the need to travel further afield
Selecting plant species suited to the environmental conditions with reduced irrigation requirements	Integration of parks with other Council and community services including proximity of public transport and cycle routes to major park destinations, and walkable catchments
Raise awareness of school groups, park visitors, local communities, and staff about the importance of reducing greenhouse gas emissions and foster a culture of environmental stewardship through our education programmes and information	Support urban design initiatives by providing parks as leading infrastructure within areas signalled for growth to reduce emissions and support the Greater Christchurch Spatial Plan and local area planning
According to the urban forest plan, our goal is to enhance tree canopy cover and expand natural areas. This approach offers an alternative to grass and reduces the need for frequent mowing.	
Transition through renewal programmes to energy-efficient heating and ventilation systems, appliances, and lighting systems, implementing energy-saving measures such as insulation, thermostats, and occupancy sensors where appropriate	

While pilot projects have not been determined yet, we would be undertaking projects in accordance with Urban Forest Plan & Biodiversity Plan, apart from that it will be beneficial to incorporate the measurement and reporting of greenhouse emissions during the planning and project initiation phases.

3.2.2 Asset Risks

The Parks unit also identifies and records risks at a more detailed level, as shown in Table3-2 below.

ID	Risk Description	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
1	Forced life extension of assets New risks arising from the need for continued use of assets. Damage to people or property due to failure to renew/replace assets when they reach the end of their useful life or failure to perform at minimum safety standards due to their condition.	9	Monitor and plan for pre-failure renewal, condition assessment inspections are carried out on a 3-7 year cycle.	3	3	(7.2) Medium	To address this risk, robust asset management practices, well-researched LTP planning, good design for new structures, and a well-resourced maintenance schedule aligned with good building practice are essential.
2	Poor maintenance (Contractor / In House Servicing failure) • Unsuitability of sports fields due to adverse weather and ground conditions, overuse, inadequate maintenance, limited renovation opportunities, and budget constraints. • Deterioration of gardens caused by insufficient weed control, irregular maintenance, and issues like vandalism, thoroughfare, and plant death. • Degradation of tracks and carparks resulting from age, poor weed control, and lack of maintenance practices. • Risks of damage to people or property due to tree or tree limb failure caused by weather, disease, and inadequate maintenance. • Non-compliant playground equipment and inadequate under surfacing, posing safety concerns due to a failure to uphold Playground safety standards.	10	Quality checks? Planning and monitoring? Regular Inspections. Appropriate budget available for assessment of Safety risk related assets.	4	2	(6.4) Medium	Better manage and control sports field allocations and use. Increased levels of maintenance to be resourced. Rigorous monitoring and response maintenance of park assets to maintain LoS.
3	Large Storm Event There is an ever-present risk of a large storm event occurring in Canterbury that may result in flooding, wave and wind damage to marine structures, trees, and other park assets. This damage, depending on the scale of it, could result in a reduced LoS.	12	Addressing Resilience and BCP Plans are in development,	5	2	(8) Medium/High	While the Council cannot control the frequency and scale of storm events, we can ensure that the assets are in good condition, and are designed and maintained robustly for these types of events. It is important to consider the balance between over-engineering, cost and ability to withstand storm events.
4	Asset Data Failure to maintain up-to-date asset records, creating uncertainty around the reliability of data	6	IDS Process, Weekly checks and regular reporting.	3	2	(4.8) Low	Monitor and improve risk mitigation planning, communication and use of processes

5	Climate Change and Sea Level Rise Likely to damage foreshore marine access assets such as seawalls, wharfs, jetties and boat ramps as well as affecting coastal, estuary, riverbank and low-lying reserves especially when combined with storm events. Increased temperature extremes, e.g. hotter drier summers, will result in increased turf and plant stress, rising cost of irrigation or landscape and plant biodiversity adaptations to absorb and respond to these gradual environmental changes.	8	Hazard Identification map is available for planning and quick response. Relocation of assets in place?	4	2	(6.4) Medium	The effect of predicted sea level rise is hard to quantify but it is likely modifications or rebuilds would be required and relocation of assets to higher ground. Future developments will need to take sea level rise into account, with options for floating or adaptable structures. Maintenance and renewal work or abandonment of foreshore protection will be required at an increasing level over the next 30 years. Strengthening and repairs on sea walls will mitigate some of the effects, but in time some assets will need to be abandoned or relocated to higher ground.
6	Alpine Fault 8 Event Will cause damage to park buildings, sport fields, other infrastructures and disrupt services we provide. Parks and Foreshore assets are not considered an essential service. On that basis no attempts have been made to make assets 'Alpine Fault 8 Event' proof.	8		4	2	(8) Medium	Consideration to be given to balancing the provision of assets in a serviceable condition, the costs associated with strengthening work as well as the costs associated with designing new or replacement assets in risk affected areas to mitigate the impacts of such an event on them.
7	Failure to comply with building codes, safety standards for electrical BBQs, Playground Standards etc.	4	Regular structural/playground equipment inspection schedule is in place.	2	2	(3.2) Low	Monitor and improve risk mitigation planning
8	Harm to employees, contractors, or the public arising from exposure to incidentally discovered contaminants (asbestos, heavy metals etc.) in parks or park buildings	4		2	1	(2.4) Low	Develop protocols to improve risk mitigation response of discovered contaminants
9	Failure to comply with provisions of the Burial Act	4		2	1	(2.4) Low	Monitor and improve risk mitigation planning

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.

Figure 4-1 illustrates that the Council's Parks assets are currently being managed at an 'Intermediate' level, but improvement is required to achieve the targeted scores. Over the past two years, the average score has increased from 67% to 71%, with a goal of reaching 84%.

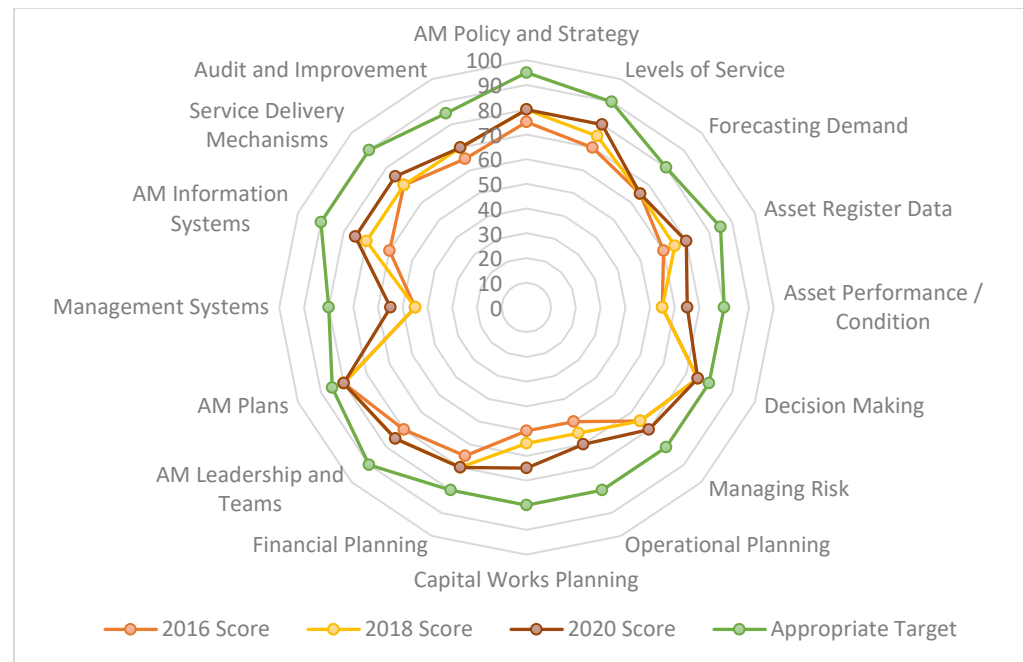


Figure 4-1: Asset Management Maturity Assessment for Parks & Foreshore Activity

The areas with the lowest performance are as follows:

- Forecasting demand
- Measurement of asset performance
- Operational Service Delivery Mechanisms
- Management Systems
- Capital works planning

The Asset Management Plan (AMP) is a dynamic document closely integrated with future planning and operational activities. The Council has narrowed the gap between the current state and appropriate asset management practices for this activity in the domains of condition assessment, asset register data, information systems, AMPs, and AM systems.

However, limited progress has been made in the areas of risk and decision-making, improvement planning, quality management, and operational planning. Insufficient staffing and budgetary resources have hindered significant advancements in these aspects of business improvement.

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.

4.3 Review of Progress against Improvement Plan 2018

The indicative term of the improvement programme was three years. Table 4-2 provides an update on the improvement program items' status as of July 2023.

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

- Asset data reporting was improved by addressing gaps and creating better dashboards and maps. This enhanced the accessibility and comprehensibility of asset information.
- A process and dashboard were established to identify vested parks land and assets transitioning to the Council early. This implementation facilitated the timely recognition and tracking of such assets.
- A register and dashboard reporting system were implemented to effectively monitor staff resourcing capacity and priorities.

Table 4-2: Progress against 2018 Improvement Plan

Key Area	Improvement Action	Progress and Action
Transitioning of 2015 LTP activities to 2018 LTP sub-activities in SAP	Amend Asset and Financial structure in SAP to accommodate for the new 2018 LTP activities and sub activities in SAP.	Complete
Validate, capture, and reclassify Foreshore (marine) assets	Amend Asset Hierarchy and Functional Location structure in SAP to identify and accommodate for unique Parks Unit managed assets on the foreshore.	Complete
Measuring asset capacity and demand	Cemetery capacity: As per the 2013 cemetery master plan, review existing cemeteries for available adjacent land, and consider new future locations.	Complete
Strategic assets, Asset criticality development	Evaluate and document park and foreshore assets or reserves identifying them as being "Strategic Assets". In addition to an assets condition a criticality rating would be advantageous to record a rating against each asset to help prioritising renewal and repair work.	No progress, carry forward
Data Accuracy	Review all asset data held on Buildings in SAP to confirm whether there are buildings which are not currently accounted for or are duplicated a number of buildings, do not have or have incorrect building type/use fields assigned in SAP. Review and/or assign all buildings a building type and use.	90% complete, carry forward
Data Accuracy	Update park buildings that currently have no valuation data with the correct asset valuation data in SAP.	50% complete, carry forward
Earthquake damage	The summary table of damage and repair/replace actions status to parks buildings needs to be reviewed. Rebuild/strengthen/dispose decisions of buildings within the next 15 years to be reviewed and documented.	70% complete, carry forward
Asset information and closing the gap in condition data	Update and complete the information held against each asset. Expand on the current condition assessment programme of parks and marine assets to also update the public toilets as a priority followed by other building's condition assessment data in SAP and use this to assist with the ongoing maintenance and renewals planning.	85% complete, carry forward 95% of assets listed on SAP 25% of assets without condition rating

4.4 Review of Progress against 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.

Table 4-3 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.

Table 4-3: Asset Management Improvement Tasks

Task ID	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)	Progress	Deadline
PF-01	Parks classification improvements - Review Park classification with adopted Network Plans and alignment with SAP Plant Maintenance and Finance structures	LoS, Planning, Decision Making	M	Parks Planning & Asset Management Team	Parks Costs unknown	90% Complete In testing phase	December 2023
PF-02	Register for Resource consents requiring monitoring - Create a Corporate Register for Resource consents held by Parks requiring monitoring Consent-Description-Expiry	Planning Managing Risk	M	Parks Planning Team	AMU, IT, Parks Costs unknown	50% Complete	December 2023
PF-03	Asset criticality - Develop methodology and framework for determining asset criticality of assets to integrate criticality into the ongoing operation, maintenance, renewals and capital programme planning	LoS, Planning, Decision Making, Managing Risk	M	Parks Planning & Asset Management Team	Parks Costs unknown	No progress	July 2024
PF-04	Capital programme prioritisation and improved planning - Develop Capital programme prioritisation methodology	LoS, Planning, Decision Making, Managing Risk	H	Parks Planning & Asset Management Team Parks Operations	Parks Costs unknown	50% Complete	July 2024
PF-05	Build up age profile of Buildings - Obtain the age of buildings from DEE reports and translate it to a start-up date in SAP to enable age profile reporting and lifecycle planning	LoS, Planning, Decision Making, Managing Risk	M	Parks Asset Management Team	Parks Costs unknown		
PF-06	Buildings asset data and condition - Continue to accumulate asset data that is accurate and consistently stored in a system that can effectively and efficiently process and retrieve it. Update park buildings that currently have no valuation data with the correct asset valuation data in SAP.	LoS, Planning, Decision Making, Managing Risk	M	Parks Asset Management Team	Parks Costs unknown		
PF-07	Parks categorisation improvements - Review Parks type categories and alignment SAP Plant Maintenance and Finance	LoS, Planning, Decision Making, Managing Risk	M	Parks Planning & Asset Management Team	Parks Costs unknown		
PF-08	Parks Buildings data improvement - EQ damage and repair/replace actions status of parks buildings needs to be reviewed. Rebuild/strengthen/dispose decisions of buildings within next 15 years to be reviewed and documented	LoS, Planning, Decision Making, Managing Risk	H	Parks Asset Management Team	Parks Costs unknown		

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 ... - 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

Principle	Objective
	3.5 Asset data is up to date
	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

Risk Matrix framework need to be referenced

Appendix ... - Capital Investment Programme 2025-34

PMO to provide this