

# Item 3: Asset Management Policy Update

SESSION TYPE: Briefing

PURPOSE/DESIRED OUTCOME:

This purpose of this presentation is to:

- Introduce the updated Asset Management Policy & Strategic Asset Management Plan in preparation for the request to approve the updated version at the September Council meeting

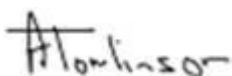

DATE/START TIME:

Tuesday, 5 August 2025 at 3.40pm

TIME BREAKDOWN:

Presentation: 15 minutes

Questions: 15 minutes

Prepared by: 	Reviewed and Authorised by: 
Alison Tomlinson	Tony Avery
Strategic Asset Manager	GM Property & Infrastructure
18 July 2025	21 July 2025

Supported by: Adrian Hoddinott, Parks Contract Manager, Marty Mifsud, Property Asset Manager

ATTACHMENTS:

A	Asset Management Policy presentation
B	Draft Asset Management policy

To note: minor tweaks may be made to the presentation from the version shared in advance, to the version shared on the day of the workshop.

# Asset Management Policy 2025

## Strategic Asset Management (SAM)

*“To deliver fit-for-purpose integrated asset management that supports the wellbeing of an evolving community, whilst balancing levels of service, risk and cost efficiency.”*

# Governance pathway

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What	Why	When
Council Workshop	To introduce the updated Policy & Strategic Asset Management Plan	5 <sup>th</sup> August
Full Council	To revoke the old policy and adopt the new	4 <sup>th</sup> September



# The Asset Management Framework

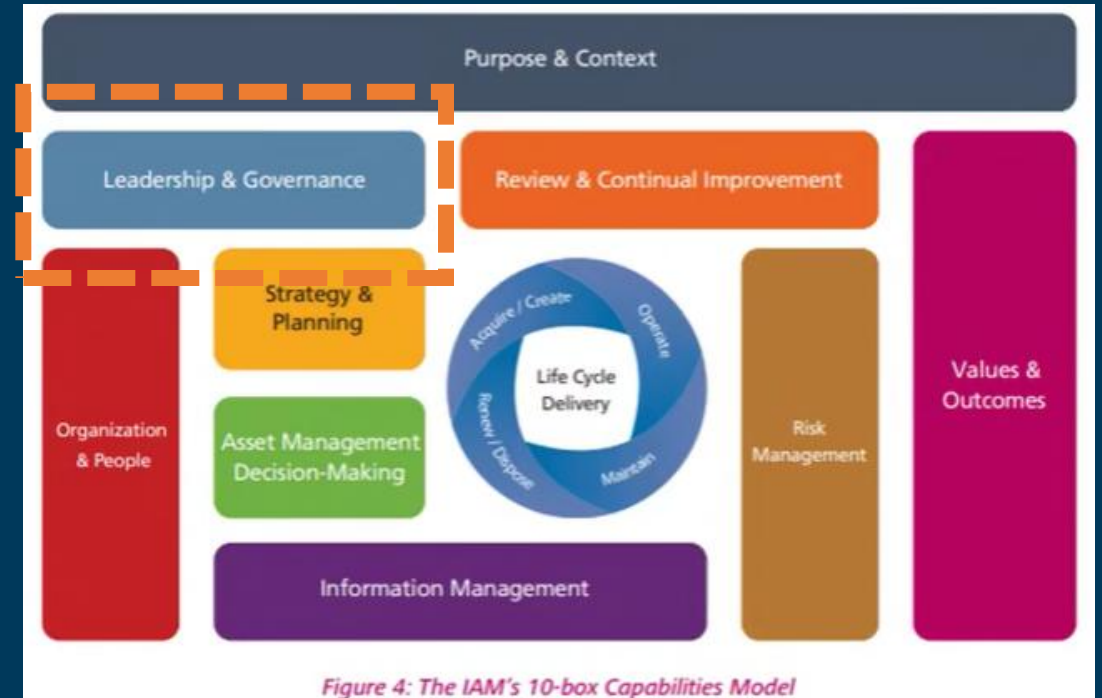
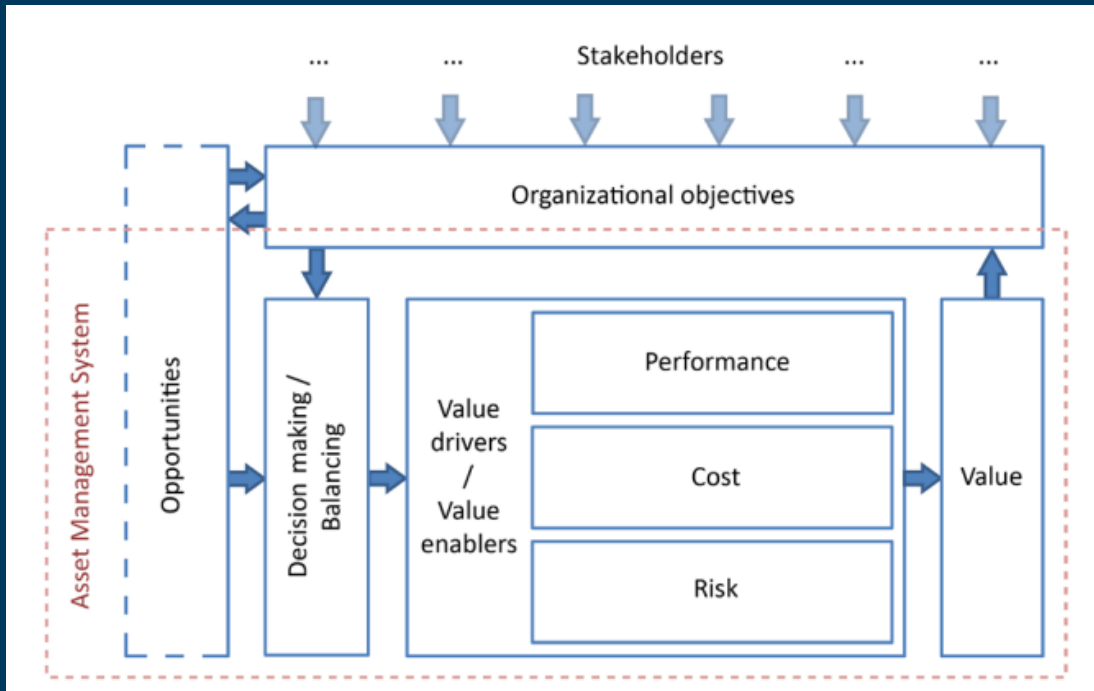


Figure 4: The IAM's 10-box Capabilities Model

*“To deliver fit-for-purpose integrated asset management that supports the wellbeing of an evolving community, whilst balancing levels of service, risk and cost efficiency.”*



# What is an Asset Management Policy?

- A set of **guiding principles and goals** related to our practices.
- Not just a nice-to-have document. It's a **core requirement of ISO 55001**. It is a public document.



*“an enabler to achieving our target levels of service for an optimal cost”*

# Status of the Current AM Policy

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- 2016 – Current Approved Policy
- 2021 – Informal Update
- 2025 – New Policy focus areas
  - Integrates the inaugural Strategic Asset Management Plan
  - Property & Infrastructure and Community & Services
  - Clarifies organisational roles and responsibilities
  - Formalises the Asset Management Steering Group

# Create an operational AM Steering Group

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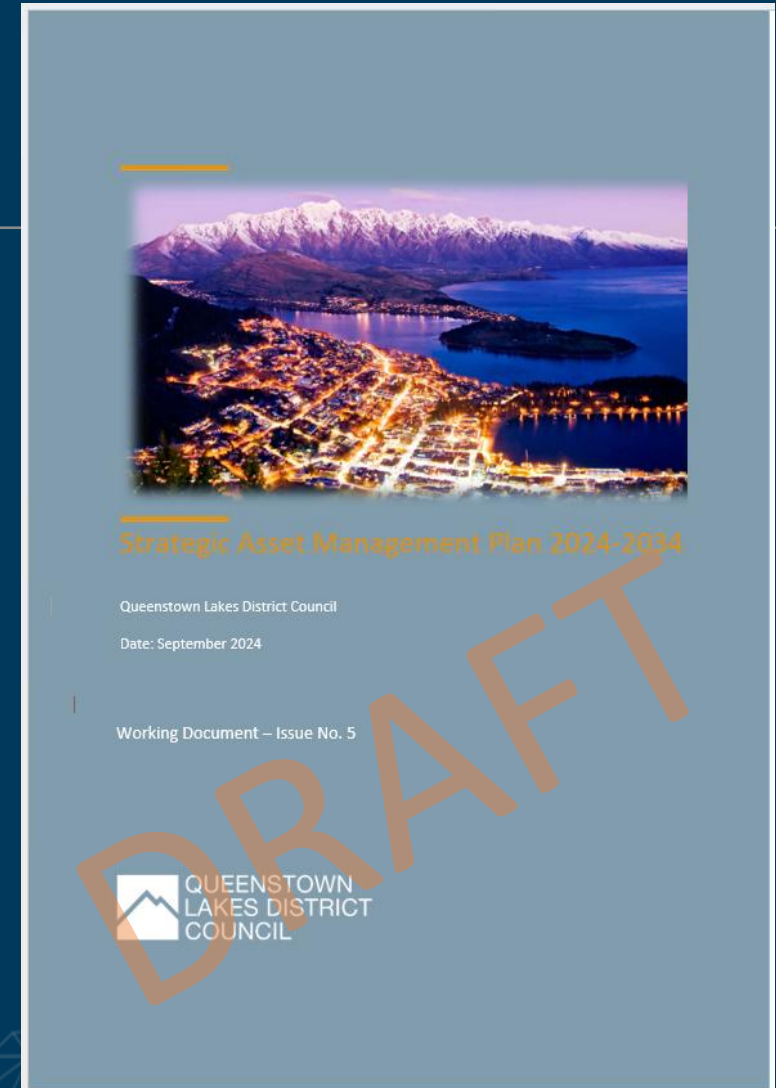
- Currently an informal 'Asset Management Forum'
- Formalise and set out a 'Terms of Reference'
  - Reporting to ELT on the maturity of asset management and opportunities for improvement.
  - Enable communication across departments to enable a consistent, evidence based and integrated approach to:
  - The implementation of the asset management policy
  - Ownership of the SAMP
  - The establishment, implementation, annual review and reporting on progress on asset management improvement plan (AMIP) to achieve target levels of asset management maturity.

# What is a Strategic Asset Management Plan (SAMP) ?

Contains the **strategies and approaches** for **decision-making** and **implementation** and **alignment** of **asset management activities**.

A SAMP is defined in ISO 55000:2024 as follows:

*“documented information that contains and aligns asset management policy, objectives, strategies and approaches for developing and managing the asset portfolio and the asset management system”.*





# Our Inaugural SAMP's critical purpose

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- Document the role of the asset management system in supporting the organisation's objectives
- It guides the organisation in establishing and applying a framework for asset management decision-making appropriate to its type, size, and complexity.
- It guides the approach for developing asset management plans and the asset management system.
- Daylights organisational context
- Provides visibility of asset management across all organisational activities
- Sets out an improvement plan to improve the asset management system
- A critical tool for executive management on how to achieve organisational objectives while effectively managing Council assets and asset management performance.
- A guiding tool for all those involved to drive consistent Asset Management Plans and improved asset management.

# SAMP Improvement Cycle

## Focus 03

Fostering an asset management culture and realising the benefits.

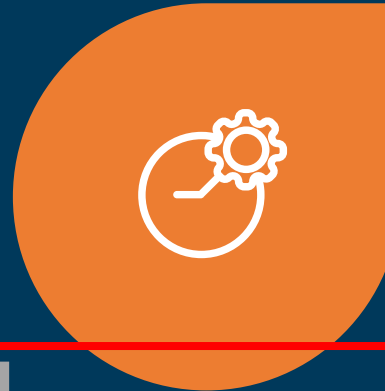


**3<sup>rd</sup> SAMP (2030)**

*Continual improvement.*

## Focus 02

Embedding the asset management system and practices.



**2<sup>nd</sup> SAMP (2027)**

*Continual improvement.*

## Focus 01

Laying a foundation for enduring success.



**1<sup>st</sup> SAMP (2025)**

# Strategic Asset Management

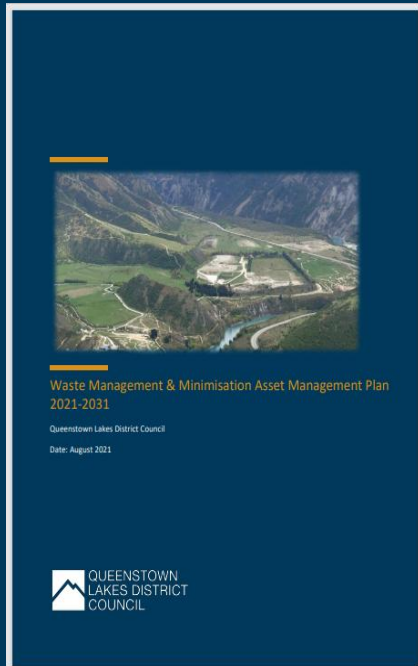
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- New P&I team with clear focus on strategic asset management that is consistent across all assets and activities and driving organisational AM
- Focus Areas
  - **AM Framework** – ISO 55000: AM Policy, Strategic Asset Management Plan
  - **Asset Information Systems**
  - **LoS** frameworks, baseline LoS,
  - **Financials** -where is the spend (opex, renewals, capex) (sustainability / affordability)
  - **Data Analytics & modelling** (demand, capacity/deterioration), systems, processes to support decision making
  - **Monitoring** (condition and demand)
  - Improved **risk management**
  - Continuous **improvement**

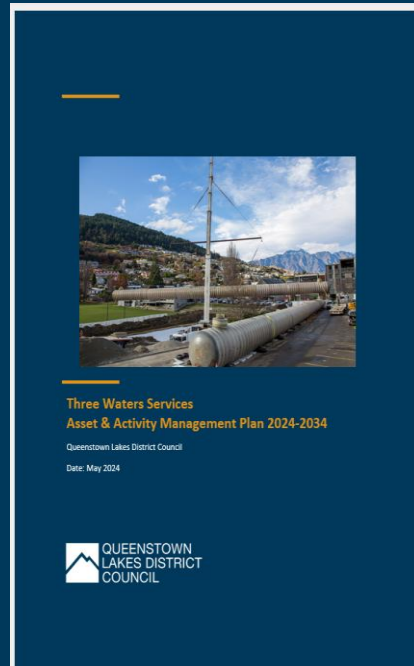
# QLDC AMPS

QLDC have **five AMPS**. These should be updated **every 3 years** in line with the LTP.

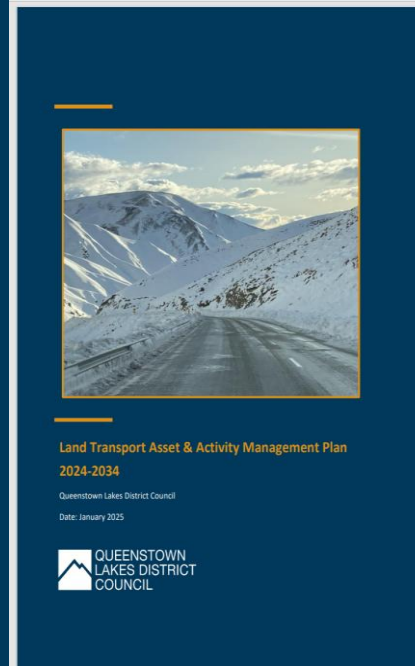
## Waste



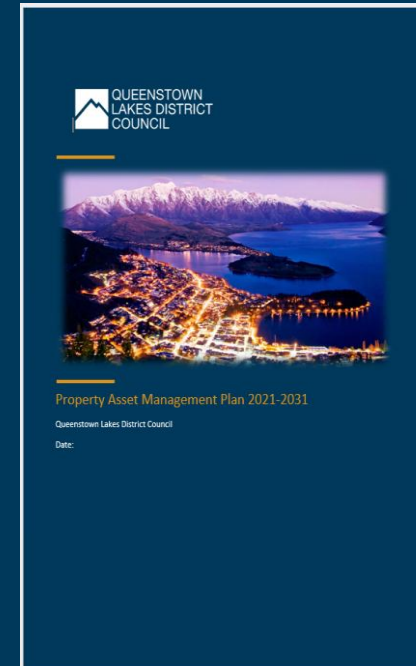
## Three Waters



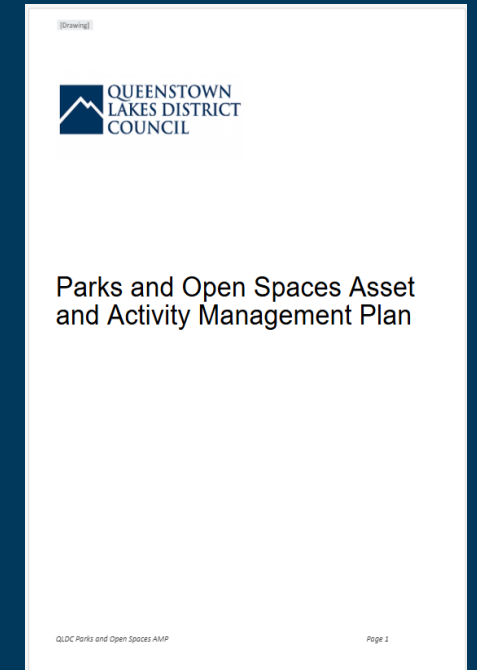
## Land Transport



## Property



## Parks and Open Spaces





# What is an Asset/Activity Management Plan (AMP)?

- A **strategic and tactical plan** that outlines how an organisation will manage its physical assets over their lifecycle to deliver a defined level of service in a sustainable and most cost-effective manner.
- Should not be a 'set and forget' document that sits on the shelf.
  - It is the **core** document that enables cross functional alignment and agreement on how the organization manages its assets and activities.
- Feeds into LTP development and should be approved prior
- **An AMP covers:**
  - What **assets** we have
  - What **activities** we undertake
  - **Context** we operate in
  - The **state** of our assets
  - Future **demand**
  - **Costs / Risk / Level of service**
  - Ten-year **investment plans** (maintenance, operations, renewals and capital works)

# Why are AMPs integral to QLDC?

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- A **single source of truth** for how we look after our assets
- Provides **clarity and oversight** on what we are managing
- **Enables** better planning and resource allocation to deliver assets at the **lowest cost** over an asset life cycle
- **Manages risk** and **enables** accurate and sustainable long term planning
- Aligns QLDC teams with broader **organisation goals**
- **Supports** decision makers to make informed decision
- **Enables** continuous improvement
- Allows for business **continuity**

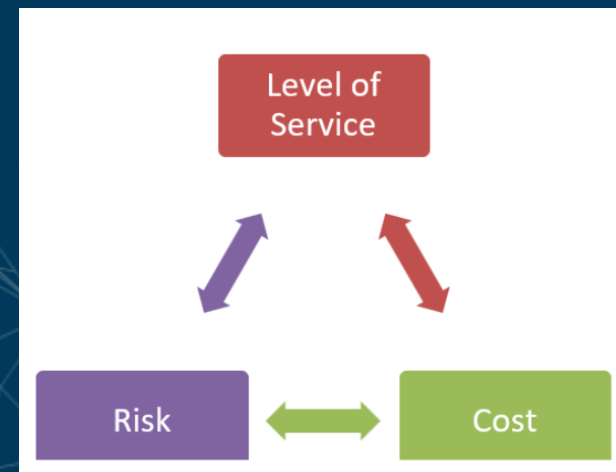
# Interested in the AMP's?

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- The following slides will not be covered in the session, but provide links to the various QLDC Asset/Activity plans; including
  - Original PDF versions
  - Our Strawman **Digital AMPS** (working power BI version)
  - Our **AMPs at a Glance**
- A good Youtube video on asset management  
<https://youtu.be/z-AFmiVgfkW?si=R71Yc6xeP9qty-3h>

# Transport AMP

- Traditional AMP: <https://www.qldc.govt.nz/media/armla3ql/submitted-amp-2024-2034-jan-2025.pdf>
- Digi AMP: [Microsoft Power BI](#)
- AMP at a Glance: [Transport At a Glance](#)
- Next Steps:
  - Refine our Digi AMP
  - Better data integrations
  - Focus on LoS





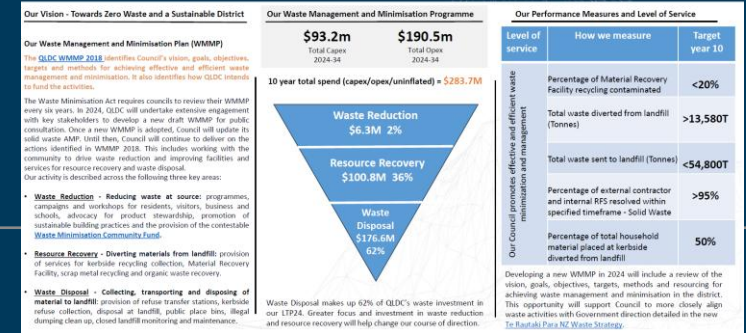
# Three Waters AMP

- Next steps
  - Refine the Digi AMP
  - Better data quality & integrations
  - Develop LoS
  - Focus on improving AM maturity
  - O&M manuals
- Traditional AMP: [QLDC's Asset Management Plans](#)
- Digi AMP: [Home - QLDC 2024 WAMP - Power BI](#)
- AMP at a Glance: [3waters At a Glance](#)



# Waste AMP


- Traditional AMP: [QLDC's Asset Management Plans](#)
- AMP at a Glance: [T:\Solid Waste\Asset Mgmt\2024\24 04 19 WM AMP at a Glance 24-34 R4.pdf](#)
- Next steps
  - Better understand alignment between Waste Minimisation Management Plan and AMP
  - Focus on improving AM maturity



# Property AMP

- Traditional AMP: [QLDC's Asset Management Plans](#)
- AMP at a Glance: [Property At a Glance](#)

- Next steps
  - Update to AMP about to commence
  - Condition data underway
  - Focus on improving AM maturity



**QUEENSTOWN  
LAKES DISTRICT  
COUNCIL**

**QLDC Property Asset Management Plan 21-31**  
**Executive Summary (2-Page AMP)**

Prepared by: Matt Price (Property Asset Manager)

**Glossary**  
BWOF=Building Warrant of Fitness  
BS=New Building Standard  
AMP=Asset Management Plan  
PPM=Planned Preventative Maintenance (Scheduled)  
R&M=Repairs & Maintenance (Reactive)

*"To provide the desired level of service in the most cost-effective manner through the appropriate management of assets"*

Activity Description	What We Do	Supported Strategic Priorities																																			
	<p>We provide fit-for-purpose property infrastructure for a range of operational, administrative and community services that are suitable for our people and community members to meet and engage in a variety of different contexts.</p>	<p><b>Efficient &amp; Effective Infrastructure</b> Our operational and administrative facilities are critical to provide essential infrastructure and administration services that keep the district running.</p> <p><b>Efficient &amp; Effective Community Facilities</b> Our community facilities such as libraries, halls and recreation centres provide places to socialise, read, learn, run community groups, enjoy arts and culture, play sports, go swimming and attend live events.</p>																																			
Levels of Service	Desired Levels of Service	Performance Measures																																			
	<p>We will ensure:</p> <ul style="list-style-type: none"> <li>All buildings are well maintained, safe, accessible and provide a fit-for-purpose environment for our staff and customers</li> <li>All buildings will comply with relevant building legislation</li> <li>All renewal and scheduled maintenance activities will be completed as per the Asset Management Plan</li> <li>Reactive property maintenance costs reduce year-on-year as a result of the scheduled maintenance programme</li> </ul>	<p><b>How LOS will be measured:</b></p> <table border="1"> <thead> <tr> <th>Measure &amp; Target</th><th>Current</th><th>21-22</th><th>22-23</th><th>23-24</th></tr> </thead> <tbody> <tr> <td>% of buildings with current BWOF</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr> <tr> <td>% of buildings with NBS 34% or higher</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr> <tr> <td>% of buildings with minimum condition grade 2.5</td><td>100%</td><td>100%</td><td>90%</td><td>90%</td></tr> <tr> <td>% of components renewed as per AMP</td><td>N/A</td><td>80%</td><td>85%</td><td>90%</td></tr> <tr> <td>% of PPM activities completed as per AMP</td><td>N/A</td><td>80%</td><td>85%</td><td>90%</td></tr> <tr> <td>R&amp;M spend less than or equal to allocated budget</td><td>\$4M</td><td>\$900k</td><td>\$850k</td><td>\$800k</td></tr> </tbody> </table>	Measure & Target	Current	21-22	22-23	23-24	% of buildings with current BWOF	100%	100%	100%	100%	% of buildings with NBS 34% or higher	100%	100%	100%	100%	% of buildings with minimum condition grade 2.5	100%	100%	90%	90%	% of components renewed as per AMP	N/A	80%	85%	90%	% of PPM activities completed as per AMP	N/A	80%	85%	90%	R&M spend less than or equal to allocated budget	\$4M	\$900k	\$850k	\$800k
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Demand	Demand Drivers	Demand Forecast																																			
	<ul style="list-style-type: none"> <li>Increasing resident and tourist population will impact on the number, scale and diversity of the facilities that we have</li> <li>Increase in QLDC staff numbers will create the need for additional workspace</li> <li>Growing requests for available facilities increasing pressure on existing facilities</li> </ul>	<ul style="list-style-type: none"> <li>88% residential population growth projected in the 30 years 2018-2048                             <ul style="list-style-type: none"> <li>39,500 to 74,400 across Lakes District (incl. Wanaka)</li> </ul> </li> <li>57% growth in tourism numbers projected in the 30 years 2018-2048                             <ul style="list-style-type: none"> <li>Average daily visitor count 24,860 to 30,040</li> <li>Peak visitor numbers 79,300 to 126,370</li> </ul> </li> <li>82% of community groups can suitably co-locate with other organisations, however, only 30% of groups or services have a plan to address their need for a new facility</li> </ul>																																			
Key Issues & Responses	Issue	Response																																			
	<ul style="list-style-type: none"> <li>Poor, or no rationale, for ownership and management of asset groups</li> <li>Poor technical asset condition data of mechanical and electrical components</li> <li>Deferred asset renewals and scheduled maintenance leading to assets deteriorating quicker and being held in service past their expected life, with unknown consequence</li> </ul>	<ul style="list-style-type: none"> <li>The Asset Realignment Project is ongoing to ensure QLDC Property are managing all typical property, facilities and asset management functions for core building assets</li> <li>Additional assessment of mechanical and electrical components will be completed prior to 22-23 – funding has been allocated</li> <li>Annual Plan 20-21 will aim to renew all very poor (C3) condition components – a works programme will ensure the right money is being spent at the right time on the right priority</li> </ul>																																			

# Parks & Open Spaces AMP



- **Develop** Community & Services asset management maturity and its integration with the wider organization inc resourcing
- **Update, review and adopt** the present working Parks and Open Spaces DRAFT AMP
- Rationalize roles and responsibilities to ensure the **right people, with the right skills manage the right assets** (between Directorates)
- **Advocate** for the Implementation of an Enterprise Asset management Information System – bridge the gap between activity and Financial planning
- Continual improvement in data accuracy and condition of assets
- **Formalize** agreed Levels of Service (LoS)
- Develop design guidelines and **integrate** into Code of Practice to guide development





# Asset Management Policy

## 1 CONTENTS

Team/Directorate	Property & Infrastructure and Community Services.			
Approved/Adopted by	Council Resolution 4 September 2025			
Effective date	4 September 2025			
Next review				
Version	1.0		Date	TBC

2	Purpose .....	2
3	Terms and Definitions .....	2
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## 2 PURPOSE

The Asset Management Policy (the policy) serves as the overarching strategic framework, direction-setting, and intentions for asset management.

The policy outlines the vision and guiding principles by which Queenstown Lakes District Council (QLDC/Council) intends to apply asset management to achieve its organisational objectives.

## 3 TERMS AND DEFINITIONS

For the purposes of this policy, the terms and definitions set out in ISO 55,000 and Appendix A shall apply.

## 4 SCOPE

This policy guides asset management for all property, plant and equipment assets within the Property and Infrastructure Directorate and the Community Services Directorate.

This policy applies to all QLDC permanent, temporary, and casual staff, as well as staff seconded from another organisation and contingent workers, including labour hire, professional services contractors, and consultants.

## 5 VISION

Our vision for asset management is as follows:

*“To deliver best-practice asset management that supports the well-being of an evolving community while balancing service levels and cost efficiency.”*

## 6 GUIDING PRINCIPLES

We are committed to the guiding principles by which the organisation intends to apply asset management to achieve its objectives.

Our guiding principles for asset management are:

- a) Ensuring that services and infrastructure are provided in a financially sustainable manner, with the appropriate levels of service to customers and the environment.
- b) a fit for purpose-integrated asset management system
- c) satisfying applicable legal, regulatory and stakeholder requirements
- d) leadership led with asset management accountabilities and responsibilities defined
- e) planning takes a whole-of-life approach, considering cost, performance, and risk to achieve the asset management objectives.
- f) providing support and resources to realise the asset management objectives
- g) manage operations, decision-making and change through operational control processes
- h) reporting on and evaluating asset management performance
- i) continual improvement of asset management and the asset management system
- j) supporting long-term organisational objectives and sustainable outcomes

## 7 STANDARD

Our asset management will be consistent with ISO 55000 overview, principles and terminology; 55001 management system requirements and 55002 management system guidelines; and relevant industry best practices and guidance.

## 8 ROLES AND RESPONSIBILITIES

The **Council** is responsible for adopting the asset management policy, vision and guiding principles by which the organisation intends to apply asset management to achieve its objectives.

The **Chief Executive** is responsible for achieving the QLDC's asset management objectives and allocating resources needed to establish, implement, maintain and continually improve the asset management system.

The **General Manager** for each **Directorate** is responsible for asset management operational planning and control, including implementing processes and actions determined by the asset management plans and corrective or preventative actions.

The relevant **Directorate Committee (Property and Infrastructure / Community and Services)** is responsible for the adoption and approval of Asset Management Plans

The **Strategic Asset Manager (Property & Infrastructure)** is responsible for driving asset management competence, awareness, documented information, performance evaluation, improvement and management of change across QLDC.

The **Asset Management Steering Group** is responsible for developing and implementing a consistent asset management system, determining the information requirements and the control processes needed to meet requirements. Supporting and sharing technical asset management approaches across all asset management practitioners in the organisation.

## 9 IMPLEMENTATION

The Strategic Asset Management Plan shall outline the approach to implementing the policy and guiding principles including timelines and relevant review periods for Plans.

The Strategic Asset Management Plan operationalises these guiding principles, detailing specific actions, strategies, and tactics necessary to achieve the strategic asset management objectives set out in the Strategic Asset Management Plan.

The Executive Leadership Team shall approve the Strategic Asset Management Plan.

## 10 COMMUNICATION

The asset management policy vision, guiding principles, intentions, expectations, policies, and procedures will be communicated regularly and included in staff training programmes.

The Asset Management Steering Group is key communication channel.

## 11 REVIEW

The policy shall be reviewed three yearly and at least 12 months before the Council adopts its Long Term Plan.

The asset management system, including the Strategic Asset Management Plan, shall be reviewed three yearly at least 12 months before the Long Term Plan is adopted.

Asset management plans shall be reviewed every three years and 12 months before Council adopts its Long Term Plan.



## 12 APPENDIX A – TERMS AND DEFINITIONS

The terms and definitions are sourced from ISO55,000 and, in some cases, have been modified to suit QLDC. For the complete set of terms, definitions, and supporting notes for asset management, refer to ISO 55,000.

### **General terms**

<b>capability</b>	“asset management” measure of capacity and the ability of an entity (system, person or <i>organisation</i> ) to achieve its <i>objectives</i>
<b>competence</b>	ability to apply knowledge and skills to achieve intended results
<b>conformity</b>	fulfilment of a <i>requirement</i>
<b>continual improvement</b>	recurring activity to enhance <i>performance</i>
<b>documented information</b>	information required to be controlled and maintained by an <i>organisation</i> and the medium on which it is contained
<b>effectiveness</b>	extent to which planned activities are realised and planned results achieved
<b>monitoring</b>	determining the status of a system, a <i>process</i> or an activity
<b>measurement</b>	<i>process</i> to determine a value
<b>nonconformity</b>	non-fulfilment of a <i>requirement</i>
<b>objective</b>	result to be achieved. Note: an objective can be strategic, tactical, or operational
<b>organisation</b>	person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its <i>objectives</i>
<b>organisational objective</b>	overarching <i>objective</i> that sets the context and direction for an <i>organisation’s</i> activities
<b>organisational plan</b>	<i>documented information</i> that specifies the programmes to achieve the <i>organisational objectives</i>
<b>performance</b>	measurable result
<b>policy</b>	intentions and direction of an <i>organisation</i> as formally expressed by the Council
<b>process</b>	set of interrelated or interacting activities which transforms inputs into outputs
<b>risk</b>	effect of uncertainty on objectives
<b>requirement</b>	need or expectation that is stated, generally implied or obligatory
<b>stakeholder</b>	person or <i>organisation</i> that can affect, be affected by, or perceive themselves to be affected by a decision or activity
<b>Executive Leadership Team</b>	person or group of people who directs and controls an <i>organisation</i> at the highest level

## Terms relating to assets

<b>asset</b>	item, thing or entity that has potential or actual value to an <i>organisation</i>
<b>asset life</b>	period from <i>asset</i> creation to asset end-of-life
<b>life cycle</b>	stages involved in the management of an <i>asset</i>
<b>asset portfolio</b>	<i>assets</i> that are within the scope of the <i>asset management system</i>
<b>asset system</b>	set of <i>assets</i> that interact or are interrelated
<b>asset type</b>	grouping of <i>assets</i> having common characteristics that distinguish those assets as a group or class
<b>critical asset</b>	<i>asset</i> having potential to significantly impact on the achievement of the <i>organisation's objectives</i>

## Terms relating to asset management

<b>asset management</b>	coordinated activity of an <i>organisation</i> to realise value from <i>assets</i>
<b>strategic asset management plan (SAMP)</b>	<i>documented information</i> that specifies how <i>organisational objectives</i> are to be converted into <i>asset management objectives</i> , the approach for developing <i>asset management plans</i> , and the role of the <i>asset management system</i> in supporting achievement of the asset management objectives
<b>asset management plan</b>	<i>documented information</i> that specifies the activities, resources and timescales required for an individual <i>asset</i> , or a grouping of assets, to achieve the <i>organisation's asset management objectives</i> .
<b>level of service</b>	parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the <i>organisation</i> delivers

## Terms relating to the asset management system

<b>corrective action</b>	action to eliminate the cause of a <i>nonconformity</i> and to prevent recurrence
<b>management system</b>	set of interrelated or interacting elements of an <i>organisation</i> to establish <i>policies</i> and <i>objectives</i> and <i>processes</i> to achieve those objectives
<b>asset management system</b>	<i>management system</i> for <i>asset management</i> whose function is to establish the asset management <i>policy</i> and asset management <i>objectives</i>