

# Parks Heritage

# Asset Management Plan

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# Document Control

## Version Control

Version numbering changes when a document is approved. Draft document numbering starts at 0.01. Released or approved numbering starts at 1.01.

Version	Date	Author	Description
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## Document Acceptance and Release Notice

This is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as a complete replacement document. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

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

The Parks Heritage Management activity manages and maintains the Council's taonga that is located on Council Parks or has been resolved by a Council decision to be managed and maintained by the Parks Unit. These are items that are to be preserved for the future.

The community has told us that heritage is important and that they want what is remaining after the Canterbury Earthquakes to be looked after<sup>1</sup>. New heritage items proposed through District Plan Change 13 will increase the number of Park's scheduled heritage assets.

Heritage building and clock mechanism maintenance are delivered by external contracts. A s17A service review in 2017 resulted in a Parks restructure. This agreed to provide for the maintenance of monuments, ornamental fountains, and artworks as an internal service. This was implemented in early 2021. In late 2022 an internal service was established to undertake limited building maintenance and repair. A program of graffiti removal is undertaken internally and by an external contractor.

Parks Heritage Asset management has advanced with a continuous process of reviewing and updating information on the asset portfolio. This involved identifying and confirming assets, assessing their condition and valuation, preparing and updating the AMP, establishing regular programs of maintenance, renewal, and condition assessment, and ensuring the correct asset information is made available in all instances to support evidence-based decision making across the asset management lifecycle.

## 1.2 Asset Lifecycle Approach

Heritage lifecycle management framework differs from traditional lifecycle management frameworks. Heritage outcomes have a prejudice in favour of conserving the fabric over replacing it.

Standard renewals lifecycle treats assets as having a finite life, which does not fit with heritage conservation outcomes. Standard renewals model waits for components to fail before replacing them. This is detrimental for Heritage, because deterioration and replacement mean a loss of historical integrity of fabric.

### Asset Lifecycle Management

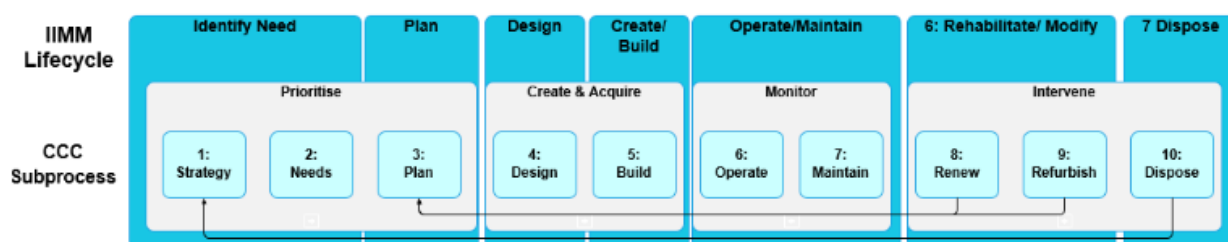
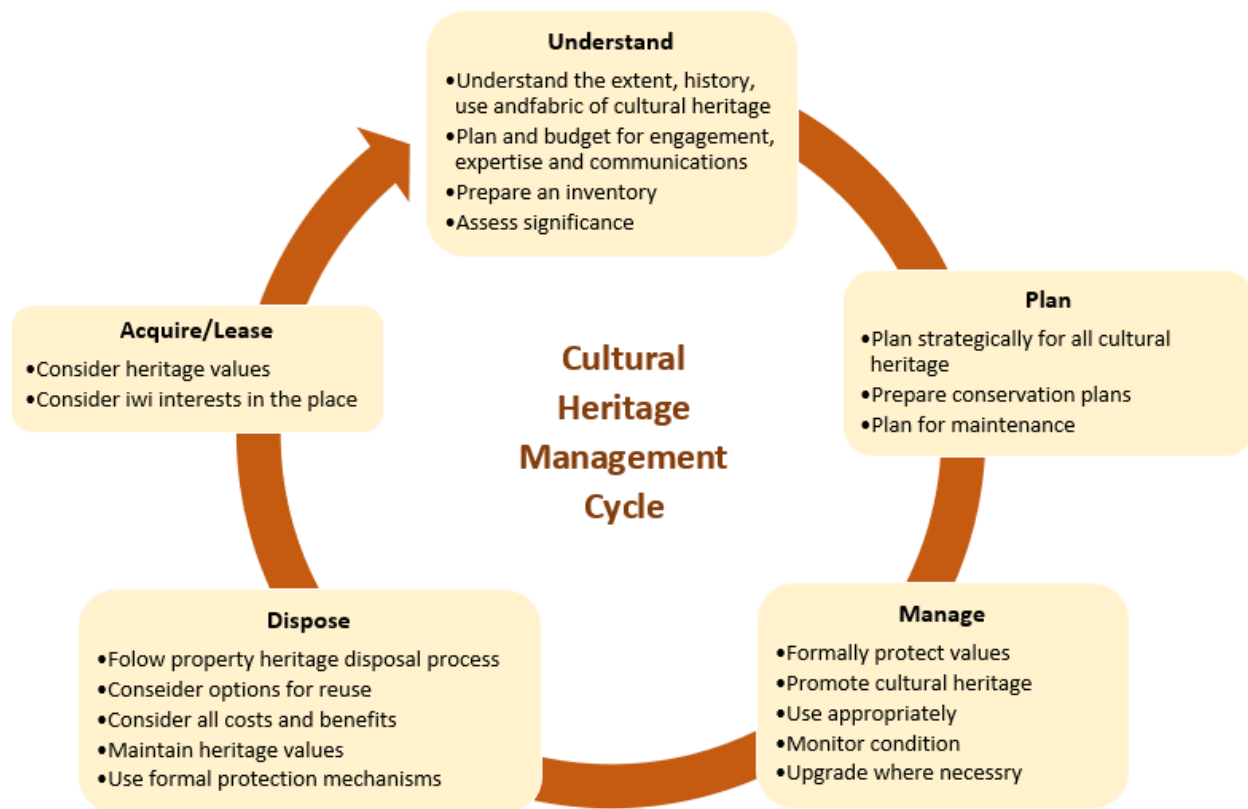


Figure 1-1: Asset Lifecycle Categories

<sup>1</sup> Our Heritage, Our Taonga Heritage Strategy 2019-2029



**Figure 1-2: Asset Lifecycle Categories – Heritage assets**

### 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.

## 2 Lifecycle Management Plans

Heritage asset management is the practice of managing and preserving cultural heritage assets, which include buildings, monuments, archaeological sites, landscapes, and other cultural artefacts. It involves a wide range of activities such as conservation, restoration, maintenance, and interpretation of heritage assets, with the aim of ensuring their long-term sustainability and cultural significance.

Effective heritage asset management requires an understanding of the cultural significance and value of these assets, as well as knowledge of the legal and regulatory frameworks that govern their management. It involves a multidisciplinary approach that draws on expertise from fields such as architecture, history, archaeology, conservation, and tourism.

The ultimate goal of heritage asset management is to ensure that cultural heritage assets are preserved for future generations to appreciate and enjoy. It is essential for promoting cultural identity, fostering social cohesion, and supporting sustainable economic development. This is achieved by:

- The Christchurch District Plan schedule items, settings and areas of heritage significance. It includes places on the Heritage New Zealand Pouhere Taonga list. Scheduled heritage items are subject to District Plan rules that provide for the protection of heritage values.
- The [Our Heritage, Our Taonga Heritage Strategy 2019- 2029](#) providing goals and actions to identify, protect, and celebrate the diversity of heritage and taonga in the city and peninsula. This strategy provides a framework for guiding the management of heritage items.
- The ICOMOS New Zealand Charter 2010 providing the principles guiding the conservation of heritage items. The NZ Charter 2010 ensures that conservation work is done in a manner that is consistent with best practice in the field.
- A conservation plan is an essential tool for understanding the item, its significance, and management to retain heritage values. The plan ensures that any actions taken to maintain or repair the item does not compromise its heritage value.
- Regular monitoring and maintenance are crucial for the long-term preservation of heritage items. This requires ongoing commitment and resources to ensure that the heritage item is retained in perpetuity.

There have been previous discussions around how Council manage assets of Heritage significance more effectively and efficiently. One determination that has been tabled is that all heritage assets be grouped together under a unique profit centre and managed as a collective unit regardless of the use the asset is put to. Recent earthquakes and their aftermath have brought into focus the importance of preserving physical links to our past. Asset Overview (what assets we have)

The following assets are covered in this AMP

In Scope	Out of Scope
<b>District Plan Scheduled Heritage Items (Administered by Parks Unit)</b>	District Plan Scheduled Heritage items managed by other Council Units that are in Parks or within Park settings, e.g. Risingholme Homestead, Worcester Street Bridge
<b>Artworks</b>	Artworks inside Council buildings and the outdoor artworks on the Christchurch Art Gallery site
<b>Monuments and Artefacts</b>	Plaques and artefacts on or inside Council buildings managed by other Council Units

**Table 2 1: Scope of Assets and Services**



2

**ARCHAEOLOGICAL  
ARTEFACT COLLECTIONS**  
Grubb Cottage & Stoddart Cottage



60

**MONUMENTS**  
22 War Memorials,  
8 Statues, 30 Other



19

**ORNAMENTAL  
FOUNTAINS**



**WE MANAGE**

85

**DISTRICT PLAN  
SCHEDULED  
HERITAGE ITEMS**

61 of these are listed with  
Heritage New Zealand  
Pouhere, Taonga

58 Highly significant items

53 Significant items



1

**MUSEUM  
COLLECTION**



6

**HERITAGE  
CEMETERIES**



100+

**PUBLIC ARTWORK  
ASSETS**

BOOK VALUE OF \$16M

953

**PLAQUES**  
Many unrecorded



1

**INTERNATIONAL HERITAGE  
BUILDING**

CANTERBURY PROVINCIAL BUILDING

**HERITAGE ITEMS  
& SETTINGS**

1 Water tower, 1 Cavern, 18 Parks,  
2 Wharfs, 6 Clocks, 2 Band Rotunda's,  
7 Statues, Cannon, Whale try pots,  
Horse watering ramp, Heritage buildings.



54

**HERITAGE  
BUILDINGS**

24 Occupied, 4 Never occupied,  
11 Not repaired

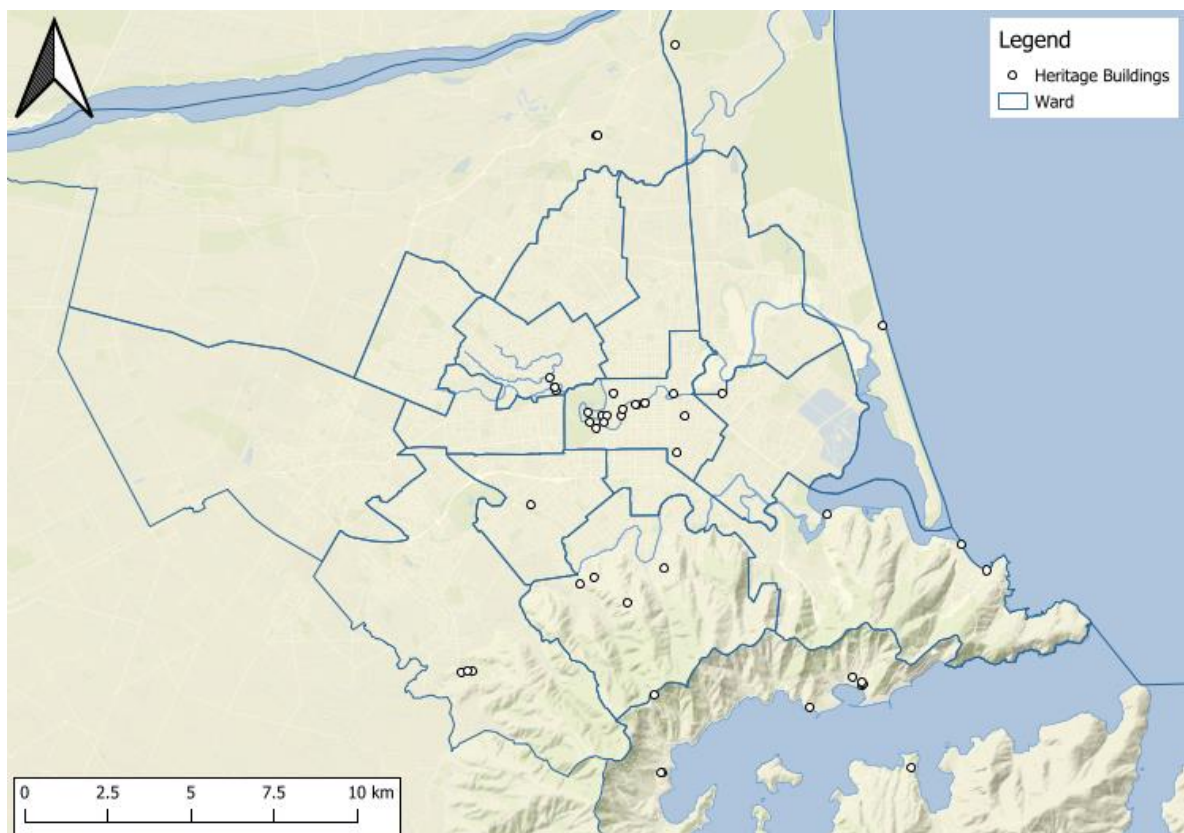
## 2.1 Location and Value

In the Te Pūrongo-ā-tau Annual Report 2022, Fixed Assets under direct Council Control carried a book value of \$14.2 billion. The valuation data as at 30 June 2022 reveals that the total book value for assets in the Parks Heritage Asset Activity amounted to \$84 million, as presented in the following tables. Asset valuations are conducted every three years.

The table below presents an overview of the current available book values.

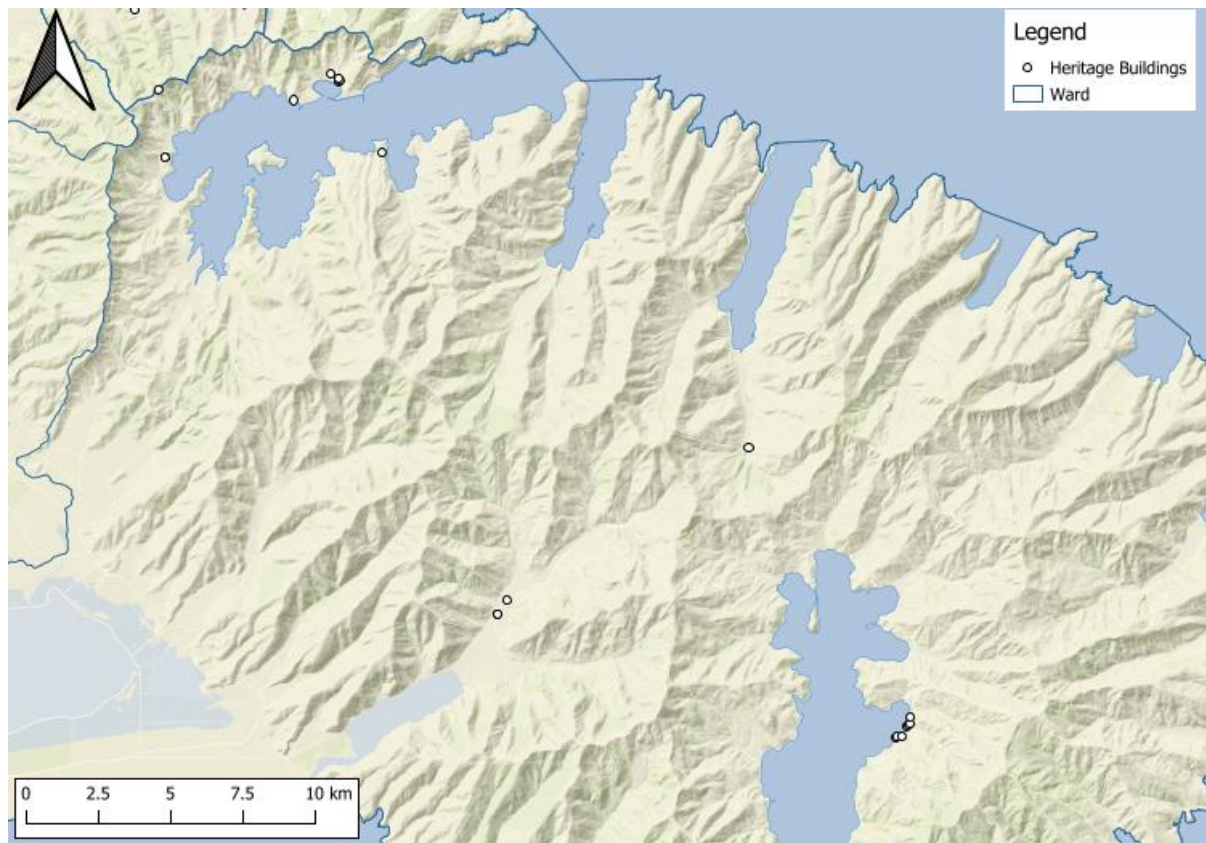
	Book Value	% of Heritage Asset Base	% of Total Council Assets
<b>Land and constructed Improvements on the land</b>			
Buildings Heritage	\$46,732,000.000	55.63%	0.34%
Heritage Assets	\$21,341,160.19	25.40%	0.16%
Public Art	\$15,936,519.00	18.97%	0.12%
<b>Total constructed land Improvement assets for Parks Heritage</b>	<b>\$84,009,679.19</b>		<b>0.61%</b>
<i>Council Fixed Assets total \$14.2 billion</i>			
<i>The book value for Parks Heritage is based on 30 June 2022 available info (excluding Parks and Foreshore assets)</i>			

**Table 2-1: Parks Heritage Asset Portfolio Value**

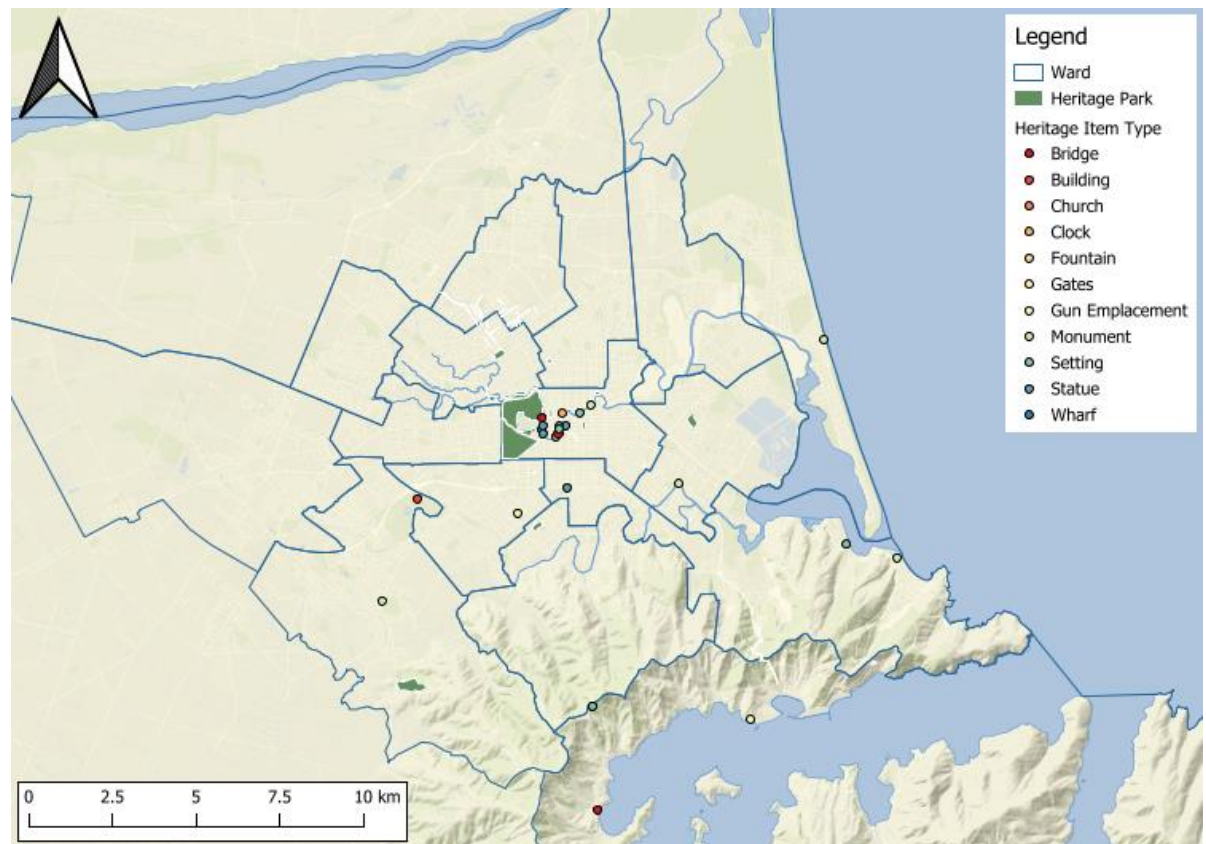


**Figure 2-1: Map of the Parks Scheduled Heritage Buildings Christchurch City**

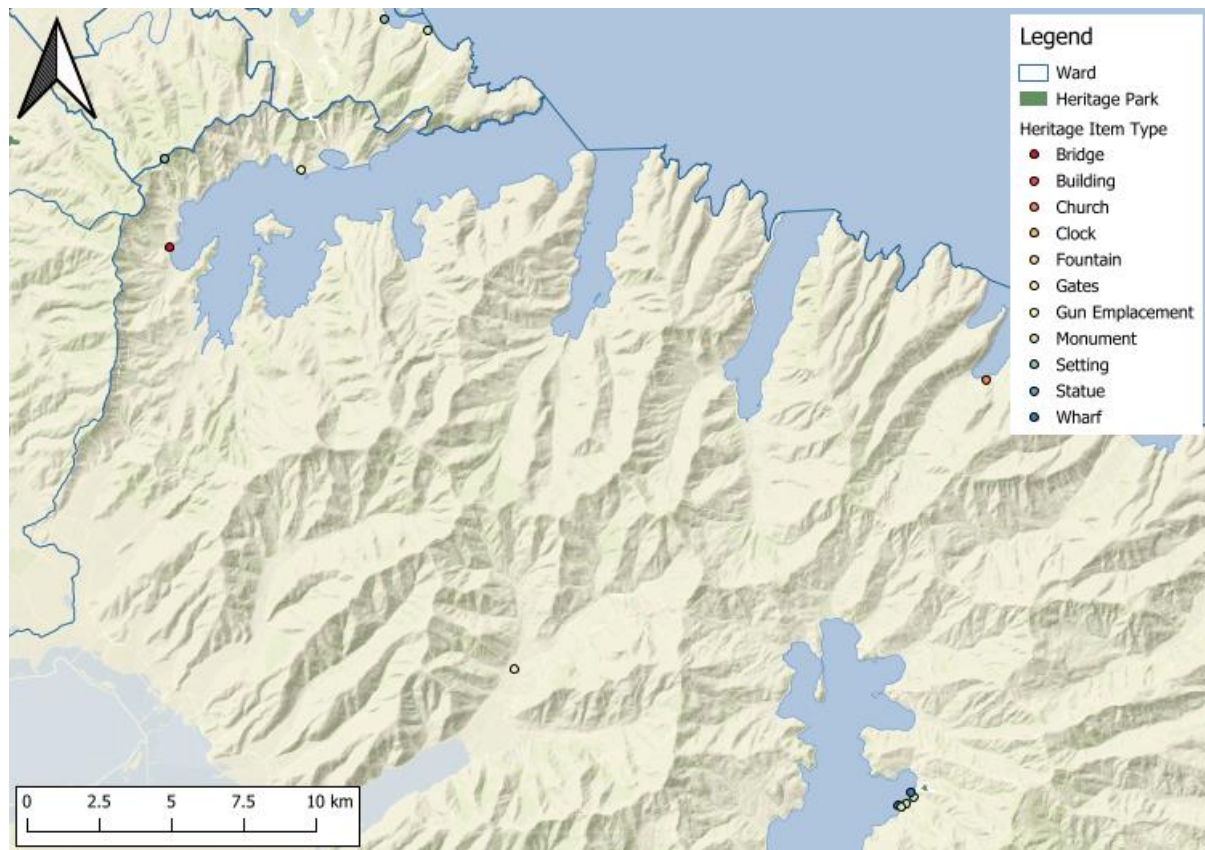




**Figure 2-4: Map of the Parks Scheduled Heritage Buildings Banks Peninsula**



**Figure 2-5: Map of the Parks Heritage Assets (non-building) Christchurch City**



**Figure 2-6: Map of the Parks Heritage Assets (non-building) Banks Peninsula**

## 2.2 Network Age and Lifecycle Stage

One of the earliest scheduled Parks Heritage buildings is Chokebore Lodge which dates from c1855. The youngest, Sutton house built in 1961. In contrast, artworks are later 20th century onwards and monuments represent both early Christchurch to modern day.

The lifecycle stage of the assets is a useful indicator of whether the portfolio is healthy and balanced, however, with heritage assets, age profile is not applicable. Heritage is maintained in perpetuity for future generations. The approach to lifecycle management and conservation practice focuses on the following:

- Heritage service outcomes focuses on conserving the fabric over replacing it (ICOMOS NZ Charter 2010; 5 & 6)
- Standard renewals budgeting treats assets as having a finite life, which does not fit with heritage conservation outcomes
- Standard renewals models wait for components to fail before replacing them. This is not appropriate for Heritage, because deterioration and replacement mean a loss of heritage fabric and thus heritage values.

Designing the lifecycle means making decisions that affect not only construction, but also management, maintenance, disposal, and having a long-term view for the property. The best protection of heritage in lifecycle planning is to ensure there is a robust preventative maintenance programme in place and that the asset has a use. Once deterioration of the building occurs heritage fabric is being lost.

Good heritage management requires recognition of the heritage value of the building or place and a process to ensure that this value is not compromised when alterations or maintenance to the place are undertaken.

An increasing number of artworks are entering the portfolio with a pre-determined life expectancy. This component of the Parks Heritage portfolio adheres to management of the full asset lifecycle - planning, investment/procurement, management-in-use and disposal.

The age profile of the assets include in this AMP is shown in Figure 2.4. This is based on incomplete data as the artworks, monuments and artefacts transition to a separate Functional Location structure that will enable all items to be captured that are located outside of Parks Functional Locations.

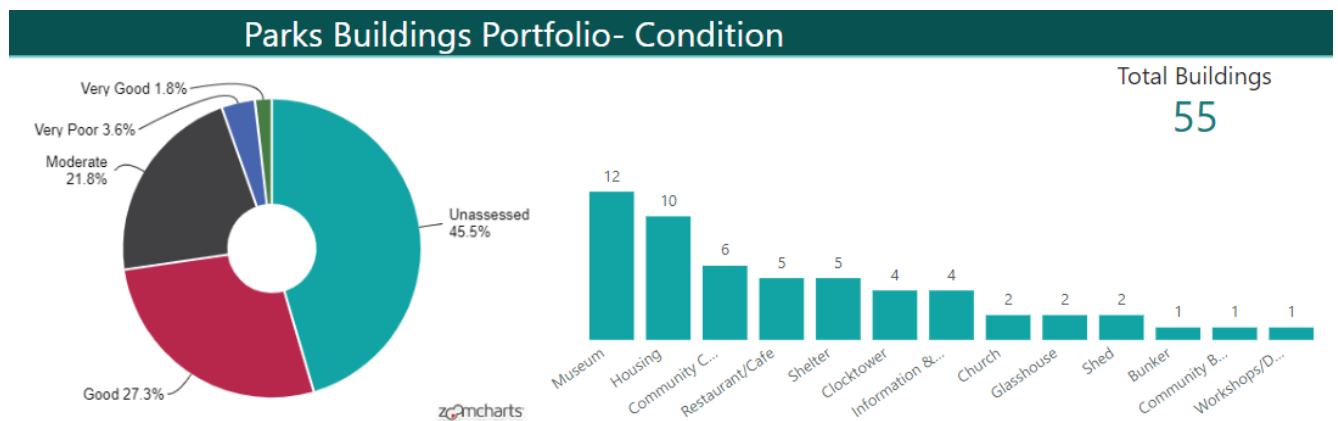


Figure 2-2: Parks heritage building condition.

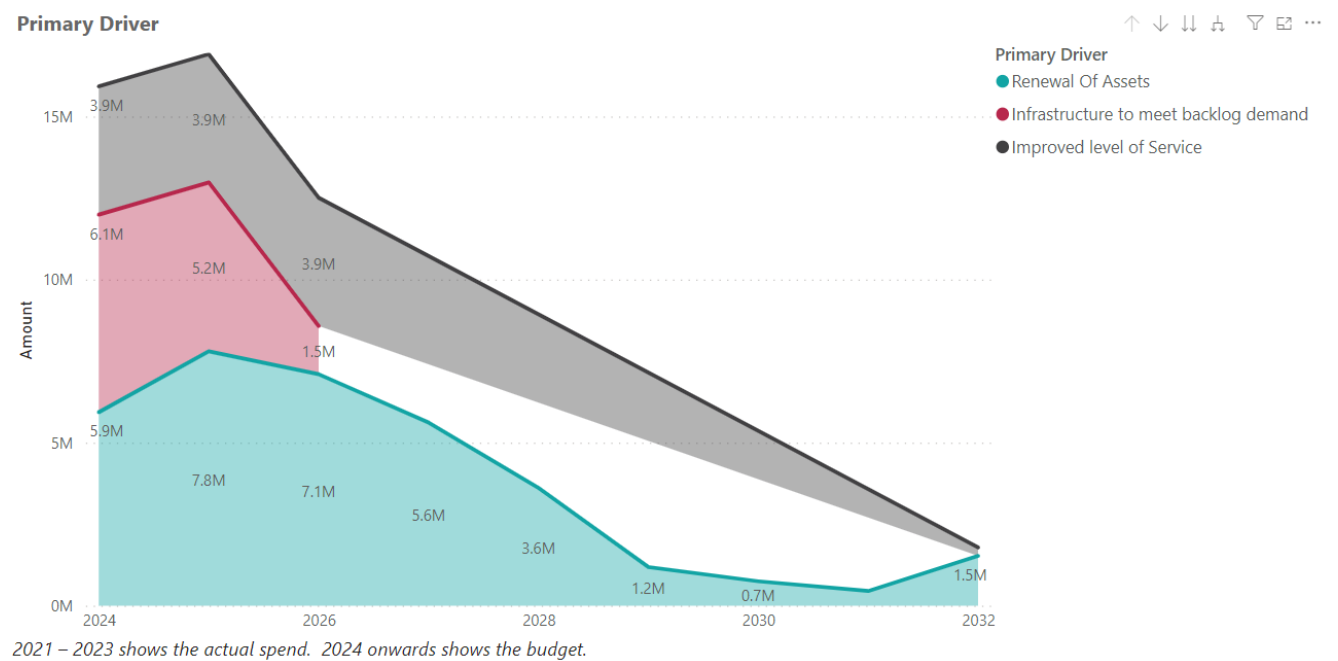


Figure 2-3: Primary drivers for capital spending

Improved level of service = base isolation at Robert McDougall Art Gallery 12m, new public art 250k

Renewal of Assets = remaining heritage building repairs (CPB, Chokebore, MV bathhouse, Cunningham, Yew, council stables) and conservation works (chalice, Sign of the Takahe, reactive and renewals minor conservation works)

Infrastructure to meet backlog demand Robert McDougall strengthening 13m

## 2.3 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 criticality for Parks Heritage assets are as follows.

- Inaccessibility to or closure of buildings impacts on tenants occupying them
- Buildings not in use
- Risk of failure

Using the above framework, the critical assets for each activity area have been identified as follows:

Those that are tenanted by businesses or other agencies, those that are accessible to the public, e.g. Sign of the Takahe, Mona Vale Homestead, Avebury House and Nurses Memorial Chapel.

Critical artworks are those that have moving parts or high risk to public safety if they fail. They are inspected on an annual to four yearly basis.

Using the above framework, four of the most critical elements effecting assets for each activity area have been identified as follows:

- **Structural Integrity** - The safe design and assessment of components and structures under load has become increasingly important since the 2010/11 earthquakes.
- **Watertightness** - Ensuring Parks Heritage 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
- **Services, Equipment and Systems** - Failure of these items may lead to unplanned downtime and business interruption.
- **Asbestos** - Asbestos containing materials (ACM) were common in building materials used pre-2000, when some of the Parks Heritage 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 Parks Heritage complexes.

## 2.4 Asset Data Confidence

Table 2.6 summarises the asset information available for the Parks Heritage 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.

Table 2-6: Asset Data Confidence

Asset Category	Asset Captured	Material /Size/type	Asset Value	Asset Age	Asset Condition
Heritage Buildings	100% A	80% B	90% B	90% B	50% C
Artworks	60% C	80% B	80% B	60% C	80% B
Monuments	70% C	80% B	80% B	60% C	60% C
Fountains	90% B	80% B	75% C	80% B	80% B
Items	60% C	60% C	50% C	60% C	40% B
Plaques	20% C	20% C	0%	10% C	5% C

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>B - High</b>	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.
<b>C - Medium</b>	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.
<b>D - Low</b>	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
<b>E – Very Low</b>	Very uncertain $>50\%$ uncertainty. Data based on unconfirmed verbal reports and/or cursory inspection and analysis

## 2.5 Asset Data Improvements

The following improvements to data quality are included in the AM Improvement Plan in [Section 4](#).

- Continue data collection and verification buildings and PAMA
- Continue and extend asset condition programme buildings and PAMA
- Capture, verify PAMA data once the new PAMA classification in SAP is launched
- Verify all assets are valued

# 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](#):

- Specific risks associated with each heritage item are identified within Conservation Plans
- 

#### Asset Design

Heritage, artwork and monument items are seismically strengthened when they are repaired. The approach is to minimise the alterations and, where practicable, ensure they are reversible in order to protect heritage values. Often solutions are not reversible and, therefore, integrated as much as possible while remaining identifiable as new work. Preference given to strengthening solutions with the least effect on heritage values.

New artworks and memorials are located to minimise risks such as flooding and utilities and are designed to be robust and protected from vandalism, particularly tagging. Designs are reviewed to ensure that any necessary future works are enabled such as the ability to relevel after a seismic event.

Moulds for artworks or heritage buildings such as the columns in the Bandsmen's Rotunda are retained in storage.

#### Insurance

Insurance of Heritage Buildings is based on a risk analysis undertaken by insurers. Excesses are generally high and may not cover minor damage such as small fires.

Artworks and memorials are insured based on risk and value. The Council self-insures (makes provision for damage, carries the risk of damage) lower value artworks and items, or packages multiple artworks items together under one value.

Plaques are not insured. Missing plaques are recorded and replaced through an annual capex programme of \$2,000. Plaques on memorial seats are excluded as they remain the responsibility of the donor.

**Emergency Response**

The activities of reduction, readiness, response and recovery are core to how well we recover in the event of a disaster.

A disaster recovery plan is to be developed for the buildings and collections in this portfolio.

**3.2 Critical Risk Identification and Management**

**3.2.1 Climate Change Impacts**

Sea level rise and flooding will impact heritage items located in these hazard zones. In particular, sea level rise is affecting the Pigeon Bay War Memorial by eroding the coastal edge and the Little River Coronation Library and Yew Cottage is flooding in high rain events.

The Pigeon Bay War Memorial requires planning to install increasingly robust sea protection or consider the relocation of the war memorial to higher ground.

The earthquake repair work for the Little River Coronation Library is taking flooding into account and investigating raising this building out of the 50 year flood zone.

Investigating the moving of Yew Cottage

There are approximately 23 heritage assets that have a high level of certainty of being impacted by climate change.

Waste management (Waste management: Improper waste management practices, including landfilling organic waste, lead to the production of methane as organic matter decomposes in anaerobic conditions. Methane emissions from landfills contribute to climate change.) Tenant report on recycling

Energy production: The generation of electricity from fossil fuels, such as coal-fired power plants, releases substantial amounts of CO2 and other pollutants. Shifting towards cleaner and renewable energy sources can help mitigate climate change.

Key sources of greenhouse gas emissions from this activity includes:

- Energy use – powering buildings and facilities
- Infrastructure and buildings – construction, operation, and maintenance
- Waste management – inadequate recycling programmes, decomposing of organic waste that produces methane

Following actions planned **ed/in progress:**

Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of Parks and Foreshore
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	

**3.2.2 Asset Risks**

The Parks Unit also identifies and records risks at a more detailed level, as shown in Table ... on the following page.

All Parks Heritage is at risk from earthquakes to varying degrees. Strengthening work is complete on a number of assets and there are others waiting to be repaired. Those in the repair programme or awaiting funding for repair such as Our

City have a high risk of collapse and complete loss of heritage values. Table 5-2 identifies those buildings to be repaired and at high risk.

There are a number of heritage assets along the Canterbury and Banks Peninsula coastline at risk of tsunami. There is a higher level of certainty of flooding occurring to the asset than total loss. There are 19 heritage assets in coastal areas identified as at risk from a tsunami.

A continued programme of seismic strengthening and emergency response plans are key to minimising impact on and loss of heritage.

**Table X.X Earthquake prone Heritage items strengthening**

Heritage Building	EPB date to strengthen or remove	Year Budgeted (proposed)	Year completion
Robert McDougal Gallery Strengthening	September 2025	2024 - 2027	2028
Former Council Stables	November 2028	2031 - 2032	2033
Old Municipal Chambers	April 2025	2016 - 2023	2023
Little River Coronation Library	January 2035	2020 - 2024	2025
Canterbury Provincial Chambers (Stage 1)	September 2025	2016 - 2041	2042
Little River War Memorial Gates	November 2028	(2027 – 2028)	

Heritage items for repair

Heritage Item	Year Budgeted (proposed)	Year completion
Yew Cottage	2023 - 2024	2025
Kukup Hostel	2025 - 2026	2027
Chokebore Lodge	2022 – 2024	2025
Cunningham Glasshouse	2022 - 2026	2027
Mona Vale Bathhouse	2029	2030
Coronation Hall	2019 - 2025	2026
Chalice	2024 - 2025	2026
Akaroa Wharf	2022 – 2025	2026
Statue Strengthening	(2025 – 2027)	
Woodham Park Caretakers House	(2027 – 2028)	

Investing in resilience:

Photovoltaic panels, ground source heat pumps

Energy efficient approach to repair works

Reduced waste from construction and demolition

Retrofitting – multi use, integration of other activities,

ID	Risk Description	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
Risk	Description of Risk		Treatments in place (today)				Proposed additional treatments
Climate Change	Increased flood risk from sea level rise and extreme storm events Sea level rise and flooding are the predominant risks.		Identify risks during strengthening and repair programme and address				Identify and address risks to those properties not in the strengthening and repair programme. Resource Efficiency Management Plan - to identify ways to reduce carbon footprint, taking any adaptation approach to heritage buildings. A reduce impact approach with new items such as artworks and memorials. Locate new items in areas outside high risk of flooding or sea inundation during the lifetime of the asset or design to enable relocation. Include risk analysis when assessing items for scheduling Identify areas of risk from Coastal Hazards Identify and manage with aim to reduction in waste
Seismic and tsunami	The Christchurch District Plan provides for alteration works on heritage buildings without a resource consent if a Heritage Professional is overseeing the works. There is risk of works being undertaken without being recorded or monitored, the Council being fined, future understanding of the building being impacted, and heritage values being diminished. There is reputational risk to the Council in its ability to manage heritage assets.		Strengthening and repair programme Identify assets at seismic risk and implement a strengthening programme.				Extend strengthening and repair to all buildings in the 33-65% strength range. Inspect non earthquake damaged artworks and memorials Emergency Response Plan - Specific response plan in conjunction with emergency services to ensure minimal loss of heritage values.
Archaeological Sites	Pre 1900 sites and buildings may provide information about our past. These sites are subject to the Heritage New Zealand Act 2014. Artefacts have been discovered when replacing post 1900 toilet blocks (Place de la Poste). If an archaeological		Promapp process to identify archaeological sites and risk for all projects				None



	assessment is not undertaken and archaeological authority or protocols are not applied the Council could be prosecuted. There is the risk that a discovery adds additional costs to the project through delays and archaeological investigation and reporting.						
Scheduled Heritage Resource Consents	The Christchurch District Plan provides for alteration works on heritage buildings without a resource consent if a Heritage Professional is overseeing the works. There is risk of works being undertaken without being recorded or monitored, the Council being fined, future understanding of the building being impacted, and heritage values being diminished. There is reputational risk to the Council in its ability to manage heritage assets.		Heritage Architect panel Temporary Protection Plans Specialist Tradespersons				Note new District Plan heritage rules that require all works to be submitted to the heritage team 10 days prior to starting works need to address this
Asbestos	Asbestos is a material that is harmful to human health and has been found in a number of sites (Asbestos Management Survey Reports). There is a risk that asbestos is widespread in our Park buildings impacting the ongoing management (in cost and complexity) of these assets.		Asbestos Management Survey Report Asbestos Management Plans				Online checking, reporting and monitoring for asbestos management plans
Damaged underground infrastructure	Some underground infrastructure (sewer, storm water) servicing building assets has been damaged by the earthquakes but not inspected or included in repair works, e.g. Sign of the Takahe sewer system. There is a risk that this is widespread at heritage building sites where there are clay pipe systems which will impact on costs at these sites.		Reactive finding				Active condition assessment, planning and repair
Unbudgeted artworks and memorials	The majority of new artworks and memorials are unplanned projects by external community groups or organisations. The continued increase in		Reactive response				Art in Public Places Policy and Art in Public Places Five Year Plan Review

	the number of artworks and memorials impacts on the ongoing management costs.						
	Tenant business (reduced disposable income)		Reduced days and hours open, reduced spaces open,				Hire out spaces, engage with locals
	Shortage of heritage skills and underfunded maintenance						

## 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.

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 Activity Nov 2020

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 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:

**Table 4-2: Progress against 2018 Improvement Plan TO BE REVIEWED AND UPDATED**

2018 AMP Element Reference	Key Issue	Improvement Action	Description	Progress (% complete)
1.1.3	Some assets do not have an equipment number or functional location number	Enter assets into SAP	Collect location and data for assets not in SAP and upload. This is mainly relevant to FCS that sit outside of a Park. Method to include the FL needs to be discussed and determined.	60
1.1.5		Add an asset overview map	Information to be drawn from several sources to give a comprehensive map view of the location of the assets.	100
2.4.2			Collate and incorporate into activity plan and AMP community expectations from Strategy and Planning heritage team consultation.	100
4.3			Take the Sustainability Strategy into account through identifying sustainability actions and targets for heritage buildings	Not started
4.5.1.1	Some assets have multiple asset numbers	To remove multiple numbers of same assets.	Combine information from both asset numbers and decommission obsolete numbers. This work to be undertaken following the Facilities FL project so that asset numbering for buildings is aligned.	95

2018 AMP Element Reference	Key Issue	Improvement Action	Description	Progress (% complete)
4.5.1.1 4.5.4 6.3.1	Asset Data is incorrect or missing – heritage buildings	Asset data is verified and complete. Heritage Buildings	Missing and incorrect data to be verified, corrected and updated. For Buildings this will need to occur after sites with multiple numbers are amalgamated. To enable a full valuation of the asset to be undertaken	75
4.5.1.2 4.5.4 6.3.1	Asset Data is incorrect or missing – Artworks, Memorials, Fountains and Clocks	Asset data is verified and complete. Artworks, Memorials, Fountains and Clocks	Missing and incorrect data to be verified, corrected and updated. To enable a full valuation of the asset to be undertaken	60
4.5.3			Establish a programme to assess the use of Parks heritage assets.	Not started
4.5.3.1			Review and determine the best viable use for the Heritage buildings using the information from the consultation and how well it is currently performing	80
4.6.2			Identify operational strategies and costs associated with non-asset solutions.	Not started
6.1	Not all the heritage buildings are in the same profit centre	Identify and transfer all Parks heritage building assets into the same profit centre	There are a number of District Plan listed Parks heritage building assets that are in different profit centres, that is under Regional and Community Parks. Transfer these assets and budget to PC 32403.	70
7.1.1			Review Asset Management Maturity for Heritage building and non-building assets.	AMM is now incorporated with Parks AMM.

2020 AMP reference	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)
PH-01	Identify and transfer all Parks scheduled heritage building assets into the same profit centre	Data	H	Asset Engineer - Buildings & Heritage	
PH-02	Verify and complete data collection for all Parks Heritage assets covered in this AMP	Data	H	Asset Engineer - Buildings & Heritage	
PH-03	Review and develop maintenance plans for all Parks Heritage assets	LoS Planning	H	Asset Engineer - Buildings & Heritage	
PH-04	Continue and extend asset condition programme and incorporate performance assessments into the programme	Planning Decision Making Managing Risk	H	Asset Engineer - Buildings & Heritage	
PH-05	Initiate the updating of the Art in Public Places Plan	Planning	H	Arts Advisor/PAAG	
PH-06	Improve opex forecasting assessment of 'consequential OPEX' and review of OPEX	Planning Decision Making Managing Risk	M	Asset Engineer - Buildings & Heritage	Parks Buildings Maintenance Specialist

	budgets based on unit rates (i.e aligned to operations schedules/levels of service)				Parks Managers
PH-07	Prepare a plan for the future retention and/ or disposal and ongoing management of Parks Heritage assets	Managing Risk	M	Asset Engineer - Buildings & Heritage	
PH-08	Initiate an Emergency Management Plan	Planning Managing Risk	L	Asset Engineer - Buildings & Heritage	Heritage Team Emergency Services
PH-09	Analyse past consultations and stakeholder engagements to better understand demand and service levels, review method of resident survey	Decision Making	L		
PH-10	Initiate a Resource Efficiency Management Plan for Parks Heritage assets	Managing Risk Planning	L	Asset Engineer - Buildings & Heritage	Heritage Team

## 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 2023** **TO BE REVIEWED AND UPDATED**

*If you aren't including another timeline diagram, add a column for timeframe here. Updated from last AMP*

Task ID	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)
PH-01	Verify and complete data collection for all Parks Heritage assets covered in this AMP	Data	H	Asset Engineer - Buildings & Heritage	
PH-02	Review and develop maintenance plans for all Parks Heritage assets	LoS Planning	H	Asset Engineer - Buildings & Heritage	
PH-03	Continue and extend asset condition programme and incorporate performance assessments into the programme	Planning Decision Making Managing Risk	H	Asset Engineer - Buildings & Heritage	
PH-04	Initiate the updating of the Art in Public Places Plan	Planning	H	Arts Advisor/PAAG	
PH-05	Improve opex forecasting and review of opex budgets based on unit rates (i.e aligned to operations schedules/levels of service)	Planning Decision Making Managing Risk	M	Asset Engineer - Buildings & Heritage	Parks Buildings Maintenance Specialist Parks Managers
PH-06	Prepare a plan for the future retention and/ or disposal and ongoing management of Parks Heritage assets	Managing Risk	M	Asset Engineer - Buildings & Heritage	
PH-07	Initiate a Disaster Recovery Plan	Planning Managing Risk	L	Asset Engineer - Buildings & Heritage	Heritage Team Emergency Services
PH-08	Analyse past consultations and stakeholder engagements to better understand demand and service levels, review method of resident survey	Decision Making	L		
PH-9	Initiate a Resource Efficiency Management Plan for Parks Heritage assets	Managing Risk Planning	L	Asset Engineer - Buildings & Heritage	Heritage Team

## 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

## **Appendix ... - Capital Investment Programme 2025-34**

**PMO to provide this**