



**KAWERAU DISTRICT COUNCIL**  
**Asset Management Plan 2020**

**Community Facilities and Property**



# Table of Contents

<b>1. EXECUTIVE SUMMARY</b> .....	<b>2</b>		
1.1. PURPOSE OF THE PLAN .....	3		
1.2. ASSET DESCRIPTION.....	3		
1.3. LEVELS OF SERVICE .....	3		
1.3.1. CUSTOMER LEVELS OF SERVICE.....	3		
1.3.2. TECHNICAL LEVELS OF SERVICE .....	4		
1.3.3. CONSTRAINTS TO LEVELS OF SERVICE .....	4		
1.3.4. CHANGING DEMAND.....	4		
1.4. FUTURE NEEDS .....	4		
1.5. LIFE CYCLE MANAGEMENT .....	4		
1.6. FINANCIAL SUMMARY .....	4		
1.7. ASSET MANAGEMENT SYSTEMS AND PROCESSES .....	5		
1.8. MONITORING AND IMPROVEMENT PLANNING.....	5		
<b>2. INTRODUCTION</b> .....	<b>6</b>		
2.1. PURPOSE OF THE PLAN .....	7		
2.2. ASSET DESCRIPTION.....	7		
2.3. OBJECTIVES OF ASSET OWNERSHIP .....	7		
2.4. CONTRIBUTION TO COMMUNITY OUTCOMES .....	8		
2.5. LINKS TO OTHER STRATEGIC DOCUMENTS .....	8		
<b>3. LEVELS OF SERVICE</b> .....	<b>10</b>		
3.1. CUSTOMER LEVELS OF SERVICE .....	11		
3.2. TECHNICAL LEVELS OF SERVICE.....	12		
3.3. CONSTRAINTS TO LEVELS OF SERVICE.....	12		
3.4. COMPLIANCE SCHEDULES.....	12		
3.5. SIGNIFICANT NEGATIVE EFFECTS .....	12		
<b>4. RISK MANAGEMENT</b> .....	<b>13</b>		
4.1. RISKS .....	14		
4.1.1. PHYSICAL RISKS.....	14		
4.1.2. FINANCIAL RISKS.....	14		
4.1.3. HEALTH AND SAFETY RISK .....	14		
4.1.4. ENVIRONMENTAL RISK.....	14		
4.1.5. REGULATORY RISK .....	14		
4.2. RISK MITIGATION .....	15		
<b>5. FUTURE NEEDS</b> .....	<b>16</b>		
5.1. CURRENT CAPACITY .....	17		
5.2. FUTURE DEMAND .....	18		
5.3. TRENDS .....	18		
5.4. NEW CAPITAL REQUIREMENTS.....	19		
<b>6. LIFECYCLE MANAGEMENT</b> .....	<b>21</b>		
6.1. ASSET DEFINITIONS .....	22		
6.2. CRITICAL ASSETS .....	22		
6.2.1. KAWERAU CEMETERY.....	22		
6.3. OTHER ASSETS.....	22		
6.3.1. INFORMATION CENTRE .....	22		
6.3.2. PENSIONER HOUSING.....	22		
6.3.3. DOG POUND .....	22		
6.3.4. DISTRICT LIBRARY/MUSEUM .....	22		
6.3.5. SWIMMING POOL COMPLEX.....	23		
6.3.6. COMMUNITY HALLS.....	23		
6.3.7. SPORTS FIELDS.....	23		
6.3.8. TOILET BLOCKS AND PUBLIC FACILITIES.....	24		
6.3.9. PARKS AND RESERVES.....	24		
6.3.10. TREES.....	24		
6.3.11. GRASSED AREAS.....	24		
6.3.12. FLOWER BEDS.....	24		
6.3.13. FENCES AND BARRIERS .....	25		
6.3.14. PARK FURNITURE.....	25		
6.3.15. ROADS AND DRIVEWAYS .....	25		
6.3.16. LIGHTING .....	25		
6.3.17. BRIDGES.....	25		
6.3.18. PLAYING COURTS.....	26		
6.3.19. TARAWERA PARK CLUBROOMS.....	26		
6.3.20. FIRMIN LODGE.....	26		
6.3.21. OTHER BUILDINGS .....	26		
6.3.22. PLAYGROUNDS .....	27		
6.3.23. DISTRICT OFFICE .....	27		
6.3.24. WORKS AND SERVICES DEPOT.....	27		
6.3.25. PUBLIC ART WORKS .....	27		
6.4. NEW ASSETS .....	28		
6.5. DEFERRED MAINTENANCE.....	28		
6.6. DISPOSAL PLAN.....	28		
<b>7. FINANCIAL FORECASTS</b> .....	<b>29</b>		
7.1. FUTURE REQUIREMENTS .....	30		
7.2. FUNDING POLICY.....	30		
7.3. VALUATION.....	31		
7.3.1. BASIS OF VALUATION.....	31		
7.3.2. CHANGES IN ASSET VALUATION .....	31		
7.3.3. EXPENSES AND CAPITALISATION THRESHOLD .....	31		
7.4. KEY ASSUMPTIONS .....	31		
7.4.1. ASSET CONDITION.....	31		
7.4.2. REPLACEMENT COST.....	31		
7.4.3. POPULATION.....	31		
7.4.4. OTHER ASSUMPTIONS .....	31		
<b>8. ASSET MANAGEMENT SYSTEMS &amp; PROCESSES</b> ..	<b>33</b>		
8.1. RESPONSIBILITIES FOR ASSET MANAGEMENT OUTCOMES.....	34		
8.2. ACCOUNTING AND ASSET MANAGEMENT SYSTEMS.....	34		
8.3. KEY INFORMATION FLOWS AND PROCESSES.....	34		
8.4. QUALITY MANAGEMENT .....	34		
8.5. POLICIES FOR RENEWING ASSETS .....	34		
8.5.1. RENEWAL-WITH-UPSIZE .....	34		
8.5.2. CONSTRUCTING NEW ASSETS.....	34		
8.5.3. REHABILITATING EXISTING ASSETS .....	35		
8.5.4. ASSETS VESTED IN COUNCIL .....	35		
8.5.5. EXISTING ASSETS BOUGHT BY COUNCIL .....	35		
8.5.6. ASSET DISPOSAL.....	35		
<b>9. MONITORING IMPROVEMENT PLANNING</b> .....	<b>36</b>		
9.1. ASSET MANAGEMENT PERFORMANCE MEASURES .....	37		
9.2. IMPROVEMENT ACTIONS.....	37		
9.3. MONITORING AND REVIEW PROCEDURES.....	37		

## List of Tables

Table 1: Community Facilities .....	7
Table 2: Why Council is Involved .....	8
Table 3: NRB Survey Results – Swimming Pools Complex.....	11
Table 4: NRB Survey Results – Community Halls .....	11
Table 5: NRB Survey Results – Parks and Reserves .....	11
Table 6: NRB Survey Results – Cemetery .....	11
Table 7: Risk Mitigation .....	15
Table 8: Statistics NZ Population Projections – Kawerau District.....	19
Table 9: Potential changes in service levels.....	20
Table 10: Funding Policies .....	30
Table 11: Improvement Actions .....	37

## Version History

Version	Date	Notes	Author
2015	2015	Final version: AMP - 2015	Tom McDowall
1a	12/01/2018	First revision for 2018	Hanno vd Merwe
1b	23/02/2018	Update with planning information	Hanno vd Merwe
2	21/03/2018	Submission to Council	Hanno vd Merwe
2a	18/02/2021	First Revision for 2021	Tina Mitchell
2b	7/04/2021	Management Review	Hanno vd Merwe



# **SECTION ONE**

## Executive Summary



## 1.1. PURPOSE OF THE PLAN

The overall purpose of this Asset Management Plan is to describe Council's strategies for the management of its community facilities and property assets. The Plan enables Council to meet the present and expected future needs of the Community over a ten-year period (according to the 10 year Long Term Plan) and into the future (according to the 30 year Infrastructure Strategy).

The Plan details the assets Council owns and describes how the maintenance, renewal and replacement of those assets will be managed and funded to meet required levels of service for Council's Leisure and Recreation Activity in the most cost effective way for households and businesses.

The Asset Management Plan collates high-level management, financial, engineering and technical information from various sources into a single document. It is a tool for communicating complex asset management information and strategies with stakeholders and interested parties.

The level of provision of asset management for these assets was evaluated in 2017 by an independent auditor. The appropriate level was recommended to be raised from the Council's asset management policy of "Basic" to "Core" due to the higher risk to the health and well-being of the community in the event of these assets failing to deliver an appropriate level of service.

The latest assessment of the current asset management level and the level required for "Core" showed a gap of 10 percent overall for this activity. The asset management improvement actions include actions to close this gap.

## 1.2. ASSET DESCRIPTION

The Kawerau District boasts an impressive number and range of community facilities and property, including public halls, a district library and museum, a swimming pool complex, passive reserves, sports fields and an information centre.

Community Facilities and Property in the Kawerau District are listed below:

- Information Centre
- Pensioner Housing
- Dog Pound
- District Library/Museum Buildings
- Swimming Pool Complex
- Ron Hardie Recreation Centre
- Town Hall
- Concert Chambers
- Bert Hamilton Hall
- Passive Reserves

- Sports Fields
- Toilet Blocks on Reserves
- BMX Track
- Netball/Tennis Court
- Basketball Court
- Tarawera Clubrooms & Onepu Sports Pavilion
- Firmin Field Clubrooms
- Prideaux Park Cricket and Netball Pavilion
- Playgrounds
- Cemetery
- Council Depot
- District Office and Annex

## 1.3. LEVELS OF SERVICE

### 1.3.1. Customer levels of service

A resident satisfaction survey conducted in January 2020 by the National Research Bureau produced the following results:

#### Public Library/Museum

There were no questions regarding the library and museum facilities in the survey. The survey addressed the services provided at the facilities. There were no comments made about the facilities housing these services.

#### Swimming Pools Complex

Received a 90% satisfaction rating. The reasons provided by the three 'not very satisfied' respondents being:

- Non-residents should have to pay to use the pools,
- a perceived broken promise around the 50m pool proposal and
- an ongoing desire for a bombing pool.

#### Community Halls

The satisfaction rating was 80%. A large fraction of respondents (19%) could not comment. The reasons given by the two unsatisfied respondents were regarding air conditioning.

#### Public Toilets

80% of respondents were satisfied. A large fraction of respondents (18%) could not comment. The reasons not satisfied; not enough, need to be open longer and Town Centre Exeloo often smelly.

#### Parks and Reserves

93% of respondents were satisfied. The reasons given by those who were not very satisfied included issues regarding access and needing better upkeep.

## **Cemetery**

76% of respondents were very or fairly satisfied with the cemetery. A large fraction of respondents (22%) could not comment. 1% or three respondents were not satisfied with the upkeep of the road frontage garden and tree root damage.

### **1.3.2. Technical levels of service**

Council monitors and reports its actual performance against measures and targets described in the Long Term Plan.

### **1.3.3. Constraints to levels of service**

Constraints that may impact Council's ability to deliver the required levels of service include issues of capacity, particularly in relation to the pool complex and library and museum, environmental performance in relation to the discharge of chlorinated water and geothermal steam from the swimming pool complex and of reliability and security of supply.

### **1.3.4. Changing Demand**

Council is aware of the changing patterns of recreation have altered Community needs for facilities such as Community halls and is evident in the difficulty sports clubs now have in maintaining their own facilities. Council recognises that other organisations have an interest and seeks to avoid duplication of funding for, and provision of, facilities that meet similar Community needs.

### **Significant adverse effects**

Council is unaware of any significant adverse effects that the Community Facilities and Property activity has on the social, economic, environmental or cultural well-being of the Community.

## **1.4. FUTURE NEEDS**

The Kawerau District has experienced low general population growth in demand for additional services however has continued to experience a consistent increase in residents over the age of 65. In the 2013 census, the total population of the Kawerau District was 6,363, a decrease of 8.1% or 561 people since the 2006 census. Despite the predicted further decline, the 2018 census showed a modest growth of general population to 7,146.

Council hopes to bolster these gains with economic development initiatives, such as the development of a new industrial park and promotion of the natural environment.

Slow population growth, an ageing population and changing lifestyles mean there is excess capacity in some of Kawerau's community facilities and property. Some parks and reserves, (particularly sports grounds) and community halls could arguably fall in this category.

Since the last Plan, Council has continued planning of a new animal shelter and rehoming facility to replace the existing dog pound with completion due within the 2021/22 financial year.

In early 2020, arsonists set fire to the Netball/Tennis Pavilion building leaving the building an insurance write-off. Urgent works were undertaken to mitigate the risk of asbestos contamination followed by demolition. Staff are currently putting proposals forward to Council for a rebuild of this facility that will seek to re-evaluate the changing needs of users with an aim to have the new building completed toward the end of the 2021/22 financial year.

Planning has also taken place for the development of the old swimming pools changing rooms to swimming clubrooms and construction of a new staff office/accommodation building. These works are currently underway and significant lottery funding was obtained to support the development.

## **1.5. LIFE CYCLE MANAGEMENT**

### **Kawerau's Critical assets**

The only critical asset in this group is the Kawerau Cemetery.

### **New assets**

A new office and staff accommodation building will be constructed at the swimming pool complex. A new animal shelter and rehoming facility to replace the existing dog pound will be erected at the Waste Water Treatment Plant basins. The Rangī Delamere Tennis & Netball Pavilion will be rebuilt following destruction by fire in March 2020.

### **Deferred maintenance**

There is no known deferred maintenance identified in the Plan.

### **Disposal plan**

Changing community expectations and usage could result in existing assets no longer being required. During the life of the previous plan, declining use of sports fields resulted in the removal of toilet blocks that were no longer required.

## **1.6. FINANCIAL SUMMARY**

Community facilities in the District are provided to meet many of the lifestyle demands of the community. The whole community benefits from a number of the activities (reserves, flowerbeds, street tree, berms, playgrounds, public art features etc.). These are therefore funded by general rates.

For other activities (community halls, sports fields, toilets) where users can be identified the activity is funded from a mix of user pays and the general rate. Typically, the majority of the funding is from general rates because if all the costs were charged to users, they would be prohibitive to most. Unaffordability would negate the benefits of having the facilities available.

The library, museum and pools (with the exception of after-hours private hireage) are funded entirely from the General Rate. Council considers that free use of these facilities promotes their use, which has community benefits. The community is very proud that these facilities have no user charges.

Pensioner housing is leased at a nominal amount to the Mountain View Rest Home who rent the units to older people and undertake the maintenance. Council considers this a good way to help provide affordable housing for older people. Bare land adjacent to Mountain View Rest Home has recently been developed by Council, creating a gated community for retired residents, also administered by Mountain View Rest Home.

Costs of the Council Depot and District Office are spread across other Council operations based on the benefit each activity is calculated to receive from having the depot available.

## **1.7. ASSET MANAGEMENT SYSTEMS AND PROCESSES**

### **Asset management outcomes**

Responsibility for all asset management outcomes lies with the Manager, Operations and Services.

### **Accounting and asset management systems**

The key financial process is the collection of fees associated with use of facilities such as the swimming pools halls private hires and collections of donations.

### **Key information flows and processes**

Key information flows and process linkages are those which relate to the incorporation of Kawerau's Community Outcomes, the preparation and adherence to Council's annual budgets, increasing capacity based on future demand, preparation of annual budgets and associated ongoing reporting and to ongoing asset management which maintains levels of service to the Community.

## **1.8. MONITORING AND IMPROVEMENT PLANNING**

Improvement items are outlined in Section 9 of the Plan. The Leadership Team will monitor and review improvement items on a six monthly basis. This plan will be reviewed each year as part of the development of the Annual Plan.



## **SECTION TWO**

### Introduction



## 2.1. PURPOSE OF THE PLAN

The overall purpose of this Asset Management Plan is to describe the management strategies for Council's community facilities and property assets. Ensuring the contribution to meeting the present and expected future needs of the Community over a ten-year period (according to the 10 year Long Term Plan) and into the future (according to the 30-year Infrastructure Strategy).

The Plan details the assets Council owns and describes how the maintenance, renewal and replacement of these assets will be managed and funded to meet required levels of service in the most cost effective way for households and businesses.

The Asset Management Plan collates high-level management, financial, engineering and technical information from various sources into a single document. It is a tool for communicating complex asset management information and strategies with stakeholders and interested parties.

## 2.2. ASSET DESCRIPTION

Kawerau District Council owns numerous community facilities and property in the District that enhance the lifestyle of the Community. These are listed in the table below.

**Table 1: Community Facilities**

Facility	Location
Information Centre	Town Centre
Dog Pound	Spencer Avenue
Library/Museum	Jellicoe Court, Town Centre
Pool Complex (5 pools, splash pad & jumping pillow, changing and ablutions facilities)	Cnr Plunket & Glasgow Sts
Community Halls (4) Town Hall, Concert Chamber, Recreation Centre, Bert Hamilton Hall	Ranfurly Court / Onslow Street / Porritt Drive
Public Toilets	Various Reserves, Ranfurly Court, Info Centre, Cemetery
Passive Reserves	Various
Sports Fields (3)	Prideaux Park, Firmin Field, Tarawera Park
Public Art Features	Various
Playgrounds and Courts	Various
Tarawera Park Clubrooms	Cobham Drive
Firmin Field Lodge	Waterhouse Street
Other Buildings (Cricket, Tennis/Netball Pavilions and Onepu Sports Pavilion)	Plunket Street & Cobham Drive
Cemetery	Valley Road
Works and Services Depot	SH34/ Tamarangi Drive
District Office and Annexes	Ranfurly Court / Islington Street

## 2.3. OBJECTIVES OF ASSET OWNERSHIP

Council is involved in the provision of Community Facilities and Property because, although it cannot be run profitably, there is a Community expectation that Council should provide certain facilities and doing so is important for Community well-being. The goal of providing Community Facilities and Property is to provide facilities for recreation, buildings for Council operations and a cemetery. This involves owning, developing, running and maintaining:

- Community halls
- Parks and reserves
- A supervised swimming pool complex
- A library and museum

- An information centre
- A cemetery

Council's principal objectives are:

- To ensure the maintenance of community facilities assets, so that there is no diminution in value and to forecast the estimated future costs of doing so
- To put in place a sound management regime for all matters related to facilities and property

To anticipate when it may be necessary to extend, upgrade or renew existing property and facilities and to plan accordingly.

**Table 2: Why Council is Involved**

<b>Facility</b>	<b>Reasons for involvement</b>
Information Centre	The Information Centre provides an important service hub to residents and visitors.
Pensioner Housing	Council's pensioner housing is considered central to social well-being for the elderly of the District. It is leased to the Mountain View Trust, who undertake maintenance and retain the rental income received.
Dog Pound	A dog pound is essential in supporting dog control services.
Library/Museum	Library and Museum are services that are seen as key for a Community. Council's involvement ensures that services are provided.
Pool Complex	The pool complex provides a safe swimming environment for local residents and visitors, particularly children enabling participation in water activities, thereby increasing their level of fitness and well-being.
Community Halls	Council has provided Halls over many years.
Passive Reserves (Furniture, Flowerbeds, Walkways, Lighting, Structures, Fences, Reserve Toilets)	Reserves make a significant contribution to the social well-being of a Community including being active. The provision of toilets, seating and signage improves amenity value and is a practical need for residents. Walkways including bridges are a significant contributor to reserve use.
Sports Fields	Sports fields provide areas for activities requiring a well-grassed level surface. Council is the only viable provider.
Public Toilet (Town Centre)	Public toilets in the town centre provide an important service for residents and visitors particularly with an aging population.
Art Features	Art Features show the District's vibrancy and cultural diversity.
Playgrounds and Courts (Tennis/Netball)	Playgrounds provide children with recreational facilities close to home. Courts provide areas for outdoor sports requiring a hard surface. Council is the only viable provider of these facilities.
Tarawera Park Clubrooms and Onepu Clubrooms	The Tarawera Sports Clubroom building was originally privately owned. It was gifted to Council in 2011 and is now leased to the rugby and soccer club. Council undertakes repairs and maintenance on the same basis as for the pavilions.
Other Buildings	The Onepu Sports Pavilion also located at Tarawera Park, the Tennis/Netball and Cricket Pavilions located either end of Prideaux Park were also originally owned by clubs and gifted to Council. The Tennis/Netball Pavilion was destroyed by fire due to arson, but planning is underway for a rebuild. All three buildings are available for hire to sports clubs using the parks. General maintenance and repairs are undertaken by Council as items wear out or become damaged.
Cemetery	Legal requirement under the Burials and Cremations Act 1964.
Council Offices & Depots	Councillors and staff require facilities from which to operate. The Community requires a point of contact for enquiries.

## 2.4. CONTRIBUTION TO COMMUNITY OUTCOMES

The Community Facilities and Property activity contributes primarily to the Community Outcomes that:

- Council facilitates a vibrant community life with opportunities for creative, cultural and recreational activity; and
- Council infrastructure and services are accessible, age-friendly, effective, efficient and affordable, now and for the future.

## 2.5. LINKS TO OTHER STRATEGIC DOCUMENTS

Public infrastructure supports activity that contributes toward the economic, social, cultural and environmental wellbeing of the community. In addition to community facilities and property, Council owns the water supply infrastructure, stormwater and wastewater (sewerage) systems and the District's roads and footpaths. The parts that make up those networks and structures and the tools and equipment used to manage and maintain them, are known as Council's assets.

Every three years Council develops a Long Term Plan which sets out the range and level of services it will provide to meet identified community needs and Community Outcomes. Each year Council adopts an Annual Plan, which contains the budget for Council services.

Council's ability to deliver services and to do so at a reasonable cost depends on the condition, performance and risk profile of its assets.

In this way, Council's asset management planning is therefore closely linked to its Annual Plan and Long Term Plan.

This Asset Management Plan is developed in conjunction with the Kawerau District Council Long Term Plan 2021-2031. It will underpin and be integrated both into that document, and into the Annual Plans made over the next ten years.



# **SECTION THREE**

## Levels of Service



### 3.1. CUSTOMER LEVELS OF SERVICE

The National Research Bureau undertakes an independent survey to measure the level of customer satisfaction with the services provided by Council. The results of these surveys concerning Community Facilities and Property Activity are outlined below.

There were no questions regarding the library and museum facilities in the survey. The survey addressed the services provided at the library and museum facilities. There were no comments made about the adequacy of these facilities.

**Table 3: NRB Survey Results – Swimming Pools Complex**

Year	2007	2008	2009	2011	2014	2017	2020
	%	%	%	%	%	%	%
Very/Fairly Satisfied	91	89	91	94	93	90	90
Not Very Satisfied	2	3	3	3	1	2	3

90% of residents are satisfied with the District's public swimming pool (90% in 2017), including 82% who are very satisfied. 3% are not very satisfied with this facility. The percent satisfied is above the Peer Group Average (68%) and the National Average (69%).

76% of households have used or visited the public swimming pool in the last 12 months. Of these "users/visitors", 94% are satisfied and 3% are not very satisfied with the public pool. The reasons given for not being satisfied in 2020 were around the free access by non-residents, a desire for a bombing pool and a perceived broken promise of the additional 50m pool.

**Table 4: NRB Survey Results – Community Halls**

Year	2007	2008	2009	2011	2014	2017	2020
	%	%	%	%	%	%	%
Very/Fairly Satisfied	78	82	80	82	84	75	80
Not Very Satisfied	-	1	1	4	1	2	2

80% of residents are satisfied with the District's public halls (75% in 2017), with 47% being very satisfied (36% in 2017), while 2% are not very satisfied with these facilities. 19% are unable to comment (23% in 2017). The percent satisfied is above both the Peer Group Average (60%) and National Average (62%).

64% of households have used or visited a public hall in the last 12 months (57% in 2017), with 92% of these "users/visitors" satisfied. The reasons given for not being satisfied in 2020 were that the halls get very hot and need air conditioning.

**Table 5: NRB Survey Results – Parks and Reserves**

Year	2007	2008	2009	2011	2014	2017	2020
	%	%	%	%	%	%	%
Very/Fairly Satisfied	90	93	93	94	94	96	93
Not Very Satisfied	10	5	5	6	4	4	1

93% of residents are satisfied with the District's parks and reserves, including 77% who are very satisfied (74% in 2017), while 1% are not very satisfied with these facilities. The percent satisfied with the District's parks and reserves is similar to the Peer Group Average (94%) and the National Average (94%).

91% of households have used or visited parks and reserves in the District in the last 12 months (89% in 2017), with 93% of these "users/visitors" satisfied and 6% not very satisfied.

The reasons given for not being satisfied in 2020 spoke to struggles with access and maintenance.

**Table 6: NRB Survey Results – Cemetery**

Year	2007	2008	2009	2011	2014	2017	2020
	%	%	%	%	%	%	%
Very/Fairly Satisfied	-	80	77	83	77	71	76
Not Very Satisfied	-	1	1	1	0	0	1

76% of Kawerau District residents are satisfied with cemeteries, including maintenance of cemeteries (71% in 2017). This includes 56% who are very satisfied with the service (54% in 2017). 22% are unable to comment (29% in 2014). The percent satisfied is similar to the Peer Group Average (68%) and the National Average (71%).

53% of households have visited a cemetery in the last 12 months. Of these, 97% are satisfied.

### 3.2. TECHNICAL LEVELS OF SERVICE

Council will continue to monitor and report its actual performance against measures and targets described in the LTP. All reporting is done through quarterly reports to the Council by the Manager, Operations and Services.

### 3.3. CONSTRAINTS TO LEVELS OF SERVICE

#### **Capacity**

The pool complex, library and museum exhibition room are well-used and increased patronage and changing community needs may result in a need to expand existing capacity.

#### **Reliability and security of supply**

Council does not believe there are any significant reliability issues with any community facilities or property. Security of supply will be tested with periodic reviews of levels of service and affordability.

#### **Environmental performance**

The swimming pool complex can have negative environmental impacts (chlorinated water discharge, geothermal steam discharge). Discharges are managed so as not to breach consent conditions and/or create environmental risk.

#### **Other capabilities**

Council recognises that a range of factors enters into both the siting and design of facilities and property, including accessibility, visibility for security purposes, ease of maintenance, cleaning and visual amenity appeal.

#### **Changing demand for community facilities and property**

Council recognises that an ageing population and changing patterns of recreation alter community needs. This has been observed with the changing role of community halls that used to be a community focal point and the difficulty that clubs currently have in maintaining their own facilities. In addition, Council recognises the key role of other service providers in the Community and seeks to avoid duplication of fundraising for, and provision of, facilities that meet similar community needs.

#### **Balancing conflicting needs**

Council faces the challenge addressing the varying needs and demands of its Community within resourcing levels. The demand for more and better services is always present. Council can provide an enhanced level of service if the Community is prepared to pay for it. Balancing community needs is a key leadership role and by raising levels of service to meet demand, Council can actually work against community well-being in terms of affordability and sustainability. The Long Term Plan (LTP) a principal means of consultation that enables the Community to consider the impact of changes to service levels that are rates-funded.

### 3.4. COMPLIANCE SCHEDULES

All Council buildings have maintenance schedules to ensure compliance with building code provisions. Building Warrants of Fitness are issued annually for compliance schedules.

### 3.5. SIGNIFICANT NEGATIVE EFFECTS

Council is unaware of any significant negative effects that the Community Facilities and Property activity has on the social, economic, environmental or cultural well-being of the Community.



**SECTION FOUR**  
Risk Management



## 4.1. RISKS

### 4.1.1. Physical Risks

Physical risks are generally:

- Due to the inevitable natural process of deterioration.
- Because of actions of other parties working near the assets.
- Due to vandalism or arson.
- Because of natural disasters (earthquakes/flooding).

Durable materials, good workmanship, and careful planning will not always be sufficient to prevent physical damage by persons or natural events (severe flooding, earthquakes). In the previous 25 years, there has been some damage to property due to rain and other natural disasters. Earlier, the Edgecumbe earthquake (1987) caused damage to some buildings, but the damage was not significant. This indicates that existing buildings have a low risk from the more common natural disasters.

Instances of low/moderate level arson and vandalism results in an increase in maintenance and repair to various facilities. In March 2020, the Tennis/Netball Pavilion was destroyed by fire due to arson with the plans for a rebuild currently being consulted on with anticipated construction to be undertaken during 2021.

### 4.1.2. Financial Risks

Financial risks are those which result in decreased cash flow and/or inability to afford the works that are required.

They include loss of a major ratepayer (requiring the fixed cost burden to be absorbed by the remaining ratepayers), failure to take advantage of any available subsidies and replacing assets before end of useful life, resulting in less than optimal life-cycle cost.

### 4.1.3. Health and Safety Risk

These are health and safety risks to people and property, as a result of the physical actions or omissions of Council staff or contractors, or failure of equipment. The practice of employing reputable contractors for maintenance and new works will minimise health and safety risks.

### 4.1.4. Environmental Risk

There are environmental risks consequential to the operation of community facilities and/or physical actions or omissions of Council staff or contractors. These risks are managed by complying with the conditions of resource consents and good practice.

### 4.1.5. Regulatory Risk

There is a risk of prosecution due to failure to comply with legislation. Maintaining buildings to the required standard and following appropriate practices minimises this risk.

Bay of Plenty Regional Council could prosecute Council if due care is not taken with spills on roads or if Council failed to rectify potential or actual pollution caused by roading activities.

Regulatory risks are managed by good practice and complying with the conditions of resource consents.

## 4.2. RISK MITIGATION

Council actions taken to mitigate risks are set out in the table below.

**Table 7: Risk Mitigation**

Class of risk	Key exposures	Mitigation work undertaken to date	Residual exposure
Physical	Damage to Council property from natural or man-made event.	Design and construction to required standards to minimise inherent risk.	Medium
	Injury or damage to wider community from mal-functioning Council assets.	Regular inspections of Structural integrity.	Low
	Asbestos posing a health hazard.	Only certified contractors used to handle asbestos in buildings.	Low
	Drowning hazards.	Public emphasis on water safety.	Minimal except for drowning hazards which will probably always remain.
Financial	Reduced use of facilities therefore less revenue.	Facility use monitored, fee structure can be reviewed.	Minimal impact as reduced use reduces costs.
	Cost generated from rental small compared to operating costs.		
Health and Safety	Use of volunteers for activities such as clearing bush.	Ensure volunteers are properly trained and equipped.	Minimal
	Personnel injury to a member of the public using Council facilities.	Ensure tripping, slipping and falling hazards are minimised.	Low
	Improper storage of swimming pool chemicals.	Compliant storage of pool chemicals.	Medium
Environmental	Pool chemicals get into waterways.	Compliant storage of pool chemicals.	Minimal
	Excessive or improper use of plant and weed sprays.	Low environmental impact sprays used. Trained applicators	Low
Regulatory	Buildings not meeting Public Health or Building Act requirements.	Buildings have appropriate compliance certificates.  Work undertaken by certified technicians.	Minimal

### Insurance

Council has adequate insurance in place to cover the replacement and/or repair of buildings and other valuable assets in this group.

### Civil defence and emergency response plans

Council has staff dedicated to the recovery of Council services in the event of a civil defence emergency. Two Council buildings have Civil Defence designations for use in the event of a disaster; these are the Concert Chamber that was earthquake strengthened in 2017 and Firmin Lodge.



# SECTION FIVE

## Future Needs



## 5.1. CURRENT CAPACITY

### Information centre

The Kawerau i-Site Visitor Information Centre is located in the town centre and is open Mon - Fri from 9.00 a.m. to 4.00 p.m. and Sat – Sun 9.00a.m. to 1.00 p.m. that may extended to 5.00 pm during the summer holiday period. The i-Site is closed on Christmas day.

### Pensioner housing

Pensioner housing is in steady demand. Accommodation in the Mountain View Rest Home units is at full capacity. Council has developed the land adjacent to the Rest Home for private sale to provide additional pensioner housing.

### Dog pound

This building used to house dogs impounded by Council. In 2008, the pound was extended to accommodate additional dogs and an electric fence was installed for security. The existing dog pound no longer meets the requirements for the code of welfare for the Temporary Housing of Companion Animals. Consultation and planning for a new facility has been underway during the time since the last AMP with construction for a new Animal Shelter and Rehoming Facility ready to commence in 2021.

### Library/museum

Libraries and museums require sufficient space to create a welcoming environment for users. They also have display areas, computer terminals and open spaces for children. The library building was upgraded in 2006/07 to provide the additional space necessary for the opening of the museum. A shop was purchased in 2014 and developed into archival storage for museum material and Council archival paper records.

### Pools complex

The use of the Kawerau complex is significant, with swim hours generally exceeding 50,000 per annum. During winter months (second and third school terms) the pools are heated to temperature range of between 32 and 38 degrees Celsius. For the remainder of the year the pools operates at between 28 and 31 degrees Celsius. Water is heated by a heat exchanger from a geothermal bore.

A spa pool was constructed in 2008 that is heated to a temperature range of between 37 to 40 degrees Celsius throughout the year. A splash pad, new changing rooms and a jumping pillow were added to the complex in 2016. A new all-weather BBQ area was constructed in 2018.

Use of the pools is free for the local Community and visitors to the area.

Following the removal of the Kawerau Swimming Club's clubroom to make way for the new changing rooms in 2015, a complete refurbishment of the old changing rooms is underway and to be provided for the club's use.

The existing staff/office building deemed unfit for purpose is due for removal this year with a new building to replace it in the new financial year following completion of the clubrooms.

### Community halls

Three community halls (Town Hall, Concert Chamber and Recreation Centre) are located in the town centre. The Town Hall and the Concert Chamber have kitchen facilities.

Air conditioning is provided in the Concert Chamber and the building structure was strengthened in order to act as a civil defence centre during earthquakes in 2017. The Town Hall, Concert Chamber and the Recreation Centre have tables and chairs available.

The Bert Hamilton Hall is located in the Porritt Drive. This facility is utilised predominantly by an older demographic, but by a large number of groups and for a wide range of activities ranging from support groups, service groups, meetings and hobbies.

Council has no plans to increase the capacity of the Bert Hamilton Hall.

### Public toilets (town centre)

The town centre public toilet is attached to the Information Centre and is supervised. There is a public toilet installed adjacent to the children's playground outside Tarawera Mall near the Council offices.

During large events such as Christmas in the Park, additional portable toilets are required to meet the increased demand.

### Parks and reserves

There are 13 reserves in Kawerau that Council has classified as 'important' and a number of neighbourhood and local purpose reserves. These provide ample open space to meet Community needs.

### Sports grounds

There are three sports fields available providing rugby & soccer (Tarawera Park), cricket (Prideaux Park).

Stoneham Park and Boyce Park sports fields were reverted to passive reserves due to changes in community requirements.

### **Public artworks**

Council is responsible for the ongoing maintenance of public art works. While it has no current plans to increase the number of art works around the town, Council may be gifted or otherwise acquire additional pieces during the course of the Plan.

### **Walkways**

There are a number of walkways available to the Community. They are located in Monika Lanham Reserve, Prideaux Park, Tarawera River riverbank and Stoneham Walk. Walkways are maintained to allow pedestrian access on all and wheelchair access on some sections.

Council staff has identified two significant existing walkways linking residential to urban destinations that may be developed as multi-use roads (cycling tracks, pedestrian and mobility walways). This is in line with the new Central Government strategic focus on multi-modal transportation options, particularly around increasing uptake for walking and cycling.

Waka Kotahi (NZTA) have agreed to consider co-funding improvements for during the 2021-24 National Land Transport Programme.

The proposed improvements to Stoneham and Hansen Walk along with the Tarawera River Walkway would provide a higher level of service for residents and therefore encourage alternative transportation options as per the Government Policy Statement on land transport (GPS 2021)

### **Park and street furniture**

Park seats, stiles, dog-waste bag dispensers and rubbish bins are located throughout reserves. This is to provide resting places, pedestrian access and to help reduce litter. Furniture items can be relocated as needs change.

### **Playgrounds and courts**

Playgrounds are located on neighbourhood reserves around the town. A playground is also located in the town centre. Regular maintenance of equipment is undertaken.

The Tennis/Netball Courts, Skate Park, outdoor Basketball Court and BMX track are located on the edge of the town centre. Regular maintenance of these areas is also undertaken.

### **Firmin Lodge**

Firmin Lodge was developed from a disused clubroom into a multi-purpose, up market facility that can sleep up to 50 people with a hall and cooking facilities.

### **Tarawera Park clubrooms**

The clubrooms at Tarawera Park meet the needs of the Kawerau Sports Club leasing the building.

### **Other buildings**

The pavilions located at Tarawera Park and Prideaux Park meet current demand. Council has no plans to increase the capacity of these pavilions.

The Tennis/Netball Pavilion building was destroyed by fire due to arson in March 2020, a programme of consultation and investigation into rebuild options has been completed. A Design and Build Tender put to the market in February 2021 with works intended to be completed during 2021/22 financial year.

### **Cemetery**

The Kawerau cemetery is a 'lawn cemetery' with a wall of remembrance for ashes. Approximately 20 plots are purchased per year. The hill and a number of trees were removed in 2019 thereby securing adequate space for approximately 20-30 years. Beyond that, it is predicted that additional land will be required for expansion.

### **District office and Council depot**

The District Office is of adequate size to meet the current needs of Elected Members and Staff. The former ANZ building located at 29 Islington Street was purchased in 2017 and refurbished, thereby providing space currently for the Operations & Services and Events teams. The footprint of the Council Depot was reduced in 2000. The current size is sufficient for expected operations in the medium term.

## **5.2. FUTURE DEMAND**

Kawerau District has experienced and is expected to continue to experience generally low growth in demand for additional community facilities and property.

As the population ages, community demand for changed levels of service may drive a need for facilities to adapt to the changing needs of the demographic.

## **5.3. TRENDS**

The Kawerau population had fallen significantly between the 2006 and 2013 census, however the 2018 census found growth of 12.3% in 5 years against all projections for the district. Into the future however, it is still projected to decline against all projection scenarios. The medium projection predicts the population falling to 6,030 by 2033 and then reducing to just 5,180 by 2043.

Council is engaging in economic development initiatives to attempt to reverse this trend, and indeed the latest 2018 census for Kawerau was 7,146 that may indicate resurgence in the town.

It is however, the more responsible approach to make projections based on Statistics New Zealand figures until robust information can support a more optimistic outlook.

As is the case with the rest of NZ, the population is aging with an increasing fraction of the population receiving state funded superannuation and job seeker benefits.

The average income in respect to the national average is expected to continue to decrease and there will be an increased requirement for external funding to maintain the infrastructure in the future.

**Table 8: Statistics NZ Population Projections – Kawerau District**

	Population Change 2006–2043 (NZ Stats)							
Projected Range	2006 <i>Census</i>	2013 <i>Census</i>	2018 <i>Census</i>	2023	2028	2033	2038	2043
High				7,010	6,970	6,860	6,690	6,500
Medium	6,921	6,363	7,146	6,630	6,370	6,030	5,620	5,180
Low				6,240	5,770	5,200	4,570	3,900

## 5.4. NEW CAPITAL REQUIREMENTS

During the life of this Plan:

- The existing dog pound on Spencer Avenue is to be replaced in 2021 by a modern Animal Shelter and Rehoming Facility.
- A rebuild of the Tennis/Netball Pavilion destroyed by arson in 2020 following consultation with the public and consideration given to current and potential future use of the facility.
- A complete refurbishment of the old changing rooms with the intention of the building being utilised by the Kawerau Swimming Club along with a new office/tearoom facility for Council’s pool staff.
- Proposal for co-funded improvements to two significant existing walkways linking residential to significant urban destinations.

There are no other proposed new capital requirements during the life of the Plan.

The service levels shown in the table below may change over the period of the Plan. This may create a need for new capital requirements, but no allowance has been made for this in the Plan.

.

**Table 9: Potential changes in service levels**

<b>Service level or attribute</b>	<b>Possible variation from existing levels</b>
Accessibility	Council recognises that fees/charges prevent access to facilities for some. Reducing levels of service can reduce costs and make accessibility easier. Alternatively, additional subsidy can be granted by Council.
Cleanliness and tidiness	Levels of service for toilet facilities have been raised in previous years, it is anticipated that this is an area that will continue to be reviewed for adequacy. Ongoing removal of litter is very important.
Absence of inappropriate or offensive behaviour	It is possible that some public areas will require an increased security presence to maintain their attractiveness. Council closely collaborates with the New Zealand Police on crime prevention initiatives in the CBD.
Personal safety	Personal safety standards for assets such as playgrounds can change over time and could potentially lead to a reduction in levels of service in several older playgrounds, until replacement is funded.
Cost-effectiveness and level of user charges	Increased levels of cleaning and enforcement will inevitably increase the costs of operating facilities such as parks and reserves. Potentially, this may require the increased costs to be funded from user charges rather than from rates.
Usefulness of content	Printed information will need to be provided alongside its digital equivalent in the library service as customer expectations for full text online information becomes higher. As access and skills develop and some publications become available only in a digital source, further development of the virtual library collection will be required.



## **SECTION SIX**

### Lifecycle Management



## 6.1. Asset definitions

## 6.2. Critical Assets

### 6.2.1. Kawerau Cemetery

The Kawerau Cemetery is located at the south end of Valley Road. It is a lawn cemetery and can cater for two burials per site (extra depth), has a RSA section and a wall of remembrance for ashes. There is a perimeter of trees around the cemetery and a toilet and sextant building within. Council provides headstone footings and individuals provide the headstones. Standard plaques are available for the wall of remembrance.

Approximately 20 plots are sold per year. Currently, there are 81 plots available for purchase and space for a further 630 to be developed following the levelling of the hill and a tree removal project that was undertaken in 2019.

Additional land is required beyond 2028. This will be secured during the life of this Plan.

#### **Maintenance Plan**

Cemetery maintenance consists of mowing, tree maintenance, interments, levelling graves, checking headstones, keeping graves tidy, filling settlement depressions, digging and backfilling graves.

#### **Renewal/Replacement**

Renewals are additional headstone footings for future plot requirements.

## 6.3. Other Assets

### 6.3.1. Information Centre

The Kawerau Information Centre is located on Plunket Street adjacent to the Town Centre. Constructed in 1970, the building was given a cosmetic upgrade in 2005 that included painting and required maintenance. The information centre and toilets are open Mon – Fri from 9.00 a.m. to 4 p.m. and Sat – Sun 9.00 a.m. – 1.00a.m. except Christmas Day.

#### **Maintenance Plan**

Maintenance of the building is undertaken as items age or are damaged. Painting and cleaning is carried out regularly. Renewal occurs, as items need replacing due to age or no longer suiting the need.

#### **Renewal/Replacement**

No significant renewals are planned during the life of the Plan.

### 6.3.2. Pensioner Housing

The units were constructed between 1965 and 1983 and are located in three blocks: one in Waterhouse Street and two on Porritt Drive. Some have carports and/or garden sheds for the use of tenants.

The seven units located in Waterhouse Street were leased to Kawerau Social Services Trust Board (Mountain View Rest Home) in September 2000 for 20 years. The twenty units in Porritt Drive are leased to Kawerau Social Services Trust Board (Mountain View Rest Home) for a term of 20 years.

#### **Maintenance Plan**

The lessee undertakes ongoing maintenance and renewal requirements.

### 6.3.3. Dog Pound

The current dog pound is located in Spencer Avenue. It is concrete block and is surrounded by netting and an electric fence. The building is used for housing dogs impounded or retained as part of the dog control activity. It was built in 1997 and extended in 2008. This facility no longer adheres to the current legislation as it pertains to the temporary housing of companion animals and it was considered uneconomic and impractical to attempt modifications.

The development of a new modern animal shelter was approved during the last AMP and since then extensive planning and consultation has gone into the project that is due to be built and completed in 2021.

#### **Maintenance Plan**

Maintenance of the building is undertaken as items wear out or become damaged. Painting and cleaning is carried out on a regular basis.

#### **Renewal/Replacement**

Renewal/Replacement occurs as items need replacing due to age or no longer suit the need. No significant renewal is planned for the existing facility.

### 6.3.4. District Library/Museum

The Library/Museum was upgraded in 2006 by expanding into the adjacent restrooms (closed), making the museum part of the library and extending the mezzanine floor. The building is air-conditioned and considered a good-sized library for the population of Kawerau. The book stock is continuously changing and additional items are added to the museum collection. The museum contains predominantly paper and photographic records of events from Kawerau's past.

A shop was purchased in Jellicoe Court in 2014 and developed in 2017 into an archival storage for museum material and Council archival paper records. This facility had a state of the art dehumidification system installed for the protection of the archived items, there have been significant struggles with the consistent operation of this system that has required ongoing monitoring and maintenance.

#### **Maintenance Plan**

Maintenance of the building consists of cleaning, repairs and painting.

#### **Renewal/Replacement**

The building components (air conditioners, doors windows etc.) are renewed as required.

#### **6.3.5. Swimming Pool Complex**

The Council operates a public outdoor swimming pool complex. It includes:

- Main pool, Bulkhead pool, Learner pool & Baby pool (heated within a range of 28°C - 31°C summer and 32°C - 38°C winter).
- Spa pool (heated within a range of 37°C - 40°C all year round).
- Splash pad and jumping pillow
- Changing rooms and ablution facilities
- Spectator seating
- Offices
- Community outdoor barbecue

The filtration and dosing equipment of the spa is separate from the other pools.

#### **Maintenance Plan**

For two weeks during October, the whole complex is closed for maintenance. Maintenance includes pool, pipe, building and equipment repairs.

#### **Renewal/Replacement**

Asset renewal occurs as they fail or reach the end of their useful lives.

Significant renewals are being undertaken on the old changing room building for the provision of a new clubroom facility.

The existing staff/office building has reached the end of its useful life and will be replaced by a newly constructed building.

#### **6.3.6. Community Halls**

The four community halls are the Town Hall, Concert Chamber, Recreation Centre and Bert Hamilton Hall. All are available for hire for functions and events. Discounts are offered to encourage use by local and charitable groups. A facilities custodian provides access

to the buildings, checks and cleans the buildings after use.

The Town Hall has a stage with the capacity to accommodate large stage sets as well as changing/makeup rooms. Tables, chairs, and a certified kitchen are available.

There is also heating. A passageway connecting the Town Hall and the Concert Chamber allows larger events to take place using both facilities.

The Concert Chamber has a small stage, sound equipment, air conditioning, tables and chairs and a certified kitchen. It has a much lower ceiling than the Town Hall and is suitable for various functions. The structure was strengthened in 2017 to allow it to be used as a civil defence headquarters.

The Recreation Centre is purpose-built for sports. The building was upgraded in 1998 by the addition of a foyer/reception area, seating, and an increase to the size of the toilet/changing rooms and additional storage. The floor is marked for a number of indoor codes and has recently also been used for roller derby. The building is in an area of extensive geothermal activity, which increases maintenance costs and required the installation of an extensive air extraction system to keep the facility safe for use from SO<sub>2</sub> gas.

#### **Maintenance Plan**

Maintenance of the three community halls includes cleaning, replacing lights and broken items, painting and maintaining their certification. Maintenance specific to the Recreation Centre includes the air extraction system and the lift, the level of maintenance required for this facility is significant due to the high levels of SO<sub>2</sub>.

#### **Renewal/Replacement**

Components of the buildings are renewed as they deteriorate (roofs, lights, wiring, appliances etc.).

#### **6.3.7. Sports Fields**

Three sports grounds (Prideaux Park, Firmin Field and Tarawera Park) are used for sports. Organised sporting bodies, who provide the goal posts and mark out the fields, are the predominant users of these grounds.

#### **Maintenance Plan**

Turf maintenance involves regular mowing, surface patching, irrigation and an annual inspection of the sports fields and implementation of recommendations from the NZ Sports Turf Institute concerning fertilisation and under-sewing.

## **Renewal/Replacement**

No new sports fields are planned during the life of the Plan.

### **6.3.8. Toilet Blocks and Public Facilities**

Two reserves (Firmin Field and Tarawera Park) have toilet blocks and there is public toilet in the sextant building at the cemetery. The buildings are of concrete block construction. The toilets located at Firmin Field and the Cemetery are open 24hrs 7 days per week while the toilet block at Tarawera Park is only open when requested by users of the sports fields.

There are public toilets at the I-Site building and adjacent to the children's playground and Tarawera Mall in the town centre. The I-Site staff supervise the toilets at the I-Site.

All public toilets are fully serviced daily while users are expected to leave them in a clean and tidy condition.

#### **Maintenance Plan**

Maintenance and operation involves servicing the toilets a minimum of daily. There are regular vandalism repairs, painting and replacement of old parts.

#### **Renewal/Replacement**

An significant upgrade or even a renewal of the toilet blocks on Firmin Field and Tarawera Park will be evaluated during the life of the Plan.

### **6.3.9. Parks and Reserves**

Parks and Reserves comprise trees, grassed areas, flower beds, fences, seats, roads, driveways, lighting, bridges, sports fields, irrigation equipment and sports courts.

Council's asset register identifies most Parks and Reserves assets. The accuracy of the information related to assets will improve over time, as additional information is collated.

#### **Walking Tracks**

There are a number of walking tracks in various reserves. The more significant tracks are in Stoneham Walk, Monika Lanham Reserve and the western bank of the Tarawera River. Tracks are predominantly unsealed walkways with minor bank retention structures. Part of the Stoneham Walk track is sealed.

With the change in focus within Waka Kotahi NZTA, away from cars and trucks to all modes of transport, there is a willingness to provide subsidies for walking and cycling tracks that provide a community based transportation link.

This would cover Stoneham Walk, Hansen Walk and the Tarawera River Walk between Waterhouse St and the State Highway. Walkways that are predominantly recreation based such as within Monika Lanham reserve would not meet the criteria for a NZTA funding subsidy.

#### **Maintenance Plan**

Track maintenance involves keeping the surface in a walkable condition and clear of overhanging branches. This also includes the occasional resealing of the Stoneham Walk path.

#### **Renewal/Replacement**

No new sealed tracks are programmed, but tracks that are extensively used may require better surface quality at some stage in the future.

### **6.3.10. Trees**

There are numerous street and reserve trees. They are a mixture of species, size and age. The trees are not valued in Council's asset register, but make a significant contribution to the town's appearance. A policy on the management of the trees were developed in the 2016.

#### **Maintenance Plan**

Maintaining trees involves pruning, canopy lifting, felling and planting new trees. As trees grow, they begin shading properties, causing leaf problems and impacting on Council's underground infrastructure and the efficiency and effectiveness of streetlights.

An increasing number of trees are near the end of their lives. The removal of problem trees and planting of more appropriate species will continue to be a significant undertaking over the next few years.

### **6.3.11. Grassed Areas**

Grassed sections of reserve are mowed to provide areas accessible to people. Mowing is less frequent and the surface quality therefore lower than sports fields. However, the grass is kept to below ankle length. Higher amenity areas are mowed more regularly.

#### **Maintenance Plan**

Maintenance undertaken in all grassed areas is made up predominantly of regular mowing.

### **6.3.12. Flower Beds**

The main flowerbeds are at the intersections of State Highway 34 and River Road and SH 34 and Islington Street. Other flowerbeds are located around the town centre.

Bedding displays are planted twice annually (summer displays planted in October and winter displays will be planted in April)

#### **Maintenance Plan**

Maintenance of flowerbeds involves planning, planting, weeding, spraying, irrigating and fertilizing displays. At times, soil is replaced, added or sterilised to improve its health.

#### **6.3.13. Fences and Barriers**

Council has fences on reserves that it fully maintains. In addition, Council has a responsibility as neighbour for fences between reserve land (but not road reserve) and private property. Council pays half the replacement cost of an agreed boundary fence when approached.

#### **Maintenance Plan**

Fences on reserves are post and rail, post and wire or post and netting. Day to day maintenance is usually to repair damage from vandalism or accidents.

#### **Renewal/Replacement**

Renewal is undertaken when a fence reaches the end of its life or a different style of fence is required to meet new requirements. No significant capital improvements of fences are identified in the life of this Plan. However, it is likely that new requirements will occasion minor changes. Council has a responsibility as neighbour for fences between reserve land (but not road reserve) and private property. Council pays half the replacement cost of an agreed boundary fence when approached.

#### **6.3.14. Park Furniture**

A range of park benches, walking stiles, dog-waste bag dispensers and rubbish bins is located throughout Kawerau's reserves. Litter is removed from the bins on a daily basis.

#### **Maintenance Plan**

Most maintenance is to repair damage from vandalism or accidents.

#### **Renewal/Replacement**

Renewal is undertaken as the items reach the end of their useful lives. Bins on reserves are often replaced with bins from the town centre rather than with new bins. Bins and seats are relocated to different areas as demand changes.

Dog-waste bag dispensers were trialled during the last three years and were generally well received, they will be installed further as demand and consultation with the Dog Control team deems appropriate.

#### **6.3.15. Roads and Driveways**

The roads and driveways are concrete or chip seal. They are located in various reserves.

#### **Maintenance Plan**

Maintenance involves structural pavement, pothole repair and litter removal.

#### **Renewal/Replacement**

Renewal is either resealing the surface or replacing the concrete. Concrete is usually replaced due to damage caused by tree roots rather than due to concrete failure. There were two new residential local roads and one new industrial road constructed during the last few years as a result of a need to increase the local housing stock and industrial development on the Putauaki block. There is further development occurring in the Putauaki block that will result in a small amount of new carriageway anticipated to be handed over to Council in the future. While there are further opportunities for additional residential subdivision, there are no new roads or driveways planned at this time. However, changes in demand by the public, changing use of a reserve or changing the standard of service could require additional roads.

#### **6.3.16. Lighting**

Lighting is provided for pedestrians in various reserves. Maintenance of lights involves replacing bulbs and fittings when they malfunction. This is done when light outages are reported.

#### **Maintenance Plan**

Maintenance involves replacing bulbs and fittings when they malfunction. This is done when light outages are reported. Lights are inspected fortnightly for outages and repaired once detected.

#### **Renewal/Replacement**

Renewal of the light poles is undertaken when they reach the end of their useful lives. There are no additional lighting poles programmed for installation during the life of the Plan. However, changes in demand (changing use of a reserve) or changing the standard of service could require additional lighting.

#### **6.3.17. Bridges**

There are two bridges over the overflow stream and seven bridges/culverts over the Ruruanga Stream. They are a mixture of wooden, steel, concrete and stone construction. All but one are used predominantly for pedestrian access across the streams.

## **Maintenance Plan**

Maintenance consists of painting and minor repairs. Regular inspection of the structure is undertaken and repairs are undertaken as required.

## **Renewal/Replacement**

There is ongoing repair of bridges over streams in Reserves during the life of the plan. Bridges are evaluated for replacement or major refurbishment every 10 years.

### **6.3.18. Playing Courts**

The tennis/netball and outdoor basketball courts, skate park and BMX track are located around the outskirts of the town centre. The tennis/netball court is a hot mixed surface on a concrete base. There are eight netball or six tennis courts. The clubs provide the poles and nets and the netball courts and pavilion are hired throughout the winter season. The court areas are available to the public at any time except on the days when netball has a booking. User controlled flood lighting is installed in the court area to make the facility available for late night use year round.

The outdoor basketball court has a concrete base that is reasonably thick and heavily reinforced. The combination has made it more resistant to the geothermal activity in the area. The basketball court is lit.

The skate park was built in 2002 and is made of fibre-reinforced concrete. The park is lit in the evenings.

The BMX track is adjacent to the basketball court. Users upgraded the track in 2008. There is a concrete starting mound, but the starting gate was decommissioned some time ago due to ongoing geothermal damage. The balance of the track is made from local compacted dirt.

## **Maintenance Plan**

Netball/tennis court maintenance is line marking and sweeping, with minor repairs to the netting fence. Half of the tennis/netball court was resurfaced in 1995 and the balance in 2009. It is predicted there will be a need to undertake some resurfacing again in the next 3-5 years.

Basketball court maintenance involves painting the lines and periodic repair of the hoops and poles.

Skate park maintenance involves daily litter removal, sweeping several times a week and the regular removal of graffiti.

BMX track maintenance involves litter removal and minor earthworks to maintain its surface and shape.

## **Renewal/Replacement**

Renewal of the courts, skate park and BMX track occurs as sections need replacing due to age or their no longer meeting community needs.

### **6.3.19. Tarawera Park Clubrooms**

This is a concrete block building that has been extensively refurbished. Formerly owned by the Kawerau Rugby, Sports and Cultural Club, the building was gifted to Council in 2011 and is now leased by the club.

Similarly, the Onepu Sports Pavilion was gifted to the Council and is now available.

## **Maintenance Plan**

Maintenance of the buildings will be undertaken as items wear out or become damaged. Painting is carried out regularly. Renewal occurs, as items need replacing due to age or no longer suiting the need.

## **Renewal/Replacement**

No significant renewals are planned during the life of the Plan.

### **6.3.20. Firmin Lodge**

The Firmin Lodge building is a wooden framed and steel portal building which has been extensively refurbished from a clubrooms into an accommodation and meeting facility. The building is used to facilitate visits to Kawerau from groups wishing to pursue water sports and other outdoor recreation.

## **Maintenance Plan**

As for Tarawera Park Clubrooms above.

## **Renewal/Replacement**

As for Tarawera Park Clubrooms above.

### **6.3.21. Other Buildings**

The Tarawera Park Changing Rooms is a concrete block building at Tarawera Park that enables multiple teams to change and shower during fixtures at the Park. The building is rented to users of the fields. Historically, the rugby club has leased the building during the winter.

The Cricket Pavilion was built and belonged to the Cricket and Athletics club, but was gifted to Council around 1997. The concrete block building has a meeting room with sink and zip, toilets available for hirers of Prideaux Park and two storage rooms for athletic club equipment.

The Tennis/Netball Pavilion is a concrete block building. Part of the complex is occupied and maintained by Netball BOP. The balance contains a meeting area, kitchen

and a shower and toilet area. The building is available for hire, with the main users being netball during the winter months. This building was destroyed by fire due to arson overnight on the 22<sup>nd</sup> March 2020, planning and consultation was undertaken with tendering underway for a full rebuild to commence in 2021.

#### **Maintenance Plan**

Maintenance of the pavilions is undertaken as items wear out or become damaged. Painting and cleaning is carried out regularly.

#### **Renewal/Replacement**

Renewal of the three pavilion buildings occurs as items need replacing due to age or no longer suit the need.

#### **6.3.22. Playgrounds**

The Council provides 10 playgrounds. They are located in various reserves around the town and one is in the town centre. The age and quality of equipment in the playgrounds varies. Council has a programme of undertaking a significant upgrade of equipment in one playground every second year.

#### **Maintenance Plan**

Playground maintenance involves oiling moving joints, painting, levelling bark and replacing worn parts.

#### **Renewal/Replacement**

Major renewal of playground equipment is being undertaken at the rate of one playground every two years. The intention is to upgrade equipment over a number of years with more modern structures. Renewal of specific pieces of equipment occurs as required due to safety legislative requirements, wear or vandalism.

#### **6.3.23. District Office**

Council's District Offices are situated in Ranfurly Court and is part of the same structure as the Town Hall. The building provides space for Council and committee meetings and accommodates Council administrative, regulatory and operations staff. The building is air conditioned by numerous small units. A remodelling of the building in 1996 involved an extension into part of the Town Hall, the entrance was moved, some internal walls being relocated and a general modernisation.

The ex-ANZ building at 29 Islington Street was purchased by Council during the 2016/17 financial year, refurbished and now forms an annex to the District Office housing the Operations & Services and Events teams.

#### **Maintenance Plan**

Building maintenance is carried out as items wear out or become damaged. Painting and cleaning is carried out regularly.

#### **Renewal/Replacement**

Renewal occurs as items need replacing due to age or no longer suit the need.

The most expensive ongoing replacement will be the air conditioning units.

#### **6.3.24. Works and Services Depot**

The depot is located on SH34 between the Tarawera River and Fletcher Avenue. The complex consists of a number of buildings (staff room and ablutions, garages, offices, equipment storage), concrete areas and nursery.

#### **Maintenance Plan**

Building maintenance is undertaken as items wear out or become damaged. Painting and cleaning is carried out on a regular basis.

#### **Renewal/Replacement**

Renewal occurs as items need replacing due to age or no longer suit the need.

#### **6.3.25. Public Art Works**

Kawerau's public art works include three carved pou or poles on Islington Street, Login Jack at Prideaux Park, sculpted rocks outside the District Office and at the entrance to Monika Lanham reserve and five murals by trompe l'oeil artist Marc Spijkerbosch. Additional features were added to Firmin Lodge and local timber log seats placed outside the District Offices.

The carvings features were sponsored by groups or individuals and donated to Council. The murals were funded by grants and Council funds.

#### **Maintenance Plan**

Maintenance tasks include sealing the wooden features, feature lighting maintenance, graffiti removal and paint touch-ups.

#### **Renewal/Replacement**

Renewal of the art features is unlikely as they are specific to artists, groups who have donated them or particular projects. In the event of a public artwork having a finite life and needing to be disposed of, Council will determine whether it will replace the artwork with an alternative

#### 6.4. New Assets

There are no new assets identified at this stage. However, additional new assets may be developed as a change in the community's service expectations and demand for services occur.

#### 6.5. Deferred Maintenance

There is no known deferred maintenance with the Community Facilities and Property assets and the full service potential of the asset is being maintained.

#### 6.6. Disposal Plan

There are no known other specific disposals identified in this Plan. However, Community expectations and changes in use could result in existing assets no longer being required.



**SECTION SEVEN**  
Financial Forecasts



## 7.1.Future Requirements

The assets covered in this Plan enable the delivery of various and sometimes multiple activities, which are separately accounted for in the LTP, or are combined differently in it. This gives rise to differences in the projections for each activity. These are impractical to reconcile and can be better addressed in improved future planning. The Plan identifies projections in terms of the assets associated with the activity. This sometimes differs from projections of activities undertaken by the organisation as a whole.

The capital works programme provided in this Plan is a guideline and may differ from that adopted by Council in the LTP. Amendments to the capital works programme will occur annually with an update of the works completed each year. Any differences between the Plan and the LTP will be revised with the update for year-end works completed.

## 7.2.Funding Policy

The Revenue and Financing Policy sets out how Council's activities are funded. This policy has been developed to meet the requirements of the Local Government Act.

Council has broken its business down to activity level. In some cases, it has looked at activities from two points of view - availability of the service and use of the service. Activities have been broken into availability and use where they benefit different groups in the Community. In general, Council has assessed the availability of an activity as a public benefit and the use of an activity as a private benefit.

'Availability' relates to the costs incurred to keep a service or asset in such a condition that it can become operational within a short start-up period (e.g. maintaining the museum even if it was not used, renewing assets). 'Use' relates to costs incurred as a result of the asset being used (e.g. the cost of issuing books).

**New works:** The capital cost is funded from either depreciation reserves or general rates.

**Renewals:** This capital cost is for replacing old assets that provide services that are still required to meet accepted service levels. It is generally funded from the depreciation reserve.

**Depreciation:** This is calculated annually based on the current value of the assets. Council believes it is taking a pragmatic approach regarding the level of depreciation funding and further work will be carried out to refine the analysis.

**Interest and principal:** New works are generally funded by borrowing from the depreciation reserve. The exception to this is when funding is being obtained from other sources (e.g. Eastern BOP Energy Trust).

**Support:** This item covers the share of corporate support costs apportioned to community facilities. The cost increase over time is mainly due to a requirement to allow for inflation over the plan period.

**Direct costs:** This major expense covers costs of operating and maintaining the facilities. It comprises all maintenance costs, direct staff salaries, minor equipment, power, rates etc.

**Maintenance** This is a significant cost described in detail in the Plan and affected by inflationary pressure over the plan period.

**Table 10: Funding Policies**

Sub-Category of Assets	Funding Policy
Information Centre	General rate after user fees – 100%
District Library/Museum	General rate after user fees – 100%
Pool Complex	General rate after user fees – 100%
Community Halls	General rate after user fees – 100%
Public Toilets	General rate – 100%
Parks and Reserves	General rate after user charges (incl. admission fees) 100%
Art Features	General rate after user fees – 100%
Walkways	General rate after user fees – 100%
Tarawera Park Clubrooms	General rate after user fees – 100%
Firmin Field Clubrooms	General rate after user fees – 100%
Other Buildings	General rate after user fees – 100%
Council Offices and Depot	General rate after user fees – 100%
Cemetery	General rate after receipt of burial charges – 100%

## 7.3. VALUATION

An independent registered valuer values facilities. Assets are valued at a fair value determined in a depreciated replacement cost basis. The assets are being valued and the previous valuation (as at 30 June 2019) is shown in the next page.

### 7.3.1. Basis of valuation

#### Land valuations

All reserve land owned by Council was valued to assess Market Values to ensure they would be suitable for financial reporting and audit purposes.

#### Asset valuations

Significant Community Facilities and Property building and plant assets were valued to reflect the condition and replacement cost of the asset and the current market value using the DRC approach.

The Fixed Asset Register contains a list of all assets whose opening book value has been capitalised. Lesser-valued assets i.e. park benches and rubbish bins have not been included as they are maintained on a perpetual basis with renewal and replacement typically being generated by causes other than normal wear and tear.

### 7.3.2. Changes in Asset Valuation

The costs associated with renewing assets and providing new or improved asset infrastructure are capitalised and depreciated in accordance with the assessed economic life of each asset.

### 7.3.3. Expenses and Capitalisation Threshold

The following definitions are used for asset management purposes:

**Maintenance** is work done that is of an operational nature that neither increases the value nor extends the remaining life of any asset. Maintenance costs and operating costs are expensed in the year they are accrued.

**Renewal** is improvement work done, (including plant, labour, materials and professional services used), on an existing asset that increases its depreciated replacement value by more than \$1,000 and extends its remaining life. The cost of renewal is a capital expenditure that must be recognised by an appropriate adjustment in the asset register. The renewed value in the asset register cannot exceed the optimised replacement value of the asset.

**New addition** work done requires an addition to the asset register when a new asset is created with a value (including plant, labour, materials and professional services used) that exceeds \$1,000. A new asset must be uniquely identified and the record in the asset register requires an assessment of the asset's remaining life expectancy or straight-line depreciation rate.

## 7.4. Key Assumptions

The current valuation and renewal profiles are based on data currently available.

### 7.4.1. Asset condition

Building assets are inspected regularly and repair work is identified.

### 7.4.2. Replacement Cost

The method for calculating replacement cost is:

- All replacement would be carried out using modern materials by construction methods commonly in use today.
- The construction environment assumed is 'brown field' i.e. replacement of existing, rather than green field construction with associated higher costs of consultation, consent, etc.

### 7.4.3. Population

Continued arrest of sustained decline in population as predicted by Statistics NZ is critical to protect against erosion of the district's rating base, therefore placing a higher burden on remaining residents for any infrastructure upgrades and possibly affecting capacity to fund renewal works. Population trends must therefore be reviewed as frequently as reliable data can be obtained.

### 7.4.4. Other assumptions

- All costs are GST exclusive.
- All costs and financial projections are generally shown to increase in relation to inflation.
- Renewal costs are based on the plans outlined.
- New assets requirements will be determined from user demand and affordability.
- The costs of insurance and risk mitigation are included in the forecasts. However, the potential costs that could arise through exposure to risk are not.

Description	Land Area	Effective Year	Building Area	No Units	Fees	Rem Life	Total Life	Fees	Net Replacement Cost 2019	Gross Replacement Cost 2019	Optimised Depreciated Replacement Cost 2019	2019 Fair Value Services		2019 Services		2019 Fair Value Structure		2019 Flout		2019 Flout		
												Value	Expected Economic Life	Expected Economic Life	Remaining Life	Value	Expected Economic Life	Value	Expected Economic Life	Value	Expected Economic Life	
District Office	3767	1955	527	-	8%	25	89	\$88,895	\$1,111,193	\$1,200,088	\$411,400	\$174,800	\$411,400	\$174,800	40	17.5	\$67,600	30	12	169,000	75	25
Town Hall	3767	1960	1,103	-	10%	25	84	\$2,629,906	\$2,629,056	\$2,891,961	\$660,200	\$121,700	\$660,200	\$121,700	40	5.5	\$175,500	30	10	114,000	75	25
Concert Chambers	1163	1960	407	-	10%	25	84	\$82,058	\$920,576	\$902,633	\$206,200	\$38,000	\$206,200	\$38,000	40	5.5	\$175,500	30	10	114,000	75	25
Town Centre Toilets	3480	2018	21	-	13%	49	50	\$174,519	\$134,762	\$152,281	\$147,300	\$32,100	\$147,300	\$32,100	40	10	\$66,300	30	12	102,000	75	50
Library	1163	1980	442	-	8%	25	84	\$64,869	\$810,865	\$875,735	\$227,500	\$60,200	\$227,500	\$60,200	40	10	\$66,300	30	12	107,000	75	24
Museum	351	1955	270	-	8%	35	99	\$33,663	\$420,788	\$454,451	\$234,500	\$37,000	\$234,500	\$37,000	40	35	\$19,500	30	30	178,000	75	35
Shade Sails - Skatepark	114000	2016	246	-	12%	15	15	\$3,157	\$45,104	\$48,261	\$47,000	\$0	\$47,000	\$0	20	20	\$479,100	30	15	47,000	74	12
Recreation Centre	13464	1995	1,350	-	10%	25	79	\$4,455,405	\$4,900,946	\$2,025,100	\$2,025,100	\$2,025,100	\$2,025,100	40	20	\$479,100	30	15	1,248,000	75	25	
Dog Pound	4118	1995	114	-	7%	5	29	\$16,094	\$229,921	\$246,015	\$41,400	\$3,500	\$41,400	\$3,500	40	5	\$1,300	30	7	26,000	75	5
Sexton Room	19049	1980	32	-	7%	30	59	\$4,928	\$70,406	\$75,335	\$31,500	\$4,200	\$31,500	\$4,200	40	10	\$1,300	30	7	36,000	75	30
Group Accommodation	153325	2012	348	-	7%	46	53	\$58,063	\$829,475	\$887,539	\$717,000	\$218,700	\$717,000	\$218,700	40	31	\$172,300	29	20	326,000	75	46
Orapu Clubrooms	153325	1975	450	-	7%	46	90	\$75,082	\$1,072,598	\$1,147,679	\$384,200	\$88,500	\$384,200	\$88,500	40	15	\$46,700	30	8	249,000	75	46
Changing Sheds	153325	1985	255	-	7%	28	62	\$39,274	\$561,051	\$600,325	\$169,100	\$15,600	\$169,100	\$15,600	40	5.5	\$25,500	30	5	128,000	75	28
Toilet Block	30720	1975	27	-	7%	35	69	\$4,158	\$59,405	\$63,564	\$39,200	\$12,300	\$39,200	\$12,300	40	35	\$4,900	30	26	22,000	50	35
Group Accommodation	30720	2016	681	-	7%	30	43	\$87,400	\$1,248,577	\$1,335,977	\$22,600	\$4,800	\$22,600	\$4,800	40	15.5	\$1,800	30	11	16,000	50	30
Tennis/Netball Pavilion	78180	1970	320	-	10%	20	79	\$76,364	\$763,642	\$840,006	\$345,200	\$131,700	\$345,200	\$131,700	40	36.5	\$414,200	30	27	596,000	50	40
Crickets/Athletics Pavilion	78180	1980	156	-	7%	20	59	\$26,028	\$371,834	\$397,862	\$111,500	\$35,000	\$111,500	\$35,000	40	20.5	\$78,500	30	11	135,000	75	30
Bus Centre & Info Centre	190	1955	176	-	8%	35	94	\$33,560	\$419,505	\$453,065	\$127,800	\$9,336	\$127,800	\$9,336	40	15.5	\$25,789	30	16	13,775	75	30
Swimming Pool Office	78180	2000	49	-	7%	28	54	\$7,278	\$103,971	\$111,249	\$60,100	\$7,900	\$60,100	\$7,900	40	20.5	\$11,200	30	11	41,000	50	35
Swimming Pool Plant Room	78180	1986	57	-	7%	48	51	\$4,418	\$63,113	\$67,531	\$35,960	\$2,403	\$35,960	\$2,403	40	16.5	\$861	30	7	32,037	75	28
Swimming Pool Change Rooms	78180	2016	281	-	7%	22	51	\$63,576	\$908,235	\$971,812	\$897,700	\$194,200	\$897,700	\$194,200	40	36.5	\$78,500	31	28	625,000	60	48
Swimming Pool Former Change Rooms	78180	1970	385	-	7%	22	69	\$39,530	\$564,718	\$604,248	\$131,000	\$14,900	\$131,000	\$14,900	40	5	\$6,200	30	5	120,000	60	20
Swimming Pool Main Pool	78180	1975	1,009	-	7%	15	66	\$25,900	\$370,000	\$395,900	\$131,000	\$14,900	\$131,000	\$14,900	40	5	\$6,200	30	5	131,000	75	22
Swimming Pool Shades	78180	2005	383	-	7%	22	29	\$4,916	\$70,223	\$75,139	\$38,000	\$8,000	\$38,000	\$8,000	40	20.5	\$78,500	30	11	135,000	75	30
Swimming Pool Childs Pools	78180	1980	173	-	7%	22	61	\$3,331	\$47,579	\$50,910	\$18,000	\$11,500	\$18,000	\$11,500	40	11.5	\$19,500	30	6	57,000	75	20
Swimming Pool - Spa Pool	78180	1980	80	-	7%	15	61	\$2,054	\$29,336	\$31,390	\$11,000	\$11,000	\$11,000	\$11,000	40	16.5	\$25,789	30	16	13,775	75	30
Swimming Pool - Lifeguard Kiosk	78180	2000	4	-	7%	50	34	\$513	\$7,334	\$7,847	\$3,240	\$40	\$3,240	\$40	40	20.5	\$11,200	30	11	41,000	50	35
Swimming Pool - Seating & BBQ structure	78180	2018	272	-	7%	25	51	\$18,105	\$258,638	\$276,742	\$256,500	\$1,500	\$256,500	\$1,500	38	5	\$56,025	30	5	255,000	74	50
Pensioner Flats 2 Porritt Drive	961	1972	222	6	8%	25	72	\$32,563	\$407,037	\$438,600	\$99,400	\$26,231	\$99,400	\$26,231	40	5	\$56,025	30	5	239,644	75	25
Pensioner Flats 4 Porritt Drive	1389	1972	147	4	8%	15	72	\$21,621	\$270,258	\$291,879	\$65,900	\$17,511	\$65,900	\$17,511	40	5	\$37,292	30	5	158,897	75	25
Pensioner Flats 6 Porritt Drive	1658	1972	147	4	8%	15	72	\$21,621	\$270,258	\$291,879	\$65,900	\$17,511	\$65,900	\$17,511	40	5	\$37,292	30	5	158,897	75	25
Pensioner Housing - Driveway	1389	1972	212	-	10.8%	25	62	\$37,782	\$34,983	\$72,765	\$17,000	\$17,000	\$17,000	\$17,000	40	5	\$37,292	30	5	158,897	75	25
Pensioner Flats 4-6 Waterhouse	1391	1972	120	3	8%	25	72	\$17,602	\$220,020	\$237,622	\$53,800	\$14,230	\$53,800	\$14,230	40	5	\$30,401	30	5	129,368	75	25
Pensioner Flats 4-6 Waterhouse	1391	1972	80	2	8%	25	72	\$11,734	\$146,680	\$158,414	\$35,100	\$11,600	\$35,100	\$11,600	40	5	\$20,490	30	5	85,926	75	25
Pensioner Flats 4-6 Waterhouse	1391	1972	80	2	8%	25	72	\$11,734	\$146,680	\$158,414	\$35,100	\$11,600	\$35,100	\$11,600	40	5	\$20,490	30	5	85,926	75	25
Pensioner Flats 35 Porritt Drive	1219	1982	239	6	8%	25	62	\$35,115	\$438,940	\$474,055	\$120,700	\$26,169	\$120,700	\$26,169	40	5	\$56,364	30	5	264,567	50	25
Bert Hamilton Hall	1389	1982	192	-	8%	45	62	\$30,979	\$387,235	\$418,214	\$141,100	\$49,600	\$141,100	\$49,600	40	15.5	\$20,500	30	6	71,000	75	25
<b>Total</b>									\$10,332,100	\$118,765,700	\$2,035,205	\$62,000	\$2,035,205	\$62,000			\$6,421,196					



## **SECTION EIGHT**

### Asset Management Systems & Processes



## 8.1. Responsibilities for Asset Management Outcomes

The Asset & Contract manager is responsible for the development of this asset management plan, including maintaining the integrity of Council's asset information.

The Engineering manager is responsible for the identification, planning, programming and undertaking of works required for the maintenance and development of Council's Community Facility and Property assets.

The Manager, Finance & Corporate Services is responsible for providing an overview of the development of this asset management plan, for ensuring that future projects are incorporated in Council's Long Term Plan and that there is consistency between these documents.

The Manager, Operations and Services is responsible for delivering the outcomes for the Community Facilities and Property activity. This includes ensuring that the assets are maintained and operated to Council's requirements, that adequate budgeting for maintenance, operating and improvement costs are provided.

## 8.2. Accounting and Asset Management Systems

The key financial process is the collection of fees for activities such as the swimming pools, (private hires, clubs, BBQ hire) library (fines, photocopying) etc. These tend to be cash sales credited to the operating account of that activity.

Management of community facilities, including parks, library/museum building, pool buildings, reserves, sports grounds and cemetery is broadly assigned to the Operations area. This group also manages the pools, District Office and depot buildings.

Library/Museum operations are managed within the Finance and Community Services area.

## 8.3. Key Information Flows and Processes

Key information flows and process linkages include:

- Translating the Community Outcomes into detailed levels of service that can be embodied in fixed assets, processes and contracts for service
- Identifying future demand and then planning appropriate capacity increases
- Preparation of annual budgets and associated on-going reporting
- Engaging qualified tradesmen to undertake work to required standards
- Ongoing management of the asset to ensure that service levels are maintained.

## 8.4. QUALITY MANAGEMENT

For all facilities, standards for operation are embodied in the requirement to meet the community needs for quality presentation and fit for purpose.

This requires such matters as the length that grass will be maintained for various sporting codes and what tasks will be performed (to have clean toilets on reserves etc.).

For other facilities, a high level of discretion is allowed based on issues such as asset condition, demand and required levels of service.

## 8.5. POLICIES FOR RENEWING ASSETS

The key criteria used for evaluating and prioritizing renewal projects are asset condition/compliance and expressed Community wishes. Council recognises that while condition of facilities is a significant driver of renewals, many other issues will drive the need to renew community facilities, as follows:

- Changing requirements based on lifestyle, aesthetics, technology etc.
- Increasing trends of public safety or hygiene in relation to public toilets, playgrounds and sports equipment.
- Increasing casual use of sport reducing the demand for certain types of sporting fixtures.
- Replacement of library stocks, when due, with different subject matter or style.
- Changing demographics within the community and specific needs relating to an active ageing population.

### 8.5.1. *Renewal-with-Upsize*

In its strictest sense, 'renewal with upsize' refers to up-sizing capacity. In the context of Community Facilities and Property this needs to include, increasing levels of service because in many cases it is not possible to replace like with like. For instance, renovating the kitchens in halls will usually require additional compliance features to be added.

Although such 'up sizes' are strictly a different class of capital spend from the underpinning renewal, Council treats both as a simple capital spend which increases the value of the asset.

### 8.5.2. *Constructing New Assets*

The decision to build new facilities generally arises where localised demand exceeds localised supply for a sustained period.

Examples could be interest in particular sports events varies so the demand for facilities at the major venues may exceed normal provision on a one-off basis.

Council has not defined detailed trigger points for addressing such issues, but rather considers them on a case-by-case basis. All purchasing of both materials and construction services is in accordance with accepted best practice.

### **8.5.3. Rehabilitating existing Assets**

Council does not have a detailed policy for rehabilitating assets, but rather considers whether to rehabilitate (or consider other options such as demolition) on a case-by-case basis that includes examining a facility's condition and the demand.

### **8.5.4. Assets vested in Council**

Community facilities and property assets are not generally vested in Council in the same way that the network utilities built by a property developer vest.

However, two key circumstances that have the same practical effect as vesting, but lack the precise controls of the ex-ante construction standards embodied in a vesting undertaking:

- Council has an obligation under the Reserves Act 1977 to accept ownership of private facilities built on Council land where the owning entity has ceased to function. Given that the entity has ceased to function, the facility will usually be rundown and may require demolition. Several entities such as sports clubs lost members and eventually closed as the District population declined in the 1990s, leaving Council responsible for their clubrooms.

- Land for which rates have not been paid (rates arrears) can revert to Council ownership. As might be expected, such land will generally be in a poor state and may include derelict buildings that require either maintenance or demolition.

### **8.5.5. Existing assets bought by Council**

Existing assets bought by Council will generally be subject to a due diligence of the fixed assets and detailed assessments of any associated private sector market activity.

### **8.5.6. Asset Disposal**

The most typical trigger point for decommissioning will be where capital reinvestment becomes a better alternative than continued maintenance spending (such as where a facility has deteriorated, or new compliance standards commence), but the demand for the facility is insufficient to justify such reinvestment. Facilities such as toilets on reserves are currently in this category.

In considering whether to dispose (and how to dispose) of facilities, Council must consider the following matters:

- Section 40 of the Public Works Act 1981.
- The public consultation requirements in the Local Government Act 2002 in particular in relation to Council's Significance Policy.
- The Reserves Act 1977.
- The Conservation Act 1987 if DoC land is involved.
- Regional Plan limitations or restrictions.
- District Plan limitations or restrictions.
- Market considerations.
- Heritage constraints or historical classifications.



## **SECTION NINE**

### Monitoring Improvement Planning



## 9.1. Asset Management Performance Measures

The broad objectives of asset management are:

- To optimise the life of the assets
- To minimise life cycle costs
- To maintain agreed levels of service

Although it is possible to measure the success or otherwise of the asset management activity over the long term against the three criteria above, it will obviously be difficult to measure success or otherwise in the short term in a way that management control can be exerted. For example, it will be impossible to determine whether the life of a facility has been “optimised” until the actual age nears the expected life and a remaining life assessment can be meaningfully carried out.

An assessment of the asset knowledge and processes currently carried out, in terms of “best practice for a NZ authority of this size” provides an indication of how well Council is likely to be meeting these long-term objectives. This assessment is therefore part of the Improvement Plan. It should include evaluation of the monitoring of operations and costs to provide information on the achievement of service level (both public measures and technical standards). It should cover previously planned improvement actions, noting whether these have been achieved and how they are contributing to current processes. It should check how the initiatives undertaken are ‘rolled out’ from asset management staff to those carrying out the work, and how carefully field information is recorded and returned to add to the asset knowledge case.

## 9.2. Improvement Actions

**Table 11: Improvement Actions**

Improvement Item	Comment	By When	By Whom	Cost
Review population projections	Information will be provided by Statistics NZ	Census 2023	ACM	N/A
Review asset life expectancy	Expert advice required	2021 and 3 yearly thereafter	MOS	\$3,000
Produce a programme and budget for condition monitoring	Partially completed Expert advice required	2021	MOS	\$3,000
Keep spreadsheet of asset renewals up to date	Resources	Annually	MOS	\$3,000
Review asset replacement costs	Resource	2021 and 3 yearly thereafter	MOS	\$3,000
Conduct asset revaluations	Resource	2021 and 3 yearly thereafter	MFCS	\$1,000

MOS = Manager Operations and Services

MFCS = Manager Finance and Corporate Services

## 9.3. Monitoring and Review Procedures

The Leadership Team will monitor and review improvement items on a six monthly basis. This plan will be reviewed annually as part of annual plan development.