

September 2025

Independent Review of FENZ Asset Management Plans – Management Comment Property

Beca completed an independent review of the first-generation Fire and Emergency New Zealand (FENZ) Asset Management Plans (AMPs) for Property, ICT, Equipment and Logistics, and Fleet. A summary of Beca's assessment approach is included within each individual report.

Context – Assurance Journey

Three external expert organisations supported assurance of the AMPs:

- **Morrison Low** – Having previously completed an asset maturity assessment in 2022, Morrison Low advised on AMP development to ensure alignment with the International Infrastructure Management Manual (IIMM) framework.
- **Volte** – Peer-reviewed the initial AMP financials to confirm that underlying cost assumptions were appropriate.
- **Beca** – Undertook a final independent review of the completed AMPs, providing assurance over methodology and findings.

In its review, Beca noted that:

- Given current funding constraints, FENZ's asset management activities are necessarily focused on core priorities—principally health, safety, and security.
- Despite these constraints and limitations, the AMPs and supporting systems are functional and usable.
- As first-generation plans, the AMPs were expected to include gaps and areas for development.
- Asset management within FENZ remains an evolving process, with the AMPs representing an early product of that journey.
- Successive iterations of the AMPs and supporting systems are expected to mature and improve over time.

Findings

Beca's review concluded that the first-generation AMPs demonstrate a developing level of asset-management maturity and are fit-for-purpose. Each review included recommendations for improvement.

FENZ has assessed Beca's findings, incorporating immediate enhancements where practicable into the current AMPs. Remaining recommendations will be addressed through the forthcoming update of the Strategic Asset Management Plan (SAMP) or within the second-generation AMPs.

Beca also observed that the AMPs are unaffordable in later years under the current funding model.

A detailed table outlining FENZ management responses to Beca's recommendations is provided below.

Next Steps in FENZ's Asset Management Journey

- **Implementation Plans:** Asset Management Implementation Plans are being developed as part of Branch Planning for the new Asset and Programme Delivery Branch. These plans include specific updates to policies, guidelines, and supporting documentation such as Capability Management Plans.
- **Asset Policy:** The FENZ Asset Policy has been revised and is undergoing final review prior to re-issue by the end of 2025.
- **SAMP Update:** The Strategic Asset Management Plan will be refreshed within the current financial year to reflect current organisational needs and priorities.
- **Maturity Re-assessment:** Morrison Low has been re-appointed to assess progress since 2022. Early feedback indicates good improvement despite fiscal constraints, recognising the iterative nature of AMP development.
- **Second-generation AMPs:** A second iteration of AMPs will be delivered following clarification of future operational requirements. Delivery is planned for late 2027, with ongoing data collection and updates throughout the intervening period.

#	Section Identifier	Recommended Improvement Action	Management Comment
1	Overall	Strengthen the AMP by incorporating Te Ao Māori perspectives, including Mātauranga Māori principles and Tikanga, to balance social, economic, and environmental objectives. Improve linkages between strategic priorities, challenges, and specific sections of the AMP to create a cohesive narrative. Address gaps in asset data confidence and clearly define how this impacts decision-making for critical assets. Align financial forecasting with asset criticality, AMP priority levels, and levels of service	Although this is more directed at local government obligations, this section has been added. Further iterations of the AMP will explore this in more detail. Completed throughout Completed as per recommendation
2	Executive Summary	Keep the story of the portfolio at a high level, focusing on key highlights without repeating detailed content. Make sure the strategic challenges are recorded as risks in the master risk register. Tag risks (threats and opportunities) in the risk register with objectives criteria – “Fit for Purpose” / Network Criticality”.	Completed as per recommendation
3	1	Move key achievements to the executive summary.	Completed as per recommendation

4	2.1.3	Provide greater detail on components due for renewal and clarify the renewal programme for property assets. Highlight the effect of the CAPEX renewal programme on potential OPEX savings achieved through upgrades or renewals.	Completed as per recommendation
5	2.2.4	Appendix larger seismic tables. Provide an interesting narrative and an aggregated summary of results.	Completed as per recommendation
6	3.2	Appendix stakeholders table and provide short narrative instead. Considering using partners instead of stakeholders	Completed as per recommendation – 3.2 and 10.3 We acknowledge this recommendation, but will continue to use the terminology of Stakeholder, as it is understood in the FENZ context.
7	3.3	Appendix legislative details and summarise key effects using a narrative or infographic.	Completed as per recommendation – 3.3 and 10.4
8	3.4	Identify key documents and appendix the table.	Completed as per recommendation 3.4 and 10.5
9	3.6	Enhance LOS outline by adding resources required to achieve them.	Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway

10	3.7	Highlight the severe service gaps that pose asset and service risks.	Completed as per recommendation – 3.7
11	4	Raise key demand factors to the strategic challenge section including the impact of demand changes.	Completed as per recommendation – 4.6 and 4.7
12	5	The strategic or key OPEX and CAPEX investments should be highlighted in this section, including indicative costs.	Completed as per recommendation
13	6	Summarise very high/extreme portfolio risks. Clarify risk context in 6.3.	Completed as per recommendation – 6.5
14	7	Property-focused sustainability outcomes need to be articulated. Ensure alignment with strategic context.	Completed as per recommendation – 7.1
15	8.1	Include potential risks associated with not selecting higher investment options, such as increased maintenance costs, non-compliance, or challenges in achieving long-term performance objectives. “There are both risks and Opportunities with each option”. Change to “There are both <i>Threat</i> and Opportunity risks with each option”.	Completed as per recommendation – 8.5
16	8.3, 8.4	Clarify the link between OPEX and CAPEX, specifying how CAPEX investments may impact ongoing OPEX.	Completed as per recommendation – 8.3
17	8.6	Address the gap relating to the material impact of valuations by clarifying how these valuations influence financial planning and decision-making processes.	Completed as per recommendation – 8.7
18	8.8	Address the gap regarding financial performance against LOS by providing a clear articulation of how the financial outcomes align with or fall short of the required LOS.	Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway

19	8.9	Review the risk register related to the assumptions listed and update risks with controls and treatments.	Completed as per recommendation – 6.5
20	9	Link 9.5.2 to broader systems like resourcing and governance. Specify how medium-to-low confidence in data is impacting the accuracy of CAPEX budgets and OPEX forecasts. Outline the risks of forecasting with low to medium data confidence and its implications for financial planning.	This will be done for the second iteration of AMPs. Completed as per recommendation – 9.5.1
21	10	Add resources to the improvement plan in 10.4.	This will be done for the second iteration of AMPs.
22	10.3	Link asset condition and functionality to the CAPEX categories in 10.3.1 to strengthen decision-making frameworks i.e. identify whether assets in poor or very poor condition or functionality are programmed for renewal. Include a brief section in the AMP to discuss OPEX categories in 10.3.2 - 10.3.3 for completeness.	Completed as per recommendation – 8.4 and 8.5



Fire and Emergency New Zealand Asset Management Plan Reviews

Property Asset Management Plan

Prepared for Fire and Emergency New Zealand
Prepared by Beca Limited

9 July 2025

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

Contents

1 Introduction.....3

1.1 Purpose 3

1.2 FENZ Asset Management Context 3

2 Scope and Approach 3

2.1 Information Received..... 3

2.2 Scope of Review 3

2.3 Exclusions and Assumptions 4

3 AMP Review 4

3.1 AMP Summary 4

3.2 AMP Structure, Story and Gaps 4

3.3 Assumptions and Risks 8

3.4 Improvement Plan 9

4 Conclusions and Recommendations 9

4.1 Conclusions 9

4.2 Recommended Improvement Actions 9

Revision History

Revision N°	Prepared By	Description	Date
1	9(2)(a), 9(2)(a) 9(2)(a), 9(2)(a), 9(2)(a) 9(2)(a)	Draft for client review	09/06/25
2	9(2)(a), 9(2)(a) 9(2)(a), 9(2)(a) 9(2)(a)	Final	09/07/25

Document Acceptance

Action	Name	Signed	Date
Prepared by	9(2)(a), 9(2)(a) 9(2)(a)	9(2)(a) 9(2)(a) 9(2)(a)	09/07/25
Reviewed by	9(2)(a)	9(2)(a)	09/07/25
Approved by	9(2)(a)	9(2)(a)	09/07/25
on behalf of	Beca Limited		

© Beca 2025 (unless Beca has expressly agreed otherwise with the Client in writing).

This report has been prepared by Beca on the specific instructions of our Client. It is solely for our Client's use for the purpose for which it is intended in accordance with the agreed scope of work. Any use or reliance by any person contrary to the above, to which Beca has not given its prior written consent, is at that person's own risk.

1 Introduction

1.1 Purpose

The purpose of this review is to assess Fire and Emergency New Zealand's (FENZ) four Asset Management Plans (AMPs) in terms of fitness for purpose and are 'useable' documents. The information gathered from these reviews will be utilised to update and improve the AMPs, and to implement necessary practices and processes to strengthen asset management planning by FENZ.

1.2 FENZ Asset Management Context

The following should be considered when reading this report:

1. This AMP is a '1st Generation' Plan and will therefore be expected to contain missing or incomplete content.
2. Asset Management is a journey, with FENZ at early stages of maturity.
3. An AMP is a reflection of the Asset Management Systems and Practices of an organisation. In general content lacking in an AMP reflects similar limitations within the organisation's AM framework.
4. We did not have access to the AM Policy or Strategic Asset Management Plan (SAMP).
5. FENZ is aware of existing gaps in keys AM areas e.g. Levels of Service and is planning to address these deficiencies.
6. Due to current funding constraints, the focus for FENZ for assets is 'Health, Safety and Security' and delivering a 'minimum viable product' where possible.
7. The AMP (and AMP system) will mature over time and whilst has gaps, is 'useable'.
8. FENZ has indicated this generation of AMPs is focussed on managing the currently asset base and the next generation will consider the 'right sizing' of the portfolios.

2 Scope and Approach

2.1 Information Received

- Asset Management Plans:
 - ICT, Property, Fleet and Equipment & Logistics (E&L)
- Capability Management Plans:
 - ICT and E&L
- Fleet capital plan and options
- Summary FENZ AMP budget breakdown May 2025
- ICT AMP budget data May 2025
- Property AMP budget data May 2025
- E&L AMP budget data May 2025
- Fleet AMP cost model May 2025
- OSCD AM Update FSIC May 2025

2.2 Scope of Review

Beca Limited has been engaged to provide a review of the four FENZ Asset Management Plans. The AMPs are considered 'first generation' documents and the key focus of the review is to confirm to the FENZ Board they are 'useable' documents that follow a coherent framework and that they 'work'.

The focus of the review is on four key themes:

- a. Story – do the AMPs cohesively convey the ‘plan’ for the portfolios, considering the ability to be implemented.
- b. Gaps – are there any significant gaps in the structure, information or presentation.
- c. Assumptions and Risks - what assumptions have been made and are there any obvious contradictions, gaps or risks to plan implementation.
- d. Improvement Plan – has an adequate and appropriate improvement plan been identified for the AMP.

2.3 Exclusions and Assumptions

1. The level of financial review has been agreed during the project, although challenge of the financials amounts was not required.
2. The expenditure focus of FENZ currently is ‘H&S and Security’.
3. We have not reviewed the AM Policy or SAMP.
4. We did not test all the stated assumptions and risks but have provided a general examination of those identified as key.
5. Consistency between the AMPs has not been a focus.

3 AMP Review

3.1 AMP Summary

The FENZ Property AMP v0.01 is a modernised AMP which generally follows the Āpōpō/IIMM framework structures. LOS and financial sections are currently not sufficient to meet the minimum requirements for current public sector asset management practice.

3.2 AMP Structure, Story and Gaps

The table below contains a section-by-section review of the AMP focusing on the Structure of the AMP, whether it tells the Story of the assets and if there are any significant Gaps in content.

Section	Structure	Story	Gaps
Executive Summary	- Assumptions are included throughout - It is not necessary to repeat the content from other sections of the AMP into this summary, just the most important highlights.	tells a concise and compelling story of the portfolio, the issues and challenges, opportunities and key improvements to be made to the assets and services, keep this at a high level, in a nutshell.	Value and benefits realisation.
Section One – Introduction	Key achievements can be in the executive summary.	Introduction discusses the strategic challenges and it is good that these refer to the sections of the AMP where they have been raised.	N/A
Section Two – Current Asset State	Sub-Section 2.2.4 Seismic Performance appendix the larger tables	Provide an interesting narrative, and provide an aggregated summary of results only.	N/A
Section Three - LOS	Sub-Section 3.3 Append the legislative table	Sub-Section 3.2 Appendix key users and ‘stakeholders’ table and provide a short narrative instead	Āpōpō Guide principles.

Section	Structure	Story	Gaps
	Sub-Section 3.4 Append the table	- Consider changing this term to 'partners' as per the Āpōpō Guide. - Speak to the key legislative effects as a narrative or infographic. - Sub-Section 3.4 Tell the reader what the absolute key documents are - Sub-Section 3.5 Does FENZ have no user feedback that can be described, noting the low level of confidence? - Sub-Section 3.6 This is a good LOS outline and the primary driver of the AMP, suggest adding resources to achieve as part of the outline. - Sub-Section 3.7 There will be current identified service gaps which constitute both asset and service risks, raise the most severe risks as part of this narrative.	Value and benefits realisation.
Section Four – Demand	N/A	Should tell a good interventions story and the key demand factors should be raised to the strategic challenge section of the AMP, including the impact of demand changes.	N/A
Section Five – Lifecycle Management	N/A	Is a good summary of the approaches used at FENZ for stages of the lifecycle, strategic or key investments in opex or capex should be highlighted here including indicative costs.	Delivery of services and procurement would be worthwhile to include within this section.
Section Six – Risk	N/A	A high-level summary of the very high or extreme risks to the portfolio should be discussed in this section. Sub-section 6.3 is confusing to the reader, are these enterprise risks which relate to property portfolio?	N/A
Section Seven – Infrastructure Sustainability	N/A	Sustainability often does not have a dedicated plan or policy, which is why AMP's tend to be the platform used to articulate the organisational sustainability. Ensure that the outcomes from this section are property focussed.	N/A
Section Eight – Financial Summary	N/A	- Is a key part of the AMP. What are the LOS driving these financial summaries, this requires greater articulation. - What are the prioritised investments that are worthy to articulate fully?	- Sub-section 8.6 has a gap relating to what the material impact of the valuations is. - Sub-section 8.8 a gap regarding the

Section	Structure	Story	Gaps
			level of financial performance against LOS.
Section Nine – AM Practices	Sub-Section 9.5.2 should also relate to FENZ systems which include resourcing, leadership, governance, not just information systems.	Use the focus for this AMP which is improved asset data sets and bring this to the front of the AMP under strategic issues and challenges.	Include a section on leadership and people and governance.
Section Ten – Appendices	Sub-Section 10.4 add resources to this improvement plan as well.	N/A	N/A

3.2.1 Āpōpō Guide

There are a number of areas within the Āpōpō Guide which could be included to strengthen the FENZ AMPs to be valuable and provide benefits orientated within New Zealand's operating environment. The guide is aligned to ISO 55000, and also GFMAM as a comprehensive roadmap that allows asset managers to adapt positively within New Zealand's distinctive setting. In each asset and plan, we manage we honour the past, the present and shape the future.

A key improvement would be to balance the social, economic and environmental objectives within your AMP, incorporating Te Ao Māori perspectives, the integration of Mātauranga Māori principles and Tikanga as it relates to this complex portfolio of assets and services.

Fostering community expectations and engagement, asset management decisions have direct impacts on communities, making meaningful partnerships paramount, whakapapa, whanaungatanga and rangatiratanga are all vital connections to make real within the AMP, to consider place and purpose of the services. Acknowledging indigenous perspectives and cultural heritage within decision making, with care and respect manaakitanga contributes to cultural preservation and true partnership.

3.2.2 Defined Purpose

The purpose of the AMP has been clearly defined as a tactical, infrastructural plan which gives effect to other Fire & Emergency strategies and tactical planning documents. This AMP is very clear on the purpose of the document and the portfolio.

3.2.3 AMP Story

This section summarises key observations when reviewing the Property AMP and provides commentary on how each section reflects the overall story of the AMP.

- The link between the SOI, National Strategy and AM systems needs to be explained in greater detail. The Strategic priorities and challenges need to be linked.
- The AMP identifies that Asset data has a low confidence, and the information presented and its utilisation for investment decisions is limited. The AMP is unable to provide data related to critical assets. It is important that the AMP explain the 'property pillar' of maintaining buildings for 50 years, these targets or benchmarks need to be justified.
- The current levels of service are very basic and cannot support robust performance monitoring and programme forecasting. Two levels of service statements have been included for performance reporting and 16 additional statements have been identified to be included in the future as data becomes available.

- The demand section highlights some key aspects that should be explored further and contains some discussions that do not add to the narrative. Overall, this section both hits and misses the key messaging that should be conveyed.
- Life cycle management plan has only been developed for fire stations. The AMP identifies its approach for developing the 10-year operational and capital programmes as a mix of asset criticality and AMP priority. However, it is not clear how the ESIP and the decision-making progress align. The asset management strategies have been very briefly identified and need more discussion and details.
- Sustainability commitments should be identified in the proposed levels of service targets and also linked with the strategic context discussion. The AMP also needs to have a more robust discussion for its management response to climate uncertainty with some indication of how vulnerable its' property assets in relation to climate change are.
- The financial summary does not clearly explain how MCA, AMP priority levels, and levels of service link to the funding requirements. The valuation data also needs to be explained further.

3.2.4 Data Clarity and Completeness

The Property AMP connects asset data and financials to organisational needs, creating a basis for informed strategic planning. However, there are opportunities to enhance the alignment between asset data, financial figures, and the AMP's overarching narrative to improve clarity and coherence.

- Section 8.3, Table 30 (OPEX) and Section 8.4, Table 31 (CAPEX) are expanded in the appendices, offering detailed expenditure breakdowns while keeping the financial overview concise. This structure works well.
- Appendix 10.3.1 outlines 10-year CAPEX programmes that align with organisational strategy and priorities, contributing to lifecycle planning and service improvements. However, the CAPEX category for half-life refurbishment and end-of-life replacement, which forms the bulk of annual CAPEX, is not well discussed.
 - Asset age is briefly covered in Section 2.1.3 but lacks detail on components due for renewal. Include specifics to improve understanding of lifecycle planning. Outline the renewal programme for property assets.
 - Asset condition and functionality influence decisions but are not explicitly linked to CAPEX categories in Table 10.3.1. Confirm whether assets in poor or very poor condition or functionality are programmed for renewal and strengthen this connection.
- Appendix 10.3.2–10.3.3 provides an OPEX breakdown across circa 19 activities (e.g., building wash, salary, asbestos control). While detailed expansion in the main AMP isn't necessary, include a brief overview of these categories for completeness.
- Clarify the link between OPEX (Table 30) and CAPEX (Table 31), particularly how CAPEX investments may impact OPEX, such as lowering operational costs through renewals or upgrades.
 - For example, Section 2.1.3 notes that older buildings generally have higher maintenance costs. OPEX forecasts should align with the CAPEX renewal programme to reflect this.
- Table 29 presents investment options based on funding availability. Discuss risks of lower investment choices, such as increased maintenance costs, non-compliance, or challenges meeting performance objectives, to provide a more balanced framework for decision-making.
- Section 8.9 (Table 34) and Section 9.5 (Table 35) reveal gaps in data accuracy impacting financial planning. Specify how medium-to-low confidence in data affects CAPEX and OPEX accuracy and highlight risks of forecasting with limited data confidence.

3.3 Assumptions and Risks

3.3.1 Assumption Review

Key assumptions within the AMP are:

- Fire & Emergency will continue to own its fire stations and lease office space
- Public expectations and Government's mandates on climate change will drive transformation and enhanced sustainable practices
- Station numbers remain the same, but stations upgraded to meet user requirements at 1/2 life, this will progressively increase current replacement value of portfolio
- Assumes appropriate resourcing available for delivery
- There is not a widespread failure of assets across the portfolio
- No allowance for a significant unexpected damage event such as significant earthquake i.e. Christchurch
- Additional funding levels in years 2 to 4 remains at that level in future years

These appear to be valid assumptions and relate to the planned activities within the AMP.

3.3.2 Risk analysis

The Risk sub-sections provide a balanced level of information related to risk management.

- Recommend only the top three to five Very High risks are noted in the risk management section of the Plan. Refer the reader to the master FENZ Risk Register for full risk descriptions, controls and treatments
- Recommend reference or hyperlinks to the FENZ Risk Management Plan, and Risk Register
- This a several potential risks (threats and opportunities) throughout the document, recommend a check against the risk register – and update register where required. For example:
 - Strategic Challenges outlined in the Executive Summary
 - Financial Summary Assumption may be incorrect
 - Legislative Framework
 - Hazardous Substances and New Organisms Act 1996 (HSNO Act)
 - Battery storage / EV fleet management
- Recommend use of additional risk criteria within the risk register for improved use of the risk data and provide a more granular view of the risk profile within FENZ. Criteria may include:
 - Asset group name
 - Objectives criteria – Fit for Purpose / Network Criticality
 - FENZ Contamination Management Strategy Hazard Levels
 - Donated Assets Type
- Key Achievements / Improvements is noted throughout the document - Recommend a review against the risk review, and update any risks with control measures, and update risk ranking where applicable

3.4 Improvement Plan

A detailed improvement plan is included in section 10.4 of the AMP. Initial reviews indicate this is adequate, but 'resourcing/cost' could be added.

4 Conclusions and Recommendations

4.1 Conclusions

The AMP covers a depth of knowledge and highlights the Property asset management practices. Based on AMP review, the recommendation for improving the AMP have been summarised in the table below. These are classified under sections and subsection references for navigational ease.

4.2 Recommended Improvement Actions

The table below outlines the Recommended Improvements Actions recorded throughout the report above, consolidating into a single register for ease of circulating actions for Action Owners.

Table 1: Recommended Improvement Actions

#	Section Identifier	Recommended Improvement Action
1	Overall	Strengthen the AMP by incorporating Te Ao Māori perspectives, including Mātauranga Māori principles and Tikanga, to balance social, economic, and environmental objectives. Improve linkages between strategic priorities, challenges, and specific sections of the AMP to create a cohesive narrative. Address gaps in asset data confidence and clearly define how this impacts decision-making for critical assets. Align financial forecasting with asset criticality, AMP priority levels, and levels of service.
2	Executive Summary	Keep the story of the portfolio at a high level, focusing on key highlights without repeating detailed content. Make sure the strategic challenges are recorded as risks in the master risk register. Tag risks (threats and opportunities) in the risk register with objectives criteria – "Fit for Purpose" / Network Criticality".
3	1	Move key achievements to the executive summary.
4	2.1.3	Provide greater detail on components due for renewal and clarify the renewal programme for property assets. Highlight the effect of the CAPEX renewal programme on potential OPEX savings achieved through upgrades or renewals.
5	2.2.4	Appendix larger seismic tables. Provide an interesting narrative and an aggregated summary of results.
6	3.2	Appendix stakeholders table and provide short narrative instead. Considering using 'partners' instead of 'stakeholders'.
7	3.3	Appendix legislative details and summarise key effects using a narrative or infographic.
8	3.4	Identify key documents and appendix the table.
9	3.6	Enhance LOS outline by adding resources required to achieve them.
10	3.7	Highlight the severe service gaps that pose asset and service risks.

#	Section Identifier	Recommended Improvement Action
11	4	Raise key demand factors to the strategic challenge section including the impact of demand changes.
12	5	The strategic or key OPEX and CAPEX investments should be highlighted in this section, including indicative costs.
13	6	Summarise very high/extreme portfolio risks. Clarify risk context in 6.3.
14	7	Property-focused sustainability outcomes need to be articulated. Ensure alignment with strategic context.
15	8.1	Include potential risks associated with not selecting higher investment options, such as increased maintenance costs, non-compliance, or challenges in achieving long-term performance objectives. “There are both risks and Opportunities with each option”. Change to “There are both <i>Threat</i> and Opportunity risks with each option”.
16	8.3, 8.4	Clarify the link between OPEX and CAPEX, specifying how CAPEX investments may impact ongoing OPEX.
17	8.6	Address the gap relating to the material impact of valuations by clarifying how these valuations influence financial planning and decision-making processes.
18	8.8	Address the gap regarding financial performance against LOS by providing a clear articulation of how the financial outcomes align with or fall short of the required LOS.
19	8.9	Review the risk register related to the assumptions listed and update risks with controls and treatments.
20	9	Link 9.5.2 to broader systems like resourcing and governance. Specify how medium-to-low confidence in data is impacting the accuracy of CAPEX budgets and OPEX forecasts. Outline the risks of forecasting with low to medium data confidence and its implications for financial planning.
21	10	Add resources to the improvement plan in 10.4.
22	10.3	Link asset condition and functionality to the CAPEX categories in 10.3.1 to strengthen decision-making frameworks ie. identify whether assets in poor or very poor condition or functionality are programmed for renewal. Include a brief section in the AMP to discuss OPEX categories in 10.3.2 - 10.3.3 for completeness.

September 2025

Independent Review of FENZ Asset Management Plans – Management Comment ICT

Beca completed an independent review of the first-generation Fire and Emergency New Zealand (FENZ) Asset Management Plans (AMPs) for Property, ICT, Equipment and Logistics, and Fleet. A summary of Beca's assessment approach is included within each individual report.

Context – Assurance Journey

Three external expert organisations supported assurance of the AMPs:

- **Morrison Low** – Having previously completed an asset maturity assessment in 2022, Morrison Low advised on AMP development to ensure alignment with the International Infrastructure Management Manual (IIMM) framework.
- **Volte** – Peer-reviewed the initial AMP financials to confirm that underlying cost assumptions were appropriate.
- **Beca** – Undertook a final independent review of the completed AMPs, providing assurance over methodology and findings.

In its review, Beca noted that:

- Given current funding constraints, FENZ's asset management activities are necessarily focused on core priorities—principally health, safety, and security.
- Despite these constraints and limitations, the AMPs and supporting systems are functional and usable.
- As first-generation plans, the AMPs were expected to include gaps and areas for development.
- Asset management within FENZ remains an evolving process, with the AMPs representing an early product of that journey.
- Successive iterations of the AMPs and supporting systems are expected to mature and improve over time.

Findings

Beca's review concluded that the first-generation AMPs demonstrate a developing level of asset-management maturity and are fit-for-purpose. Each review included recommendations for improvement.

FENZ has assessed Beca's findings, incorporating immediate enhancements where practicable into the current AMPs. Remaining recommendations will be addressed through the forthcoming update of the Strategic Asset Management Plan (SAMP) or within the second-generation AMPs.

Beca also observed that the AMPs are unaffordable in later years under the current funding model.

A detailed table outlining FENZ management responses to Beca's recommendations is provided below.

Next Steps in FENZ's Asset Management Journey

- **Implementation Plans:** Asset Management Implementation Plans are being developed as part of Branch Planning for the new Asset and Programme Delivery Branch. These plans include specific updates to policies, guidelines, and supporting documentation such as Capability Management Plans.
- **Asset Policy:** The FENZ Asset Policy has been revised and is undergoing final review prior to re-issue by the end of 2025.
- **SAMP Update:** The Strategic Asset Management Plan will be refreshed within the current financial year to reflect current organisational needs and priorities.
- **Maturity Re-assessment:** Morrison Low has been re-appointed to assess progress since 2022. Early feedback indicates good improvement despite fiscal constraints, recognising the iterative nature of AMP development.
- **Second-generation AMPs:** A second iteration of AMPs will be delivered following clarification of future operational requirements. Delivery is planned for late 2027, with ongoing data collection and updates throughout the intervening period.

#	Section Identifier	Recommended Improvement Action	Management Comment
1	Overall	Balance social, economic, and environmental objectives while integrating Te Ao Māori perspectives, Mātauranga Māori principles, and Tikanga into the AMP narrative. Consider adding sections on Leadership, People, and Governance, as well as delivery of services and procurement into Section Five (Lifecycle). Develop levels of service further to support robust performance monitoring, risk management, and programme forecasting. Explain alignment of the three key strategic documents (Digital Strategy, Cloud Strategy, and Enterprise Information Management Strategy). Record strategic challenges in the Executive Summary as risks/threats in the risk register. Assign asset type names to risks in the master risk register for assessment at various levels. Include Opportunity risks aligned to ICT Strategy goals in the future state risk register.	Although this is more directed at local government obligations, this section has been added. Further iterations of the AMP will explore this in more detail. Completed Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway. Completed. Completed. Completed.

2	1	Add the narrative on the criticality of the ICT portfolio and why asset management planning for ICT is a priority for FENZ at the start of the Executive Summary.	Completed
3	1.4.1	Strategic Focus belongs within the SAMP.	This will be included in the 25/26 update of the SAMP
4	1.5	This section is repeated and should be removed.	Completed
5	1.6	Move Key Achievements to the Executive Summary and make it concise, perhaps using an infographic.	Completed
6	3.2	Change the word “stakeholder” to “partner” as per Āpōpō principles. Consider changing Table 12 to a graphic.	We acknowledge this recommendation, but will continue to use the terminology of Stakeholder, as it is understood in the FENZ context.
7	3.3 & 3.4	Append detailed content and provide a short, aggregated narrative instead.	Completed
8	3.6.1 & 3.6.2	Combine LOS into one table with two timelines (now and near future).	Completed
9	4	Include the strategic challenges from this section into the strategic challenges table.	Completed
10	4.4.3	Future EMIS should only provide a short reference and append the balance.	Completed
11	4.6	Material is better suited as an infographic and would be more relevant in the Lifecycle Section (Section Five).	Completed
12	5.1.4	Append this sub-section and Table 24, focusing instead on lifecycle approaches and key interventions.	Completed
13	5.4	Highlight horizon, strategic, and key opex/capex investments, including indicative costs where known.	This has been updated. Further information will be developed for the next generation of the AMP, to

			align with refreshed user requirements.
14	5	Expand discussion on lease versus own options for ICT assets, as this has a significant impact on OPEX/CAPEX programmes. Define operational lifespans at asset class level more clearly and explain how lifespan ranges of 4-10 years are identified.	This has been updated – further work on this will continue outside of the AMP process, to inform all four AMPs next iteration.
15	6.1	Reference or hyperlink the FENZ Risk Management Plan and Risk Register.	Completed
16	6	Check whether any extreme or very high risks have been controlled successfully and update the risk register accordingly. Include Opportunity risks aligned with ICT Strategy goals/outcomes. Ensure asset type names are assigned to related risks in the master risk register for better assessment at group/type levels.	Completed
17	7.5	Articulate LOS driving financial summaries.	Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway
18	7.6	Address gaps regarding the material impact of valuations, cumulative depreciation against renewals.	Completed where information is available. – further work on this will be included in iteration two of the AMPs.
19	7.8	Expand on the level of financial performance against LOS. Discuss CAPEX alignment with lifecycle management, highlighting assets nearing end-of-life or requiring upgrades.	This has been updated. Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway
20	7	Expand financial narrative around BAU OPEX costs, explaining their breakdown.	Completed This will be included in iteration 2 of the AMP

		Investigate whether investment in Strategic ICT Programmes will reduce BAU OPEX in the long term.	
21	8.6.1	Incorporate leadership, governance, resourcing, and timeframe details into Table 34.	Completed



Fire and Emergency New Zealand Asset Management Plan Reviews

ICT Asset Management Plan

Prepared for Fire and Emergency New Zealand
Prepared by Beca Limited

9 July 2025

Contents

1	Introduction.....	3
1.1	Purpose	3
1.2	FENZ Asset Management Context	3
2	Scope and Approach	3
2.1	Information Received.....	3
2.2	Scope of Review	4
2.3	Exclusions and Assumptions	4
3	AMP Review	4
3.1	AMP Summary	4
3.2	AMP Structure, Story and Gaps	4
3.3	Assumptions and Risks	7
3.4	Improvement Plan	8
4	Conclusions and Recommendations	8
4.1	Conclusions	8
4.2	Recommended Improvement Actions	8

Revision History

Revision N°	Prepared By	Description	Date
1	9(2)(a) 9(2)(a) 9(2)(a) 9(2)(a)	Draft for client review	09/06/25
2	9(2)(a) 9(2)(a) 9(2)(a) 9(2)(a)	Final	09/07/25

Document Acceptance

Action	Name	Signed	Date
Prepared by	9(2)(a) 9(2)(a) 9(2)(a)	9(2)(a) 9(2)(a) 9(2)(a)	09/07/25
Reviewed by	9(2)(a)	9(2)(a)	09/07/25
Approved by	9(2)(a)	9(2)(a)	09/07/25
on behalf of	Beca Limited		

© Beca 2025 (unless Beca has expressly agreed otherwise with the Client in writing).

This report has been prepared by Beca on the specific instructions of our Client. It is solely for our Client's use for the purpose for which it is intended in accordance with the agreed scope of work. Any use or reliance by any person contrary to the above, to which Beca has not given its prior written consent, is at that person's own risk.

1 Introduction

1.1 Purpose

The purpose of this review is to assess Fire and Emergency New Zealand's (FENZ) four Asset Management Plans (AMPs) in terms of fitness for purpose and are 'useable' documents. The information gathered from these reviews will be utilised to update and improve the AMPs, and to implement necessary practices and processes to strengthen asset management planning by FENZ.

1.2 FENZ Asset Management Context

The following should be considered when reading this report:

1. This AMP is a '1st Generation' Plan and will therefore be expected to contain missing or incomplete content.
2. Asset Management is a journey, with FENZ at early stages of maturity.
3. An AMP is a reflection of the Asset Management Systems and Practices of an organisation. In general, content lacking in an AMP reflects similar limitations within the organisation's AM framework.
4. We did not have access to the AM Policy or Strategic Asset Management Plan (SAMP).
5. FENZ is aware of existing gaps in keys AM areas e.g. Levels of Service and is planning to address these deficiencies.
6. Due to current funding constraints, the focus for FENZ for assets is 'Health, Safety and Security' and delivering a 'minimum viable product' where possible.
7. The AMP (and AMP system) will mature over time and whilst has gaps, is 'useable'.
8. FENZ has indicated this generation of AMPs is focussed on managing the current asset base and the next generation will consider the 'right sizing' of the portfolios.

2 Scope and Approach

2.1 Information Received

- Asset Management Plans:
 - ICT, Property, Fleet and Equipment & Logistics (E&L)
- Capability Management Plans:
 - ICT and E&L
- Fleet capital plan and options
- Summary FENZ AMP budget breakdown May 2025
- ICT AMP budget data May 2025
- Property AMP budget data May 2025
- E&L AMP budget data May 2025
- Fleet AMP cost model May 2025
- OSCD AM Update FSIC May 2025

2.2 Scope of Review

Beca Limited has been engaged to provide a review of the four FENZ Asset Management Plans. The AMPs are considered 'first generation' documents and the key focus of the review is to confirm to the FENZ Board they are 'useable' documents that follow a coherent framework and that they 'work'.

The focus of the review is on four key themes:

- a. Story – do the AMPs cohesively convey the 'plan' for the portfolios, considering the ability to be implemented.
- b. Gaps – are there any significant gaps in the structure, information or presentation.
- c. Assumptions and Risks - what assumptions have been made and are there any obvious contradictions, gaps or risks to plan implementation.
- d. Improvement Plan – has an adequate and appropriate improvement plan been identified for the AMP.

2.3 Exclusions and Assumptions

1. The level of financial review has been agreed during the project, although challenge of the financials amounts was not required.
2. The expenditure focus of FENZ currently is 'H&S and Security'.
3. We have not reviewed the AM Policy or SAMP.
4. We did not test all the stated assumptions and risks but have provided a general examination of those identified as key.
5. Consistency between the AMPs has not been a focus.

3 AMP Review

3.1 AMP Summary

The FENZ ICT AMP is a first-generation modernised AMP which generally follows the Āpōpō/IIMM framework structures and works as intended for this asset portfolio. LOS and financial sections are currently not sufficient to meet the minimum requirements for current public sector asset management practice.

3.2 AMP Structure, Story and Gaps

The table below contains a section-by-section review of the AMP focusing on the Structure of the AMP, whether it tells the Story of the assets and if there are any significant Gaps in content.

Section	Structure	Story	Gaps
Executive Summary	Satisfactory as a summary of the strategic challenges, current and future state and key improvements	Provide the narrative on the criticality of this portfolio and why asset management planning for ICT is a priority for FENZ.	Include value and benefits realisation.
Section One – Introduction	1.4.1 Strategic Focus belongs within the SAMP 1.5 is repeated, not required in the introductory section.	1.3.2 is an excellent why sub section. 1.6 is a good summary of key achievements, move this to the executive summary, but keep it concise, perhaps an infographic.	N/A

Section	Structure	Story	Gaps
Section Two – Current Asset State	N/A	Discussion of the current state of end user services and ICT delivery services, is missing.	N/A
Section Three – LOS	- Not current practice level for public sector AM planning - Sub-section 3.3 detail and 3.4 detail could be appended. Provide a short, aggregated narrative instead. - Consider changing Table 12 to a graphic. - Combine the LOS into one table with two timelines, now and near future.	- Sub-Section 3.2 change the use of the word stakeholder to partner where possible as per Āpōpō principles. - Sub-Section 3.6.1 and 3.6.2 is a good, proposed LOS summary, noting it's importance as the key driver of asset management and that this is a new asset portfolio.	- Include Āpōpō principles. - Include Value/Benefits Realisation.
Section Four – Demand	- Sub-section 4.4.3 will become its own EMIS, not included within the AMP, suggest you provide a short reference to the EMIS and append the balance - Sub-section 4.6 is not required within the body of the demand section, suggest an infographic with the main detail appended.	The demand section is very comprehensive and compelling, take any strategic challenges from this section and include them in your strategic challenges table.	N/A
Section Five – Lifecycle Management	Sub-section 5.1.4 and Table 24 can be appended.	- The lifecycle section is a good graphic representation of the approaches used at FENZ for stages of the lifecycle. - Sub-section 5.4 A narrative of the horizon, strategic and key investments in OPEX or capex should be highlighted here including indicative costs where known.	- Move Demand sub-section 4.6 as a summary within this lifecycle section - Delivery of services and procurement would be worthwhile to include within section five Lifecycle. - Include Value and Benefits realisation
Section Six – Risk	N/A	The highest risks are articulated, this is a well written section.	N/A
Section Seven – Financial	Not current practice level for public sector asset management planning	- The financial section is a key part of the AMP. Good articulation of assumptions and confidence level detail. - What are the LOS driving these financial summaries, this requires greater articulation in sub-section 7.5.	Sub-section 7.6 has a gap relating to what the material impact of the valuations, the level of cumulative depreciation against renewals, and in 7.8 a gap regarding the level of financial

Section	Structure	Story	Gaps
			performance against LOS.
Section Eight – Practice Improvement	N/A	An excellent summary of your systems and process improvements over time.	Sub-Section 8.6.1 Table 34 should also include resourcing, leadership, governance and timeframe for achievement.
Section Nine - Appendices	N/A	N/A	N/A

3.2.1 Āpōpō Guide

There are a number of areas within the Āpōpō Guide which could be included to strengthen the FENZ AMPs to be valuable and provide benefits orientated within New Zealand's operating environment. The guide is aligned to ISO 55000 and also GFMAM as a comprehensive roadmap that allows asset managers to adapt positively within New Zealand's distinctive setting. In each asset and plan we manage, we honour the past, the present and shape the future.

A key improvement would be to balance the social, economic and environmental objectives within your AMP, incorporating Te Ao Māori perspectives, the integration of Mātauranga Māori principles and Tikanga as it relates to this complex portfolio of assets and services.

Other parts of the asset management system to consider as part of the FENZ AMP would be a section on leadership and people and governance.

3.2.2 Defined Purpose

The purpose of the AMP has been clearly defined as a tactical, infrastructural plan which gives effect to a range of other Fire & Emergency strategies and tactical planning documents. The AMP has a clear focus on what is planned to be achieved by this iteration of the document.

3.2.3 AMP Story

This section summarises key observations when reviewing the ICT AMP and provides commentary on how each section reflects the overall story of the AMP.

- The ICT AMP provides a comprehensive strategic linkage to ensure that the management of ICT assets aligns with the organization's broader strategic objectives. The linkages and relationship between the Strategic Direction, Statement of Intent and AM system need to be explained further.
- The State of the asset introduces more detail of its asset base effectively. Discussion of the current state of end user services and ICT delivery services is missing.
- The current levels of service are very basic and cannot support robust performance monitoring, risk management and programme forecasting.
- The demand section identifies the key factors affecting the asset portfolio effectively. OPEX and CAPEX forecasts should be moved out of this section.
- Section 5 identifies the life cycle approaches of managing hardware and software well. Delivery of services would be a good inclusion. This section includes a brief description of the opportunities,

drivers and blockers when looking at lease vs own options for ICT assets. This discussion should be expanded on.

- The financial summary section is well-structured and cohesive. The budget prioritisation follows the AMP priority levels. LOS driving the financial summaries needs greater articulation.

3.2.4 Data Clarity and Completeness

The ICT AMP connects asset data and financials to organisational needs, creating a basis for informed strategic planning. However, there are opportunities to enhance the alignment between asset data, financial figures, and the AMP's overarching narrative to improve clarity and coherence.

- CAPEX expenditure details in Section 7 are well-structured, with Tables 28, 29, and 30 breaking down expenditure, forecasts, and priorities effectively. These should be expanded to better reflect how CAPEX aligns with operational asset lifespans and renewal cycles (refer to Section 5.1.4). Highlight assets nearing end-of-life or requiring timely upgrades, given the short lifespan of ICT assets (4–10 years).
 - Significant work programmes do not account for total CAPEX. Clarify how these programmes fit into overall capital projections and priorities to strengthen lifecycle and financial planning.
- OPEX figures provided in Section 4 (Strategic ICT Programmes) give insight into project-specific and BAU costs (Table 27), but the remaining BAU and project OPEX lacks a clear breakdown. Include a brief explanation of these ongoing expenses and how they are forecasted to support long-term financial planning.
 - BAU OPEX, including 6910 and Region Communications budget, represents a significant portion of total OPEX and CAPEX. Specify whether investments in Strategic ICT Programmes will reduce BAU OPEX over time.
- Future ICT direction strategies in Section 4.4 align closely with Strategic ICT Programmes (Section 4.6) and high-priority actions (Section 8.6, Table 34). Ensure this alignment is linked to measurable CAPEX impacts throughout the document to further demonstrate how the AM Policy and Strategy is supported.

3.3 Assumptions and Risks

3.3.1 Assumption Review

The key assumptions with the AMP are:

- New Zealand Police and Fire and Emergency will continue to have a Shared Information Technology Environment (CARD).
- The benefits of artificial intelligence (AI) and other emerging technologies need to be understood and inform the strategy for asset replacement.
- Service and asset management systems will be put in place.

3.3.2 Risk analysis

The Risk sub-sections provide a balanced level of information related to risk management.

- Recommend only the top three to five Very High risks are noted in the risk management section of the Plan. Refer the reader to the master FENZ Risk Register for full risk descriptions, controls and treatments

- Recommend reference or hyperlinks to the FENZ Risk Management Plan, and Risk Register
- This a several potential risks (threats and opportunities) throughout the document, recommend a check against the risk register – and update register where required. For example:
 - Strategic Challenges outlined in the Executive Summary
 - Lifecycle defined – Figure 10 ICT acquisition model (opportunity)
 - Legislative Framework
- Recommend use of additional risk criteria within the risk register for improved use of the risk data, providing a more granular view of the risk profile within FENZ. Criteria may include:
 - ICT priority criteria
 - Objectives criteria – Fit for Purpose / Network Criticality
- Key Achievements / Improvements is noted throughout the document and the Foundation Programmes Progress chart – Recommend a review against the risk review, and update any risks with control measures, and update risk ranking where applicable

3.4 Improvement Plan

A minimal improvement plan is included in section 8.6 of the AMP. Additional items from the above review and recommendations below and 'resourcing/cost/timings' should also be added.

4 Conclusions and Recommendations

4.1 Conclusions

The AMP covers a depth of knowledge and highlights the ICT asset management practices. Based on AMP review, the recommendation for improving the AMP have been summarised in the table below. These are classified under sections and subsection references for navigational ease.

4.2 Recommended Improvement Actions

The table below outlines the Recommended Improvements Actions recorded throughout the report above, consolidating into a single register for ease of circulating actions for Action Owners.

Table 1: Recommended Improvement Actions

#	Section Identifier	Recommended Improvement Action
1	Overall	Balance social, economic, and environmental objectives while integrating Te Ao Māori perspectives, Mātauranga Māori principles, and Tikanga into the AMP narrative. Consider adding sections on Leadership, People, and Governance, as well as delivery of services and procurement into Section Five (Lifecycle). Develop levels of service further to support robust performance monitoring, risk management, and programme forecasting. Explain alignment of the three key strategic documents (Digital Strategy, Cloud Strategy, and Enterprise Information Management Strategy). Record strategic challenges in the Executive Summary as risks/threats in the risk register. Assign asset type names to risks in the master risk register for assessment at

#	Section Identifier	Recommended Improvement Action
		various levels. Include Opportunity risks aligned to ICT Strategy goals in the future state risk register.
2	1	Add the narrative on the criticality of the ICT portfolio and why asset management planning for ICT is a priority for FENZ at the start of the Executive Summary.
3	1.4.1	Strategic Focus belongs within the SAMP.
4	1.5	This section is repeated and should be removed.
5	1.6	Move Key Achievements to the Executive Summary and make it concise, perhaps using an infographic.
6	3.2	Change the word “stakeholder” to “partner” as per Āpōpō principles. Consider changing Table 12 to a graphic.
7	3.3 & 3.4	Append detailed content and provide a short, aggregated narrative instead.
8	3.6.1 & 3.6.2	Combine LOS into one table with two timelines (now and near future).
9	4	Include the strategic challenges from this section into the strategic challenges table.
10	4.4.3	Future EMIS should only provide a short reference and append the balance.
11	4.6	Material is better suited as an infographic and would be more relevant in the Lifecycle Section (Section Five).
12	5.1.4	Append this sub-section and Table 24, focusing instead on lifecycle approaches and key interventions.
13	5.4	Highlight horizon, strategic, and key opex/capex investments, including indicative costs where known.
14	5	Expand discussion on lease versus own options for ICT assets, as this has a significant impact on OPEX/CAPEX programmes. Define operational lifespans at asset class level more clearly and explain how lifespan ranges of 4-10 years are identified.
15	6.1	Reference or hyperlink the FENZ Risk Management Plan and Risk Register.
16	6	Check whether any extreme or very high risks have been controlled successfully and update the risk register accordingly. Include Opportunity risks aligned with ICT Strategy goals/outcomes. Ensure asset type names are assigned to related risks in the master risk register for better assessment at group/type levels.
17	7.5	Articulate LOS driving financial summaries.
18	7.6	Address gaps regarding the material impact of valuations, cumulative depreciation against renewals.
19	7.8	Expand on the level of financial performance against LOS. Discuss CAPEX alignment with lifecycle management, highlighting assets nearing end-of-life or requiring upgrades.
20	7	Expand financial narrative around BAU OPEX costs, explaining their breakdown. Investigate whether investment in Strategic ICT Programmes will reduce BAU OPEX in the long term.
21	8.6.1	Incorporate leadership, governance, resourcing, and timeframe details into Table 34.

September 2025

Independent Review of FENZ Asset Management Plans – Management Comment Equipment

Beca completed an independent review of the first-generation Fire and Emergency New Zealand (FENZ) Asset Management Plans (AMPs) for Property, ICT, Equipment and Logistics, and Fleet. A summary of Beca's assessment approach is included within each individual report.

Context – Assurance Journey

Three external expert organisations supported assurance of the AMPs:

- **Morrison Low** – Having previously completed an asset maturity assessment in 2022, Morrison Low advised on AMP development to ensure alignment with the International Infrastructure Management Manual (IIMM) framework.
- **Volte** – Peer-reviewed the initial AMP financials to confirm that underlying cost assumptions were appropriate.
- **Beca** – Undertook a final independent review of the completed AMPs, providing assurance over methodology and findings.

In its review, Beca noted that:

- Given current funding constraints, FENZ's asset management activities are necessarily focused on core priorities—principally health, safety, and security.
- Despite these constraints and limitations, the AMPs and supporting systems are functional and usable.
- As first-generation plans, the AMPs were expected to include gaps and areas for development.
- Asset management within FENZ remains an evolving process, with the AMPs representing an early product of that journey.
- Successive iterations of the AMPs and supporting systems are expected to mature and improve over time.

Findings

Beca's review concluded that the first-generation AMPs demonstrate a developing level of asset-management maturity and are fit-for-purpose. Each review included recommendations for improvement.

FENZ has assessed Beca's findings, incorporating immediate enhancements where practicable into the current AMPs. Remaining recommendations will be addressed through the forthcoming update of the Strategic Asset Management Plan (SAMP) or within the second-generation AMPs.

Beca also observed that the AMPs are unaffordable in later years under the current funding model.

A detailed table outlining FENZ management responses to Beca's recommendations is provided below.

Next Steps in FENZ's Asset Management Journey

- **Implementation Plans:** Asset Management Implementation Plans are being developed as part of Branch Planning for the new Asset and Programme Delivery Branch. These plans include specific updates to policies, guidelines, and supporting documentation such as Capability Management Plans.
- **Asset Policy:** The FENZ Asset Policy has been revised and is undergoing final review prior to re-issue by the end of 2025.
- **SAMP Update:** The Strategic Asset Management Plan will be refreshed within the current financial year to reflect current organisational needs and priorities.
- **Maturity Re-assessment:** Morrison Low has been re-appointed to assess progress since 2022. Early feedback indicates good improvement despite fiscal constraints, recognising the iterative nature of AMP development.
- **Second-generation AMPs:** A second iteration of AMPs will be delivered following clarification of future operational requirements. Delivery is planned for late 2027, with ongoing data collection and updates throughout the intervening period.

#	Section Identifier	Recommended Improvement Action	Management Comment
1	Overall	Balance social, economic, and environmental objectives while integrating Te Ao Māori perspectives, Mātauranga Māori principles, and Tikanga into the AMP narrative. Consider adding sections on Leadership, People, and Governance, as well as delivery of services and procurement into Section Five (Lifecycle). Define organisational leadership and ownership of operational equipment assets/functions. Explain alignment between AMP priorities, operational criticality, and CAPEX allocations across relevant sections. Address inconsistencies in CAPEX and OPEX data across tables to ensure clarity and coherence in financial planning. Strengthen links between renewal strategies, CAPEX projections, and LOS. Review risk register for gaps and ensure threats related to ageing equipment, overdue replacements, budget deficits, future technology changes, and supply chain disruptions are adequately addressed. Update	Although this is more directed at local government obligations, this section has been added. Further iterations of the AMP will explore this in more detail. Leadership and governance included. Alignment between AMP and Operational priorities and criticality added. Data inconsistencies being rectified.

		risks and control measures in line with government requirements, future plans, and key achievements.	
2	1.1	Articulate the purpose of the portfolio alongside the "why."	Completed as per recommendation
3	1.4.1	Strategic Focus belongs within the SAMP.	This will be included in the 25/26 update of the SAMP
4	1.5	Trim this sub-section to articulate what parts of the AMP planning functions will not comply with CO(23) 9.	FENZ are compliant – section updated
5	1.6	Sub-section 1.6 is a LOS outline and should be moved to that section of the AMP.	Moved. Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway.
6	1.7	Remove subsection 1.7, as it repeats earlier information.	Completed as per recommendation
7	1.8	Move sub-section 1.8 (Key Achievements) to the Executive Summary, keeping it concise, perhaps as an infographic.	Completed as per recommendation
8	2.2	Expand on criticality ratings by equipment type, ensuring the rating scale is explained clearly within the AMP.	Completed as per recommendation
9	2.3	Move capital renewal projections to the lifecycle section of the AMP. Address discrepancies between CAPEX projections outlined here and other financial tables. Clarify renewal priorities if budgets are insufficient.	Will be addressed in next iteration of AMP
10	3.2	Change the term "stakeholder" to "partner," per Āpōpō principles . Consider changing Table 13 to a graphic for improved clarity.	We acknowledge this recommendation, but will continue to use the terminology of Stakeholder, as it is understood in the FENZ context.

11	3.3 & 3.4	Append detailed content and provide a short, aggregated narrative instead of lengthy detail.	Completed as per recommendation
12	4	Take the strategic challenges identified in this section and include them in a strategic challenges table. Improve links between demand factors and corresponding assets affected. Clarify figures such as Figure 7 to tie into demand drivers.	Completed as per recommendation
13	5	Highlight horizon, strategic, and key opex/capex investments, including indicative costs. Clearly tie lifecycle management strategies to priority levels used in programme planning.	Completed as per recommendation
14	6	Review very high risks (Table 21) to assess whether they have been addressed effectively by CAPEX allocations. Ensure alignment between risk considerations and financial planning for long-term viability.	Completed as per recommendation
15	7.3	Remove duplicated columns (e.g., OPEX breakdown for the year 2027/2028 in Table 23). Clarify inconsistencies between totals in financial tables (e.g., Tables 22, 23, and 24) and provide transparency around cost components included. Ensure CAPEX categories align consistently with AMP priority terminology throughout.	Capex categories will be addressed in next iteration of AMP to ensure alignment with SAMP update.
16	7.4	Add examples of spending decisions driven by AMP priorities (refer to Section 5.3) and operational criticality levels to improve narrative clarity.	Will be included in next iteration of AMP
17	7.6	Address gaps relating to the material impact of valuations and cumulative depreciation against renewals.	Will be in next iteration of AMP
18	7.8	Elaborate on financial performance against LOS.	Will be completed in next iteration of AMP
19	8	Improve discussion around practice improvements as outlined in Table 30. Incorporate leadership, governance, and resourcing details under sub-section 8.6.1 (Table 34).	Completed as per recommendation
20	9.5	Include resourcing/costs commentary under section 9.5 Improvement Plan.	Resourcing details included.

Costs will be addressed in
next iteration of plan

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982



Fire and Emergency New Zealand Asset Management Plan Reviews

Equipment and Logistics (E&L) Asset Management Plan

Prepared for Fire and Emergency New Zealand

Prepared by Beca Limited

9 July 2025

Contents

1	Introduction.....	1
1.1	Purpose	1
1.2	FENZ Asset Management Context	1
2	Scope and Approach	1
2.1	Information Received.....	1
2.2	Scope of Review	1
2.3	Exclusions and Assumptions	2
3	AMP Review	2
3.1	AMP Summary	2
3.2	AMP Structure, Story and Gaps	2
3.3	Assumptions and Risks	5
3.4	Improvement Plan	6
4	Conclusions and Recommendations	6
4.1	Conclusions	6
4.2	Recommended Improvement Actions	6

Revision History

Revision N°	Prepared By	Description	Date
1	9(2)(a) 9(2)(a) 9(2)(a) 9(2)(a)	Draft for client review	09/06/25
2	9(2)(a) 9(2)(a) 9(2)(a) 9(2)(a)	Final	09/07/25

Document Acceptance

Action	Name	Signed	Date
Prepared by	9(2)(a) 9(2)(a) 9(2)(a)	9(2)(a) 9(2)(a) 9(2)(a)	09/07/25
Reviewed by	9(2)(a)	9(2)(a)	09/07/25
Approved by	9(2)(a)	9(2)(a)	09/07/25
on behalf of	Beca Limited		

© Beca 2025 (unless Beca has expressly agreed otherwise with the Client in writing).

This report has been prepared by Beca on the specific instructions of our Client. It is solely for our Client's use for the purpose for which it is intended in accordance with the agreed scope of work. Any use or reliance by any person contrary to the above, to which Beca has not given its prior written consent, is at that person's own risk.

1 Introduction

1.1 Purpose

The purpose of this review is to assess Fire and Emergency New Zealand's (FENZ) four Asset Management Plans (AMPs) in terms of fitness for purpose and are 'useable' documents. The information gathered from these reviews will be utilised to update and improve the AMPs, and to implement necessary practices and processes to strengthen asset management planning by FENZ.

1.2 FENZ Asset Management Context

The following should be considered when reading this report:

1. This AMP is a '1st Generation' Plan and will therefore be expected to contain missing or incomplete content.
2. Asset Management is a journey, with FENZ at early stages of maturity.
3. An AMP is a reflection of the Asset Management Systems and Practices of an organisation. In general content lacking in an AMP reflects similar limitations within the organisation's AM framework.
4. We did not have access to the AM Policy or Strategic Asset Management Plan (SAMP).
5. FENZ is aware of existing gaps in keys AM areas e.g. Levels of Service and is planning to address these deficiencies.
6. Due to current funding constraints, the focus for FENZ for assets is 'Health, Safety and Security' and delivering a 'minimum viable product' where possible.
7. The AMP (and AMP system) will mature over time and whilst has gaps, is 'useable'.
8. FENZ has indicated this generation of AMPs is focussed on managing the currently asset base and the next generation will consider the 'right sizing' of the portfolios.

2 Scope and Approach

2.1 Information Received

- Asset Management Plans:
 - ICT, Property, Fleet and Equipment & Logistics (E&L)
- Capability Management Plans:
 - ICT and E&L
- Fleet capital plan and options
- Summary FENZ AMP budget breakdown May 2025
- ICT AMP budget data May 2025
- Property AMP budget data May 2025
- E&L AMP budget data May 2025
- Fleet AMP cost model May 2025
- OSCD AM Update FSIC May 2025

2.2 Scope of Review

Beca Limited has been engaged to provide a review of the four FENZ Asset Management Plans. The AMPs are considered 'first generation' documents and the key focus of the review is to confirm to the FENZ Board they are 'useable' documents that follow a coherent framework and that they 'work'.

The focus of the review is on four key themes:

- a. Story – do the AMPs cohesively convey the ‘plan’ for the portfolios, considering the ability to be implemented.
- b. Gaps – are there any significant gaps in the structure, information or presentation.
- c. Assumptions and Risks - what assumptions have been made and are there any obvious contradictions, gaps or risks to plan implementation.
- d. Improvement Plan – has an adequate and appropriate improvement plan been identified for the AMP.

2.3 Exclusions and Assumptions

1. The level of financial review has been agreed during the project, although challenge of the financials amounts was not required.
2. The expenditure focus of FENZ currently is ‘H&S and Security’.
3. We have not reviewed the AM Policy or SAMP.
4. We did not test all the stated assumptions or risks but have provided a general examination of those identified as key.
5. Consistency between the AMPs has not been a focus.

3 AMP Review

3.1 AMP Summary

The FENZ Operational Equipment AMP OEAMP 001-3 is a modernised AMP which generally follows the Āpōpō/IMM framework structures. The financial section is currently not sufficient to meet the minimum requirements for current public sector asset management practice.

3.2 AMP Structure, Story and Gaps

Section	Structure	Story	Gaps
Executive Summary	N/A	Is satisfactory as a summary of the strategic challenges, current and future state and key improvements. It is a compelling story	Value and benefits realisation
Section One – Introduction	- Sub-section 1.4.1 Strategic Focus belongs within the SAMP - Sub-section 1.5 trim this down to articulate what part of the asset management planning functions will not be compliant with CO(23) 9. - Sub-section 1.6 is a LOS outline which can be contained within that section of the AMP. - Sub-section 1.7 is repeated, not required in the introductory section.	Sub section 1.1 does not tell the reader about the portfolio, rather the why for having a portfolio.	N/A

Section	Structure	Story	Gaps
	Sub-section 1.8 is a good summary of key achievements, move this to the executive summary, but keep it concise, perhaps an infographic.		
Section Two – Current Asset State	Sub-Section 2.3 Move the capital renewal projections to the lifecycle section of the plan.	- Some gaps in explanations leading to an incomplete story - Sub-section 2.4 and 2.5 not offering enough value	N/A
Section Three – LOS	- Consider changing table 13 to a graphic. - Sub-section 3.3 detail could be appended. - Sub-Section 3.4 detail could be appended.	- Sub-Section 3.2 change the use of the word stakeholder to partner where possible as per Āpōpō principles. - Sub-Section 3.6 is a good LOS summary.	- Āpōpō Guide principles - Value and benefits realisation
Section Four – Demand	N/A	Is very comprehensive and compelling, take the strategic challenges from this section and include them in your strategic challenges table	N/A
Section Five – Lifecycle Management	N/A	Is a good summary of the approaches used at FENZ for stages of the lifecycle. A narrative of the horizon, strategic and key investments in opex or capex should be highlighted here including indicative costs where known.	Delivery of services and procurement would be worthwhile to include within this section
Section Six – Risk	N/A	Very well written with high level risk articulated	N/A
Section Seven – Financial Summary	Good assumptions and confidence level detail.	Is a key part of the AMP. What are the LOS driving these financial summaries, this requires greater articulation.	- Sub-section 7.6 has a gap relating to what the material impact of the valuations is - Sub-section 7.8 a gap regarding the level of financial performance against LOS.
Section Eight – AM Practices	Sub-Section 8.6.1 Table 34 should also include resourcing, leadership, governance and timeframe for achievement.	Table 30 is an excellent summary of your system and process improvements over time.	Include a section on leadership and people and governance
Section Ten – Appendices	N/A	N/A	N/A

3.2.1 Āpōpō Guide

There are a number of areas within the Āpōpō Guide which could be included to strengthen the FENZ AMPs to be valuable and provide benefits orientated within New Zealand's operating environment. The guide is aligned to ISO 55000, and also GFMAM as a comprehensive roadmap that allows asset managers to adapt positively within New Zealand's distinctive setting. In each asset and plan we manage, we honour the past, the present and shape the future.

A key improvement would be to balance the social, economic and environmental objectives within your AMP, incorporating Te Ao Māori perspectives, the integration of Mātauranga Māori principles and Tikanga as it relates to this complex portfolio of assets and services.

3.2.2 Defined Purpose

The purpose of the AMP has been clearly defined as a tactical, infrastructural plan which gives effect to a range of other Fire & Emergency strategies and tactical planning documents. The AMP has a clear focus on what is planned to be achieved by this iteration of the document.

3.2.3 AMP Story

This section summarises key observations when reviewing the Equipment and Logistics AMP and provides commentary on how each section reflects the overall story of the AMP.

- The Introduction chapter explains how the assets support FENZ's objectives. The framework diagram connects Strategic Direction, Statement of Intent, and AM system but needs more detail. Strategic challenges are summarized and linked to AMP sections, creating a cohesive narrative.
- Section 2 explains the story of the assets but has some major gaps that needs to be addressed. These gaps include service explanations of logistic centres and detail on criticality ratings by equipment. Financials should not be discussed in this section. The asset performance and asset condition sub-sections do not offer any value in its current state
- The levels of service section is well structures and presented. The shortfalls in performance have been discussed and need linkage to planned improvements.
- The demand section provides a convincing story of upcoming trends and demand factors. The section is not able to link these factors to its' asset's base future needs.
- The AMP identifies its approach for lifecycle management strategy in a summarised format. This summary does not offer enough context on delivery of services. Overall, this section utilises the AMP priority levels well to tell a cohesive story.
- The financial summary presents all funding requirements for the portfolio, however, there are inconsistencies with the story, which leads to the programmes presented not being sufficiently justified.

3.2.4 Data Clarity and Completeness

The Equipment AMP links asset data and financials to organisational needs, creating a basis for informed strategic planning. However, there are opportunities to enhance the alignment between asset data, financial figures, and the AMP's overarching narrative to improve clarity and coherence.

- The AMP ties asset age to renewal projections in Section 2.3 through Tables 11 and 12. While Table 12 shows variance between CAPEX projections and budgeted CAPEX, the renewal priorities need clarification if the budget is insufficient. This should be addressed to guide decision-making.

- Very high risks for the operational equipment portfolio are outlined in Table 21, including asset availability and age-related risks. CAPEX allocations should align with these risks and inform priorities to improve long-term decision-making.
 - Annual CAPEX projections in Table 12 differ from figures in Table 24. Explain this distinction to avoid confusion between the two tables.
- Table 23 provides an overview of OPEX costs but lacks specifics on what activities constitute these categories. Include a section breaking down operational activities for improved transparency.
 - OPEX considerations seem underexplored, particularly in terms of supporting service delivery outcomes. Discuss annual operating costs more to frame OPEX in relation to CAPEX investments.
- Renewal strategies in Table 20 are discussed but lack ties to performance measures or Levels of Service (LOS). Making this connection would illustrate how investments improve reliability and service delivery.
- Remove duplicated column of OPEX breakdown for the year 2027/2028 in Table 23.
- Financial summaries in Table 22 do not align with annual OPEX values in Table 23 or CAPEX values in Table 24. Explain these variances for consistency.
- In Table 22, clarify what components are included in the "Totals" column. Make it clear that Non-Discretionary OPEX (Committed), Discretionary OPEX (E&L Business), and Discretionary OPEX (Providing E&L) are part of the OPEX
- Section 5.3 outlines prioritisation based on AMP priority and operational criticality but lacks detail in relation to operational criticality. Clarify how operational criticality translates into CAPEX decisions.
 - Section 5.3 refers readers to Section 2.2 for the asset operational criticality levels descriptions however they are missing. Include examples of spending decisions based on these criteria to strengthen the narrative.
 - Budget prioritisation in Section 7.5 only references AMP priority. If the operational criticality levels are included in the AMP priority levels, this should be made clear.

3.3 Assumptions and Risks

3.3.1 Assumption Review

Key assumptions within the AMP are:

- Changes in the type and frequency of incidents will have a greater impact on the portfolio rather than population or demographic growth.
- The FOC implementation will alter the operational equipment populations and distribution according to risk layers and adopting a network approach to response capabilities.
- Operational equipment will become more integrated with digital platforms and systems through the IoT.

3.3.2 Risk analysis

The Risk sub-sections provide a balanced level of information related to risk management.

- Recommend only the top three to five Very High risks are noted in the risk management section of the Plan. Refer the reader to the master FENZ Risk Register for full risk descriptions, controls and treatments

- Recommend reference or hyperlinks to the FENZ Risk Management Plan, and Risk Register
- This a several potential risks (threats and opportunities) throughout the document, recommend a check against the risk register – and update register where required. For example:
 - Strategic Challenges outlined in the Executive Summary
 - Current Stage external costs (such as tariffs)
 - Ageing equipment and overdue replacement
 - Equipment Maintenance
 - Future State – Budget deficit
 - Future technology changes in equipment
 - Future supply chain challenges
 - Workforce Capacity
 - NZ Government Requirements / policy changes
- There are also Key Achievements noted – Recommend a review against the risk review, and update any risks with control measures, and update risk ranking where applicable

3.4 Improvement Plan

A detailed Improvement Plan is contained within section 9.5. It outlines and Improvement Area, action, responsibility and priority to the listed improvements. Additional information on ‘resourcing/costs’ could be added.

4 Conclusions and Recommendations

4.1 Conclusions

The AMP covers a depth of knowledge and highlights the E&L asset management practices. Based on AMP review, the recommendation for improving the AMP have been summarised in the table below. These are classified under sections and subsection references for navigational ease.

4.2 Recommended Improvement Actions

The table below outlines the Recommended Improvements Actions recorded throughout the report above, consolidating into a single register for ease of circulating actions for Action Owners.

Table 1: Recommended Improvement Actions

#	Section Identifier	Recommended Improvement Action
1	Overall	Balance social, economic, and environmental objectives while integrating Te Ao Māori perspectives, Mātauranga Māori principles, and Tikanga into the AMP narrative. Consider adding sections on Leadership, People, and Governance, as well as delivery of services and procurement into Section Five (Lifecycle). Define organisational leadership and ownership of operational equipment assets/functions. Explain alignment between AMP priorities, operational criticality, and CAPEX allocations across relevant sections.

#	Section Identifier	Recommended Improvement Action
		Address inconsistencies in CAPEX and OPEX data across tables to ensure clarity and coherence in financial planning. Strengthen links between renewal strategies, CAPEX projections, and LOS. Review risk register for gaps and ensure threats related to ageing equipment, overdue replacements, budget deficits, future technology changes, and supply chain disruptions are adequately addressed. Update risks and control measures in line with government requirements, future plans, and key achievements.
2	1.1	Articulate the purpose of the portfolio alongside the “why.”
3	1.4.1	Strategic Focus belongs within the SAMP.
4	1.5	Trim this sub-section to articulate what parts of the AMP planning functions will not comply with CO(23) 9.
5	1.6	Sub-section 1.6 is a LOS outline and should be moved to that section of the AMP.
6	1.7	Remove subsection 1.7, as it repeats earlier information.
7	1.8	Move sub-section 1.8 (Key Achievements) to the Executive Summary, keeping it concise, perhaps as an infographic.
8	2.2	Expand on criticality ratings by equipment type, ensuring the rating scale is explained clearly within the AMP.
9	2.3	Move capital renewal projections to the lifecycle section of the AMP. Address discrepancies between CAPEX projections outlined here and other financial tables. Clarify renewal priorities if budgets are insufficient.
10	3.2	Change the term “stakeholder” to “partner,” per Āpōpō principles. Consider changing Table 13 to a graphic for improved clarity.
11	3.3 & 3.4	Append detailed content and provide a short, aggregated narrative instead of lengthy detail.
12	4	Take the strategic challenges identified in this section and include them in a strategic challenges table. Improve links between demand factors and corresponding assets affected. Clarify figures such as Figure 7 to tie into demand drivers.
13	5	Highlight horizon, strategic, and key opex/capex investments, including indicative costs. Clearly tie lifecycle management strategies to priority levels used in programme planning.
14	6	Review very high risks (Table 21) to assess whether they have been addressed effectively by CAPEX allocations. Ensure alignment between risk considerations and financial planning for long-term viability.
15	7.3	Remove duplicated columns (e.g., OPEX breakdown for the year 2027/2028 in Table 23). Clarify inconsistencies between totals in financial tables (e.g., Tables 22, 23, and 24) and provide transparency around cost components included. Ensure CAPEX categories align consistently with AMP priority terminology throughout.
16	7.4	Add examples of spending decisions driven by AMP priorities (refer to Section 5.3) and operational criticality levels to improve narrative clarity.
17	7.6	Address gaps relating to the material impact of valuations and cumulative depreciation against renewals.

#	Section Identifier	Recommended Improvement Action
18	7.8	Elaborate on financial performance against LOS.
19	8	Improve discussion around practice improvements as outlined in Table 30. Incorporate leadership, governance, and resourcing details under sub-section 8.6.1 (Table 34).
20	9.5	Include resourcing/costs commentary under section 9.5 Improvement Plan.

September 2025

Independent Review of FENZ Asset Management Plans – Management Comment Fleet

Beca completed an independent review of the first-generation Fire and Emergency New Zealand (FENZ) Asset Management Plans (AMPs) for Property, ICT, Equipment and Logistics, and Fleet. A summary of Beca's assessment approach is included within each individual report.

Context – Assurance Journey

Three external expert organisations supported assurance of the AMPs:

- **Morrison Low** – Having previously completed an asset maturity assessment in 2022, Morrison Low advised on AMP development to ensure alignment with the International Infrastructure Management Manual (IIMM) framework.
- **Volte** – Peer-reviewed the initial AMP financials to confirm that underlying cost assumptions were appropriate.
- **Beca** – Undertook a final independent review of the completed AMPs, providing assurance over methodology and findings.

In its review, Beca noted that:

- Given current funding constraints, FENZ's asset management activities are necessarily focused on core priorities—principally health, safety, and security.
- Despite these constraints and limitations, the AMPs and supporting systems are functional and usable.
- As first-generation plans, the AMPs were expected to include gaps and areas for development.
- Asset management within FENZ remains an evolving process, with the AMPs representing an early product of that journey.
- Successive iterations of the AMPs and supporting systems are expected to mature and improve over time.

Findings

Beca's review concluded that the first-generation AMPs demonstrate a developing level of asset-management maturity and are fit-for-purpose. Each review included recommendations for improvement.

FENZ has assessed Beca's findings, incorporating immediate enhancements where practicable into the current AMPs. Remaining recommendations will be addressed through the forthcoming update of the Strategic Asset Management Plan (SAMP) or within the second-generation AMPs.

Beca also observed that the AMPs are unaffordable in later years under the current funding model.

A detailed table outlining FENZ management responses to Beca's recommendations is provided below.

Next Steps in FENZ's Asset Management Journey

- **Implementation Plans:** Asset Management Implementation Plans are being developed as part of Branch Planning for the new Asset and Programme Delivery Branch. These plans include specific updates to policies, guidelines, and supporting documentation such as Capability Management Plans.
- **Asset Policy:** The FENZ Asset Policy has been revised and is undergoing final review prior to re-issue by the end of 2025.
- **SAMP Update:** The Strategic Asset Management Plan will be refreshed within the current financial year to reflect current organisational needs and priorities.
- **Maturity Re-assessment:** Morrison Low has been re-appointed to assess progress since 2022. Early feedback indicates good improvement despite fiscal constraints, recognising the iterative nature of AMP development.
- **Second-generation AMPs:** A second iteration of AMPs will be delivered following clarification of future operational requirements. Delivery is planned for late 2027, with ongoing data collection and updates throughout the intervening period.

#	Section Identifier	Recommended Improvement Action	Management Comment
1	Overall	Issues and Challenges: Identify and limit these key statements to less than 10, preferably 5-6 really punchy strategic issues/challenges/improvements. The AMP has included many links to processes and policy within the body of the AMP, our suggestion is that associated documents removed from the body and are appended as links only for reference.	Key statement adjusted as recommended. Material / links moved to appendices as appropriate
2	1	Introduction should discuss the strategic challenge in a nutshell, the case for why FENZ has chosen the interventions described throughout the plan and in particular within the Lifecycle section of the Plan (Section Seven).	This will be included in the 25/26 update of the SAMP
3	1.2	Guiding principles belongs more appropriately within a Fleet Policy, not the AMP.	Moved and will be included in policy document(s)
4	1.3	Section would be better placed as small headers to each section, rather than a summary up front, it detracts from the storyline of the narrative.	Completed as recommended
5	2.2	This section would be better fit within the SAMP and Fleet Policy.	This will be included in the 25/26 update of the SAMP
6	3	Provide a high-level aggregated summary of the assets, there is no requirement to, within the body of the AMP speak in granular detail to the assets, or the processes and policy that support these assets. The asset register and other supporting collateral, policy and processes (Subsection 3.2.2) can be linked and revert to an appendix.	Completed as recommended with material moved to appendices
7	3.2.3	This subsection should only highlight policy changes which are going to impact the Level of Service (LOS) provided to the community.	Further work on levels of service will be completed for the next AMP, to align

			with operational needs assessment underway.
8	4	Demand tells a good interventions story and the key demand factors should be raised to the strategic challenge section of the AMP, including the impact of growth. Suggest including data driven demand forecasting.	Will be addressed in next generation and is linked to FOC work
9	5	It is very difficult to tell the story of the fleet without explicit LOS. This should be a priority as an AMP cannot function without it's north star. LOS are the primary driver of an AMP and also provide the basis for the lifecycle programmes, interventions and financial forecasts.	Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway.
10	5.1 & 5.2	Sub-sections are good proxies for LOS and could be used more to tell the fleet story up front and used as a basis for intervention and investment.	Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway.
11	5.3	Indicators presented in this sub-section are agreed with the Minister as part of the annual report. There may be key attributes within FENZ organisational strategy to support measurement of these performance metrics. A generally accepted principle is that data is collected as it relates to achieving LOS, so there can be line of sight to these metric from the top down.	Will be further progressed in tandem with work on FOC.
12	6	This section appears to contain FENZ Emissions Policy, which would not normally be included within an AMP. A LOS relating to the reduction of carbon emissions is required alongside climate resilience lifecycle interventions and a short summary of challenges and opportunities, but the entire emissions policy should not be included. This large policy inclusion confuses the AMP narrative and storyline which would be better stated as sustainable management and development which speaks to full integration of social, cultural and environmental sustainability.	Clarified in AMP
13	7	This section contains the primary output of the AMP, the why, the what, and the how, of lifecycle approaches and interventions	Changes made as per recommendations

		determined within the period. It is very comprehensive and should seek to highlight the key maintenance, operations, renewals, capital and disposal intentions. Appendix all the asset lists and checklists and detailed tables. They do not tell the story as effectively as key interventions would.	
14	7.4	This sub-section should be aggregated to the key new or replacement fleet projects for the AMP period under examination. The methods for project change management and procurement should be within their own respective policies. The section should only discuss current change or procurement underway or scheduled for this AMP period. Appendix current suppliers list and expired fleet asset contracts.	Completed where possible with remaining elements to be addressed in next generation plan.
15	7.5, 7.6 & 7.8	Sub-sections should be summarised and aggregated. Consider the story and narrative of the need to use LOS condition, risk, utilisation, and other performance plus demand factors to determine the right intervention/allocation at the right time in the right place. Suggest not to repeat the policy within the AMP. The cascade plan and fleet allocations should be appended.	Summaries completed Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway.
16	7.9	Should highlight the current disposal plan for the AMP period only, and only refer to associated FENZ disposal policy or process.	Completed
17	8	The financial section is a key part of the AMP and the narrative to support the forecasts is key to its success. Link key interventions and intended financial commitments up front into the strategic overview of the AMP. All key financial interventions should have explicit links to LOS. Provide aggregated opex (maintenance and operations) and capex (renewals and new capital) totals in the body of the AMP and provide the year by year granular detail within an appendix. Provide clarity on what is the replacement cost and what is new capital under your capex definition. Tables 49 and 50 could be easily confused.	Further work on levels of service will be completed for the next AMP, to align with operational needs assessment underway.
18	9	This sections highlight the key risks (very high and extreme) within the body of the AMP and should appendix the balance. Highlighting these key risks in the first section as important challenges to overcome can also be considered. The	Completed as per recommendation

		FENZ risk processes/gradings/matrix/policy can be linked rather than stated in the narrative.	
19	10	The Improvement Plan would normally be presented as an aggregation of the sectional improvements identified and articulated first within each section to keep the narrative flowing. They relate to organisational AM maturity, improvements to the plan itself and improvements based on any formal evaluation.	Next generation AMP
20	11	Identifies compelling issues and challenges to bring forward into the strategic context.	Completed
21	12	Should be moved to an appendix.	Completed
22	13	Should be a process within your SAMP. The version history can be retained in the AMP.	This will be included in the 25/26 update of the SAMP



Fire and Emergency New Zealand Asset Management Plan Reviews

Fleet Asset Management Plan

Prepared for Fire and Emergency New Zealand
Prepared by Beca Limited

9 July 2025

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

Contents

1 Introduction.....1

1.1 Purpose 1

1.2 FENZ Asset Management Context 1

2 Scope and Approach 1

2.1 Information Received..... 1

2.2 Scope of Review 1

2.3 Exclusions and Assumptions 2

3 AMP Review 2

3.1 AMP Summary 2

3.2 AMP Structure, Story and Gaps 2

3.3 Assumptions and Risks 7

3.4 Improvement Plan 8

4 Conclusions and Recommendations 8

4.1 Conclusions 8

4.2 Recommended Improvement Actions 8

Revision History

Revision N°	Prepared By	Description	Date
1	9(2)(a), 9(2)(a) 9(2)(a), 9(2)(a) 9(2)(a)	Draft for client review	09/06/25
2	9(2)(a), 9(2)(a) 9(2)(a), 9(2)(a) 9(2)(a)	Final	09/07/25

Document Acceptance

Action	Name	Signed	Date
Prepared by	9(2)(a), 9(2)(a), 9(2)(a)	9(2)(a) 9(2)(a) 9(2)(a)	09/07/25
Reviewed by	9(2)(a)	9(2)(a)	09/07/25
Approved by	9(2)(a)	9(2)(a)	09/07/25
on behalf of	Beca Limited		

© Beca 2025 (unless Beca has expressly agreed otherwise with the Client in writing).

This report has been prepared by Beca on the specific instructions of our Client. It is solely for our Client's use for the purpose for which it is intended in accordance with the agreed scope of work. Any use or reliance by any person contrary to the above, to which Beca has not given its prior written consent, is at that person's own risk.

1 Introduction

1.1 Purpose

The purpose of this review is to assess Fire and Emergency New Zealand's (FENZ) four Asset Management Plans (AMPs) in terms of fitness for purpose and are 'useable' documents. The information gathered from these reviews will be utilised to update and improve the AMPs, and to implement necessary practices and processes to strengthen asset management planning by FENZ.

1.2 FENZ Asset Management Context

The following should be considered when reading this report:

1. This AMP is a '1st Generation' Plan and will therefore be expected to contain missing or incomplete content.
2. Asset Management is a journey, with FENZ at early stages of maturity.
3. An AMP is a reflection of the Asset Management Systems and Practices of an organisation. In general content lacking in an AMP reflects similar limitations within the organisation's AM framework.
4. We did not have access to the AM Policy or Strategic Asset Management Plan (SAMP).
5. FENZ is aware of existing gaps in keys AM areas e.g. Levels of Service and is planning to address these deficiencies.
6. Due to current funding constraints, the focus for FENZ for assets is 'Health, Safety and Security' and delivering a 'minimum viable product' where possible.
7. The AMP (and AMP system) will mature over time and whilst has gaps, is 'useable'.
8. FENZ has indicated this generation of AMPs is focussed on managing the currently asset base and the next generation will consider the 'right sizing' of the portfolios.

2 Scope and Approach

2.1 Information Received

- Asset Management Plans:
 - ICT, Property, Fleet and Equipment & Logistics (E&L)
- Capability Management Plans:
 - ICT and E&L
- Fleet capital plan and options
- Summary FENZ AMP budget breakdown May 2025
- ICT AMP budget data May 2025
- Property AMP budget data May 2025
- E&L AMP budget data May 2025
- Fleet AMP cost model May 2025
- OSCD AM Update FSIC May 2025

2.2 Scope of Review

Beca Limited has been engaged to provide a review of the four FENZ Asset Management Plans. The AMPs are considered 'first generation' documents, and the key focus of the review is to confirm to the FENZ Board they are 'useable' documents that follow a coherent framework and that they 'work'.

The focus of the review is on four key themes:

- a. Story – do the AMPs cohesively convey the ‘plan’ for the portfolios, considering the ability to be implemented.
- b. Gaps – are there any significant gaps in the structure, information or presentation.
- c. Assumptions and Risks - what assumptions have been made and are there any obvious contradictions, gaps or risks to plan implementation.
- d. Improvement Plan – has an adequate and appropriate improvement plan been identified for the AMP.

2.3 Exclusions and Assumptions

- 1. The level of financial review has been agreed during the project, with the challenge of the financials amounts not required.
- 2. The expenditure focus of FENZ currently is ‘H&S and Security’.
- 3. We have not reviewed the AM Policy or SAMP.
- 2. We did not test all the stated assumptions and risks but have provided a general examination of those identified as key.
- 5. Consistency between the AMPs has not been a focus.

3 AMP Review

3.1 AMP Summary

The FENZ Fleet AMP v0.03 is a comprehensive and workable document, which generally follows the IIMM framework structure. Some sections of the AMP require improvements to tell a compelling story of the portfolio, issues and challenges faced and key improvements to be made to the assets and services the fleet provides. The AMP has included many links to processes and policy within the body of the AMP, our suggestion is that associated documents removed from the body and are appended as links only for reference. Each of the subsections below analyses the Fleet AMP under specific lenses which are essential to a well-structured and compelling AMP.

3.2 AMP Structure, Story and Gaps

The table below contains a section by section review of the AMP focusing on the Structure of the AMP, whether it tells the Story of the assets and if there are any significant Gaps in content.

Section	Structure	Story	Gaps
Section One - Introduction	• N/A	• Issues and Challenges: Identify and limit these key statements to less than 10, preferably 5-6 really punchy strategic issues/challenges/improvements • Introduction should discuss the strategic challenge in a nutshell, the case for why FENZ has chosen the interventions described throughout the plan and in particular within the Lifecycle section of the Plan (Section Seven).	• Value and benefits realisation

Section	Structure	Story	Gaps
		Guiding principles belongs more appropriately within a Fleet Policy, not the AMP.	
Section Two – Why	N/A	Sub-section 2.2 would be better fit within the SAMP and Fleet Policy	N/A
Section Three – Assets Covered	Provide a high-level aggregated summary of the assets, there is no requirement to, within the body of the AMP speak in granular detail to the assets, or the processes and policy that support these assets. The asset register and other supporting collateral, policy and processes (Subsection 3.2.2) can be linked and revert to an appendix.	Subsection 3.2.3 should only highlight policy changes which are going to impact the Level of Service (LOS) provided to the community.	N/A
Section Four – Demand	N/A	Demand tells a good interventions story and the key demand factors should be raised to the strategic challenge section of the AMP, including the impact of growth. Suggest including data driven demand forecasting.	- Āpōpō Guide principles. - Value and benefits realisation
Section Five – LOS	N/A	- It is very difficult to tell the story of the fleet without explicit LOS. This should be a priority as an AMP cannot function without it's north star. LOS are the primary driver of an AMP and also provide the basis for the lifecycle programmes, interventions and financial forecasts. - Sub-sections 5.1 and 5.2 are good proxies for LOS and could be used more to tell the fleet story up front and used as a basis for intervention and investment - Indicators presented in sub-section 5.3 are agreed with the Minister as part of the annual report. There may be key attributes within FENZ organisational strategy to support measurement of these performance metrics. A generally accepted principle is that data is collected as it relates to achieving LOS, so there can be line of sight to these metric from the top down.	LOS not stated
Section Six – Emission Reductions	N/A	This section appears to contain FENZ Emissions Policy, which would not normally be included within an AMP. A LOS relating to the reduction of carbon emissions is required alongside climate resilience lifecycle interventions and a short summary of challenges and opportunities,	N/A

Section	Structure	Story	Gaps
		but the entire emissions policy should not be included. This large policy inclusion confuses the AMP narrative and storyline which would be better stated as sustainable management and development which speaks to full integration of social, cultural and environmental sustainability.	
Section Seven – Lifecycle Management	- Appendix all the asset lists and checklists and detailed tables. They do not tell the story as effectively as key interventions would. - The cascade plan and fleet allocations should be appended 7.9 Should highlight the current disposal plan for the AMP period only, and only refer to associated FENZ disposal policy or process.	- This section contains the primary output of the AMP, the why, the what, and the how, of lifecycle approaches and interventions determined within the period. It is very comprehensive and should seek to highlight the key maintenance, operations, renewals, capital and disposal intentions. - Sub-section 7.4 should be aggregated to the key new or replacement fleet projects for the AMP period under examination. The methods for project change management and procurement should be within their own respective policies. The section should only discuss current change or procurement underway or scheduled for this AMP period. Appendix current suppliers list and expired fleet asset contracts. - Sub-sections 7.5, 7.6 and 7.8 should be summarised and aggregated. Consider the story and narrative of the need to use LOS condition, risk, utilisation, and other performance plus demand factors to determine the right intervention/allocation at the right time in the right place. Suggest not to repeat the policy within the AMP.	- Delivery of services would be worthwhile to include within this section - Value and benefits realisation - include a section on leadership and people and governance
Section Eight – Financials	- Provide aggregated opex (maintenance and operations) and capex (renewals and new capital) totals in the body of the AMP and provide the year-by-year granular detail within an appendix. - Tables 49 and 50 could be easily confused.	- a key part of the AMP and the narrative to support the forecasts is key to its success. Link key interventions and intended financial commitments up front into the strategic overview of the AMP. - All key financial interventions should have explicit links to LOS. - Provide clarity on what is the replacement cost and what is new capital under your capex definition.	N/A
Section Nine – Risk	The FENZ risk processes/gradings/matrix/policy can be linked rather than stated in the narrative.	highlight the key risks (very high and extreme) within the body of the AMP and should appendix the balance. Highlighting these key risks in the first section as important challenges to overcome can also be considered.	N/A

Section	Structure	Story	Gaps
Section Ten – Improvement Plan	• N/A	• The Improvement Plan would normally be presented as an aggregation of the sectional improvements identified and articulated first within each section to keep the narrative flowing. They relate to organisational AM maturity, improvements to the plan itself and improvements based on any formal evaluation.	• N/A
Section Eleven – Systems and Data	• N/A	• Identify compelling issues and challenges to bring forward into the strategic context	• N/A
Section Twelve – Supporting Collateral	• Append all	• N/A	• N/A
Section Thirteen – Ownership	• Should be a process within your SAMP. The version history can be retained in the AMP.	• N/A	• N/A

3.2.1 Āpōpō Guide Alignment

There are a number of areas within the Āpōpō Guide which could be included to strengthen the FENZ AMPs to be valuable and provide benefits orientated within New Zealand's operating environment. The guide is aligned to ISO 55000 and also GFMAM as a comprehensive roadmap that allows asset managers to adapt positively within New Zealand's distinctive setting.

A key improvement would be to balance the social, economic and environmental objectives within your AMP, incorporating Te Ao Māori perspectives, the integration of Mātauranga Māori principles and Tikanga as it relates to this complex portfolio of assets and services.

3.2.2 Defined Purpose

This AMP identifies the purpose of the fleet assets as supporting capability for safely, effectively, and efficiently delivering FENZ's statutory principal objectives as well as its main, and additional functions.

Although the AMP identifies the purpose of planning and its assets, as an improvement action, this information can be presented more clearly in Section 1 by stating the functions/purpose of FENZ, its fleet assets and the AMP separately.

3.2.3 AMP Story

This section summarises key observations when reviewing the Fleet AMP and provides commentary on how each section reflects the overall story of the AMP.

- The AMP needs to provide links to the vision, AMP and operational plan.
- The valuation data is missing critical information.
- The future demand forecast provides good commentary on current state and potential changes that could change demand. This discussion needs to be supported with analysis. This analysis will allow for an evidence-based approach to adjusting levels of service, capital planning or changing the composition of the fleet altogether.

- The levels of service section does not offer defined and agreed upon LOS statements. More data is required to provide evidence for the financial plan.
- The AMP contains detailed discussions on its fleet emission reductions plan, cost model, charging infrastructure plans, change management and EV transition plan. This needs to be covered in a separate document. A summary specific to the change in assets, brief commentary on the reason of this shift and links to the full document should be included as part of the AMP.
- Section 7 does not tell a focused story due to the sheer amount of information presented in this section, the concise messaging of 'how we maintain and operate assets', 'how and why we replace or renew assets' and 'how we dispose assets' is not always clear.
- Section 7 also talks about the asset condition, utilisation and functionality. This discussion should be separated from section 7 and should be summarised elsewhere. Linkages of the condition, utilisation and functionality with demand forecast and levels of service will also benefit the overall cohesiveness of the AMP.
- There are major presentation issues in Section 8. All of the information is presented in a tabular format, this needs to be summarised. This section does not convey an evidence-based funding story.

3.2.4 Data Clarity and Completeness

The asset data and financials in the AMP supports key aspects of the fleet strategy, including maintenance, renewals, upgrades and long-term planning. However, a few areas need attention for completeness, consistency and clarity.

- Section 7.5 outlines the condition criteria for fleet assets, while Section 9.5 discusses condition and risk grading. The criteria for assessing condition in these sections is different. Consolidating these sections would avoid duplication and streamline the discussion.
- Operating expenditure and capital expenditure allocations are categorised based on AMP priorities including KPIs. KPIs mention current service levels, which lack definition as noted in Section 5. Interim service descriptions and existing performance measures should be included for better understanding.
- CAPEX figures in Table 50 are not categorised by AMP priority, unlike the OPEX breakdown in Table 51. Applying consistent categorisation for CAPEX would align financial reporting and make it easier to connect expenditures to strategic priorities.
 - The CAPEX requirements in Table 50 significantly exceed the annual operational budgets in Section 8.6.1. Breaking CAPEX into AMP priorities would clarify options for addressing budget discrepancy.
 - Forecasted fleet expenses in Section 8.6.1 for 2024/25 and 2025/26 differ from figures in Table 54. Clarify the source of these forecasts, as they currently do not align with the cashflow summaries in Table 54.
- Table 51 details fleet asset replacement OPEX by AMP priority, while Table 52 details operating expenditure by project which does not equate to total OPEX. This distinction should be highlighted to avoid confusion between the two tables.
- Recommend restructuring Table 51 and Table 52 to use calendar years as column headers in a landscape format. This would save space and improve clarity within the AMP.
- Forecasted OPEX for new and replacement fleet projects in Section 7.4 differs from values in Table 52. Address these discrepancies to clarify why project costs differ.

- Historical Red and White Fleet maintenance expenditure in Section 8.5 provides valuable insight but does not include forecasted maintenance costs. Adding forecasted costs is important for long-term planning, especially given the significant average annual cost increases since 2005.
- Section 7.2 covers Red Fleet maintenance requirements but does not address White Fleet maintenance. Including even a brief overview of White Fleet maintenance would provide a more complete picture of fleet maintenance.
- Table 49 outlines fleet asset replacement costs and projected replacement numbers by calendar year, while Table 50 provides capital expenditure requirements over the same period. Discrepancies between these tables should be addressed, and their relationship explained.
 - Recommend moving Table 49 to an appendix and including a brief discussion of its content in the main text.

3.3 Assumptions and Risks

3.3.1 Assumption Review

The key assumptions with the AMP are:

- The current fleet size will remain unchanged.
- There is no major change in the relevant foreign exchange rates e.g., the US or Australian dollar or Euro.
- Costs are based on a like for like replacement of current fleet assets plus other capex costs outlined below.
- The budgets up to 30 June 2025 are fixed because there is insufficient time to spend more.
- That the fleet asset will be replaced within its target life.

The balance of the assumptions are contained within various sections and should be collated into a single section/table for easy reference.

3.3.2 Risk analysis

The Risk sub-sections provide a balanced level of information related to risk management.

- Recommend only the top three to five 'Very High' risks are noted in the risk management section of the Plan. Refer to the master FENZ Risk Register for full risk descriptions, controls and treatments
- Recommend reference or hyperlinks to the FENZ Risk Management Plan, and Risk Register
- This a several potential risks (threats and opportunities) throughout the document, recommend a check against the risk register, e.g.

○ Land Transport Rules Dangerous Goods 2005 Clause 9.2 – transporting BA cylinders compliance ○ Driver training & licensing – fit for purpose / type of vehicle ○ Fleet Age / disposal ○ EV Fleet – infrastructure required to transition fleet	○ EV / battery fire responses – equipped & trained to manage? ○ Marine – do they have marine response capability / fleet? ○ Disaster response - access to fuel / EV Charging ○ Multi fleet response – leaving other events or regions short – inability to
--	---

- respond to required level of service (fleet contingency)
- Supply chain changes
- Building requirements suitable to house fleet
- Political leverages – change to funding / policy
- Cost fluctuations – acquisition, compliance, insurance, forecasting / financial plan. (Strategy = reduce capital spend & hope for significant future budget increases)
- The following should be reviewed, and the detailed information moved into the overarching FENZ Risk Management Plan:
 - Table 56 – Fire and Emergency risk process
 - 9.2 - Operational Risk Management processes
 - Business continuity Plan should be a separate reference, with link to direct the reader to that Plan.
 - Sections 9.3 to 9.7 – Move process into the RMP, and risks into the Risk Register
 - Sections 9.8 to 9.9 – The overarching Risk Actions and Condition & Risk Grading should be moved to the RMP
 - Section 9.10 Fleet Assets Risk Register – the commentary should form part of a regular Risk Review Report – outlining the current risk profile for the organisation.

In summary, the Fleet Management Plan Risk Management provides too much risk detail and will be out of date quickly. The risk management process should live in FENZ Risk Management Plan, which should include sub-sections for Fleet, Property, Equipment, ICT etc.

3.4 Improvement Plan

A comprehensive Improvement Plan is contained in section 10.4. It outlines the improvement requirement, action, responsibilities and priorities, with links to the relevant AMP section. An initial review suggests it is robust, although additional information on ‘resourcing/costs’ could be added.

4 Conclusions and Recommendations

4.1 Conclusions

The AMP covers a depth of knowledge and highlights the Fleets asset management practices. Based on AMP review, the recommendation for improving the AMP have been summarised in the table below. These are classified under sections and subsection references for navigational ease.

4.2 Recommended Improvement Actions

The table below outlines the Recommended Improvements Actions recorded throughout the report above, consolidating into a single register for ease of circulating actions for Action Owners.

Table 1: Recommended Improvement Actions

#	Section Identifier	Recommended Improvement Action
1	Overall	Issues and Challenges: Identify and limit these key statements to less than 10, preferably 5-6 really punchy strategic issues/challenges/improvements. The AMP has included many links to processes and policy within the body of the AMP, our suggestion is that associated documents removed from the body and are appended as links only for reference.

#	Section Identifier	Recommended Improvement Action
2	1	Introduction should discuss the strategic challenge in a nutshell, the case for why FENZ has chosen the interventions described throughout the plan and in particular within the Lifecycle section of the Plan (Section Seven).
3	1.2	Guiding principles belongs more appropriately within a Fleet Policy, not the AMP.
4	1.3	Section would be better placed as small headers to each section, rather than a summary up front, it detracts from the storyline of the narrative.
5	2.2	This section would be better fit within the SAMP and Fleet Policy
6	3	Provide a high-level aggregated summary of the assets, there is no requirement to, within the body of the AMP speak in granular detail to the assets, or the processes and policy that support these assets. The asset register and other supporting collateral, policy and processes (Subsection 3.2.2) can be linked and revert to an appendix.
7	3.2.3	This subsection should only highlight policy changes which are going to impact the Level of Service (LOS) provided to the community.
8	4	Demand tells a good interventions story and the key demand factors should be raised to the strategic challenge section of the AMP, including the impact of growth. Suggest including data driven demand forecasting.
9	5	It is very difficult to tell the story of the fleet without explicit LOS. This should be a priority as an AMP cannot function without it's north star. LOS are the primary driver of an AMP and also provide the basis for the lifecycle programmes, interventions and financial forecasts.
10	5.1 & 5.2	Sub-sections are good proxies for LOS and could be used more to tell the fleet story up front and used as a basis for intervention and investment
11	5.3	Indicators presented in this sub-section are agreed with the Minister as part of the annual report. There may be key attributes within FENZ organisational strategy to support measurement of these performance metrics. A generally accepted principle is that data is collected as it relates to achieving LOS, so there can be line of sight to these metric from the top down.
12	6	This section appears to contain FENZ Emissions Policy, which would not normally be included within an AMP. A LOS relating to the reduction of carbon emissions is required alongside climate resilience lifecycle interventions and a short summary of challenges and opportunities, but the entire emissions policy should not be included. This large policy inclusion confuses the AMP narrative and storyline which would be better stated as sustainable management and development which speaks to full integration of social, cultural and environmental sustainability.
13	7	This section contains the primary output of the AMP, the why, the what, and the how, of lifecycle approaches and interventions determined within the period. It is very comprehensive and should seek to highlight the key maintenance, operations, renewals, capital and disposal intentions. Appendix all the asset lists and checklists and detailed tables. They do not tell the story as effectively as key interventions would.
14	7.4	This sub-section should be aggregated to the key new or replacement fleet projects for the AMP period under examination. The methods for project change management and procurement should be within their own respective policies. The section should only discuss current change or procurement underway or

#	Section Identifier	Recommended Improvement Action
		scheduled for this AMP period. Appendix current suppliers list and expired fleet asset contracts.
15	7.5, 7.6 & 7.8	Sub-sections should be summarised and aggregated. Consider the story and narrative of the need to use LOS condition, risk, utilisation, and other performance plus demand factors to determine the right intervention/allocation at the right time in the right place. Suggest not to repeat the policy within the AMP. The cascade plan and fleet allocations should be appended.
16	7.9	Should highlight the current disposal plan for the AMP period only, and only refer to associated FENZ disposal policy or process
17	8	The financial section is a key part of the AMP and the narrative to support the forecasts is key to its success. Link key interventions and intended financial commitments up front into the strategic overview of the AMP. All key financial interventions should have explicit links to LOS. Provide aggregated opex (maintenance and operations) and capex (renewals and new capital) totals in the body of the AMP and provide the year by year granular detail within an appendix. Provide clarity on what is the replacement cost and what is new capital under your capex definition. Tables 49 and 50 could be easily confused.
18	9	This sections highlight the key risks (very high and extreme) within the body of the AMP and should appendix the balance. Highlighting these key risks in the first section as important challenges to overcome can also be considered. The FENZ risk processes/gradings/matrix/policy can be linked rather than stated in the narrative.
19	10	The Improvement Plan would normally be presented as an aggregation of the sectional improvements identified and articulated first within each section to keep the narrative flowing. They relate to organisational AM maturity, improvements to the plan itself and improvements based on any formal evaluation.
20	11	Identifies compelling issues and challenges to bring forward into the strategic context
21	12	Should be moved to an appendix.
22	13	Should be a process within your SAMP. The version history can be retained in the AMP.