

Item 3: Property & Infrastructure Asset Renewals Approach

SESSION TYPE: Briefing

PURPOSE/DESIRED OUTCOME:

The purpose of this workshop item is to provide elected members with a high-level understanding of Property & Infrastructure's approach to renewals, including:

- What renewal investment is and what it seeks to achieve
- Why renewals are critical to long-term service delivery
- Where meaningful choices exist in renewal strategies
- The benefits, costs, and trade-offs of different approaches

The desired outcomes of the workshop are to:

- Build confidence in Property & Infrastructure's approach to renewal planning
- Provide context for Council's future Long Term Plan (LTP) investment discussions
- Support informed decision-making through the LTP

DATE/START TIME:

Tuesday, 2 June 2026 at 3.15pm

TIME BREAKDOWN:

Presentation: 30 minutes

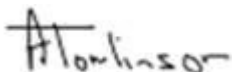
Questions and discussion: 30 minutes

PRESENTERS:

Alison Tomlinson – Strategic Asset Manager, Property & Infrastructure

Jesse Taylor – Investment & Support Services Manager, Property & Infrastructure

Prepared by:



Alison Tomlinson
Strategic Asset Manager
Property & Infrastructure
19 May 2026



Jesse Taylor
Investment & Support Services Mgr.
Property & Infrastructure
19 May 2026

Reviewed and Authorised by:



Tony Avery
General Manager
Property & Infrastructure
19 May 2026

ATTACHMENTS:

A – Presentation on Property & Infrastructure's Asset Renewal Approach (to follow)

Asset Renewal Approach - Property & Infrastructure

Council Workshop

2 June 2026

What are renewals?

Renewals are the planned replacement or refurbishment of existing assets to maintain service performance & useful life. They are critical to ensuring infrastructure continues to operate safely, efficiently, and at agreed service levels.

Why do we renew our assets?

- Support reliable service provision
- Protect the value of our assets and maximise their useful life
- Ensure people can safely use and access our assets and services

What does a renewal look like?

Renewals range from components of an asset (e.g. road resurfacing) through to full replacement of an asset (e.g. road rehabilitation).

	Component	Replacement
Transport	Railing	Bridge
Property	Decking	Jetty
Waste	Compaction system	Transfer station

Can you build a road?

Oh no! Part of Cardrona Valley Road is now over 30 years old, and it's starting to deteriorate. Help us reinstate the road by arranging the different layers in their correct order.



How renewals influence service levels

Renewals play a key role in meeting agreed levels of service – a resurfacing example is below:

LEVEL OF SERVICE

Roads are designed and maintained to minimise harm for all users

Surfaces and corridor conditions provide a smooth and comfortable experience

Service requests, incidents, and customer-reported issues are resolved within agreed timeframes

RENEWAL ACTIVITY

Addresses surface safety risks (e.g. bumpy, slippery)

Ensures the road's surface stays smooth

Responds to emerging issues (e.g. potholes)

IMPACT

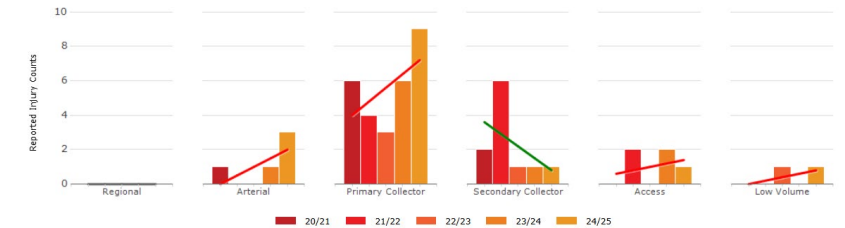
Risk of fatality/serious injury due to surface condition is reduced

Smooth and consistent surface provides a comfortable and reliable travel experience

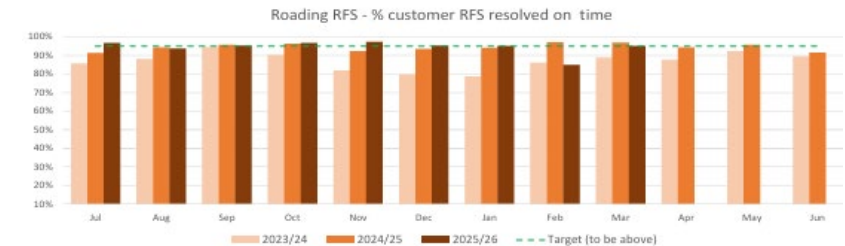
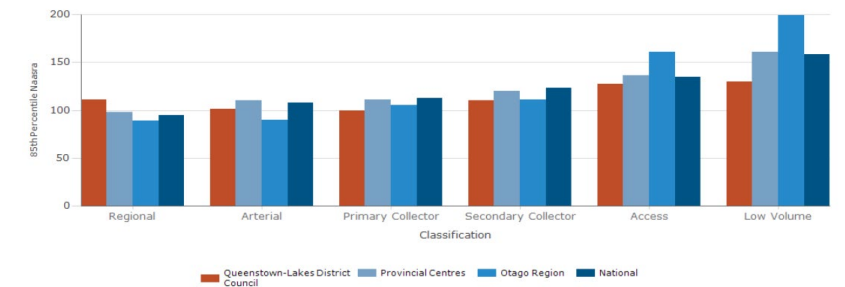
Potential RFS/complaints relating to the issue are avoided

LOS PERFORMANCE INDICATOR

 The total number of reported serious injuries and fatalities (DSI) each year on the network







85th percentile comparison



What are the strategic choices?

How much and where we invest depends on your agreed LoS and risk appetite...

	HIGH RISK – LOWER INVESTMENT	BALANCED	LOW RISK – HIGHER INVESTMENT
 STRATEGY	Reduce renewals expenditure across all assets	Protect critical assets, sweat lower risk assets	Increase renewals expenditure across all assets
 COST	Lower capital costs Increased operational costs	Sustained & predictable renewal capex Some potential increased opex costs in low-risk assets	Higher renewal capital costs Sustains operational costs
 LOS	Reduced LoS Increased risks (safety, outages)	LoS retained for most activities	Sustained LoS for all assets Opportunities for continuous minor improvement
 OUTLOOK	Increased deficit/backlog Reduced asset values More expensive future works	Some backlog on low-risk assets Protects critical /vulnerable assets	Consistent investment, sustained asset value, more predictable failures

Within all approaches, there are options to deliver strategic step change improvements as part of renewal activities (e.g. upsizing an asset while replacing)

How we plan for a 'balanced' approach



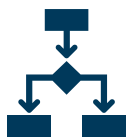
Analyse data and condition

- High value/risk assets: proactive regular monitoring, detailed inspection
- Low value/risk assets: less regular/detailed monitoring, more screening, triggered by reactive work quantum



Understand risk exposure

- High risk: more detailed and evidence based (e.g. bridges)
- Lower risk: more reactive, run-to-failure (e.g. signage)



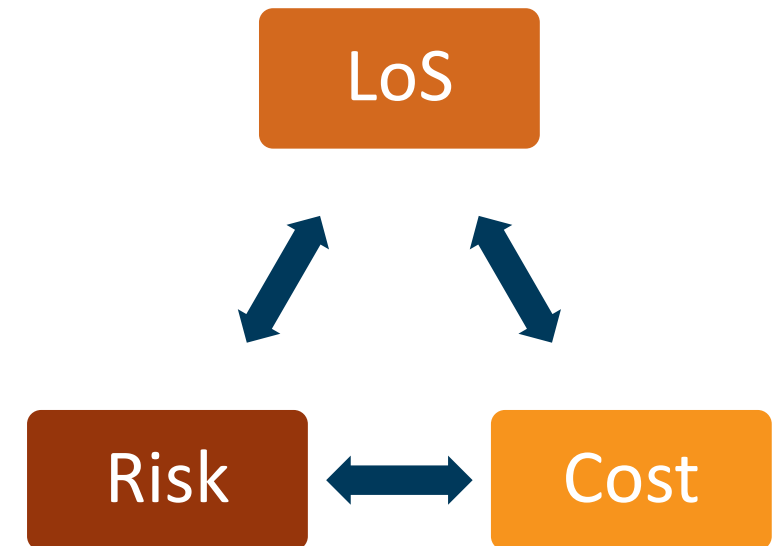
Determine relative priority

- Asset criticality
- Interactions with other assets (e.g. services on a bridge)

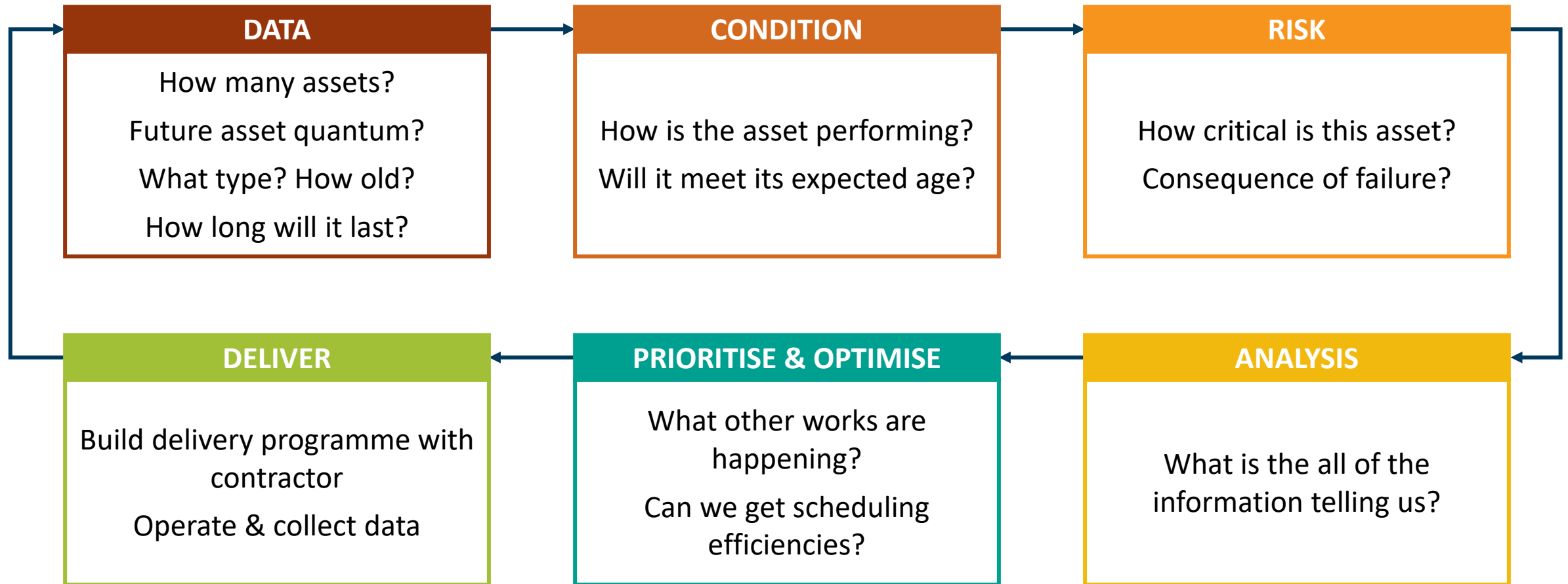


Consider options

- Like-for-like
- Improve when we renew (e.g. upsize)

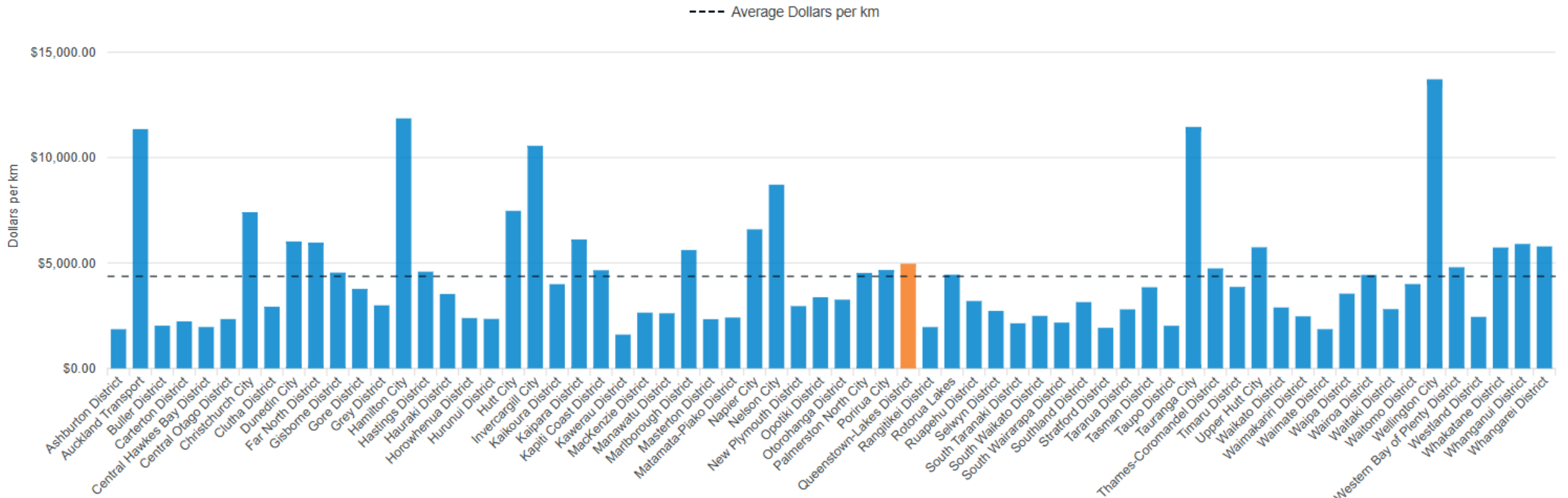


How we put the approach into practice



How do we compare?

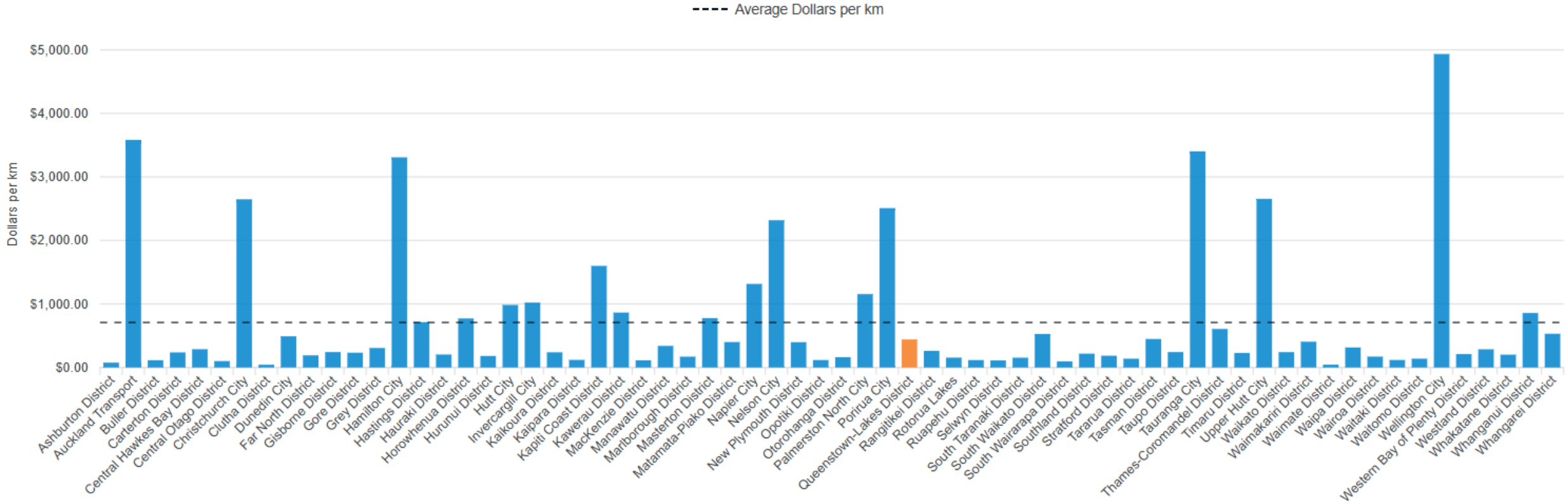
WC212 - Sealed road resurfacing - 3 year average (2022/23 to 2024/25)



Our renewals rates and reseals compare well to provincial centers and metro areas – taking less risk to prevent asset deterioration on higher criticality assets

How do we compare?

WC222 - Traffic services renewals - 3 year average (2022/23 to 2024/25)



Our renewals rates for traffic services (lines, signs and lighting) is more aligned with rural & lower volume networks – partly due to asset density, but also demonstrates a higher risk, reactive approach

Discussion

Our existing assets represent huge historic investment that is worth protecting.

Over the next 10-30 years, our asset portfolio will change significantly as networks expand, assets are vested, new technologies are introduced, and service models change...

How do you want to invest and what do you need from us to help you make informed decisions?