Item 4: Asset Management Plan Update

SESSION TYPE: Briefing

PURPOSE/DESIRED OUTCOME:

The purpose of this briefing is to provide an update on the Property & Infrastructure Asset Management Plans.

DATE/START TIME:

Thursday, 30 July 2026 at 2.00pm

TIME BREAKDOWN:

Presentation: 30 minutes

PRESENTERS:

Alison Tomlinson - Strategic Asset Manager
Morgana Zanotto Laner - Asset Manager, 3Waters/Solid Waste
Mike Pridham - Asset Manager, Transport
Marty Mifsud - Asset Manager, Property
Mikayla Oliver - Asset Manager, Property

Prepared by:

Name: Alison Tomlinson
Title: Strategic Asset Manager

14 July 2026

Reviewed and Authorised by:

Name: Tony Avery
Title: General Manager, Property & Infrastructure
21 July 2026

ATTACHMENTS:

A	Asset Management Plan Presentation

Assets & Infrastructure Committee

Property & Infrastructure
Asset / Activity
Management Plans

July 2026

"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."

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Last update we covered the AM system

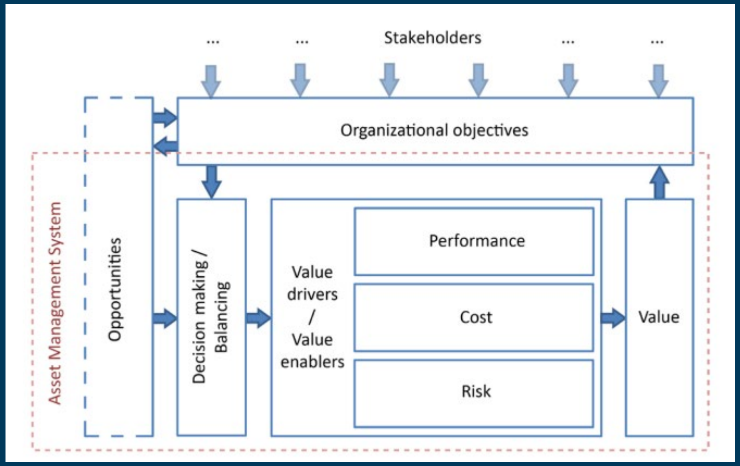

Figure 4: The IAM's 10-box Capabilities Model

"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."

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30 Year Infrastructure Strategy

- 30 Year Infrastructure Strategy sets the scene for the AMPs

- The AMP provides the 10 year view of the 30YIS
  - Takes Significant Issues & Scenarios and digs deeper into the Activity Response
  - These then develop into Programmes

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Asset Management Maturity Assessment

- Is overdue – supposed to be done every 2 years according to AM Policy
- Last done 2022 – but was deferred with reform& change
- Moving from IIMM to the new Apopo Framework (Pou Herenga)
- Can be done internally, but taking an external audit view for consistency
- 2026 AMMA will cover:

Property & Infrastructure	Community & Services
Transport	Parks & Open Space
3 Waters	Sport & Rec - dry
Property	Sport & Rec - wet
Solid Waste	

- Results will be presented back to A&I towards end of year

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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 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.

- An AMP covers:
  - What assets we have
  - What activities we undertake
  - Context we operate in
  - The state of our assets
  - Future demand
  - Costs / Risk / Levels of service
  - Ten-year investment plans (maintenance, operations, renewals and capital works)

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Why does the AMP matter to me?

1) A one stop shop for how we look after our assets
2) Provides clarity on what you're managing
3) Enables better planning and resource allocation
4) Manages risk and minimises surprises
5) Aligns your team with broader organisation goals
6) Supports informed decision making
7) Drives continuous improvement

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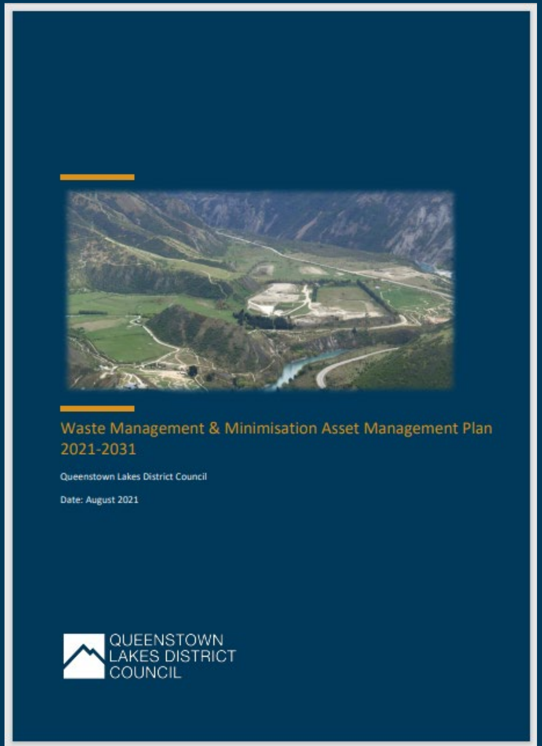
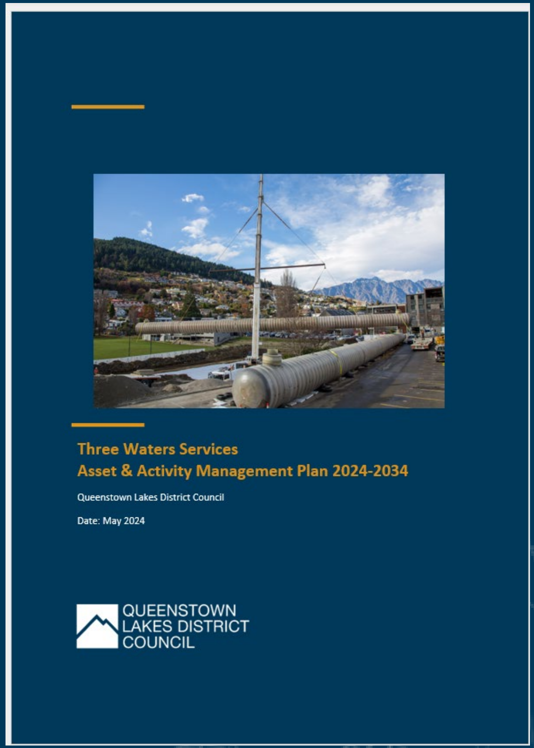
Property & Infrastructure AMPS

The P&I Team have four AMPS, one for each of the programmes. These are updated every 3 years in line with the LTP.

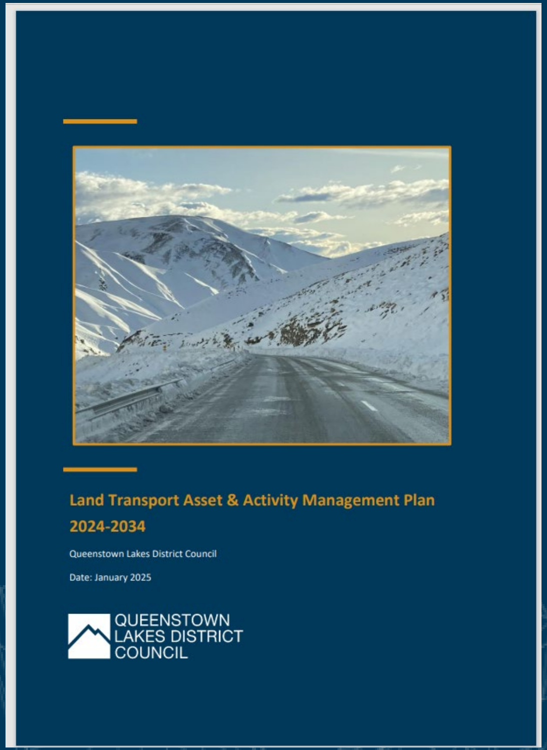
Waste



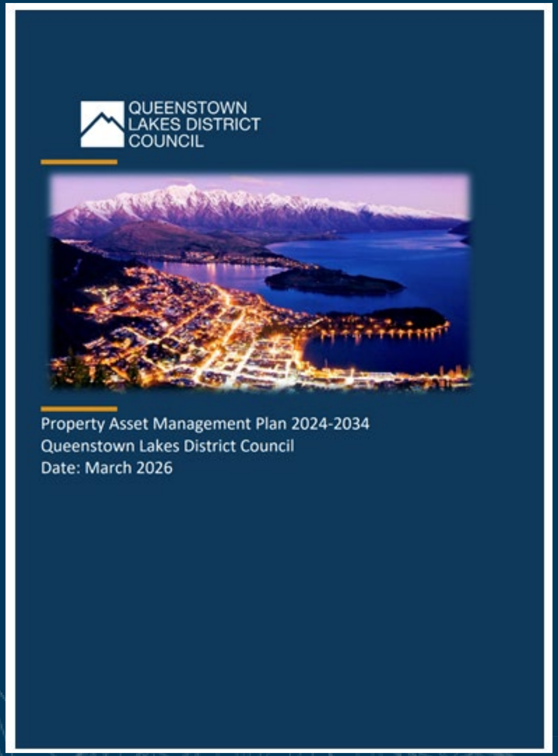
Three Waters



Land Transport



Property



Strategic Asset Management Plan (SAMP)

An internal facing document that 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”.


Strategic Asset Management Plan 2024-2034

Queenstown Lakes District Council

Date: September 2024

Working Document – Issue No. 5

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SAMP Improvement Cycle

Focus 03

Fostering an asset management culture and realising the benefits.

3rd SAMP (2030)

Continual improvement.

Focus 02

Embedding the asset management system and practices.
Modified scope: remove 3W, add more C&S

2nd SAMP (2027)

Continual improvement.

Focus 01

Laying a foundation for enduring success.

1st SAMP (2025)

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Organisational AM Improvement Plan

- Solidify cross directorate working
- Improved endorsement of AMPs
- Improved alignment of strategic timings to feed into AMPs (30YIS)
- Update SAMP – scope change (remove 3W, add Sport & Rec)

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Transport AMP

- Recent Wins:
  - REG Excellence Assessment – ‘High Performing’ score
  - Linking Corporate Risk Register and operationalise it

Assessment results

The assessment shows that the Queenstown Lakes transport team is High Performing with an externally moderated score of 80 and an agreed target score of 92 (Sector Leading band). This positions the transport team well, with a clear pathway to lift maturity without losing delivery momentum.

- Next Steps:
  - Update AMP for submission to NZTA as part of NLTP bid (Due Dec)
  - Book in date for A&I for endorsement
  - Refine our Digi 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

Three Waters AMP

- Recent Wins
  - Adopted National Data Standard –embedded in our our Data Standard and Data Governance
  - Making data more available – outputs
  - Streamlined & improved Valuation and Insurance process
- Next steps
  - Total reshape of AMP in line with Commerce Commission's Information Disclosure requirements
  - COMCOM require a separate SAMP- to commence
  - Better data integration with Contractors
  - Refine the Digi AMP – On hold

Traditional AMP: QLDC's Asset Management Plans
Digi AMP: Home - QLDC 2024 WAMP - Power BI
AMP at a Glance: 3waters At a Glance

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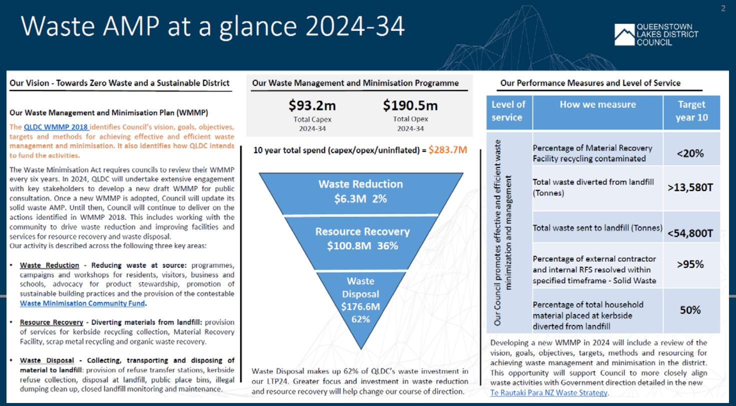
Waste AMP



Waste AMP at a glance 2024-34

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Our Vision - Towards Zero Waste and a Sustainable District

Our Waste Management and Minimisation Plan (WMMP)

The QLDC WMMP 2018 identifies Council's vision, goals, objectives, targets and methods for achieving effective and efficient waste management and minimisation. It also identifies how QLDC intends to fund the activities.

The Waste Minimisation Act requires councils to review their WMMP every six years. In 2024, QLDC will undertake extensive engagement with key stakeholders to develop a new draft WMMP for public consultation. Once a new WMMP is adopted, Council will update its solid waste AMP. Until then, Council will continue to deliver on the actions identified in WMMP 2018. This includes working with the community to drive waste reduction and improving facilities and services for resource recovery and waste disposal.
Our activity is described across the following three key areas:

- **Waste Reduction - Reducing waste at source:** programmes, campaigns and workshops for residents, visitors, business and schools, advocacy for product stewardship, promotion of sustainable building practices and the provision of the contestable Waste Minimisation Community Fund.
- **Resource Recovery - Diverting materials from landfill:** provision of services for kerbside recycling collection, Material Recovery Facility, scrap metal recycling and organic waste recovery.
- **Waste Disposal - Collecting, transporting and disposing of material to landfill**: provision of refuse transfer stations, kerbside refuse collection, disposal at landfill, public place bins, illegal dumping clean up, closed landfill monitoring and maintenance.

Our Waste Management and Minimisation Programme

$93.2m
Total Capex
2024-34

$190.5m
Total Opex
2024-34

10 year total spend (capex/opex/uninflated) = $283.7M

Waste Disposal makes up 62% of QLDC's waste investment in our LTP24. Greater focus and investment in waste reduction and resource recovery will help change our course of direction.

Our Performance Measures and Level of Service

Level of service	How we measure	Target year 10
Our Council promotes effective and efficient waste minimization and management	Percentage of Material Recovery Facility recycling contaminated	<20%
	Total waste diverted from landfill (Tonnes)	>13,580T
	Total waste sent to landfill (Tonnes)	<54,800T
	Percentage of external contractor and internal RFS resolved within specified timeframe - Solid Waste	>95%
	Percentage of total household material placed at kerbside diverted from landfill	50%

Developing a new WMMP in 2024 will include a review of the vision, goals, objectives, targets, methods and resourcing for achieving waste management and minimisation in the district. This opportunity will support Council to more closely align waste activities with Government direction detailed in the new Te Rautaki Para NZ Waste Strategy.

- This is the least mature from an AM perspective

- Next steps
  - Better understand alignment between Waste Minimisation Management Plan and AMP
  - With 3 Waters going how do we support waste AM in a more appropriate way?
  - Focus on improving AM maturity
    - Updating the Asset Register –focus on insurance policy
    - AMMA will help frame up next steps

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

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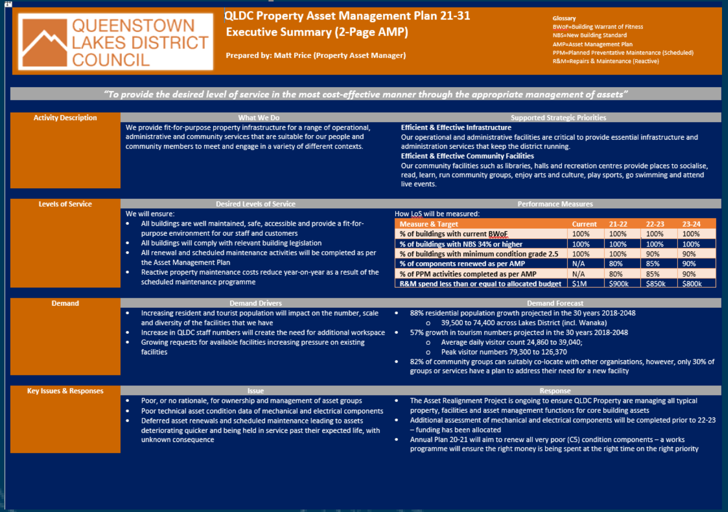
Property AMP

- Recent Wins:
  - Condition data updated and loaded into City Care platform
  - Levels of Service updated
  - One year of FMM contract, delivered successfully with baselines for future improvements
- Next steps
  - Update to AMP 27-37 about to commence
  - Focus on improving AM maturity
    - Data & analytics informing programme development
    - Repeatable processes and systems



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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
NBS=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

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.

Supported Strategic Priorities

Efficient & Effective Infrastructure
Our operational and administrative facilities are critical to provide essential infrastructure and administration services that keep the district running.
Efficient & Effective Community Facilities
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.

Levels of Service

Desired Levels of Service

We will ensure:
- All buildings are well maintained, safe, accessible and provide a fit-for-purpose environment for our staff and customers
- All buildings will comply with relevant building legislation
- All renewal and scheduled maintenance activities will be completed as per the Asset Management Plan
- Reactive property maintenance costs reduce year-on-year as a result of the scheduled maintenance programme

Performance Measures

How LoS will be measured:

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	$1M	$900k	$850k	$800k

Demand

Demand Drivers
- Increasing resident and tourist population will impact on the number, scale and diversity of the facilities that we have
- Increase in QLDC staff numbers will create the need for additional workspace
- Growing requests for available facilities increasing pressure on existing facilities

Demand Forecast
- 88% residential population growth projected in the 30 years 2018-2048
  - 39,500 to 74,400 across Lakes District (incl. Wanaka)
- 57% growth in tourism numbers projected in the 30 years 2018-2048
  - Average daily visitor count 24,860 to 39,040;
  - Peak visitor numbers 79,300 to 126,370
- 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

Key Issues & Responses

Issue
- Poor, or no rationale, for ownership and management of asset groups
- Poor technical asset condition data of mechanical and electrical components
- Deferred asset renewals and scheduled maintenance leading to assets deteriorating quicker and being held in service past their expected life, with unknown consequence

Response
- The Asset Realignment Project is ongoing to ensure QLDC Property are managing all typical property, facilities and asset management functions for core building assets
- Additional assessment of mechanical and electrical components will be completed prior to 22-23 – funding has been allocated
- Annual Plan 20-21 will aim to renew all very poor (C5) condition components – a works programme will ensure the right money is being spent at the right time on the right priority

Traditional AMP: [QLDC's Asset Management Plans]

AMP at a Glance: [Property At a Glance]

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Principles of asset management

- https://youtu.be/z-AFmiVgfkw?si=R71Yc6xeP9qty-3h

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