

CONTENTS

Quality Assurance & Plan Status	iii
Certification of Activity Management Plan.....	vi
Executive Summary.....	1
Introduction and Scope.....	1
Who is this Plan Written For?	1
Plan Objectives.....	1
Plan Level of Sophistication	2
Strategic Environment	2
Community Facilities Activity Overview.....	4
Activity Description	4
Key Challenges for the Community Facilities Activity	5
Rationale for Council Involvement.....	6
Activity Goal.....	9
Levels of Service and Contribution to Community Outcomes.....	9
Community Outcomes	9
Levels of Service	10
Levels of Service Performance Targets	13
Overview of Community Facilities Assets	16
Summary of Assets	16
Asset Value	16
Demand and Asset Management.....	17
Managing Assets	17
Future Demand and Demand Management.....	17
Asset Disposals	19
Financial Summary.....	20
Funding.....	22
Major Projects.....	23
Sustainable Management for our People, Environment and Economy	29
Significant Assumptions and Uncertainties	31
Risk Management.....	32
Significant Negative Effects.....	32
Activity Plan Implementation and Improvement	32
Description/Knowledge of Assets	33
Levels of Service	33
Risk Management.....	33
Lifecycle (Optimised) Decision Making	33
Financial Forecasts	33
Planning by Qualified Persons	34
Commitment	34
Service Delivery.....	34
Strategy and Policy.....	34

CONTENTS

1	Introduction	1
1.1	Plan Objectives	1
1.2	Plan Structure and Layout	2
1.3	Strategic Framework	4
1.4	Plan Level of Sophistication	6
1.4.1	Introduction and Methodology	6
1.4.2	Definitions	6
1.4.3	Purpose of the Detailed Factor Assessment for Asset Management Practice	6
1.4.4	AM Maturity.....	6
1.4.5	Asset Management Policy Statement	7
1.4.6	Objective of the Community Facilities Asset Management Policy	7
1.4.7	Asset Management Policy Principles	7
1.4.8	Policy Linkages to Other Plans.....	8
1.4.9	Structured Assessment of Asset Management Practice	8
1.4.10	Implementation and Review of Policy.....	9
1.4.11	Asset Management Plan Revision, Improvement and Implementation.....	10
1.4.12	Resourcing of Asset Management Programmes.....	12
1.4.13	Comparing Asset Management Practice	12

CONTENTS

2	Community Facilities Activity	1
2.1	Activity Description	1
2.2	Activity Goal and Objectives	2
2.3	Summary of Issues Affecting Community Facilities Activity	3
2.3.1	Key Issues and Drivers	3
2.3.2	Achieving Sustainable Development	8
2.4	Rationale for Council's Involvement	10
2.5	Scope of Assets and Services	12
2.5.1	Services Covered by This Plan	12
2.5.2	Summary of Community Facilities Assets	12
2.5.3	Summary of Community Facilities Assets Valuation	13
2.6	How the Activity is delivered	14
2.6.1	Organisational Structure	14
2.6.2	Service Delivery Methods	15
2.6.3	Procurement Strategy	19
2.6.4	Governance, Management and Decision-Making	20
2.6.5	Accounting and Financial Systems	21
2.7	Significant Negative Effects of the Activity	23
2.7.1	Introduction and Background	23
2.7.2	Significant Negative Effects Identified	23
2.8	Legislative and Planning Context	28
2.8.1	Legislative Requirements	28
2.8.2	Standards, Codes of Practice and Guidelines	32
2.8.3	Key Planning Documents	32
2.8.4	Council Bylaws	37
2.8.5	Key Policies	38
2.9	Key Relationships	39

CONTENTS

4	Managing Growth	1
4.1	District Growth and Trends.....	1
4.1.1	Introduction	1
4.1.2	Population Projections (District and Community)	3
4.1.3	Greater Christchurch Growth.....	13
4.1.4	Influences on Growth and Demand (District and Community)	22
4.1.5	Alternative Service Providers	34
4.1.6	Environmental Protection	35
4.1.7	Cultural and Heritage Protection	35
4.1.8	Climate Change	35
4.2	Demand Management Strategies.....	37
4.2.1	Non-Asset Demand Management Approach.....	39
4.3	Meeting Demand through Asset Growth	40
4.3.1	Rolleston Town Centre	42
4.3.2	Planning for Lincoln's Growth	43
4.4	Vested Assets.....	44
4.5	The Cost of Growth	46
Annex 4A		47
Model of Selwyn District Growth – Projections.....		47
Model of Selwyn District Growth (2017) - Population.....		48
Model of Selwyn District Growth (2017) – Households.....		49

CONTENTS

4	Managing Growth	1
4.1	District Growth and Trends.....	1
4.1.1	Introduction	1
4.1.2	Population Projections (District and Community)	3
4.1.3	Greater Christchurch Growth.....	13
4.1.4	Influences on Growth and Demand (District and Community)	22
4.1.5	Alternative Service Providers	34
4.1.6	Environmental Protection	35
4.1.7	Cultural and Heritage Protection	35
4.1.8	Climate Change	35
4.2	Demand Management Strategies.....	37
4.2.1	Non-Asset Demand Management Approach.....	39
4.3	Meeting Demand through Asset Growth	40
4.3.1	Rolleston Town Centre	42
4.3.2	Planning for Lincoln's Growth	43
4.4	Vested Assets.....	44
4.5	The Cost of Growth	46
Annex 4A		47
Model of Selwyn District Growth – Projections.....		47
Model of Selwyn District Growth (2017) - Population.....		48
Model of Selwyn District Growth (2017) – Households.....		49

CONTENTS

5	Asset Management Overview	1
5.1	Asset Lifecycle Activities	1
5.2	Methods and Strategies for Delivery of Services	2
5.2.1	Operations and Maintenance	2
5.2.2	Renewals and New Works	3
5.3	General Life Cycle Strategies.....	4
5.3.1	Operations and Maintenance Strategies	4
5.3.2	Renewals Strategies.....	5
5.3.3	New Assets Strategies	7
5.3.4	Disposal Strategies.....	8
5.4	Forecast Costs and Significant Lifecycle Cost Impacts	10
5.4.1	Operations and Maintenance	10
5.4.2	Asset Renewal.....	10
5.4.3	New Assets.....	11
5.4.4	Asset Disposal.....	12
5.5	Sustainable Management Directions.....	12
5.6	Data Accuracy and Confidence.....	12

CONTENTS

6	Risk Management.....	1
6.1	Introduction	1
6.2	Communicate and Consult	1
6.3	Establish the Context.....	2
6.3.1	Risk Policy	2
6.3.2	Types of Risk	3
6.4	Identify the Risks	4
6.5	Analyse Risks	5
6.6	Evaluate Risks	6
6.7	Treat Risks.....	7
6.8	SDC Risk Assessment	8
6.8.1	Significant Risks	8
6.8.2	Summary of Key Responses	12
6.8.3	Swimming Pools Health and Safety Compliance Report	13
6.9	Monitor and Review	14
6.10	Asset Criticality	14
6.10.1	Asset Criticality Model	14
6.10.2	Critical Assets	15
6.10.3	Criticality and Risk	16
6.11	Insurance	18
6.11.1	Insurance Coverage for Assets	18
6.12	Emergency Management	19
6.12.1	Emergency Management Plans	19
6.12.2	Civil Defence Requirements	19
6.12.3	Lifeline Utilities.....	19
6.12.4	SDC Lifelines Utilities Response Plan.....	20
6.13	Resilience of Infrastructural Assets	21
6.13.1	Natural Hazards.....	21
6.13.2	Infrastructure Resilience	21
6.13.3	Interdependencies	23

CONTENTS

CONTENTS	i
7 Recreation Reserves	7-1
7.1 Service Description	7-1
7.1.1 Rationale for Council's Involvement	7-1
7.1.2 Strategic Direction	7-2
7.1.3 Reserve Management Plans	7-3
7.2 Levels of Service	7-4
7.2.1 Customers and Stakeholders	7-4
7.2.2 Contribution to Community Outcomes	7-4
7.2.3 Service Drivers	7-4
7.2.4 Customer Expectations and Consultation	7-7
7.2.5 Customer Satisfaction Ratings	7-8
7.2.6 Present and Future Levels of Service	7-9
7.2.7 Asset Performance	7-12
7.2.8 Level of Service Issues and Gaps	7-16
7.2.9 Changes in Levels of Service	7-18
7.3 Growth and Demand	7-19
7.3.1 Demand Influences and Impacts	7-19
7.3.2 Asset Capacity	7-21
7.3.3 Forecast Recreation Reserves Requirements	7-25
7.3.4 Demand Management	7-27
7.3.5 Meeting Demand through Asset Growth	7-27
7.4 Managing Assets	7-28
7.4.1 Management Strategy	7-28
7.4.2 Reserves Asset Summary	7-28
7.4.3 Asset Condition	7-30
7.4.4 Operations and Maintenance	7-31
7.4.5 Asset Renewal	7-36
7.4.6 New Asset Requirements	7-38
7.4.7 Disposal Plan	7-40
7.4.8 Sustainable Management	7-40
7.4.9 Risk Management	7-41
7.5 Financial Programmes Summary	7-42
7.5.1 Historical Financial Performance	7-42
7.5.2 Operations and Capital	7-43
7.5.3 Funding	7-45
7.6 Service Level, Demand and Asset Management – Individual Reserves	7-46
7.6.1 Castle Hill Recreation Reserve	7-46
7.6.2 Chamberlains Ford Recreation Reserve	7-48
7.6.3 Coalgate Recreation Reserve & Glentunnel Domain	7-50
7.6.4 Coes Ford Recreation Reserve	7-54
7.6.5 Courtenay Domain and Old Courtenay School & Pool	7-57
7.6.6 Dunsandel Domain	7-60
7.6.7 Hororata Reserve	7-63
7.6.8 Kimberley Recreation Reserve	7-66
7.6.9 Kirwee Recreation Reserve	7-69
7.6.10 Lakeside Domain	7-72
7.6.11 Leeston Park	7-74
7.6.12 Lincoln Domain	7-77
7.6.13 McHughes Forest Park	7-80
7.6.14 Osborne Park	7-83
7.6.15 Prebbleton Domain	7-86
7.6.16 Rakaia Huts Recreation Reserve	7-89
7.6.17 Rhodes Park	7-92

7.6.18	Rolleston Recreation Reserves	7-96
7.6.19	District / Large Scale Park	7-103
7.6.20	Springston South Reserve.....	7-105
7.6.21	Sheffield Domain	7-107
7.6.22	Southbridge Park.....	7-110
7.6.23	Springston Recreation Reserve.....	7-113
7.6.24	Weedons Reserve	7-116
7.6.25	West Melton Recreation Reserve.....	7-119
7.6.26	Whitecliffs Domain	7-122
7.6.27	Miscellaneous Recreation Reserves	7-124
7.6.28	Conservation Areas	7-125

CONTENTS

8	Township Reserves and Streetscapes	8-1
8.1	Service Description	8-1
8.1.1	Rationale for Council's Involvement	8-1
8.1.2	Strategic Direction	8-2
8.1.3	Reserve Management Plans	8-3
8.2	Levels of Service	8-4
8.2.1	Customers and Stakeholders	8-4
8.2.2	Contribution to Community Outcomes	8-4
8.2.3	Service Drivers	8-4
8.2.4	Customer Expectations	8-6
8.2.5	Customer Satisfaction Ratings	8-7
8.2.6	Present and Future Levels of Service	8-8
8.2.7	Asset Performance	8-13
8.2.8	Level of Service Issues and Gaps	8-18
8.2.9	Changes in Levels of Service	8-19
8.3	Growth and Demand	8-20
8.3.1	Demand Influences and Impacts	8-20
8.3.2	Forecast Township Reserves and Streetscape Requirements	8-22
8.3.3	Demand Management	8-24
8.3.4	Meeting Demand through Asset Growth	8-24
8.4	Managing Assets	8-26
8.4.1	Management Strategy	8-26
8.4.2	Asset Description	8-26
8.4.3	Asset Condition	8-28
8.4.4	Operations and Maintenance	8-32
8.4.5	Asset Renewal	8-40
8.4.6	New Asset Requirements	8-41
8.4.7	Disposal Plan	8-45
8.4.8	Sustainable Management	8-45
8.4.9	Risk Management	8-46
8.5	Financial Programmes Summary	8-47
8.5.1	Historical Financial Performance	8-47
8.5.2	Operations and Capital	8-47
8.5.3	Funding	8-48
Annex 8A		8-50
Annex 8B		8-52
Annex 8C		8-55
Annex 8D		8-66

CONTENTS

9	Cemeteries	9-1
9.1	Service Description.....	9-1
9.1.1	Rationale for Council's Involvement	9-1
9.1.2	Strategic Direction	9-1
9.2	Levels of Service	9-3
9.2.1	Customers and Stakeholders	9-3
9.2.2	Contribution to Community Outcomes	9-3
9.2.3	Service Drivers	9-3
9.2.4	Customer Expectations and Consultation	9-5
9.2.5	Customer Satisfaction Ratings	9-7
9.2.6	Asset Performance	9-10
9.2.7	Level of Service Issues and Gaps	9-11
9.2.8	Changes in Levels of Service	9-12
9.3	Growth and Demand	9-13
9.3.1	Demand Influences and Impacts	9-13
9.3.2	Asset Capacity.....	9-15
9.3.3	Forecast Cemetery Requirements.....	9-16
9.3.4	Demand Management	9-21
9.3.5	Meeting Demand through Asset Growth	9-21
9.4	Managing Assets	9-23
9.4.1	Asset Description.....	9-23
9.4.2	Asset Condition.....	9-26
9.4.3	Operations and Maintenance	9-28
9.4.4	Asset Renewal.....	9-34
9.4.5	New Asset Requirements	9-35
9.4.6	Disposal Plan.....	9-37
9.4.7	Sustainable Management.....	9-37
9.4.8	Risk Management.....	9-38
9.5	Financial Programmes Summary	9-39
9.5.1	Historical Financial Performance.....	9-39
9.5.2	Operations and Capital	9-39
9.5.3	Funding	9-40
Annex 9A		9-42
Annex 9B		9-44
Annex 9C		9-46
Annex 9D		9-49
Annex 9E		9-51

CONTENTS

10	Public Toilets	10-1
10.1	Service Description.....	10-1
10.1.1	Rationale for Council's Involvement	10-1
10.1.2	Strategic Direction	10-1
10.2	Levels of Service	10-3
10.2.1	Customers and Stakeholders	10-3
10.2.2	Contribution to Community Outcomes	10-3
10.2.3	Service Drivers	10-3
10.2.4	Customer Expectations and Consultation	10-5
10.2.5	Customer Satisfaction Ratings	10-7
10.2.6	Present and Future Levels of Service	10-7
10.2.7	Asset Performance	10-11
10.2.8	Level of Service Issues and Gaps	10-17
10.2.9	Changes in Levels of Service	10-18
10.3	Growth and Demand	10-20
10.3.1	Demand Influences and Impacts	10-20
10.3.2	Asset Capacity.....	10-22
10.3.3	Forecast Public Toilet Requirements.....	10-25
10.3.4	Demand Management	10-27
10.3.5	Meeting Demand through Asset Growth	10-28
10.4	Managing Assets	10-30
10.4.1	Management Strategy	10-30
10.4.2	Asset Description.....	10-31
10.4.3	Asset Condition.....	10-35
10.4.4	Operations and Maintenance	10-36
10.4.5	Asset Renewal.....	10-43
10.4.6	New Asset Requirements	10-45
10.4.7	Disposal Plan.....	10-47
10.4.8	Sustainable Management.....	10-48
10.4.9	Risk Management.....	10-48
10.5	Financial Programmes Summary	10-49
10.5.1	Historical Financial Performance.....	10-49
10.5.2	Operations and Capital	10-49
10.5.3	Funding	10-50
Annex 10A		10-52
Annex 10B		10-54
Annex 10C		10-56
Annex 10D		10-59
Annex 10E		10-61

CONTENTS

11	Community Centres and Halls.....	11-1
11.1	Service Description.....	11-1
11.1.1	Rationale for Council's Involvement	11-2
11.2	Strategic Direction	11-3
11.2.1	Key Issues and Challenges	11-4
11.3	Levels of Service	11-8
11.3.1	Customers and Stakeholders	11-8
11.3.2	Contribution to Community Outcomes	11-8
11.3.3	Service Drivers	11-9
11.3.4	Customer Expectations and Consultation	11-10
11.3.5	Customer Satisfaction Ratings	11-11
11.3.6	Present and Future Levels of Service and Performance	11-11
11.3.7	Asset Performance	11-16
11.3.8	Level of Service Issues and Gaps	11-19
11.3.9	Changes in Levels of Service	11-20
11.4	Growth and Demand	11-21
11.4.1	Demand Influences and Impacts	11-21
11.4.2	Asset Capacity.....	11-23
11.4.3	Forecast Community Centre and Hall Requirements.....	11-24
11.4.4	Demand Management	11-26
11.4.5	Meeting Demand through Asset Growth	11-27
11.5	Managing Assets	11-28
11.5.1	Management Strategy	11-28
11.5.2	Community Centres and Halls Asset Summary	11-28
11.5.3	Asset Condition.....	11-30
11.5.4	Operations and Maintenance	11-33
11.5.5	Asset Renewal.....	11-39
11.5.6	New Asset Requirements	11-42
11.5.7	Disposal Plan.....	11-44
11.5.8	Sustainable Management.....	11-44
11.5.9	Risk Management.....	11-45
11.6	Financial Programmes Summary	11-47
11.6.1	Historical Financial Performance	11-47
11.6.2	Operations and Capital	11-47
11.6.3	Funding	11-49
11.7	Service Level, Demand and Asset Management – Individual Halls.....	11-50
11.7.1	Arthurs Pass Community Centre	11-51
11.7.2	Broadfield District Community Centre	11-54
11.7.3	Brookside Hall.....	11-57
11.7.4	Castle Hill Village Community Centre	11-59

11.7.5	Darfield Recreation and Community Centre and Domain	11-62
11.7.6	Doyleston Community Centre.....	11-65
11.7.7	Dunsandel Community Centre	11-68
11.7.8	Glenroy Community Hall.....	11-70
11.7.9	Glentunnel Community Centre	11-73
11.7.10	Greendale Hall and Reserve	11-76
11.7.11	Halkett Community Centre	11-81
11.7.12	Hororata Hall.....	11-85
11.7.13	Killinchy Hall	11-88
11.7.14	Ladbrooks Hall.....	11-91
11.7.15	Lake Coleridge Community Hall	11-94
11.7.16	Lakeside Soldiers Memorial Hall	11-96
11.7.17	Lincoln Events Centre	11-98
11.7.18	Mead Hall.....	11-102
11.7.19	Prebbleton Hall	11-105
11.7.20	Rolleston Community Centre and Planned Indoor Courts	11-108
11.7.21	Sheffield Hall.....	11-113
11.7.22	Southbridge Hall	11-116
11.7.23	Springston Community Centre	11-119
11.7.24	Tawera Memorial Hall Community Centre	11-122
11.7.25	West Melton Community Centre.....	11-125
Annex 11A		11-128
Annex 11B		11-129
Annex 11C		11-131
Annex 11D		11-132
Annex 11E		11-135

CONTENTS

12	Swimming Pools	12-1
12.1	Service Description.....	12-1
12.1.1	Rationale for Council's Involvement	12-1
12.1.2	Strategic Direction	12-2
12.2	Levels of Service	12-4
12.2.1	Customers and Stakeholders	12-4
12.2.2	Contribution to Community Outcomes	12-4
12.2.3	Service Drivers	12-4
12.2.4	Customer Expectations and Consultation	12-6
12.2.5	Customer Satisfaction Ratings	12-9
12.2.6	Present and Future Levels of Service	12-10
12.2.7	Asset Performance	12-15
12.2.8	Level of Service Issues and Gaps	12-18
12.2.9	Changes in Levels of Service	12-19
12.3	Growth and Demand	12-21
12.3.1	Demand Influences and Impacts	12-21
12.3.2	Asset Capacity.....	12-23
12.3.3	Forecast Swimming Pool Requirements	12-29
12.3.4	Demand Management	12-32
12.3.5	Meeting Demand through Asset Growth	12-33
12.4	Managing Swimming Pool Assets	12-35
12.4.1	Management Strategy	12-35
12.4.2	Asset Description.....	12-36
12.4.3	Asset Condition.....	12-38
12.4.4	Operations and Maintenance	12-45
12.4.5	Asset Renewal.....	12-52
12.4.6	New Asset Requirements	12-54
12.4.7	Disposal Plan.....	12-57
12.4.8	Sustainable Management.....	12-57
12.4.9	Risk Management.....	12-57
12.5	Financial Programmes Summary	12-59
12.5.1	Historical Financial Performance	12-59
12.5.2	Operations and Capital	12-59
12.5.3	Funding	12-60
Annex 12A		12-62
Annex 12B		12-63
Annex 12C		12-65
Annex 12D		12-69
Annex 12E		12-71

CONTENTS

13	Properties and Buildings.....	13-1
13.1	Service Description.....	13-1
13.1.1	Rationale for Council's Involvement	13-2
13.2	Strategic Direction	13-3
13.2.1	Strategic Land.....	13-3
13.2.2	Buildings	13-4
13.2.3	Depots	13-4
13.2.4	Heritage Buildings.....	13-4
13.2.5	Fire Stations / Sites	13-4
13.2.6	Land/Property Holdings Identified in the Surplus Land Report	13-5
13.2.7	Property and Building Management	13-5
13.3	Levels of Service	13-7
13.3.1	Customers and Stakeholders	13-7
13.3.2	Contribution to Community Outcomes	13-7
13.3.3	Service Drivers	13-8
13.3.4	Customer Expectations and Consultation	13-10
13.3.5	Present and Future Levels of Service and Performance	13-11
13.3.6	Asset Performance	13-13
13.3.7	Level of Service Issues and Gaps	13-14
13.3.8	Changes in Levels of Service	13-15
13.4	Growth and Demand	13-16
13.4.1	Demand Influences and Impacts	13-16
13.4.2	Asset Capacity.....	13-18
13.4.3	Forecast Property and Buildings Requirements.....	13-19
13.4.4	Demand Management	13-19
13.4.5	Meeting Demand through Asset Growth	13-20
13.5	Managing Assets	13-22
13.5.1	Management Strategy	13-22
13.5.2	Asset Description.....	13-22
13.5.3	Asset Condition.....	13-33
13.5.4	Asset Reliability	13-36
13.5.5	Operations and Maintenance	13-37
13.5.6	Asset Renewal.....	13-41
13.5.7	New Asset Requirements	13-43
13.5.8	Disposal Plan.....	13-45
13.5.9	Sustainable Management.....	13-45
13.5.10	Risk Management.....	13-46
13.6	Financial Programmes Summary	13-47
13.6.1	Historical Financial Performance.....	13-47
13.6.2	Operations and Capital	13-47

13.6.3 Funding	13-49
Annex 13A	13-50
Annex 13B	13-52
Annex 13C	13-56

CONTENTS

14	Rental Housing	14-1
14.1	Service Description.....	14-1
14.1.1	Rationale for Council's Involvement	14-1
14.2	Strategic Direction	14-3
14.3	Levels of Service	14-4
14.3.1	Customers and Stakeholders	14-4
14.3.2	Contribution to Community Outcomes	14-4
14.3.3	Service Drivers	14-4
14.3.4	Customer Expectations	14-5
14.3.5	Present and Future Levels of Service and Performance	14-6
14.3.6	Asset Performance	14-8
14.3.7	Level of Service Issues.....	14-9
14.3.8	Changes in Levels of Service	14-9
14.4	Growth and Demand	14-10
14.4.1	Demand Influences and Impacts	14-10
14.4.2	Asset Capacity.....	14-11
14.4.3	Demand Management	14-12
14.4.4	Meeting Demand through Asset Growth	14-13
14.5	Managing Assets	14-14
14.5.1	Management Strategy	14-14
14.5.2	Asset Description.....	14-14
14.5.3	Asset Condition.....	14-16
14.5.4	Asset Reliability	14-16
14.5.5	Operations and Maintenance	14-17
14.5.6	Asset Renewal.....	14-19
14.5.7	New Asset Requirements	14-20
14.5.8	Disposal Plan.....	14-20
14.5.9	Sustainable Management.....	14-21
14.5.10	Risk Management.....	14-21
14.6	Financial Programmes.....	14-23
14.6.1	Historical Financial Performance.....	14-23
14.6.2	Operations and Capital	14-23
14.6.3	Funding	14-25
Annex 14A		14-26
Annex 14B		14-28
Annex 14C		14-30

CONTENTS

15	Gravel Reserves	1
15.1	Service Description	1
15.1.1	Rationale for Council's Involvement	3
15.2	Strategic Directions and Challenges	5
15.3	Levels of Service	8
15.3.1	Customers and Stakeholders	8
15.3.2	Contribution to Community Outcomes	8
15.3.3	Service Drivers	9
15.3.4	Stakeholder Expectations and Consultation	10
15.3.5	Past Performance	11
15.3.6	Present and Future Levels of Service and Performance	12
15.3.7	Asset Performance	15
15.3.8	Changes in Levels of Service	16
15.4	Growth and Demand	17
15.4.1	Demand Influences and Impacts	17
15.4.2	Asset Capacity	18
15.4.3	Demand Forecasts	19
15.4.4	Demand Management	20
15.4.5	Meeting Demand through Asset Growth	21
15.5	Managing Assets	22
15.5.1	Management Strategy	22
15.5.2	Asset Description	22
15.5.3	Asset Condition	24
15.5.4	Operations and Maintenance	25
15.5.5	Asset Renewal	28
15.5.6	New Asset Requirements	28
15.5.7	Disposal Plan	29
15.5.8	Risk Management	29
15.5.9	Sustainable Management	30
15.6	Financial Programmes	31
15.6.1	Historical Financial Performance	31
15.6.2	Operations and Capital	32
15.6.3	Funding	32
Annex 15A		34
Annex 15B		36
Annex 15C		38

CONTENTS

16 Forestry.....	16-1
16.1 Service Description.....	16-1
16.1.1 Rationale for Council's Involvement	16-1
16.2 Strategic Directions	16-3
16.2.1 Forestry Ownership and Management	16-3
16.2.2 McHugh's Plantation	16-4
16.3 Levels of Service	16-5
16.3.1 Customers and Stakeholders	16-5
16.3.2 Contribution to Community Outcomes	16-5
16.3.3 Service Drivers	16-5
16.3.4 Customer Expectations and Consultation	16-6
16.3.5 Present and Future Levels of Service and Performance	16-7
16.3.6 Asset Performance	16-9
16.3.7 Level of Service Changes and Issues	16-11
16.4 Growth and Demand	16-12
16.4.1 Demand Influences and Impacts	16-12
16.4.2 Asset Capacity.....	16-16
16.4.3 Demand Management	16-16
16.4.4 Meeting Demand through Asset Growth	16-17
16.5 Managing Assets	16-18
16.5.1 Management Strategy	16-18
16.5.2 Managing Withdrawal from Forestry Activities	16-18
16.6 Forestry Assets.....	16-20
16.6.1 Asset Description.....	16-20
16.6.2 Asset Condition.....	16-22
16.6.3 Operations and Maintenance	16-22
16.6.4 Asset Renewal.....	16-26
16.6.5 New Asset Requirements	16-26
16.6.6 Disposal Plan.....	16-26
16.6.7 Risk Management.....	16-27
16.6.8 Sustainable Management.....	16-28
16.7 Financial Programmes.....	16-30
16.7.1 Historical Financial Performance.....	16-30
16.7.2 Operations and Capital	16-30
16.7.3 Funding.....	16-32
Annex 16A.....	16-33
Annex 16B	16-36
Annex 16C.....	16-38
Annex 16D.....	16-40

CONTENTS

17	Sustainable Management for our People, Environment and Economy	17-1
17.1	Regulatory Framework	17-1
17.1.1	Sustainability, Four Wellbeing's, and Levels of Service	17-1
17.1.2	Statutory and Regulatory	17-1
17.2	Social and Cultural Considerations	17-3
17.2.1	Overview of Society and Culture	17-3
17.2.2	Negative Social and Cultural Effects	17-4
17.2.3	Demand Changes.....	17-5
17.2.4	Management for Social and Cultural Sustainability.....	17-5
17.3	Economic Considerations.....	17-6
17.3.1	Overview of Economy.....	17-6
17.3.2	Negative Economic Effects.....	17-6
17.3.3	Demand Changes.....	17-7
17.3.4	Infrastructure Management for Economic Sustainability	17-7
17.3.5	Economic Sustainability within Council	17-8
17.4	Natural Environment Considerations.....	17-11
17.4.1	Overview of Natural Environment.....	17-11
17.4.2	Activity Summary and Negative Environmental Effects	17-11
17.4.3	Demand Changes.....	17-11
17.4.4	Climate Change	17-11
17.4.5	Climate Change Effects.....	17-13
17.4.6	Changes in Environmental Requirements.....	17-14
17.5	Resource Consents	17-15
17.6	Property Designations	17-15
17.7	Management Initiatives.....	17-15
17.7.1	Recreation Reserves and Township Reserves and Streetscapes	17-15
17.7.2	Cemeteries	17-16
17.7.3	Public Toilets	17-17
17.7.4	Community Centres and Halls.....	17-17
17.7.5	Swimming Pools	17-17
17.7.6	Properties and Buildings.....	17-18
17.7.7	Rental Housing	17-18
17.7.8	Gravel Reserves.....	17-18
17.7.9	Forestry.....	17-19
Annex 17A		17-20
Annex 17B		17-22

CONTENTS

18	Financial Summary	18-1
18.1	Historical Financial Performance Summary	18-1
18.2	Long Term Financial Forecast.....	18-2
18.2.1	Long Term Renewals	18-5
18.3	Significant Expenditure Requirements	18-6
18.4	Asset Value.....	18-11
18.5	Expenditure Categories	18-13
18.6	Assumptions and Uncertainties	18-14
18.7	Confidence Levels	18-19
18.7.1	Confidence in Financial Programme Reliability.....	18-19
18.8	Funding Strategy	18-22

CONTENTS

19	Asset Management Practices.....	19-1
19.1	Asset Management Practices.....	19-1
19.2	Processes.....	19-1
19.2.1	Performance Management.....	19-3
19.2.2	District-wide Strategies.....	19-5
19.2.3	Reserve Management Plans.....	19-5
19.2.4	Facility Management Plans.....	19-5
19.2.5	Maintenance Contract Monitoring.....	19-5
19.2.6	Condition and Performance Inspections.....	19-6
19.2.7	Renewal Decision-making.....	19-8
19.2.8	New Capital Expenditure Decision-making.....	19-10
19.2.9	Supervision of Contract Work.....	19-11
19.2.10	Assets to be Vested.....	19-11
19.3	Information Systems.....	19-12
19.4	Data Integrity and Improvement.....	19-14
19.4.1	Current and Desired Practices.....	19-14
19.4.2	Asset Data Coverage.....	19-15
19.4.3	Data Update Process.....	19-15
19.5	Implementation Tactics.....	19-16

CONTENTS

20	Asset Management Plan Improvement	1
20.1	Introduction	1
20.2	Improvements Achieved	1
20.2.1	Activity Management Plans 2000 – 2015 Historical Summary.....	1
20.2.2	2009 and 2012 Community Facilities AcM Plan Gap Analysis	5
20.2.3	2015 Community Facilities AcM Plan Review	5
20.2.4	This Plan 2018.....	9
20.3	Plan Review and Monitoring.....	11
20.4	Improvement Programme.....	12
20.5	Plan Implementation and Performance Measurement.....	18

Appendices

Appendix A – Glossary of Terms