

Long Term Plan 2024-34 Activity Plan

Strategic Asset Management

- *Asset Management Improvement*

Adopted 25 and 27 June 2024

Final Version

- The Long Term Plan 2024-2034, and all its associated documents, including amendments to the draft LTP were adopted by Council on the 27th of June 2024. Approved changes, as appropriate, have been reflected in this Activity Plan.
- Uploaded 26 June 2024

Approvals

Role	Position	Name	Signature	Date of sign-off
Strategic Policy and Resilience	Head of Strategic Policy and Resilience	David Griffiths	David Griffiths	30 January 2024
General Manager	Assistant Chief Executive, Strategic Policy & Performance	Lynn McClelland	Lynn McClelland	22 January 2024
Finance Business Partner	Finance Business Partner	Nick Dean	Nick Dean	11 March 2024

Authors and advisors to this Activity Plan

Group	Business Unit	Position	Name
Strategic Policy and Performance	Strategic Policy & Resilience	Principle Advisor Strategic Asset Management Planning	Paul McKeefry
Strategic Policy and Performance	Strategic Policy & Resilience	Senior Advisor Asset Information, Systems, and Frameworks	Sarah Blows

Contents

1. WHAT THIS ACTIVITY DELIVERS	4
2. WHY WE DELIVER THIS ACTIVITY	7
2.1. COMMUNITY OUTCOMES: HOW THIS ACTIVITY CONTRIBUTES.....	8
2.2. STRATEGIC PRIORITIES - HOW THIS ACTIVITY SUPPORTS PROGRESS ON OUR PRIORITIES	9
2.3. CLIMATE RESILIENCE GOALS: HOW THIS ACTIVITY SUPPORTS CLIMATE RESILIENCE GOALS	10
3. HOW WE ARE PLANNING FOR FUTURE IMPACTS	11
3.1. ISSUES IMPACTING CURRENT AND FUTURE ACTIVITY DEMAND AND DELIVERABILITY	11
3.2. THE HIGH IMPACT ISSUES AND MITIGATIONS PLANNED	12
4. OUR LEVELS OF SERVICE	13
5. HOW ASSETS WILL BE MANAGED TO DELIVER THE SERVICES	14
6. CAPITAL EXPENDITURE AND KEY CAPITAL PROJECTS	15
7. FINANCIAL RESOURCES NEEDED RESOURCES NEEDED	16
7.1. RESOURCES NEEDED.....	16
7.2. FUNDING CONSIDERATION AND OUTCOME	17
8. POSSIBLE SIGNIFICANT NEGATIVE IMPACTS ON WELLBEING	18
A. APPENDIX A: LEVELS OF SERVICE DETAIL	20
A.1. CONTINUOUS IMPROVEMENT REVIEW (S17A) – RECOMMENDATIONS FOR CHANGE	20
A.2. LEVELS OF SERVICE: PERFORMANCE MEASURES IN DETAIL	21
A.3. LEVELS OF SERVICE CHANGES FROM LONG-TERM PLAN 2021-31, AND WHY	22
B. APPENDIX B: POSSIBLE ISSUES IMPACTING THE ACTIVITY & THE MITIGATIONS PLANNED	25
B.1. CHANGING CUSTOMER NEEDS	25
B.2. TIRITI PARTNERSHIPS (LOW IMPACT).....	25
B.3. TECHNOLOGICAL GROWTH (MEDIUM IMPACT).....	26
B.4. RESILIENCE AND ENVIRONMENTAL CONSIDERATIONS	26
B.5. INFRASTRUCTURE (HIGH IMPACT)	28
B.6. REGULATIONS & REFORM (LOW IMPACT).....	29
B.7. IDENTIFIED BUSINESS UNIT RISKS.....	30

1. What this activity delivers

Strategic Asset Management (SAM) champions asset management by providing oversight, support to our internal infrastructure activities, and delivering programmes to improve the Council's organisational asset management maturity to meet the Council's strategic priorities, community outcomes, and legislative requirements.


This activity is accountable for delivering:

- Asset Management Maturity Assessments (AMMA),
- The Council's asset management system e.g., Asset Management Policy, Strategy, objectives, and processes.
- Oversight of asset management practices and information through monitoring and reporting to the Executive Leadership Team, and
- Alignment between systems and practices across the organisation.

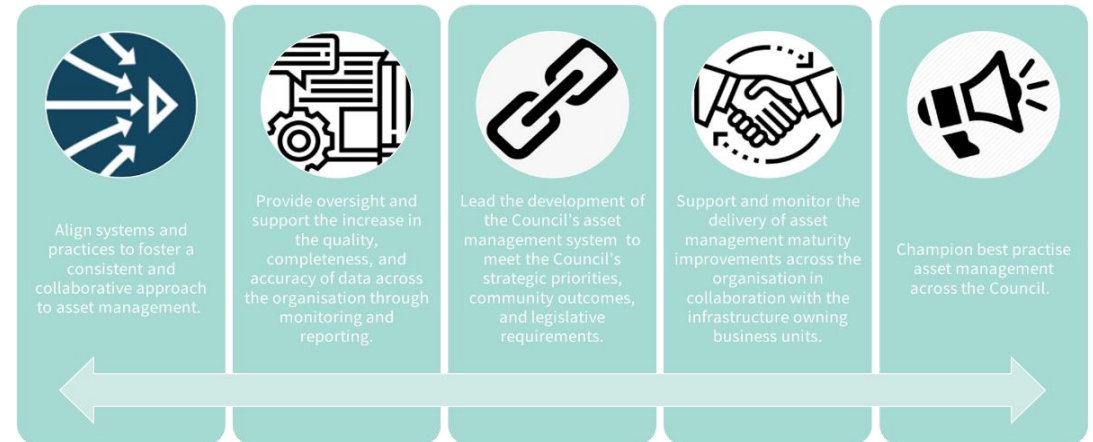
This activity plays a part in:

- Assisting teams and units in the development of Long-Term Plan documents e.g., Asset Management Plans, Activity Plans, and the Infrastructure Strategy.
- Formulating agreed asset management maturity improvement programmes for internal infrastructure activities to deliver.
- Developing business cases for organisational asset improvements.

This activity includes the following services:

Services	Contributes to Community Outcomes
 Strategic Asset Management Improvement	<ul style="list-style-type: none"> • A collaborative and confident city • A thriving prosperous city

The Strategic Asset Management Team's objectives



A snapshot of provision and use for 2022/23:

- ✓ Development of a new Strategic Asset Management Team.
- ✓ Review our current Asset Management practices and organisational structure.
- ✓ Advise on the improvements required to deliver a consistent approach to Asset Management across the organisation.
- ✓ Establish clear roles and responsibilities for undertaking asset management across the organisation.
- ✓ Work with Senior Leaders to emphasise the importance of Asset Management across the organisation.



Where we came from

Prior to the organisational restructure in 2022, the Asset Management Unit was a centralised function that provided services to our internal infrastructure teams. Over their tenure, the team delivered the 2016, 2018 and 2020 Asset Management Maturity Assessments (AMMA), led improvements to our asset management maturity across the organisation including the development of the Asset Assessment Intervention Framework (AAIF) for our Three Waters network, and our As-Built data collection portal.

Where we are going

Over the course of the Long-Term Plan (LTP) SAM intends to focus on addressing the overarching significant issue within the Infrastructure Strategy (IS), being: *“The need to improve our understanding of our infrastructure”*. By addressing this issue, we can make informed decisions on our infrastructure for our communities. To do this our aim is to work across the organisation to develop Asset Management Improvement Programmes. These programmes seek to deliver a consistent level of maturity across the organisation with a key focus on condition and performance data, as this helps us evaluate remaining useful life which is an essential part of asset management planning. We will do this by building strong relationships, working collaboratively, and championing effective asset management across the organisation.

- Deliver the 2023 Asset Management Maturity Assessment (Completed).
- Development of Asset Management Improvement programmes based on the AMMA assessment and the needs of the service units.
- Ensure that Asset Management Improvement Programmes are organisationally reinforced, effectively resourced, and financially supported.
- Improvement of a centralised Asset Management Information System (AMIS).
- Develop and deliver consistent condition and performance assessment programmes organisational-wide.
- Champion effective asset management across the organisation.

Our customers & stakeholders

Who our key customers are:

- **Asset Stewards:** These are the individuals tasked with the oversight of the assets being managed and expect our team to maximize the value of their investments, minimize risks, and provide regular updates on asset performance.
- **Executive Leadership Team:** Rely on asset management insights to make strategic decisions, allocate resources effectively, and assess the overall performance and value of the assets.
- **External Service Providers:** Contractors involved in the maintenance, repair, construction related to our assets.

Who our key stakeholders are:

- **Executive Leadership Team:** This includes other high-level decision-makers who set the overall strategic direction of the organisation.
- **Asset Stewards:** These are the individuals tasked with the oversight of the assets being managed. Asset stewards are concerned with maximizing returns, minimizing risks, and ensuring the value of their investments.
- **Operations and Maintenance Teams:** These teams are responsible for the day-to-day management, maintenance, and operation of the assets. They provide valuable insights and feedback on asset performance, maintenance requirements, and operational efficiencies.
- **Finance and Accounting:** The finance and accounting team monitor the financial aspects of asset management. They are interested in budgeting, cost control, financial forecasting, and ensuring compliance with accounting standards.
- **Risk and Assurance:** This unit focuses on identifying and mitigating risks associated with assets and asset management. They ensure compliance with regulatory requirements, internal policies, and industry standards.

- **Elected Members:** Rely on asset management insights to make strategic decisions.
- **Community Boards and the Community:** Their feedback and satisfaction with the performance and reliability of assets can impact the organisation's management of assets, reputation, and business success.
- **External Service Providers:** Contractors involved in the maintenance, repair and construction related to our assets.
- **Regulatory Authorities and Government Agencies:** Regulatory authorities and government agencies have an interest in asset management practices. Compliance with regulations, permits, and environmental standards may be required.

2. Why we deliver this activity

Under the Local Government Act 2002 (LGA) the Council has a duty of care to maintain assets and to invest in assets appropriately. To do this effectively, this activity provides strategic oversight, aligns practices, and systems to provide assurance our infrastructure is safe, fit for purpose, and managed effectively for future generations.

Infrastructure activities are responsible for undertaking the “doing” aspect of asset management. This is a business process that guides lifecycle management of assets.

Council has established a lifecycle management framework, aligned to the International Infrastructure Management Manual as illustrated in Figure 1. Lifecycle management includes the planning, acquisition, operation, maintenance, renewal, and disposal of assets.

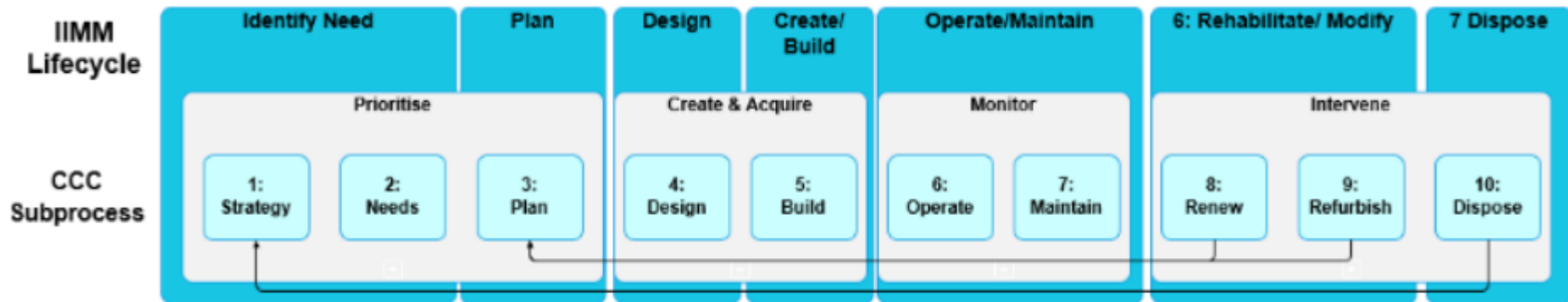











Figure 1: Asset life cycle stages

2.1. Community Outcomes: How this activity contributes

	Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
	<p>A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe</p>	★	<p>Key statement of how this activity contributes to this outcome</p> <ul style="list-style-type: none"> We provide guidance and contribute to Council strategies and policies aimed at enhancing community wellbeing. We provide oversight and support across the Council, form partnerships with other agencies to maximise opportunities, and advance our understanding to enable informed decision making which enhances outcomes for our current and future communities.
	<p>A green, liveable city Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy</p>	★	<p>Key statement of how this activity contributes to this outcome</p> <ul style="list-style-type: none"> We provide guidance and contribute to Council strategies and policies to protect and restore our natural environment and taonga, such as the Climate Resilience Strategy. We provide oversight and support across the Council, form partnerships with other agencies to maximise opportunities, and advance our understanding of resilience to enable informed decision making which enhances outcomes for our current and future communities.
	<p>A cultural powerhouse city Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events 'powerhouse'</p>	★	<p>Key statement of how this activity contributes to this outcome</p> <ul style="list-style-type: none"> We provide guidance and contribute to Council strategies and policies that support culture, heritage, and recreation. We provide oversight and support across the Council, form partnerships with other agencies to maximise opportunities, and advance our understanding of our assets to enable informed decision making which enhances outcomes for our current and future communities.
	<p>A thriving prosperous city Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions</p>	★	<p>Key statement of how this activity contributes to this outcome</p> <ul style="list-style-type: none"> We provide guidance and contribute to Council strategies and policies to support sustainable economic development in the district such as: the Infrastructure, Smart Christchurch, Economic Development, and Financial Strategies. We provide oversight and support across the Council, form partnerships with other agencies to maximise opportunities, and advance our understanding to enable informed decision making which enhances outcomes for our current and future communities.
*Level of contribution – what this means			
★★★★★ This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service			
★★★★ This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements			
★★★ This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable			
★ This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact			

2.2. Strategic Priorities - How this activity supports progress on our priorities


Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility, and connection	★	<ul style="list-style-type: none"> Asset Management is an approach to sustainable and informed service delivery. Asset Management is a tool to mitigate risk, provide assurance our infrastructure is safe, fit for purpose, and managed effectively. Asset Management can be a vehicle for implementing strategies to ensure infrastructure is safe, fit for purpose, and managed effectively for future generations.
	Champion Christchurch and collaborate to build our role as a leading New Zealand city	★	<ul style="list-style-type: none"> Asset Management enables collaboration and informs management strategies. Asset Management practices provide oversight, opportunities to track and monitor performance and management, and implement intervention strategies to ensure levels of service are achieved.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	★	<ul style="list-style-type: none"> Asset Management enables informed, evidence-based decision making. With greater understanding of our infrastructure, we can make better informed decisions around acquisition, management, and disposal of our assets.
	Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.	★★★	<ul style="list-style-type: none"> Asset Management planning takes a long-term approach to the delivery of assets and is focused on understanding the probability of climate change and the impacts this has on our asset network. Asset Management can be a vehicle for implementing climate adaptation strategies, helping us prioritise investment, improve community resilience, and improve resilience planning.
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.	★★★★★	<ul style="list-style-type: none"> Asset Management takes a lifecycle approach to developing cost effective management strategies to meet our levels of services. Asset Management provides clarity around prioritisation of investments, optimising renewal strategies, and maintenance practices. This clarity and oversight enable reliable financial forecasting and budgeting.
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.	★★	<ul style="list-style-type: none"> Asset Management is an approach to sustainable service delivery, ensuring the provision of services to our present communities without compromising the needs of future generations. Asset management and understanding the condition of our asset can provide an accurate prediction of future expenditure requirements through understanding remaining asset life and capital investment needs.

***Levels of contribution - what this means**


- ★★★★★ This activity is critical to achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan
- ★★★★ This activity strongly supports achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan for important elements only
- ★★★ This activity supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan if practicable
- ★★ This activity may provide incidental support for the achievement of this strategic priority – it's not cost-effective to measure our impact

2.3. Climate Resilience Goals: How this activity supports climate resilience goals


Net zero emissions Christchurch

	<p>There are limited greenhouse gas emissions from this activity as it primarily involves delivering strategic asset management advice. Key sources of emissions are:</p> <ul style="list-style-type: none"> • Office based resources e.g., electricity. • Staff travel.
	<p>We take the following actions to reduce greenhouse gas emissions:</p> <p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Provide asset management guidance to staff on ways to reduce the Council's emissions across assets and services. • Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel. <p>Greenhouse gas (GHG) emissions by users of Strategic Asset Management</p> <ul style="list-style-type: none"> • There are no significant GHG emissions from others resulting from this activity.

We understand and are preparing for the ongoing impact of Climate change

	<p>Key climate risks for the Asset Management activity:</p> <ul style="list-style-type: none"> • There are no physical assets held or impacted by this activity. • Climate risks may occur if this activity is not effectively managed and undertaken throughout the organisation. • Staff travelling to or for work may be affected by symptoms of climate change e.g., extreme weather, higher temperatures, diminished air quality etc. • Central government changes in legislation or direction may impact our response to climate resilience. • Specific mitigation measures are outlined in appendix B.4 Resilience and environmental considerations.
	<p>Options to reduce the risks to the Asset Management activity, and the community, include:</p> <ul style="list-style-type: none"> • Inclusion of key risks in the Council risk register with mitigation strategies. • Use of the Council wellbeing resources, services, and tools. • Develop a greater understanding of our asset base and its condition, to help make informed decisions on acquisition, management, and disposal of assets.

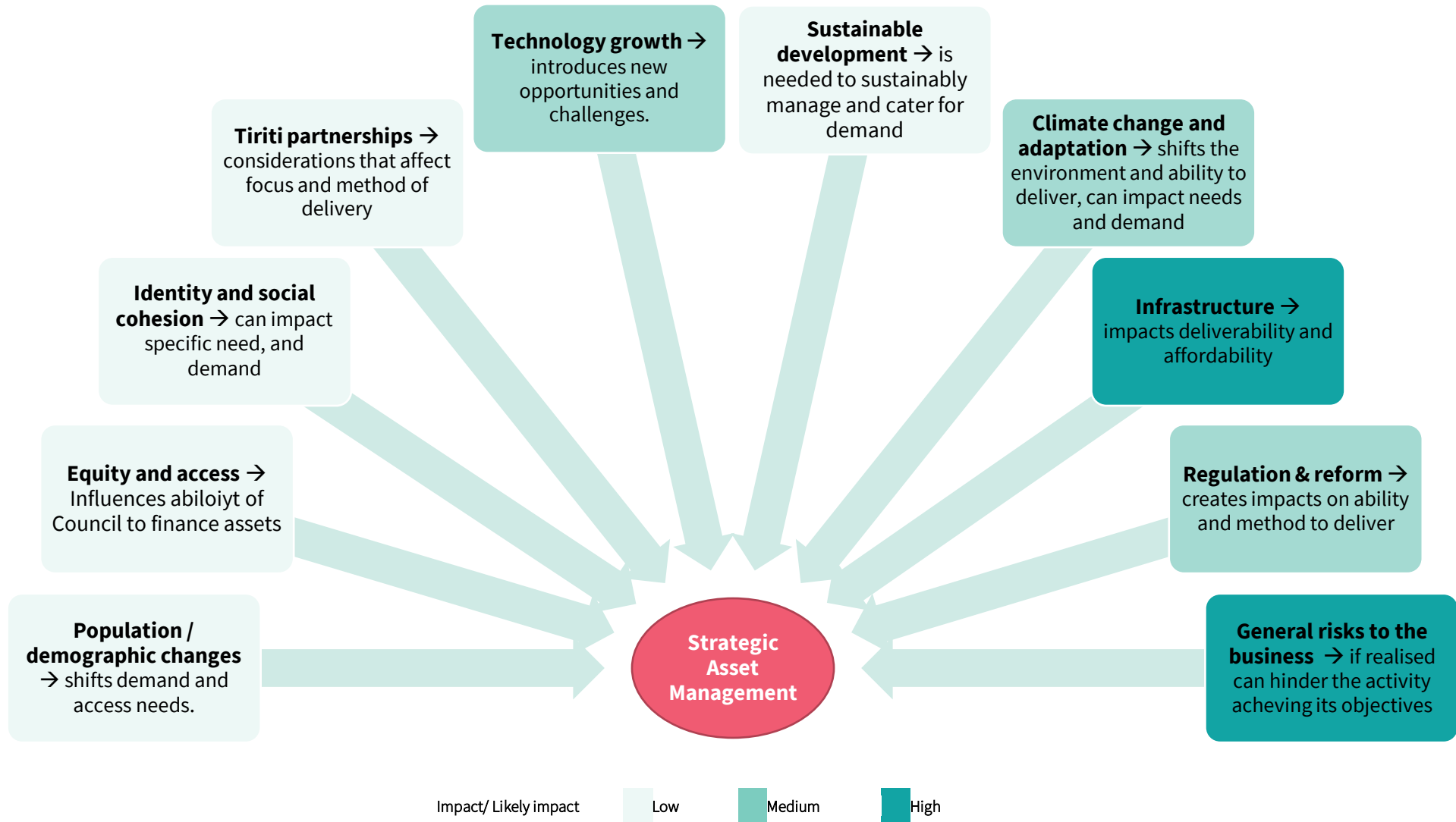
We are guardians of our natural environment and taonga

	<p>Please describe a pilot project you will undertake in the next three years to increase understanding of emissions reduction options and building resilience to climate risks relevant to your activity:</p> <ul style="list-style-type: none"> • SAM will strengthen and align asset management systems and process to enable appropriate management of assets and the risks they carry across the organisation e.g., SAP Improvement Programme, Asset Management Maturity Improvement Programmes, and the revision of the asset management system (Policy, Strategy, objectives, and processes). • SAM will support the development of the Infrastructure Strategy, Activity Plans and Asset Management Plans. • SAM will support the Coastal Hazards Adaptation Planning Programme with the development of Ōtautahi Christchurch Risk Explorer tool.
	<p>Please explain any levels of service changes in this LTP, or that may be required in the future as a result of climate change:</p> <ul style="list-style-type: none"> • Inclusion of a new level of service: 13.12.32 Support the increase in the quality, completeness and accuracy of data across the organisation through monitoring and reporting.

3. How we are planning for future impacts

There are various factors influencing current and future demand for the Strategic Asset Management Activity and the ability to deliver them. These are listed below.

3.1. Issues impacting current and future activity demand and deliverability



3.2. The high impact issues and mitigations planned

The more prominent ones that in particular affect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.



Infrastructure

High impact issues: Differing levels of Asset Management Maturity across the organisation.

This will **impact the strategic priorities:** This will limit our ability to effectively plan and finance infrastructure renewals across certain areas of the organisation.

Mitigating actions: To mitigate this issue we undertook an independent Asset Management Maturity Assessment (AMMA). The AMMA outlined improvement projects to address gaps in asset management maturity. These projects, combined with activity identified improvements, will form the Asset Management Improvement Programme.



Business Risk

High impact issues: The lack of valid, reliable, and consistent asset condition and performance data available for our assets.

This will **impact the strategic priorities:** Accurate data helps us make informed decisions on managing, acquiring, and disposing of assets.

Mitigating actions: Data standard and systems across the organisation are currently being revised to ensure the information we gather is relevant, fit for purpose, and consistent. Once the standards and systems are in place, asset stewards will be responsible for developing data capture programmes to gather condition and performance data.

Strategic Asset Management

4. Our levels of service

Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

Services & Level of Service Statements, with Measures of Success and future year Targets

This is an internal activity and does not have any community facing levels of service.

See Appendix A: Levels of Service Details for more detail on operational targets.

5. How assets will be managed to deliver the services

This activity does not have assets.

6. Capital expenditure and key capital projects

This activity does not have capital expenditure and key capital projects.

7. Financial resources needed Resources needed

7.1. Resources needed

Strategic Asset Management

000's	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31	LTP 2031/32	LTP 2032/33	LTP 2033/34
Activity Costs Before Overheads by Service										
Strategic Asset Management Improvement	1,114	1,146	1,172	1,199	1,226	1,253	1,279	1,305	1,331	1,356
	1,114	1,146	1,172	1,199	1,226	1,253	1,279	1,305	1,331	1,356
Activity Costs by Cost Type										
Direct Operating Costs	20	20	21	21	22	22	23	23	24	24
Direct Maintenance Costs										
Staff and Contract Personnel Costs	1,089	1,121	1,145	1,172	1,199	1,225	1,251	1,276	1,301	1,326
Other Activity Costs	5	5	6	6	6	6	6	6	6	6
Overheads, Indirect and Other Costs	(1,114)	(1,146)	(1,172)	(1,199)	(1,226)	(1,253)	(1,279)	(1,305)	(1,331)	(1,356)
Depreciation										
Debt Servicing and Interest										
Total Activity Cost	0									
Funded By:										
Fees and Charges										
Grants and Subsidies										
Cost Recoveries										
Other Revenues										
Total Operational Revenue	-	-	-	-	-	-	-	-	-	-
Net Cost of Service	0									
Funding Percentages										
Rates	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Capital Expenditure	-	-	-	-	-	-	-	-	-	-
Total Activity Capital	-	-	-	-	-	-	-	-	-	-

7.2 Funding consideration and outcome

Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.

Council funds the Strategic Asset Management activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the basis of capital value, with benefits mostly received in the same year as the expenditure is incurred.

- **Operating expenditure:** All operational costs for the Strategic Asset Management activity are allocated out to the external activities by way of Corporate Overhead. For explanation of how each external activity funds Corporate Overhead please refer to section 7.2 of those Activity Plans.
- **Capital expenditure:** The Strategic Asset management activity does not have any capital related expenditure.

More information on the Council's Finance and Funding Polices can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

8. Possible significant negative impacts on wellbeing



This activity does not expect any significant negative effects on social, economic, environmental or cultural wellbeing of the local community, now or in the future.

Appendices



A. Appendix A: Levels of Service detail

A.1. Continuous Improvement Review (S17A) – Recommendations for change

No Continuous Improvement Reviews (S17A) have been identified for this Activity.

A.2. Levels of Service: Performance measures in detail

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027-34					
Strategic Asset Management Improvement											
Support the delivery of asset management maturity improvements across the organisation in collaboration with the infrastructure owning businesses units	13.12.20	The annual Asset Management Improvement Programme is delivered	Notable increase in asset maturity is identified during the AMMA assessment				The AM Improvement Programme is drafted and monitored by the Strategic Asset Management Team and provide Programme updates through to ELT	A collaborative and confident city	2021-24: ELT approved the Asset Management Improvement Programme 2021-24 with updates provided to ELT.		M
	13.12.28	Increase CCC Asset Management Maturity to meet agreed appropriate maturity level for the organisation	-	-	Conduct assessment	N/a – Conduct assessment every three years	This is conducted every three years by an external assessor.	A collaborative and confident city	2023: Level of Maturity Observed Transport: Intermediate Three Waters: Core / Intermediate Digital: Intermediate Parks: Basic Facilities: Basic RSE: Basic Resource Recovery: Basic 2020: 78 points 2018: 73 points 2016: 69 points	IIMM Framework Asset Management Maturity Assessment (AMMA) Tool	M
	13.12.29	Deliver consistent Asset Management Maturity to meet an agreed appropriate maturity level for the organisation	Agreed level of asset management maturity developed for the organisation	-	Review agreed maturity level every three years after the AMMA is completed to align with organisational requirements/expectations	N/a - Review agreed maturity level every three years after the AMMA is completed to align with organisational requirements/expectations	Develop a clear direction on the level of maturity the organisation is committed to achieving and ensure this is communicated with asset managers across the organisation	A collaborative and confident city	2023: Level of Maturity Observed Transport: Intermediate Three Waters: Core / Intermediate Digital: Intermediate Parks: Basic Facilities: Basic RSE: Basic Resource Recovery: Basic 2020: 78 points 2018: 73 points 2016: 69 points	IIMM Framework Asset Management Maturity Assessment (AMMA) Tool	M
	13.12.32	Support the increase in the quality, completeness, and accuracy of data across the organisation through monitoring and reporting	Dashboards are developed for each business unit across the organisation to identify improvements to data quality, accuracy, and completeness				Dashboards are maintained and enhanced for each business unit across the organisation to identify improvements to data quality, accuracy and completeness	A collaborative and confident city	New with LTP 2024		M

A.3. Levels of Service changes from Long-term Plan 2021-31, and why

Related Levels of Service (now known as Measures of Success and Targets) have been grouped together under *Level of Service Statements*. This provides a *reduced suite of levels of service that are most critical and meaningful*, rationalising the overall number to be presented in the LTP and included in future performance reporting to ELT, the Council and the community, while ensuring continued *transparency of non-financial performance across services*. Applying this process has resulted in no material changes to Measures of Success or Targets beyond those changes specifically set out below.

These LoS changes were approved and adopted by the Executive Leadership Team during the Annual Plan process for 2023/2024.

Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
13.12.31 Increase CCC Asset Management Maturity to meet agreed appropriate maturity level for the organisation.	This LOS has been removed as a requirement.	13.12.31 Regular updates on the progress of the Asset Improvement programme will be presented to ELT.	Management measure, no consultation required.
13.12.30 Percentage of internal customers satisfied with the Asset Management service provided.	This LOS has been removed as a requirement.	13.12.30 The new Strategic Asset Management team provides advice on asset management across the organisation and no longer assists in the physical delivery of projects. The team provides a dashboard to asset managers to allow them to monitor performance.	Management measure, no consultation required.

New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
LOS 13.12.32 Support the increase in the quality, completeness and accuracy of data across the organisation through monitoring and reporting.	New Level of Service	We are looking to support by monitoring and reporting the progress that is made across the organisation with the capture of asset information which is key to the development of the long-term plan and annual plan process.	Management measure, no consultation required.

Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
LOS 13.12. 28 Increase CCC Asset Management Maturity to meet agreed appropriate maturity level for the organisation.	The target has changes from being done every two years to being conducted every three years by an external assessor.	The ICR was a three yearly assessment of the performance of investment intensive agencies in managing investments and assets that are critical to the delivery of NZ government services.	Management measure, no consultation required.
13.12.29 Deliver consistent Asset Management Maturity to meet an agreed maturity level for the organisation.	<p>From Target LTP 2021: 5 Metric Point increase in Council average AM maturity score per assessment.</p> <p>To:</p> <ul style="list-style-type: none"> • Have an agreed level of asset management maturity developed for the organisation in 2024/25. • Review agreed maturity level every three years after the AMMA is completed to align with organisational requirements/ expectations in 26/27. 	Our focus will be reviewing the current gaps in maturity across the individual business units and delivering a programme of work that bridges this gap to ensure the level of maturity meets a consistent level across the organisation.	Management measure, no consultation required.
13.12.20 The Asset Management Improvement Programme is delivered.	<p>Target Change: From: a target of 80%.</p> <p>To: Notable increase in asset maturity is identified during the AMMA assessment.</p> <p>Method of Measurement change From MoM in LTP 2021 The AM Improvement Programme is approved and</p>	<p>Updating the Future Performance Targets to a comment rather than a percentage.</p> <p>Updating the Method of Measurement to align with current practice.</p>	Management measure, no consultation required.

	<p>monitored by the Strategic Asset Management Team in collaboration with the Heads of Service of each area and progress on the improvement programme is reported each quarter to the Executive Leadership Team. Programme milestones are achieved.</p> <p>To LTP 2024: The AM Improvement Programme is drafted and monitored by the Strategic Asset Management Team and provide Programme updates through to ELT.</p>		
--	--	--	--

B. Appendix B: Possible issues impacting the Activity & the mitigations planned

Information for future impacts was collated in preparation of the draft LTP 2024-34 to inform Councillor decisions and community consultation. This section was not updated for final LTP adoption.

B.1. Changing customer needs

Population / demographic changes (low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population growth and impact on current assets and new assets that will be required to support growth.	Changes will have a minimal direct impact on activities covered in this plan.	<ul style="list-style-type: none"> Increased population will increase the demand for services and assets. 	<ul style="list-style-type: none"> Increased demand for information from internal teams seeking advice on asset management. 	<ul style="list-style-type: none"> Provide advice and support the teams across the organisation.

Equity and access (low impact)

This Activity has identified no equity and access issues impacting the Activity.

Identity and social cohesion (low impact)

This Activity has identified no identity and social cohesion issues impacting the Activity.

B.2. Tiriti Partnerships (low impact)

This Activity has identified no Tiriti Partnerships issues impacting the Activity.

B.3. Technological growth (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changing technology and advancement of new technologies.		<ul style="list-style-type: none"> Artificial Intelligence (AI) could provide solutions to increase the way we manage and utilise data allowing more strategic data driven decisions to be made to help streamline the investment lifecycle. 	<ul style="list-style-type: none"> New technology is expected to have a low direct impact on the activity. Any advancement in technology that supports better decision making would be welcomed. 	<ul style="list-style-type: none"> Continue to review progress in technological advancements.
Digital security and cyber-attacks.		<ul style="list-style-type: none"> Increasing threat of cyber security attacks on the organisation. 	<ul style="list-style-type: none"> Data breach that disrupts operations and damages information that is used to make decisions. 	<ul style="list-style-type: none"> Continue to report phishing emails to IT so we can continue to monitor situation across the organisation. Continue to follow organisational direction and training that prevent the risk of a cyber-attack.

B.4. Resilience and environmental considerations

Climate change & adaptation (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Climate change, increasing adverse weather conditions.	We are starting to consider the effects; some assessments have been made on these issues.	<ul style="list-style-type: none"> Climate change will increasingly impact assets causing accelerated deterioration and underperformance. Increased risk of asset failure resulting in the need for increased and on-going investment. 	<ul style="list-style-type: none"> Increasing demand for advice on asset management best practice and future planning for assets considering the impacts and ensuring organisationally we can meet the cost of these challenges. 	<ul style="list-style-type: none"> Continue to increase our knowledge base and engage with government agencies to better understand the impacts of a changing environment. Provide best practice advice on climate resilience to support organisational response.

Climate change, increasing risk of natural disasters.	We are starting to consider the effects; some assessments have been made on these issues.	<ul style="list-style-type: none"> Increased demand for more accurate data on critical assets during significant events that can be used in the response to restore critical services/infrastructure. 	<ul style="list-style-type: none"> Increased pressure to ensure the provision of accurate, complete and easy-to-access data is available within our asset management information system (AMIS). 	<ul style="list-style-type: none"> Continue to provide industry best practice advice across the organisation. Continue to increase our knowledge base and review the way natural disasters are managed across the country and take learning from other local authorities and government agencies.
---	---	--	--	---

Sustainable development (low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Resilience & risk.	Resilience and Risk are built into all Council's current processes.	<ul style="list-style-type: none"> Climate change will create the need for more robust information to be available on the criticality and vulnerability of assets across the city. 	<ul style="list-style-type: none"> Increased pressure to ensure the provision of the correct data is available and easy-to-access data is available within our asset management information system (AMIS). 	<ul style="list-style-type: none"> Continue to provide industry best practice advice across the organisation. Continue to collaborate across the organisation to ensure that the information we collect meets the needs of the council.
Natural hazards.	Natural Hazard (significant events) response and recovery are coordinated through our emergency management activity	<ul style="list-style-type: none"> Increased demand for more accurate data on critical assets during significant events that can be used in the response to restore critical services/infrastructure. 	<ul style="list-style-type: none"> Increased pressure to ensure the provision of accurate, complete and easy-to-access data is available within our asset management information system (AMIS). 	<ul style="list-style-type: none"> Continue to provide industry best practice advice across the organisation. Continue to increase our knowledge base and review the way natural disasters are managed across the country and take learnings from other local authorities and government agencies.

B.5. Infrastructure (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Under investment in the maintenance of our infrastructure	<ul style="list-style-type: none"> We continue to sweat assets and limit our rates increases. 	<ul style="list-style-type: none"> Increases the probability of failure of the asset. Increased health and safety risks in the public domain that may impact the community. physical assets may deteriorate. This impacts their performance and overall output with the need to repair an asset to restore it to its optimal working condition. Increase the risk to infrastructure in the long-term as maintenance is deferred which results in increased costs and an inability to provide regular maintenance to prolong the life of assets increases the probability of failure of the asset. Increased operational expenditure. 	<ul style="list-style-type: none"> We will not be able to access quality data to inform strategic decisions on assets. May be unable to provide sound advice to support quality decision making. Increased demand for a supported centralised asset management information system (AMIS) that delivers accurate up to date data. 	<ul style="list-style-type: none"> Develop programmes of work to review and inspect assets so we have a better understanding of the condition and performance of our assets. Reduce levels of service to offset the lack of operational funding available. Seek out private investment for assets to help pay for ongoing costs of maintenance. Ensure whole-of-life maintenance costs are identified and the required OPEX is factored into future budgets before asset investment decisions are made.
Ageing/deteriorating Infrastructure.	We continue to sweat assets and limit our rate increases.	<ul style="list-style-type: none"> Increases the probability of failure of the asset resulting in the inability to perform as required and meet the needs of the public. Assets will not have the capacity to cope with significant events and will become unreliable. 	<ul style="list-style-type: none"> Increased demand for a supported centralised asset management information system (AMIS) that delivers accurate data. 	<ul style="list-style-type: none"> Develop programmes of work to review and inspect assets so we have a better understanding of the condition and performance of our assets. Undertake asset disposal or recycling to the community to decrease costs of ongoing maintenance so these funds can be redirected to manage

				<p>assets of high community importance.</p> <ul style="list-style-type: none"> • Seek out private investment for assets to help pay for ongoing costs of maintenance.
<p>The capacity and capability to deliver infrastructure capital programs and improve asset management practices as part of whole-of-life best practice.</p>	<ul style="list-style-type: none"> • High staff turnover and organisational fragmented structure for asset management leading to inconsistent asset management maturity across the organisation. 	<ul style="list-style-type: none"> • Unable to deal with growth pressures and environmental expectations. • Increased operational expenditure. • Increased pressures on internal resources. • Reputational risk to the council and council employees. 	<ul style="list-style-type: none"> • Inability to attract and retain skilled and qualified staff. • We will not be able to access quality data to inform strategic decisions on assets. • May be unable to provide sound advice to support quality decision making. 	<ul style="list-style-type: none"> • Focus on education, training, and skills development within the organisation to increase knowledge and skills. • Delivery of the Asset Management Maturity Assessment (AMMA) will be identifying areas for improvement, develop a roadmap for enhancing asset management capabilities, optimizing asset performance, and maximizing return on investment. • Investment in Building Information Modelling (BIM) as this reduces errors, saves time and costs, and enhances communication, planning and decision-making throughout the entire lifecycle of an asset.

B.6. Regulations & reform (low impact)

This Activity has identified no regulation and reform issues impacting the Activity.

B.7. Identified Business Unit Risks

Business risks that could impact this activity have been considered. A summary of risks currently assessed as most relevant to the activity are listed below. Risks are recorded and periodically reported to the Executive Leadership Team and the Audit and Risk Management Committee.

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents. 	<p>Outdated Asset Management Strategy which includes policies, asset management frameworks, criticality frameworks, and best practice data collection.</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> Business units unlikely to implement systemic asset management. Ad hoc asset management practices, resulting in a limited understanding of our asset conditions. Informed decision making about capital investment becomes challenging, and there is an elevated risk of critical infrastructure failure. 	Extreme	Likely	High	<ul style="list-style-type: none"> Some business units have condition inspection programmes. Operational monitoring undertaken by business units. Policy in place (but is outdated) 	High
<ul style="list-style-type: none"> Manage ratepayers' money wisely, delivering quality core services to the whole 	<p>Business units lack a fully resourced and supported enterprise asset management software.</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> Business units may resort to collecting and storing asset 	Major	Highly likely	High	<ul style="list-style-type: none"> No consistent approach is used across the organisation. Some units have systems in place but not at an enterprise level. These systems are not supported by Digital SAP Improvement Programme will help to provide some consistency across the organisation. 	High

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
community and addressing the issues that are important to our residents.	data in an ad hoc manner. This limited view of the organisation's assets and conditions poses challenges in making well-informed financial decisions.					
<ul style="list-style-type: none"> Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents. 	<p>Without regular collection of asset condition and performance data, the ability to make informed, data-led decisions or develop accurate asset management plans reflecting our current situation becomes compromised.</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> This lack of understanding about our assets may lead to increased reactive maintenance, failure to meet service levels, critical infrastructure failures, and an inability to achieve value for money. 	Extreme	Almost Certain	Very High	<ul style="list-style-type: none"> RSE have performance data Overall there is an ad hoc approach Condition programmes are being undertaken by - Parks, Facilities, Three Waters 	Very High
<ul style="list-style-type: none"> Manage ratepayers' money wisely, delivering 	<p>If asset management plans have inadequacies and lack captured asset condition data to determine investment requirements.</p>	Extreme	Almost Certain	Very High	<ul style="list-style-type: none"> RACI model now in place Accountability sits with HoS The SAP Improvement Programme will deliver a system that has the ability to deliver a robust reporting 	Very High

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<p>quality core services to the whole community and addressing the issues that are important to our residents.</p>	<p>There is a risk of:</p> <ul style="list-style-type: none"> critical infrastructure suffers degradation and failure. This can lead to heightened capital expenditure, increased reactive maintenance, and a failure to meet levels of service. failure to consider changes in the environment (natural, operating, economic, and construction) in asset management plans will necessitate additional, unplanned investments to future-proof assets, resulting in ineffective financial planning. 				<p>structure that will assist in gathering information for asset valuations and insurance as well as reporting on routine maintenance and trend reporting to identify areas of improvement.</p>	
<ul style="list-style-type: none"> Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to 	<p>Inability to Deliver An Appropriate and Compliant Asset Management System</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> Business units unlikely to implement systemic asset management. Ad hoc asset management practices, resulting in a limited understanding of our asset conditions. 	<p>Extreme</p>	<p>Likely</p>	<p>High</p>	<ul style="list-style-type: none"> Introduction of the Asset Management RACI that identifies roles and responsibilities. Asset Management Maturity Assessment 2023 identifies opportunities for improvement. Implementation of the Asset Management Improvement Plan for ELT and Asset Stewards Allocation of operational funding for asset management be considered during LTP. 	<p>High</p>

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
our residents.	<ul style="list-style-type: none"> • Informed decision making about capital investment becomes challenging, and there is an elevated risk of critical infrastructure failure. • Insufficient Operating Budget to support AM practices. • Staff, with organisational knowledge/expertise, seeking opportunities elsewhere • A lack of financial support and resources to effectively deliver asset management 				<ul style="list-style-type: none"> • A review of how asset management is delivered across the organisation to ensure we are providing a more secure and supportive environment for AM professionals. • Ensure clear expectations are set to ensure all units across the organisation are following asset management best practices. • Accountability for non-conformance for not following good asset management practices across the organisation. 	
<ul style="list-style-type: none"> • Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents. 	<p>Poor Asset Management Decision-making Data Quality</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> • Incomplete asset registers/asset history information. • A lack of defined ownership and responsibility • Poor asset information management practices • Lack of/poor quality asset condition and performance information • Inappropriate (non-enterprise) system use across the organisation. 	Extreme	Almost Certain	Very High	<ul style="list-style-type: none"> • The SAM team are working with the asset stewards across the organisation to agree on the data standards once agreed data collection in some areas can proceed. • Identifying the gaps in the maturity of the organisation will highlight the areas that require the most support and better-defined roles, and responsibilities. This will then need to be addressed through the heads of service for each unit. • Ensure that roles and responsibilities are clearly articulated in position descriptions and that teams are 	High

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
	<ul style="list-style-type: none"> • Inaccurate asset valuations and insurance value • Increased operational reactive maintenance costs • Failure to meet service levels • Critical infrastructure failures • Inability to achieve value for money 				<p>aware of the accountability associated with asset management.</p> <ul style="list-style-type: none"> • Develop reporting dashboards that provide progress updates and track improvements made to the gathering of up-to-date condition and performance data and ensure these are tabled at regular Executive Leadership Team meetings. • The SAP Improvement Programme will address non-enterprise systems being used as this will become the one source of truth for the organisation. • Seek an agreement on a centralised mobility solution for the organisation that is fully endorsed, supported and funded. • The SAP Improvement Programme will deliver a system that has the ability to deliver a robust reporting structure that will assist in gathering information for asset valuations and insurance as well as reporting on routine maintenance and trend reporting to identify areas of improvement. • A review of how data is collected and where data is stored is currently underway across the organisation. 	

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection. Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents. 	<p>Staff wellbeing</p> <p>If the level of organisational demands continues to be highly ambiguous and reactive, then staff will feel pressured and have unreasonable workloads.</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> Staff burnout and related health issues Absenteeism and productivity impacts Increased recruitment costs if retention impacted 	Moderate	Highly Likely	High	<ul style="list-style-type: none"> Increased leadership engagement with teams on wellbeing Increased EAP, People and Culture connections Wellbeing activities embedded into day-to-day working culture. Development of a unit programme of work to prioritise activities and manage individual workloads. 	Medium
<ul style="list-style-type: none"> Be an inclusive 	<p>Recruitment and retention of skilled staff</p>	Moderate	Likely	Medium	<ul style="list-style-type: none"> Increased staff wellbeing programmes 	Low

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<p>and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection.</p> <ul style="list-style-type: none"> Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents. 	<p>If Council and the activity have a high level of staff turnover, then there is less skilled and experienced staff to deliver the activities.</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> Staff wellbeing negatively impacted by workload changes. Level of service achievement is impacted. Increased cost of external resourcing to achieve schedule requirements 				<ul style="list-style-type: none"> Work with staff on personal development opportunities including internal secondments. Use exit interviews to identify opportunities for improvement. Development of leadership opportunities and training 	
<ul style="list-style-type: none"> Manage ratepayers' money wisely, 	<p>Asset Management Policy advice and performance</p>	Major	Highly Likely	High	<ul style="list-style-type: none"> Develop a comprehensive communication plan to ensure that Asset Management advice is effectively communicated to all 	High

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<p>delivering quality core services to the whole community and addressing the issues that are important to our residents.</p>	<p>If Asset Management advice is not understood and taken into consideration across the organisation, then Elected Members and Community expectations of Council assets will not be met.</p> <p>There is a risk of;</p> <ul style="list-style-type: none"> • Clear asset management priorities will not be embedded at the needed operational level to see the required changes. • Decision-making is not informed by evidence-based advice. • The necessary investment into asset management will not occur. • Council asset management will not align with national legislation or best practice 				<p>relevant stakeholders, including elected members, staff, and the community.</p> <ul style="list-style-type: none"> • Use clear and concise language to explain Asset Management principles, objectives, and benefits. Avoid jargon and technical terms that may hinder understanding. • Foster a collaborative culture by creating forums, workshops, or focus groups where stakeholders can exchange ideas, share experiences, and contribute to Asset Management discussions. • Provide training programs and resources to enhance the knowledge and skills of staff members and elected members regarding Asset Management principles, processes, and decision-making frameworks 	