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CONTENTS

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1   Introduction

1.1   Plan Objectives

This Activity Management Plan (AcMP) is a revision of the 2015-2025 AcMP. The history of asset management plans is covered in Section 20.2 and summarised in 1.1 below. This Plan encompasses the range of services and assets comprising the Community Facilities Significant Activity as described in the Selwyn District Council Long Term Plan (LTP). Refer to Section 2.5 - Scope of Assets and Services, for details on the coverage of this plan. It is intended that this AcMP provides a mechanism for tactical planning that links the strategic directions and outcomes envisaged in the Selwyn District Council Long Term Plan with the actual delivery of services and programmes to the community. It is Council's intention that this AcMP will be a living management tool that will guide and influence decision-making and form the basis of future financial programmes.

The assets and services covered by this AcMP represent a major investment by the community and are of vital importance to the quality of life of the district's residents. The assets have been acquired and developed over several generations and must be properly maintained and developed to provide continued service and benefits for future generations. As an indication of relative extent of the Community Facilities Activity, the chart below compares the 2017/18 Operating Budgets for all activities.
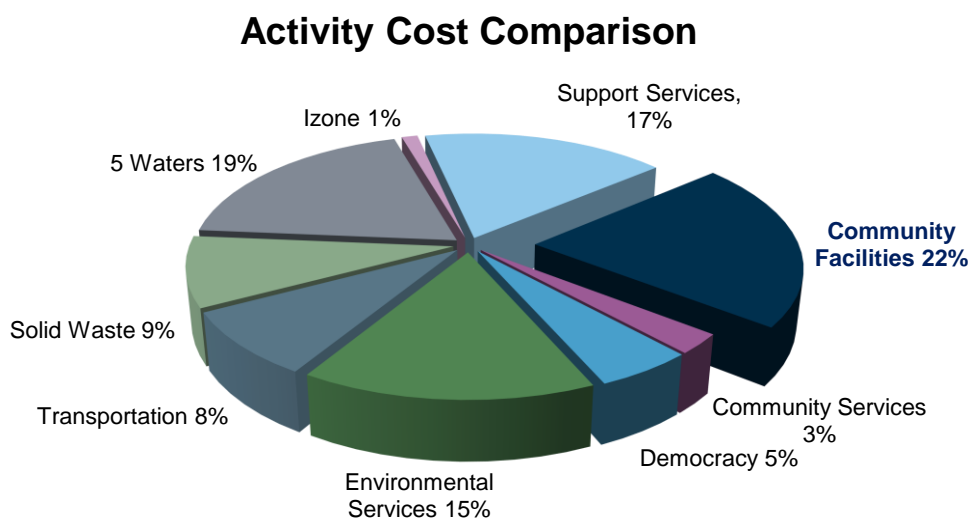
Activity Cost Comparison

Figure 1-1: Activity Cost Comparison

The specific objectives of this AcMP are to demonstrate that:
- Council is managing the Community Facility assets responsibly, efficiently and in a sustainable manner.
- Council is undertaking a sustainable development approach whereby a long term view of the provision of Community Facilities is evident through improving the quality of life for current residents but considering the impact on the natural environment and the wellbeing of future communities.
- Council understands what asset capacity will be required in the future, and what factors drive this capacity requirement.
- Council has shown how it will proactively and continually improve knowledge of its assets and the supporting systems and processes.
- Council has robust and transparent processes in place for managing, operating, maintaining, renewing and providing additional assets.
- Decision making is supported by sound understanding of the assets and considers the costs and benefits of available options.
- Council has adequately assessed risks for this activity and has systematic processes in place to effectively manage identified risks.

- Reliable and justifiable financial forecasts are prepared for operations, maintenance, renewals and new capital requirements to support long term financial planning.
- The services delivered by the assets are increasingly aligned to customer and technical service levels or standards.
- Council is contributing, through the delivery of the Community Facilities Activity, to the wider community benefits and outcomes identified in the Selwyn Community Plan.

As a consequence of these objectives, the AcMP will also fulfil the requirements of the LGA 2002, Schedule 10.

1.2 Plan Structure and Layout

This Activity Management Plan encompasses a range of different service areas as described under the Community Facilities Significant Activity in the Selwyn Community Plan. Because of the diversity of the services included in the plan, a separate section covering each service area has been developed. These sections incorporate all information relevant to the specific service area and have a common heading structure that is generally consistent with layouts and disclosure requirements suggested by the National Asset Management Steering Group (NAMS).

In addition the plan includes "generic" sections that cover information pertinent to all service areas and also provide aggregation of information to levels consistent with Local Government Act 2002, Schedule 10 requirements and to enable easy extraction of material for inclusion in the Selwyn Long Term Plan. Recreation Reserves and Community Centres and Halls activities are broken down further to provide information at a level that is useful for the individual committees that have responsibility for the day to day management of these assets.

The following diagram describes the structure of this plan:

Section 1	Introduction	Outlines plan scope, objectives, strategic linkages and the level of AM Planning.
Section 2	Activity Overview	Overview of the Community Services Activity including goals, objectives and negative effects.
Section 3	Levels of Service	Overview of current and future levels of service, service drivers, stakeholders and linkage to community outcomes.
Section 4	Managing Growth	Key factors influencing growth and demand, strategy to manage demand and how the cost of growth will be met.
Section 5	Asset Management	Overview of Asset Management, covering Asset lifecycle activities; how services are delivered; cost forecasts and level of confidence in asset data/information.
Section 6	Risk Management	Description of the risk management process; emergency response planning; insurance and earthquake issues.
Sections 7-16	Service Area Plans	Individual plans for each service area with specific information on levels of service and asset performance demand and asset capacity; description of assets, management approach, detailed financial forecast, risk management and sustainability initiatives.
Section 17	Sustainability	Identifies potential effects on cultural, social, economic and natural environments, and how management of the infrastructure will contribute to sustaining these.
Section 18	Financial Summary	Summary of ten year financial forecasts, explanatory notes: assumptions, uncertainties and their potential effect
Section 19	AM Practices	Detailed descriptions of current AM processes, information systems and data used for decision making
Section 20	Plan Implementation and Improvement	Lists progress toward improving the performance of asset management; evaluates current practice; provides descriptions and a timetable for further improvements.

Figure 1-2: AM Plan Structure

1.3 Strategic Framework

This Activity Management Plan is essentially developed to provide linkage between the strategic direction that Council desires to achieve (as defined in strategic plans) and the delivery of services. The Activity Management Plan is a tactical plan that enables alignment of operational delivery with Council's strategic objectives. It also shows how the delivery of services will contribute to meeting the community outcomes identified in the LTP. AcM plans are a key component of the Council planning process, linking with the following plans and documents:

Long Term Plan (LTP): Prepared in accordance with the Local Government Act (2002) to cover a period of at least ten years. This plan contains key information about the Council's activities, assets, level of service and cost of providing services. It sets out the Council's funding and financial policies and also a financial forecast for the years covered by the plan. This AcM Plan provides key inputs to the LTP.

Annual Plan: Complements the LTP in the years between updates by reporting on variances. This is a detailed action plan outlining Council's projects and finances for each particular year.

Funding Policies: These policies state how future expenditure needs will be funded. Key policies are summarised in the LTP.

Strategies: Plans that set the strategic directions for Council and include:
- Physical Activity Strategy
- Open Spaces Strategy
- Community Development Strategy
- Economic Development Strategy
- Walking and Cycling Strategy
- Greater Christchurch Urban Development Strategy
- Selwyn 2031(District Wide Strategy)
- Gravel Management Strategy
- Aquatic Facilities Plan
- Community Centres and Halls Strategic Plan
- Eastern Selwyn Community Spaces Plan
- Ellesmere and Malvern Area Plans

District Plan and Natural Resources Regional Plan: Set out the Council's and Environment Canterbury's interpretation of the Resource Management Act 1991. Objectives, polices and rules are aimed at providing good environmental outcomes and have implications for service standards to be delivered.

Structure Plans: These are non-statutory plans prepared for growth townships to provide direction on future land uses, utility infrastructure requirements and community infrastructure needs.

Other tactical plans: Includes Reserve Management Plans prepared under the Reserves Act 1977 that set out management, control and future development at a site specific level.

Contracts and service level agreements: The service levels, strategies and information requirements contained in AcM plans are translated into contract specifications and reporting requirements.

Bylaws, standards and policies: These tools provide guidance for service standards to be delivered and are needed to support AM tactics.

The Figure below depicts the relationship between the various processes and levels of planning within the Council, required to support achievement of identified community outcomes.
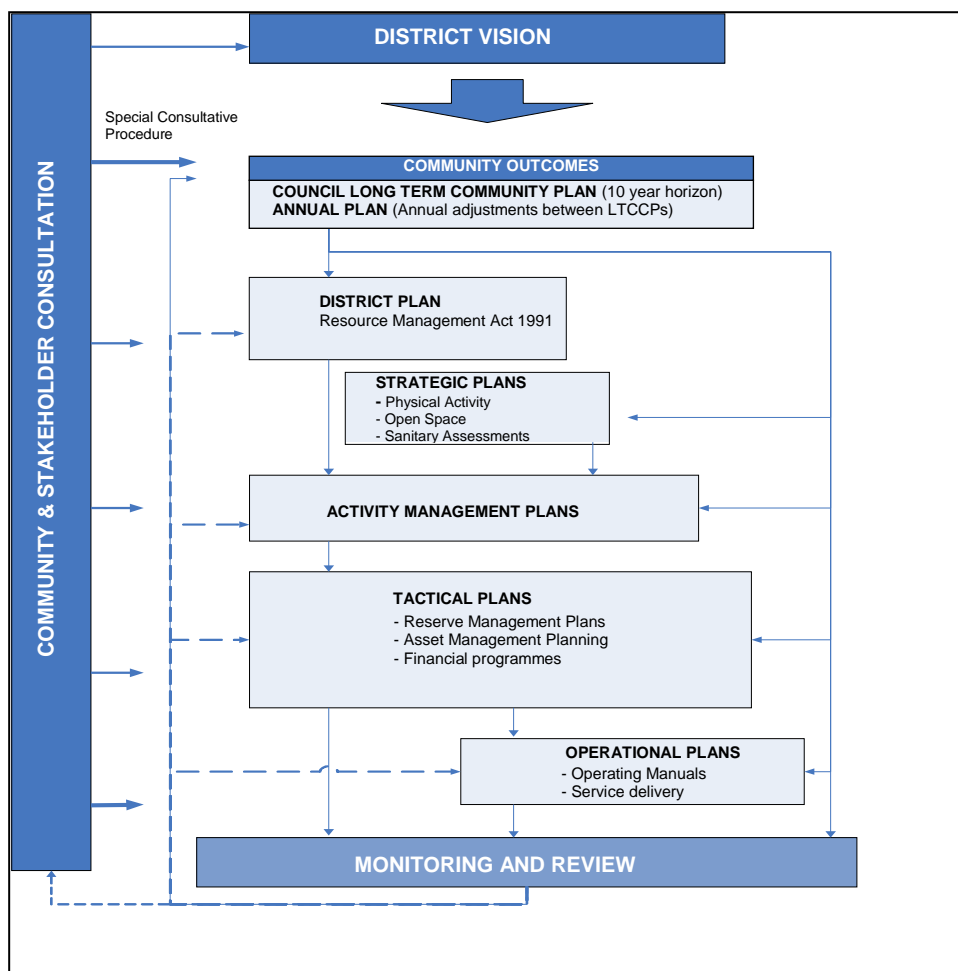

Figure 1-3: Corporate Links to AM Plans

1.4 Plan Level of Sophistication

1.4.1 Introduction and Methodology

The development of Asset or Activity Management Plans in SDC is a continuous improvement process, and is summarised in the table below.

Operative Dates	Asset or Activity Management Plan Coverage
Pre-1996	No formal AcMP document; Compliance with LGA by means of AMPs outlined by LGA Amendment
1999 -2003	Individual AcMPs for Reserves, Public Toilets, Community Centres and Halls, Cemeteries and Swimming Pools
2009-2019	Previous AcMPs combined and additional asset groups added to form a single document
2012-2022	2009 AcMP revised
2015-2025	2012 AcMP revised
2018-2028	2015 AcMP revised

Table 1-1: Plan History

A report was commissioned in 2017 to undertake a review of Council's Asset Management Policy and confirm appropriate levels of asset management practice for Council activities. A synopsis of this report is presented in this section to explain the level of sophistication adopted for the Community Facilities Activity.

1.4.2 Definitions

For the purposes of the policy, three levels of asset management practice are defined as follows:

'Core' Asset Management - Asset management which relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment and defined levels of service, in order to establish a long-term cash flow projection.

'Intermediate' Asset Management - 'Intermediate' asset management practice is undertaken at a level between 'Core' and 'Advanced' practice. The focus is to build on the basic technical asset management planning of 'Core' practice by introducing improved maintenance management and more advanced asset management techniques (as appropriate). Further use is made of risk management, asset lifecycle management, and service standard optimisation techniques.

'Advanced' Asset Management - Asset management which employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long term cash flow predictions.

1.4.3 Purpose of the Detailed Factor Assessment for Asset Management Practice

Assessment against a variety of factors has been used as the primary methodology to determine an appropriate level of asset management practice for Community Facilities. This follows on from an initial screening assessment undertaken in 2008.

The application of the factors defines whether asset management practice should be **higher** (i.e. tending towards 'Advanced' practice), **same** (as the initial screening assessment), or **lower** (i.e. tending toward 'Core' practice).

Indications from the OAG are that Core is the minimum acceptable level for Infrastructure Asset Management of public services in New Zealand.

1.4.4 AM Maturity

The Appropriate Level of Asset Management is defined by district and organisational factors, while AM maturity is based around an assessment of the sophistication of the asset management process required for each activity.

Section 1.4.2 in the IIMM introduces the Asset Management Maturity Index. The AM Maturity index is a tool that organisations can use to determine the sophistication of asset management requirements, lifecycle planning and asset management enablers, rather than asset management overall.

As part of the NZ Treasury Investment Confidence Rating, the NZ Treasury developed an Asset Management Maturity methodology to help agencies and their professional advisors identify current and appropriate (or target) levels of asset management practice.

> *"Asset management maturity is the extent the maturity of the organisation's asset management practices are able to meet the current and future needs of the organisation and is a lead indicator of future performance."* (NZ Treasury)

Merging the IIMM AM Maturity index and expectations with the Treasury AM Maturity methodology provides a useful tool to assess current and target AM Maturity levels. The target results of the AM Maturity assessment have been included with the Appropriate Asset Management Level.

Assessment of the organisations achievement against the AM Maturity index targets is a detailed process undertaken separately.

1.4.5 Asset Management Policy Statement

The Selwyn District Council Asset Management Policy Statement for the Community Facilities Activity is outlined below. It is intended that this Policy Statement be added to the introduction of the Activity Management Plan, to set the direction of the Community Facilities Asset Management process.

1.4.6 Objective of the Community Facilities Asset Management Policy

The objective of the Selwyn District Council's Asset Management Policy for the Community Facilities Activity is to ensure service delivery is optimised to deliver the purpose of local government (as defined in the Local Government Act 2002), agreed community outcomes and levels of service, manage related risks, and optimise expenditure over the entire life cycle of the service delivery, using appropriate assets and non-asset solutions as required.

The Asset Management Policy requires that the management of assets be in a systematic process to guide planning, acquisition, operation and maintenance, renewal and disposal of the required assets.

Delivery of service is required to be sustainable in the long term and deliver on Council's economic, environmental, social, and cultural objectives.

This Asset Management Policy sets the appropriate level of asset management practice for Council's Community Facilities Activity.

1.4.7 Asset Management Policy Principles

The following principles will be used by Council to guide asset management planning and decision making:
- Effective consultation to determine appropriate Levels of Service.
- Ensuring service delivery needs form the basis of activity management.
- Effective consultation will be used to determine appropriate Levels of Service.
- Plans will reflect the strategy of Council and drive its operations.
- Ensuring transparent and accountable activity management decision making.
- Council will be aware of the need to invest in activity management in order to continue delivering services effectively.
- Ensuring the integration of activity management within Council's strategic, tactical and operational planning frameworks.
- Activity management will be integrated with other planning including the integration of activity management with corporate, financial, business and budgetary planning using activity management plans and summarised in Council's LTP.

- Informed decision making taking a lifecycle management and inter-generational approach to activity planning.
- Whole-of-life costs will be considered before initiating any major works, significant renewals of assets and the introduction of new activities.
- Ensuring the use of appropriate decision making tools and criteria on a whole of network or individual project basis including as appropriate the use of lifecycle benefit and cost analysis, risks to assets, business case development, optimised decision making and multi-criteria analysis.
- Sustainability will be integrated into all aspects of AMP development. Sustainable management will be focused on providing for present needs whilst sustaining resources for future generations.
- The implications of changes in demand and the potential to manage demand will be taken into account as far as resources allow.
- Structure planning providing input and direction and taking account of the Community Outcomes.
- Reporting on assets and asset management performance as appropriate for management, benchmarking and mandatory reporting requirements.
- Consideration will be given to what is the most useful data, including type, quality, frequency, that needs to be collected to form plans and demonstrate achievement of levels of service.
- Council's Procurement Policies will be followed.
- Integration with neighbouring authorities and other agencies.
- Co-ordination with external network utilities.

1.4.8   Policy Linkages to Other Plans

This Asset Management Policy links to:
- Council's LTP
- The Community facilities Activity Management Plan
- The Water and Sanitary Services assessment
- The Council's Reserve Management Plans
- The Financial Strategy and funding Policies
- The Infrastructure Strategy
- The District Plan

1.4.9   Structured Assessment of Asset Management Practice

Council has undertaken a structured assessment of the appropriate level of asset management practice for the Community Buildings & Facilities assets. This structured assessment follows the guidance provided in Section 2.1 of the International Infrastructure Management Manual (2011) and Table 2.1.2 International Infrastructure Management Manual (2015). The results of this assessment are shown in Table 1-2 below.

Criteria	Assessment	Commentary
Population	Core	The initial population risk screen using urban areas, all township populations, and total district population showed that asset management practice should be Core.
District Wide Risks	Intermediate	Based on the identified district wide risk factors, the suggested level of appropriate asset management practice for Selwyn District Council is 'Intermediate'.
Costs and Benefits	40% of budget	The Community Facility budgets for operations and capital have grown over time to become the largest areas of expenditure for Council. Securing funding along with the scoping and timing of projects represent areas of higher risk for Council. Operations are more straight-forward and moderate in terms of Council expenditure and funds for small facilities are often limited. This contrasts with the large capital projects being implemented elsewhere in the district.
Legislative Requirements	Meet minimum	Selwyn District Council policy is to meet minimum legislative requirements, especially for playgrounds and pools.
Size, Condition, Complexity of Assets	Normal +	A varied approach is required given the range of assets involved, the portfolio of assets is becoming more sophisticated over time. The complexity of the management approach for Community Services means AM needs to be robust and convincing to ensure committees understand and effect appropriate lifecycle management.
Risks Associated with Failures	Lower	Overall risks associated with asset failure have been assessed to be low with the exception of playgrounds, pools and public toilets which have higher associated risks.
Organisational Skills and Resources	Normal + Increasing	Selwyn District Council is a medium sized local authority. Council uses a mix of its own staff and external resources (where appropriate) to deliver levels of service and achieve associated planning and programmes. Council's approach is to increase and manage resources and develop the skill base to meet the changing demands of the district. This approach places Selwyn District in the 'Intermediate' range of asset management practice
Customer Expectations	Medium to High (varied across the district)	Council has developed and maintained assets to a good standard and the impacts of new residents bringing 'city values' to townships and rural residential areas is evident. The District has a range of community assets that are of a high standard and the community is justifiably proud of them, and has high expectations of the development and maintenance. Overall customer expectations are judged to be medium to high. This suggests a requirement for well-developed asset management practice to consistently meet community expectations in the long term.
Sustainability	Corporate Policy to be developed	Council is still in the process of developing its corporate sustainability policies. This will include incorporating legislative changes and any national or regional policies or plans. Any impact of these on asset management practice will be incorporated into the next review of Asset Management Policies.
Final AM Level	Core	**Analysis of factors suggests that asset management practice at a Core level is sufficient.** While a higher level of AM may be desirable, it is unlikely that a more sophisticated approach could be affected across the range of assets and governance/management structures involved.
AM Maturity Assessment	Core	The maturity targeted should be Core Practice with emphasis in the 'Understanding the Requirements' area.

Table 1-2: Community Facilities Factor

1.4.10 Implementation and Review of Policy

This Asset Management Policy was originally developed in conjunction with the 2011 Asset Management Plan and 2012-22 LTP. The policy position was subsequently reviewed in 2013 and again in 2017 to ensure its ongoing suitability.

A report entitled "Selecting the Appropriate Level of Asset Management Policy Review and Update" was presented to Council at the meeting of 9 August 2017. The objective of the report was to confirm the appropriate level of asset management planning for development of the 2018 Activity Management Plans leading into the preparation of the 2018-28 - Long Term Plan. The following resolution was adopted by Council:

That the Council approves:

*(a) The recommendation to leave the Appropriate Levels of Asset Management previously adopted as:
Land Transport Intermediate Utilities (Five Waters) Intermediate* **Community Facilities Core**
Solid Waste Core.

This Asset Management Policy will be implemented in conjunction with the 2018 Asset Management Plans and 2018 LTP.

The next full review of this Asset Management Policy shall be completed in June 2020 (3 years) prior to completing activity plan updates to support the 2021 LTP.

1.4.11 Asset Management Plan Revision, Improvement and Implementation

This version of the Plan is based on a revision of the 2015 document. The review has comprised:

- An assessment of the Plan's structure and coverage against a comprehensive list of component requirements for AMPs;
- An analysis of the need for, and importance of each component, in relation to the specific AMP Policy Statement of Selwyn District Council;
- Identification of the specific areas of the plan which need to be improved to meet that policy;
- Short-term (current plan revision) and longer-term (improvement plan) activities that will enable those areas to be progressively improved;
- Those areas which are to be addressed in the improvement plan are identified in the text of the revised AMP and collated with full details into Chapter 20, where the priorities, estimated timeframes and costs are also detailed. Tasks are denoted by "IP: [yy] year identified – [nn] heading number [nn] item number, followed by a brief description;
- An asset management maturity assessment process has been undertaken on a "self-assessment" basis and reviewed by an independent consultant (AECOM Ltd) using the OAG tool. This included an assessment of the current plan (2015 Version) to determine the current level of maturity. The review included: a report setting out the target level of achievement expected for each aspect of AM planning; assessment of the self-assessment score; suggested actions required to close the gap between the current score and the target.
- Actions identified through the maturity assessment and review process have been incorporated into the Improvement Plan.

It is considered that this planning process, properly executed, gives SDC sufficient confidence to incorporate the AcMP's statements and projections in Council's next 10 year Long-term Plan without a need to have a full peer review of the AcMP. The outcome of the independent review of asset management maturity is presented in Figure 1-4 below:
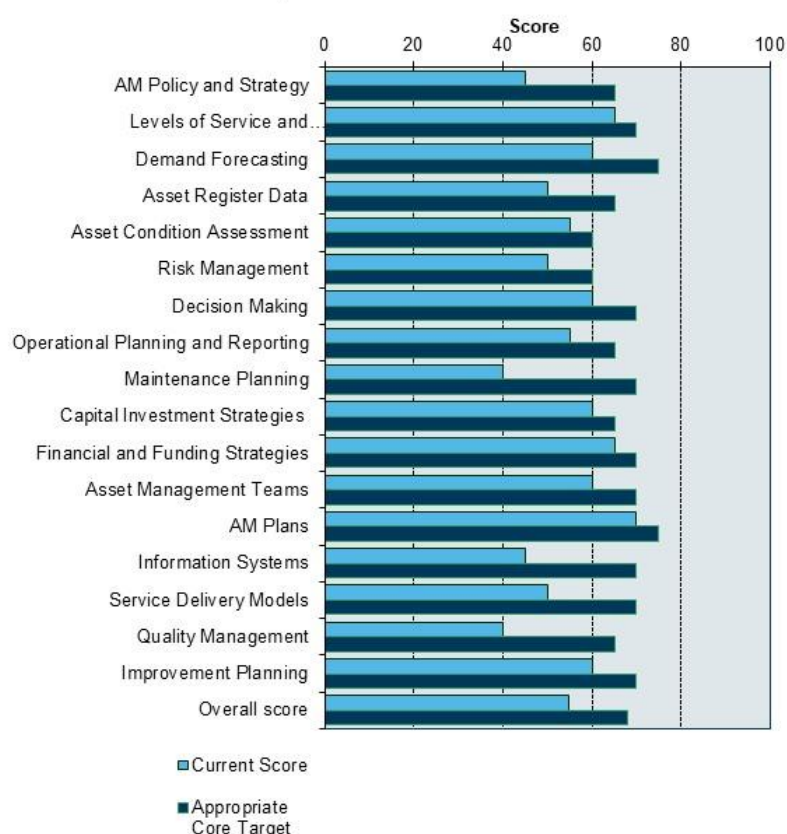
Community Facilities Overall Results

Figure 1-4: AM Maturity Assessment Result

The 2015 Improvement Plan remains under action at the time of updating the AcM Plan for 2018.

As well as a general and thorough update of the data and commentary presented, there are some changes to the content of this Plan revision. Emphasis has been given to:

- Revising the Gravel Reserves, Forestry and Rental Housing sections to encompass the change of strategic direction by Council for these activities;
- A comprehensive review and expansion of the Risk Management Section to integrate the Corporate Risk Management Policy;
- A review of the Levels of Service Sections to incorporate information from focus groups and the Residents' Survey and revised performance measures with a focus on key facilities;
- A major update of the Growth and Demand Section to reflect the revised growth model, settlement planning for Greater Christchurch and demographic work commissioned by Council;
- Extension of Council's Sustainability direction. In addition to the 2015 treatment of sustainability for the natural environment, this update includes rationale and directions for the contribution of the infrastructure to sustaining Selwyn District's Social, Cultural and Economic well-being. These link to the specific initiatives described in the chapters covering management of each asset group;
- Revision of the "Protecting the Environment" section to provide more updated and relevant information;
- Integration of information from recently developed strategic level documents including the Lincoln and Rolleston Town Centre Master Plans, the Ellesmere and Malvern Area Plans (2016) the Eastern Selwyn Community Spaces Plan (2016) and the Aquatic Facilities Plan (under review in 2017). Strategic directions from these plans have been used to guide programme development incorporated into the 2018 AcM Plan.

1.4.12 Resourcing of Asset Management Programmes

To be effective, Asset management programmes must be adequately resourced and therefore require on-going budget to deliver identified improvements and keep plans and processes current with evolving practice. For asset management to be successful in Selwyn District there must be a commitment recognised across the organisation. This commitment must translate into budget, human resources, and management accountability.

To this end Council has invested in:

- Establishment of a core 'cross-organisation' team to focus on the preparation of the 2018-28 Long Term Plan and Activity Management Planning;
- Development of an asset management system (AMS);
- A major project to improve data within AMS and integration with other systems (FAR);
- Funding to capture in the field to improve data integrity and accuracy;
- On-going funding to enable resources to be brought in for development and updating of AM Plans;
- Additional in-house resources to support AM planning for Community Facilities.

1.4.13 Comparing Asset Management Practice

Selwyn District Council participates in a national benchmarking process for parks called *Yardstick*. This enables comparative assessment on the way park services are planned and delivered across a number of local authorities. An 'Overall Best Practice' score is derived from the best practice assessment and is a measure of how well each organisation is performing in terms of operational excellence, infrastructure management, strategic planning, environmental sustainability and community engagement. The graph below indicating the 2017 results shows that Selwyn District Council is performing very well.

Figure 1-5: Yardstick Best Practice Score

COMMUNITY CENTRE
LIBRARY

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2 Community Facilities Activity

2.1 Activity Description

The Community Facilities Activity encompasses a diverse range of Council services aimed at providing recreation, leisure and community facilities as well as supporting the accommodation needs of other Council services. In addition, this activity includes services that contribute to the amenity of both rural and urban environments. Overall these services are aimed at making Selwyn District a great place in which to live, work and play.

The Community Facilities Activity reflects Council's contribution to the enhancement of mainly social benefits for the district community and its role as a key service provider of recreation and leisure opportunities. The activity is also a major contributor to the environmental quality of the district's townships and rural landscapes and helps to support businesses by providing community facilities and recreational areas that encourage visitors to the district. These services and facilities focus on what people have indicated is important to them and valued by them:

- Building strong, safe communities
- Supporting local economic prosperity
- Enhancing the natural environment and landscape
- Enabling residents to live healthy and active lives

To achieve this, Council works with the community to plan and provide:

- Community centres and halls throughout the District which provide a social hub for communities and venues for a variety of recreational, cultural, social and educational activities.
- Recreation reserves, parks and domains which provide open spaces for a wide range of sports and recreation activities.
- Open spaces and conservation areas which provide environmental protection of riverbanks and lake margins, and give recreational access to rivers, lakes and natural areas.
- Neighbourhood reserves, playgrounds, passive reserves and green connections in townships that provide for casual recreation and walking/cycling links as well as providing visual relief in urban environments.
- Council buildings and property, which provide facilities for libraries, community health and social services, community information hubs and Council operations.
- Toilet facilities throughout the District which cater for local community, traveller, tourist and rural recreation needs.
- Cemetery facilities for celebrating and remembering the lives of friends and family.
- Forestry plantations, for the purpose of sustainable land management and to generate a financial return on other wise redundant land.
- Gravel reserves to support the District's road network and for restoration to alternative uses.
- An indoor aquatic complex and a network of community swimming pools, which provide recreation, health and social opportunities for residents and visitors.

2.2 Activity Goal and Objectives

The primary goal for this activity is:

"To provide community, cultural and recreational facilities that enhance the health and wellbeing of the district's communities and improve the overall quality of life for residents, and, to effectively manage Council's property portfolio".

The key objectives for this activity are to:

- Provide places for social interaction, cultural and leisure activities.
- Provide facilities and services that help residents to live healthy and active lives.
- Promote community connectivity to build strong and safe communities.
- Meet accommodation needs of Council activities and provide assets and services that support the delivery of Council activities.
- Provide areas of public open space for sports and recreation activities to improve physical wellbeing.
- Create visual amenity, conserve and enhance natural environments and landscapes.
- Support local business prosperity by encouraging visitors and businesses to the district.
- Meet the burial and remembrance needs of the district.
- Provide facilities that contribute to the protection of public health.
- Manage resources and use of Council land in a sustainable way.
- Provide a balance between developed urban space and green spaces and define the unique identity of townships.
- Enhance the image of the district as an attractive and pleasant place to live.
- Preserve historic sites and features.
- Working in partnership with Tangata whenua to express Kaitiakitanga through applying Ngai Tahu values and policies to the management and provision of open space (land and water).
- Foster stewardship and community participation in the management and provision of services.
- Deliver services that are affordable to district communities.

2.3 Summary of Issues Affecting Community Facilities Activity

This section summarises:

· The key issues, challenges and drivers that influence the strategic direction of the activity.
· Key aspects carried through from the 2015-2025 Selwyn Community Plan.
· Key initiatives to achieve sustainable development.

2.3.1 Key Issues and Drivers

There are a number of key issues identified that will impact on the direction of the Community Facilities Activity over the ten year planning horizon and beyond. These can be categorised from a global, national, regional and local perspective as shown in the diagram below.

Global	National	Regional	Local
Council/Community Ability to Influence			
Lower ⟵ – – – – – – – – – – – – – – – ⟶ Higher			

The following table sets out the issues, the impact on this activity and the response outlined in this Activity Management Plan. The table also indicates strategic issues that were identified in the 2015-25 LTP and the 2015 version of the Community Facilities Activity Management Plan that remain relevant and will continue to influence the direction of this activity.

Issue	From 2015 LTP	Impact	Response	Relevant Plan Section
Local				
Growth Rate: One of the highest population growth rates in New Zealand, with associated high resource needs	✔	Continued pressure for provision of community facilities to meet demand. Accelerated growth in Selwyn as a result of the earthquakes and on-going effects.	Revised growth model used as a basis for defining future community facility asset and service provision and timing. Selwyn 2031, Area Plans and Structure Plans provide a basis for direction on future requirements.	Section 4 & Growth Parts of Sections 7-16
Funding Provision of New Community Facilities: There is demand to provide new or expanded facilities including Rolleston Library, indoor community space/courts in Rolleston, new community & recreation centres in West Melton, Dunsandel and Prebbleton & land for sports parks	✔	Capability of Council to fund these facilities within a constrained fiscal environment and with less flexibility around development contribution funding.	Develop sustainable funding approach (intergenerational) for these facilities including exploring commercial partnership opportunities. Potential to invest some Izone and/or SICON dividends to be explored to reduce rating impact.	Sections 7, 10, 11, 12 & 13
Increasing Asset Base: The asset base and complexity is incrementally increasing placing demands on management requirements & operating costs.	✔	Impact of the proposed new facilities & Foster Recreation Park and other planned sports hubs in terms of management & cost implications. Increase in streetscape and local reserve assets generated through land development has a direct increase in operational costs.	Implement more sophisticated management systems. Provide sustainable financial plans for new assets. Ensure capital investment decision-making includes Opex estimates Maintain asset data to ensure annual funding impact is appropriately forecast and managed. Review provision levels where these are identified as excessive. Consider non-replacement of assets where they are no longer required.	All sections
Funding of Structure Plan Initiatives: Structure plans or similar documents have been prepared for a number townships**.	✔	The plans make reference to provision of community facilities with public expectations that they will be provided.	Identification of indicative costs and timing of community facilities in financial plans. Develop sustainable funding approach (intergenerational) for these facilities.	Sections 7-11

Issue	From 2015 LTP	Impact	Response	Relevant Plan Section
Changing Communities: Diverse and rapidly changing communities of interest, with changing expectations for levels of service	✔	Demand for increased levels of service particularly as townships become more urbanised. Higher standards for assets vested from subdivision. Increases in revenue requirement.	Improved consultation to ensure ratepayers make informed choices based on personal financial impact. Guide provision via Engineering Code of Practice.	Sections 7-12
Changing Demographics and Changes in Demand Preferences for Recreation and Services: The population is generally ageing but there are higher numbers of young people in growth towns and trends in recreation demand and community requirements are changing.	✔	Changes in recreation and leisure demands and the need to provide a range of facilities that meet changing needs. A more diverse community requires Council to consider how to meet the needs of an expanding range of cultural celebrations and events, and, religious requirements of cemetery operations.	Provide additional land to meet active recreation needs. Develop a network of reserves that balances both active and passive needs as well as providing opportunities for walking and other informal recreation activities. Build flexibility into future provision plans to ensure facilities can be easily adapted for changing needs. Actively monitor recreation trends in demand and maintain professional sub regional networks to ensure facilities and services are flexible, appropriate, and well managed, and, planning is timely and appropriate. Set aside funding and support for an 'Activation Fund' to ensure the community are enabled to activate their community spaces. Develop a cemetery strategy that evaluates and provides for future needs.	Sections 7-12
Biodiversity Preservation: The nation's biodiversity is in a fragile state and there is a need to take action to preserve and enhance it.	✔	Continued loss and degradation of the district's bio-diversity and natural areas.	Take opportunities to preserve important ecosystems via land acquisition in subdivisions & along waterways. Implement indigenous plant restoration programmes on Council land Implement specific actions identified in the Open Spaces Strategy	Sections 7, 8 & 17
Voluntary Management Committee Sustainability: Decline in volunteerism and increasing complexity of management responsibilities especially around matters such as health and safety.	✔	Disparity in the resources and capabilities available to various committees. Assets may not be managed to the required standard with associated risk to Council. Shift of work from volunteers to contractors needs extra funding. Volunteers feel unsupported.	Review of management committee structure with likelihood of some rationalisation. SDC resources to support committee sustainability. Compliance work to be managed via SDC. Review cost and funding structures. Where volunteers groups are operating recognise, reward, and support in accordance with Council policies.	Sections 7, 11 & 12
Sports & Recreation Park Maintenance/Management: Currently have a variety of approaches across the district with varying levels of service and costs.	✔	Cost in some areas is very high and quality inconsistent. Inconsistent approach makes it difficult for sports clubs/users. New hub parks will require efficient service. Sport allocation across the network is not always appropriate to asset capability and utility services provided.	Undertake review of management and maintenance approach with a view to introducing new model and comprehensive maintenance contract for some areas (e.g. Eastern Selwyn). Address through the development of a Sport and Recreation Plan.	Section 7
Reserves & Property Contracts: Reserves contract is to be re-tendered in 2020 and a facilities management contract is being considered for property assets.	✔	Uncertainty of future costs for reserves contract. Additional costs for work currently not covered for property assets. Potential for economies of scale.	Review of reserves contract and procurement process to be undertaken. Full schedule of property assets, work type, & costs to be prepared.	Sections 7-14

Issue	From 2015 LTP	Impact	Response	Relevant Plan Section
Sustainability of Funding Mechanisms: The targeted rate approach limits funding availability particularly in smaller communities & is unfair to those that are located on the periphery of growth areas.	✔	Targeted rates may not generate sufficient funds to undertake required renewals and improvements. Difficulty in applying a strategic approach to asset management of facilities. Funding inequity.	Adoption of a uniform rating approach (district wide rating) for community centres/halls and recreation reserves and asset maintenance from 2018/19. Implement actions identified in the Community Centres & Halls Strategic Plan. Consider what non-asset solutions are available.	Sections 7, 11 & 12
Balancing Usage Trends: There is inconsistent use of assets and facilities which is exacerbated by the fragmented management approach via committees.	✔	Some facilities are under-utilised while others have a high level of usage.	Use and operation of key facilities to be managed directly by Council. Review facility/reserve management models. Provide a flexible resource to help activate usage. Implement a centralised booking system for halls.	Sections 7, 11 & 12
Asset System Implementation: Xivic asset management system is currently being implemented for reserves & property assets.	✔	Key improvement initiative that will impact on business processes.	Provision of funding and resources to support the system and undertake continued improvements. Put in place business processes and undertake training to ensure data is maintained.	Sections 19 & 20
Comprehensive Asset Valuation: It is planned to undertake a full valuation of all property and reserves assets which has not been carried out previously.	✔	Will provide a full schedule of asset values to meet IAS 16 requirements. Better understanding of future renewal programme requirements.	Provision of funding to undertake valuation. Ensure data in the Xivic asset management system is actively developed and maintained through ensuring both resourcing and service delivery is appropriate.	Sections 19 & 20
Rolleston and Lincoln Town Centre Master Plan Implementation: These plans have a number of project components affecting Community Facilities.	✔	Funding developments. Resourcing to enable the plans to be implemented. Opportunities for creating integrated community spaces.	Build in projects and funding plans ensuring these are affordable. Look for project partners where suitable. Put in place a dedicated project team to guide implementation of these plans. Apply the principles of place making to both the implementation and operation of the spaces created.	Sections 7, 8, 11, 13
Rolleston Community Facilities Provision: High demand for range of facilities to meet growth and address capacity issues.	✔	Existing facilities are over-subscribed. New facilities required – courts, community space. Expansion of Selwyn Aquatic Centre.	Build a new library for Rolleston and convert the existing library space to community use. Consider future use of Rolleston Community Centre. Build new sports courts at Foster Recreation Park. Work with Rolleston High School for shared community access to facilities. Review Aquatic Strategy and prioritise outcomes into the 2018 LTP. Commence development of the 'Large Scale Park' to provide for a range of sport and recreation activities. Address through the development of a Sport and Recreation Plan.	Sections 7, 11, 13
Open Spaces Strategy Impacts: The strategy incorporates an implementation programme for acquisitions and development.	✔	Funding for initiatives identified in the strategy. Provision of space for sport and recreation activities marginalised by urban sprawl.	Develop funding plans and include information on key projects in the LTP for consultation. Consider partnerships with other neighbouring TLAs or agencies that have land e.g. Lincoln University. Continue to work with ECan on development opportunities in the Waimakariri River Regional Park. Address through the development of a Sport and Recreation Plan.	Section 7 & 8

Issue	From 2015 LTP	Impact	Response	Relevant Plan Section
Earthquake Prone Buildings: DEEs indicate that Council has a number of earthquake prone buildings. Some of these have or are planned to have seismic work undertaken.	✔	The need to undertake seismic strengthening of buildings within the specified time frame. Further strengthening work will be required and this will need to be funded.	Continue DEE process to identify earthquake prone buildings. Set aside provisional budgets for seismic strengthening.	Sections 11 & 13
Insurance Cover for Natural Disasters: Cover for community facilities have been secured but includes deductions for natural disaster events based on the age of the asset	✔	Cost of meeting deductions in the event of a natural disaster especially if multiple assets are damaged.	Sum insured is $255.6 million for material damage. Limit risk of damage by following new building code requirements, obtaining geo-tech reports & moving facilities away from susceptible sites.	Section 6
Manage Investment Properties and Land: Manage Council's property portfolio to maximise economic and community benefits.	✔	Potential to improve cash flow and funding.	Continue with surplus land disposal process. Implement the Commercial Property Strategy and enlist appropriate expertise.	Section 13
Building Age, Condition and Quality: A number of the existing Council buildings are ageing with condition deteriorating.	✔	Potential for high costs to renew or upgrade. Poor quality leads to lower use and buildings not fit for purpose.	Prepare comprehensive renewal plans for facilities. Rationalisation of provision – disposal or alternative uses. Continue upgrading programme for facilities where supported by demand and community desire. Apply the principles of place making to the both implementation and operation of the spaces included in this programme.	Section 11, 12, 13 &14
Implementation of Gravel Management Strategy: The Gravel Management Strategy was adopted by Council in 2014 and has set a new course for the future management of these sites.	✔	Council will incrementally withdraw from direct involvement in the gravel supply market. Future management of Council owned resources. Future gravel supply for the road maintenance contract.	Continue with approach to management of sites and resources (potential leasing/partnership). Road Maintenance Contract has been revised to ensure gravel supply secured from alternative sources.	Section 15
Health and Safety at Work (Mining Operations and Quarrying Operations) Regulations 2016: These regulations require Council to ensure a safe environment is provided for workers and the public.		Council needs to undertake health and safety remediation at all operating gravel pits to ensure compliance with this legislation.	Obtain professional advice on requirements at individual sites. Continue with site remediation programmes.	Section 15
Implementation of Aquatic Facility Strategy (Reviewed 2017): The strategy was reviewed and adopted as a draft for consultation in 2017. The review takes account of community and legislative changes since its initial adoption and sets a new course for the development and operation of these assets.		The role and level of investment of Council has changed since the original strategy was developed, particularly in respect to community pools. The plan also addresses the impacts of population growth, a changing demographic, and moving recreation trends.	Prioritisation of funding requirements and impacts to be addressed through the development of the 2018 LTP. Staffing needs to be addressed through the same work. Apply the principles of place making to the both implementation and operation of the spaces created.	Section 12
Health and Safety Compliance at Community Pools: Changes to health and safety legislation have focused attention on risks at community pools. A health and safety audit undertaken in 2016 identified a high level of non-compliance.		Council needs to ensure that health and safety risks at its community pools are minimised and good practice is put in place to provide safe environments for pool users.	Programme implemented to address health and safety risks. Regular health and safety audits undertaken and actions followed up. Provision of further lifeguard supervision. Consider closure of pool where the risk cannot be adequately mitigated and committees are no longer willing to support operation of the pools.	Section 12

Issue	From 2015 LTP	Impact	Response	Relevant Plan Section
Lack of Sites for Adventure Recreation: The Open Spaces Strategy has identified the need to provide "adventure parks" and space for activities that require larger areas of land.	✔	Need to provide for a wider range of recreational activities as demand increases.	Commence first stages of development of the 'Large Scale Park' over the next 10 years. Work with other agencies such as ECan to provide space and facilities for activities e.g. The Willows development. Continue to develop areas for informal recreation e.g. Reids Pit. Address through the development of a Sport and Recreation Plan.	Section 7
Forestry Operations are not Sustainable: A significant portion of SDC forests have been lost due to wind storms and the risk is too high to continue with this activity but Council will be liable for carbon unit payments if land remains deforested.	✔	Forestry operations on the plains are proving to be unsustainable. The primary reason for Council involvement was to manage land that would otherwise be unproductive but the cost is no longer viable. Deforestation will incur significant carbon unit liabilities.	Look for the most expedient and lowest cost option to withdraw from forestry operations. Look for alternative uses of land such as grazing or native re-vegetation where appropriate. Consider sale of land and forests.	
Regional				
Natural Resources Regional Plan: The plan requires resource consents for many activities and is now fully operative.	✔	Consenting requirements for various activities including effluent discharges and new cemetery provision.	Incorporate budgets for resource consent applications and condition monitoring.	Sections 7-17
Earthquake Impact on Growth & Demand: The Canterbury earthquakes have caused a redistribution of housing in the region and impact on demand for sports & recreation facilities.	✔	Increased pressure for provision of sport and recreation facilities at a faster rate. The effects need to be understood on a regional basis.	Follow guidance of Recovery Plan for Sport and Recreation – People, Places and Spaces Plan for Greater Christchurch. Contribute to Sports Leadership Group to gain an understanding of other provider's programmes.	Sections 4, 7, 11 & 12
Growing tourism sector and increasing demand for facilities and services: Christchurch International Airport is growing as a key port of entry/exit for international tourists with the intent that visitors travel more widely in the South Island.		Sites approved for freedom camping are overcrowded and sustaining increasing operational costs to maintain and service them. Public toilet facilities on main arterial roads are both undersupplied, and, operational costs are also increasing exponentially.	Develop a strategy aimed at establishing Selwyn's position in this market; that also plans and provides for facilities that are appropriately located and sustainable for the community to service financially; and that fits with the regional proposition. Seek funding support through central government funding pools.	Sections 3, 4, 7, 10
National				
Legislation & Standards: Health & Safety in the Workplace Act (2016) has changed the dynamic for Council and particularly with the delegation of management to voluntary committees.	✔	Health & Safety implications for Committees of Council and volunteers & how they work and the need to improve systems & processes.	Targeted training programmes, extension of systems and processes, and provision of appropriate support to assist Committees and volunteers to meet the new requirements.	Sections 5, 7, 8, 11 & 12
Global				

Issue	From 2015 LTP	Impact	Response	Relevant Plan Section
Climate Change: There is a recognised link between human activity and increasing variation to and level of climatic effects.	✔	The potential for hotter temperatures and droughts, strong winds, and heavy rain events, could have detrimental effects on vegetation and lead to increased pest incursion and vegetation damage/loss. Potential for restrictions on water availability	Use of more drought tolerant species. Increase in pest monitoring & eradication programmes. More efficient use of water for irrigation Ensure selection of species, installation, and maintenance of tree and forestry assets is appropriate to the changing environment.	Section 17
Fossil Fuels Reliance: Fossil fuel prices continue to fluctuate and create uncertainty around costs.	✔	Cost implications for operations and maintenance programmes.	Acknowledge cost implications in financial plans. Efficiency requirements built into contracts. Review levels of service.	Section 17
Global Financial Markets: There is continued uncertainty in international financial markets.	✔	Direct impact on projected growth, increased costs of raw (imported) materials and councils debt levels.	Revised growth model for Selwyn. Capex budgets to reflect costs. Guided by SDC Revenue & Financing Policy & Liability Management Policy	Section 18

Table 2-1 Community Facilities Key Issues for Asset Management

2.3.2   Achieving Sustainable Development

The Council has adopted seven key principles for achieving sustainable outcomes (refer Section 15). Under section 14(1) (h) of the Local Government Act 2002 in taking a sustainable development approach, a local authority should take into account:

   i)   the social, economic, and cultural well-being of people and communities; and

   ii)   the need to maintain and enhance the quality of the environment; and

   iii)   the reasonably foreseeable needs of future generations.

The key points of focus in this Activity Management Plan in achieving sustainable development are as follows:

- Meeting anticipated district growth through provision of assets/facilities to sustain an acceptable quality of life to current and future residents.
- Understanding the impact provision of community assets and facilities has on the natural environment and ensuring any negative effects are mitigated.
- Funding growth related projects through a combination of development contributions and loans that reflect a balanced approach to inter-generational equity.
- Planning and funding for asset renewals to ensure continuing service provision.
- Investment in capital projects and initiatives that support economic growth and sustainability for the district.
- Delivering levels of service that provide a balance between affordability and community preferences.
- Expressing sustainability principles in maintenance contracts in the context of procurement, delivery and outcomes.
- Delivering projects and services that maintain social and recreational sustainability for communities.
- Co-ordinating provision of community facilities with other providers to ensure duplication and over supply does not occur.

- Obtaining consents and monitoring conditions to ensure required environmental outcomes are achieved.
- Balancing and prioritising asset and facility provision with long term affordability.
- Obtaining and developing land for reserves that creates opportunities for preserving and enhancing natural environments.
- Ensuring land and property management deliver optimal outcomes for the Council and community and that all dimensions of welfare are considered in a balanced way as part of decision making.
- Providing community assets from a network perspective, creating hubs to consolidate assets and ensuring they are designed in way that enables flexibility as use demands change over time.
- Building sustainable practice and principles into design process and to implement these where clear benefits can be demonstrated.
- Developing and maintaining systems and knowledge that support good decision making.
- Meeting key legislative requirements that support sustainable outcomes including the Resource Management Act 1991 (via District and Regional Plans) and the Local Government Act 2002.
- Ensure ongoing participation in developing public transport options and alternatives to promote community use and enable access to recreation facilities.

2.4　Rationale for Council's Involvement

Local authorities are the only organisations in NZ mandated by law to look after the social, cultural, economic and environmental wellbeing of their residents. Councils are also obligated to consult with their communities to understand what is important to and valued by these communities and to work with other agencies and government departments to make this happen. Planning for Community Facilities requires a long term integrated approach that can best be co-ordinated by local authorities.

Council involvement in the Community Facilities Activity is considered to be an essential component required to promote community wellbeing in the district. Involvement in this activity contributes, in some way, to achievement of many of the Council outcomes but, in particular, the development of a healthy community. The Council has adopted strategies and policies aimed at creating a healthy living environment for the District's population. The provision of services comprising the Community Facilities Activity is viewed as a critical element in attaining this goal.

There is mounting evidence of an association between *strong safe communities* and desirable outcomes. Community Facilities strengthen local communities though a range of activities, including providing places and spaces for people to meet and interact; supporting voluntary community committees in which people work together and develop a sense of common purpose; and facilitating community social, leisure and cultural activities. Community halls, libraries, heritage buildings, service centres, and reserves provide a focal point for rural communities and contribute to a community's identity and sense of belonging.

The benefits of *physical activity* are now widely accepted and recognised. Increasing peoples' physical activity has emerged in the last decade as a key international and national goal to improve health. Council encourages residents to live healthy and active lives by providing a range of recreation and leisure facilities, including parks, reserves, swimming pools, halls and sport fields, as well as working with sports and recreation clubs, and promoting activities and events.

The *natural environment and landscape*, everything from parks and open countryside to playing fields and other green spaces, play an important part in promoting and maintaining good health and well-being. A healthy environment provides recreational opportunities and allows people to take part in activities they enjoy. The aesthetic quality of the environment is important for people's sense of wellbeing and the landscape is an integral part of the rural identity. Council enhances the environment and landscape by ensuring each township is served by a reserve, park or domain. Large rural recreation reserves provide environmental protection of riverbanks and lake margins and support the District's biodiversity. Our network of reserves and open space creates green corridors for birds and animals.

A *robust local economy* is an important element of people's quality of life. A strong economy provides income and jobs, which influences people's ability to participate in, and contribute to, a community's well-being. The Council promotes the economic wellbeing by working with the business sector and central and regional government agencies to support the Districts economic interests.

People have told the Council through a number of community surveys and consultations how important it is to them to belong to *safe, active, caring and cohesive communities*. They consider the availability of community and recreational facilities and open space a priority for the District.

People choose to live where they can enjoy a range of amenities and facilities, not just where they can be within easy reach of employment opportunities. The Council aims, through the Community Facilities Activity, to create environments where there is a good balance of both economic and the more intangible benefits people look for when they settle into a community.

Reserves and public open spaces are an important element in both the residential and rural environment providing visual contrast with built form, a sense of spaciousness as well as opportunity for physical exercise, leisure activities and social contact. They also provide opportunity to conserve and enhance the natural environment, rural landscape character and heritage features.

Community facilities such as swimming pools, libraries and community halls are an integral part of the social fabric for many local communities. They fulfil an important role in providing a venue for a range of social, cultural, recreational and educational experiences.

The provision of public toilets is required to protect the public health of district residents and has indirect economic benefits in supporting visitor destinations. Provision of cemeteries is necessary to meet the burial and remembrance needs of residents and has an important role in preserving the district's social history.

The Council considers that it is necessary to own and manage a portfolio of properties and buildings to accommodate Council activities and support delivery of core services such as maintenance and operations. Ownership of these properties enables Council to retain a range of strategic options for service delivery.

Council has been carrying out gravel extraction to support road maintenance and construction but will divest involvement in the activity overtime as sites are exhausted and will refocus on restoration projects and site rehabilitation. Forestry activities have been undertaken to manage land that would be otherwise unused in a sustainable way, however, Council will be reducing the involvement in forestry because of the continued risk to crops from storm damage and will apply alternative management practices to manage the land.

Community Facilities are generally land based and the Council is in a very strong position to co-ordinate the acquisition and management of land of the right quality and in the right localities, on a District-wide basis. The Council is involved in land use planning through the District Plan and Resource Management Act processes. If land use is planned ahead, then Community Facilities can be planned in advance, to serve the District. This puts the Council in a unique position to ensure that identified community needs can be progressed at the earliest opportunity, in an efficient and sustainable manner.

Council is in a position to provide for the whole of the service for Community Facilities including planning, acquisition, development, operation, maintenance, renewal and replacement and this enables integrated service provision.

Provision of some services by local government is underpinned by legislative requirements (such as cemeteries and public toilets). With other service areas including community centres/halls, swimming pools and properties/buildings Council's involvement is not mandatory and responsibility has been largely undertaken on an historical basis. The Council will continue to retain involvement and ownership of these assets and services unless it is no longer supported by the community. Any future decisions will need to consider the benefits derived from direct Council involvement.

The Council has generally adopted the role of primary service provider with this activity. In some instances services are provided by other public agencies or the private sector. However these tend to be limited or supplement provision by Council and do not fulfil the wider needs of communities. There are no significant drivers for other public agencies or the private sector to be involved with this activity. Commercial opportunity for the private sector is generally limited and provision by local government, as a public good, is required. However where beneficial partnerships can be established with other agencies or the private sector Council will look at these favourably especially in circumstances where facility duplication can be reduced.

2.5   Scope of Assets and Services

This section sets out information on the services covered by this Activity Management Plan and the assets that support delivery of those services.

2.5.1   Services Covered by This Plan

This AcM Plan has been developed to align with the Community Facilities Significant Activity described in the Long Term Plan.   More specifically it covers the range of community services/facilities that are supported by extensive networks or portfolios of assets that are generally managed by the Council's Property and Commercial Unit. These are as follows:

- Recreation Reserves
- Cemeteries
- Public Toilets
- Community Centres and Halls
- Swimming Pools
- Property and Buildings
- Rental Housing
- Gravel Reserves
- Forestry
- Township Reserves and Streetscapes

Library services forms part of the Community Facilities Significant Activity in the Selwyn Community Plan. This AcM Plan covers the building and associated maintenance requirements that accommodate library services but does not include details on the delivery of that service and the specific assets required (e.g. books) to support the service. Information on this activity is provided in a separate document developed by the Community Development Unit.

2.5.2   Summary of Community Facilities Assets

In order to deliver this activity in an effective and sustainable manner Council owns, manages and maintains a range of properties, buildings, public open spaces and community facilities.

Summary information on the key assets that support services for the Community Facilities Activity is set out in the table below. More detailed information on assets including components is disclosed in each section covering the individual service areas.

COMMUNITY FACILITIES SUMMARY 2018

PLAYSPACES
- 5 Community Parks
- 78 Playgrounds

FORESTRY
- 29 Afforested Sites (87.8 Ha)
- 28 Deforested Sites (74.1 ha)

GRAVEL RESERVES
- 23 Active Gravel Pits (56 Ha)
- 225 Gravel Reserves in total

PROPERTY & BUILDINGS
- 1 Rolleston HQ
- 5 Service Centres/Libraries/Medical Centres
- 8 Miscellaneous Buildings
- 1 Campground
- 4 Depots
- 12 Heritage Buildings

COMMUNITY CENTRES & HALLS
- 2 Keystone Facilities
- 3 Hub Facilities
- 20 Local Facilities

TOWNSHIP RESERVES & STREETSCAPES
- 3 Civic Spaces (1 Ha)
- 205 Township and Streetscape Reserves (64 Ha)
- 183 Recreation & Ecological Linkages (19 Ha)
- 5 Township Nature Reserves (11 Ha)
- 10 Cultural/Heritage Sites (2 Ha)

RECREATION RESERVES
- 30 Main Sport and Recreation Reserves (706 Ha)
- 24 Nature Reserves (425 Ha)
- 15 Ecological Linkages/Esplanades (14 Ha)
- 9 Memorials

SWIMMING POOLS
- 1 District Aquatic Centre
- 2 Sub-district Community Pools
- 4 Community Pools

PUBLIC TOILETS
- 5 Grade I Public Toilets
- 12 Grade II Public Toilets
- 9 Grade III Public Toilets

CEMETERIES
- 19 Cemeteries (49.9Ha)

RENTAL HOUSING
- 23 Houses
- 3 Elderly Persons Houses (EPH)

Table 2-2: Summary of Community Facilities Assets

2.5.3 Summary of Community Facilities Assets Valuation

A summary of the valuation for Community Facilities Assets is shown in the following table. This information is extracted from the Fixed Asset Register and is current as at 30 June 2017. Note that this does not include land.

Activity Area	Replacement Cost ($)	Depreciated Replacement Cost ($)
Recreation Reserves	11,299,092	10,292,167
Township Reserves & Streetscapes	222,351	222,351
Cemeteries	38,790	24,267
Public Toilets	2,226,920	2,116,743
Community Centres & Halls	18,028,955	17,345,881
Swimming Pools	12,448,807	11,612,666
Property & Buildings	22,061,583	21,221,242
Rental Housing	2,164,952	2,103,454
Gravel Reserves	-	-
Forestry	232,565	232,565
Total	**68,724,016**	**65,171,337**

Table 2-3: Summary of Community Facilities Assets Valuation

2.6 How the Activity is delivered

This section provides summary information on the delivery approach for this activity. It covers the organisational structure and management systems supporting delivery of the activity.

2.6.1 Organisational Structure

The Council's organisational structure for the Executive Team is shown in figure 2.6.1 below. This diagram shows the key departmental divisions for delivery of Council services. The Community Facilities Activity (as covered by this plan) is primarily delivered through the Property & Commercial Unit.
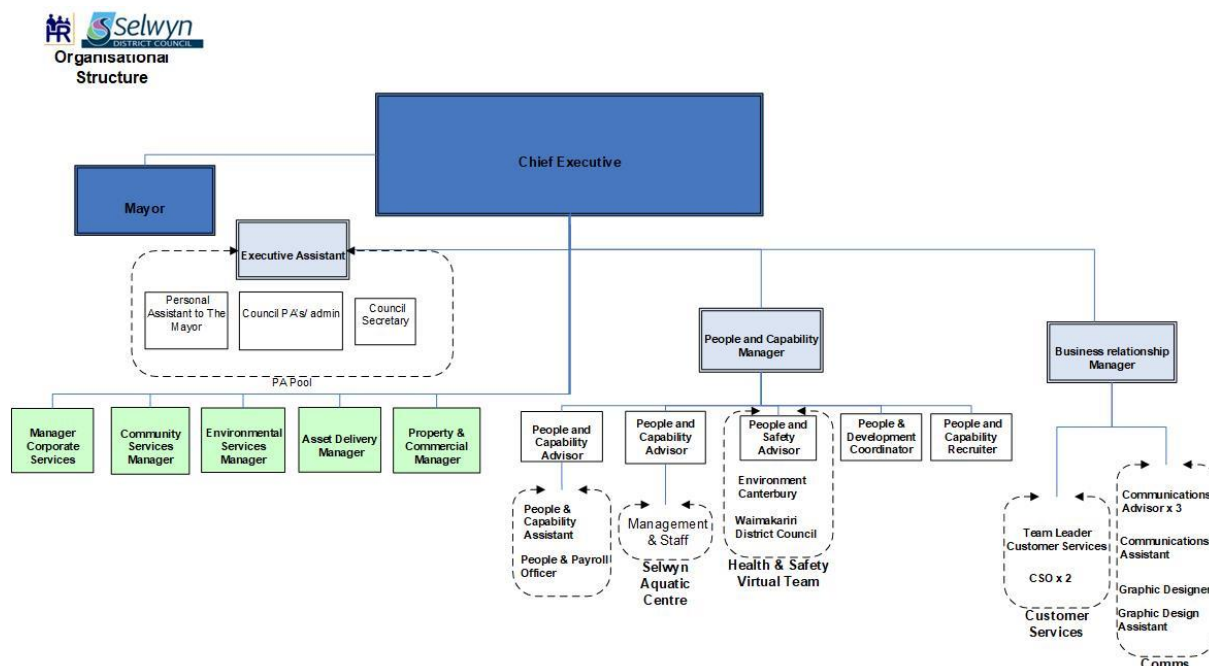

Figure 2-1: Executive Team Organisational Structure

The following diagram shows the organisational structure for the Property and Commercial Unit. The Property and Commercial Unit has responsibility for service delivery functions related to the Community Facilities Activity. The Strategic team is responsible for strategic and tactical planning for this activity and service delivery is provided via the Reserves Operations, Major Projects and Facilities and Community Projects Teams.

The designation of a dedicated Strategic Team within the Property and Commercial Unit provides focus on strategic and tactical elements of operations and planning, as well as leadership for Asset Management functions. The frequent involvement of property and commercial staff provides for day-to-day implementation of Council's plans and procedures, as well as feedback on the issues being experienced during operations. Staff members responsible for reserves are part of the same unit, and are able to contribute in the same way to management of open space and associated built infrastructure.

The AMIS Team (which is part of the Asset Delivery Unit) has responsibility for implementing an Asset Management System (AMS) (IP 09-102). This includes migrating existing asset information, documenting current and desired operational and management/planning processes, and developing the functionality required to utilise the system as an effective tool. The documentation of processes, capture and reporting of interactions with assets, and regular updating of the AcMP, is effective measures that ensure continuity of activities when staff turnover occurs.

Staff training is recorded as part of the human resources process. IP: 11-901 Required AM skills and knowledge will be identified as part of the improvement plan. At performance appraisal times, the asset management responsibilities of each staff member will be assessed along with their experience and level of formal training in this area. On-the-job training and formal courses that equip staff for their asset management and planning roles will be identified as part of future training.

External assistance is selectively used to reinforce the internal AM team, in particular for the three-year AcMP revision process and parts of the AM Improvement Plan implementation which require expertise not currently available through staff members. External contributors are chosen for their industry experience, which is summarised in the AcMP document control pages.

Figure 2-2: Property and Commercial Unit Organisational Structure

2.6.2   Service Delivery Methods

Service Delivery Objectives

Overall service delivery objectives for this activity are set out below:

- Ensure the health and safety of the community is protected.
- Optimise asset service capacity and ensure it is not reduced.
- Ensure assets are maintained and renewed to provide continuous service and availability.
- Undertake maintenance and operations activities to standards that retain and enhance the district's image.
- Ensure service delivery is consistent with and meets defined levels of service and performance measures.
- Manage operational activities in accordance with customer service requirements and expectations.
- Manage assets and services to ensure compliance with the relevant legislative and regulatory requirements.
- Follow the Council's Procurement Strategy to obtain and manage resources for the delivery of services to achieve the best outcomes for the district's residents.
- Develop effective and successful relationships with contractors to deliver smooth, efficient and uninterrupted service.
- Capture and maintain data to enable effective management of Community Facility assets.
- Provide a cost efficient service balanced against customer preferences and willingness to pay.
- Meet technical requirements by ensuring compliance with standards and policies.
- Provide acceptable financial returns to Council for commercial/investment properties.
- Provide quality areas of open space that enhance the visual appearance of neighbourhoods.
- Preserve and enhance existing landscape features, ecological systems and heritage items.
- Provide for the long term, sustainable management of assets.
- Ensure the environment is protected and that any adverse impacts on the environment resulting from the management and maintenance of Community Facilities is minimised.
- Include local communities in management and decision making processes.
- Respond to customer issues in a timely and efficient manner.
- Ensure use of assets and facilities is controlled and managed effectively.
- Ensure the communities' investment in Community Facilities assets is protected.

Service Delivery Review

A 'light' review, using a common (to the organisation) template, of the service delivery model for this activity was undertaken in accordance with Section 17A of the Local Government Act 2002 as part of completing this plan.

The purpose of the review was to consider the cost effectiveness of the current arrangements for meeting community needs. A review of this type is statutorily required where Council is considering a significant change to a level of service, or, where a contract or other binding agreement is within two years of expiration. A review has a conditional life of up to six years.

The review considered the current method of delivery which includes:

- Five year term service contract for township, streetscape, and cemetery services (2015 – 2020)
- Committee directed Council employed staff
- Individually instructed minor (operational and capital) and major (capital) works contracts.

The review confirmed that the current service delivery methods currently meet the needs of the community due to Council not considering a significant change to levels of service and presiding long term contractual obligations (contract C1202).

Service Delivery Approach

The Community Facilities Activity encompasses a number of diverse and, in some cases, unrelated service areas. Consequently there is a correspondingly diverse range of delivery methods. These have largely resulted from historical practice, the level of in-house expertise available and the scope and to recognise specific needs, idiosyncrasies and complexities of services.

Delivery of some services within this activity (Community Centres/Halls, Swimming Pools and Recreation Reserves) has volunteer community input via local management committees. This model has provided a beneficial service in looking after these facilities and reserves in the past and has led to a high level of community stewardship which has helped to sustain communities. However a number of issues and concerns have emerged in recent years which signal that a change in direction may be appropriate.

These are outlined below:

- The diminishing number of volunteers willing to put the time to looking after reserves and facilities;
- The movement towards more paid workers to carry out the work (caretakers, contractors) which is a reflection of the loss of volunteer input;
- Ensuring proper management and deployment of caretakers who are effectively Council employees;
- The focus on health and safety via the legislation and impact on volunteers to have the skills and training to ensure the reserves and facilities are operated in a safe manner;
- The uncoordinated and inconsistent approach to managing reserve and facility users (different charging regimes, many points of contact, differing levels of service);
- The investment in maintenance machinery and equipment for individual reserves and the inherent inefficiency of this;
- Evidence of an increasing level of deferred maintenance and renewal work.

There is potential to explore bringing some of the larger recreation reserves (especially in Eastern Selwyn) into a consolidated sports park maintenance contract. Council has also signalled that it will support additional investment in both toilet cleaning on reserves and play equipment inspections to provide greater consistency and reduce health and safety risks. This work may, potentially, be incorporated into existing maintenance contracts.

In terms of community centres and halls Council intends to implement district-wide programming as well as a more centralised community facilities bookings system and processes that focus increasingly on promoting, increasing and coordinating programme delivery and bookings, particularly in the facilities under construction in West Melton (opening 2018) and Tai Tapu (opening 2018) as well as others planned in the draft LTP. With opportunities for district-wide programming there is a further opportunity to leverage the strengths and interests of the different geographical communities by encouraging "lead" community centres for various programmes.

Council has already initiated actions to provide additional support for community pools which has involved extending the provision of lifeguards to Sheffield Pool and additional technical support at all the pools via the Selwyn Aquatic Centre's Plant Manager.

Detailed information on current and proposed delivery methods for each service area is documented in more detail in Sections 7 to 16 of this plan. The following table provides a summary of delivery methods for this activity.

Service	Strategic & Tactical Planning		Operations & Maintenance		Capital Works	
	Management	Service Delivery	Management	Service Delivery	Management	Service Delivery
Recreation Reserves	SDC Property & Commercial	SDC Property & Commercial or consultants	Most via Local Management Committee; Some by SDC Property & Commercial (Foster Park)	Most use a combination of volunteers, one off contracts or paid caretakers; Some via formal contract (C1202)	Either SDC Property & Commercial or Local Management Committee depending on value & complexity	Contractor (often local) engaged by quotation if < $40,000. Formal contract or three quotes for work > $40,000 in value
Township Reserves & Streetscapes	SDC Property & Commercial	SDC Property & Commercial or consultants	SDC Property & Commercial	Contractor via C 1202	SDC Property & Commercial	Either day work under C 1202 if covered by contract or by quotation if < $40,000. Formal contract or three quotes for work > $40,000 in value
Cemeteries	SDC Property & Commercial	SDC Property & Commercial or consultants	Maintenance - SDC Property & Commercial Bookings – SDC Corporate Services	Maintenance & Sexton services – contractor via C 1202	SDC Property & Commercial	Either day work under C 1202 if covered by contract or by quotation if < $40,000. Formal contract or three quotes for work > $40,000 in value
Public Toilets	SDC Property & Commercial	SDC Property & Commercial or consultants	SDC Property & Commercial	O & M for most via contractor (C 1202); Some locations have sub-contractors for cleaning services	SDC Property & Commercial. Specialist project manager for new builds/renewals	Either day work under C 1202 if covered by contract or by quotation if < $40,000. Formal contract or three quotes for work > $40,000 in value
Community Centres & Halls	SDC Property & Commercial	SDC Property & Commercial or consultants	Local Management Committees except for Lincoln Events Centre & Rolleston Community Centre that are managed directly by SDC via centre managers	Most use a combination of volunteers, one off contracts or paid caretakers. Contracts in place for cleaning and IQP/BWOF inspections at SDC managed facilities	Either SDC Property & Commercial or Local Management Committee depending on value & complexity. Specialist project manager for new builds/renewals	Contractor (often local) engaged by quotation if < $40,000. Formal contract or three quotes for work > $40,000 in value
Swimming Pools	SDC Property & Commercial & Community Services	SDC Property & Commercial or consultants in consultation with Community Services	Local Management Committees for community pools with support from SDC professional staff. SDC Community Services - Selwyn Aquatic Centre	A combination of volunteers & one off contracts; Darfield, Sheffield, & Southbridge have paid lifeguards. SAC staff support volunteers with technical advice Selwyn Aquatic Centre operated by SDC staff.	Either SDC Property & Commercial or Local Management Committee depending on value & complexity. Specialist project manager for new builds/renewals	Contractor (often local) engaged by quotation if < $40,000. Formal contract or three quotes for work > $40,000 in value
Property & Buildings	SDC Property & Commercial	SDC Property & Commercial or consultants	SDC Property & Commercial or lessee (where commercial lease in place)	Tendered contract in place for cleaning of key Council buildings (service centres) One off contracts for operations (cleaning etc.); Maintenance via works order to specialist contractor; Single contract for BWOF inspections etc. Like work bundled for efficiency Grounds maintenance via contractor under C1202	SDC Property & Commercial; large projects may have Project manager appointed	Contractor engaged by quotation if < $40,000. Three quotes for work > $40,000 in value and for large projects formal contract process used

Service	Strategic & Tactical Planning		Operations & Maintenance		Capital Works	
	Management	Service Delivery	Management	Service Delivery	Management	Service Delivery
Rental Housing	SDC Property & Commercial	SDC Property & Commercial or consultants	SDC Property & Commercial	Maintenance via works order to specialist contractor – some work bundled for efficiency Trial contract in place (2017) for property management services through local real estate company.	SDC Property & Commercial	Contractor engaged by quotation if < $40,000. Three quotes for work > $40,000 in value and for large projects formal contract process used
Gravel Reserves	SDC Property & Commercial	SDC Property & Commercial or consultants	Lease arrangements are used to formalise both extraction and fill operations. Consents to enable works to occur is the responsibility of the Lessee. Outside of lease provisions, maintenance arranged by SDC Property & Commercial	Leases have been approved (April and June 2017) with the following operators: · Rooney Earthmoving LTD – for 5 years · Road Metals Company LTD – for 5 years · HEB LTD – to 31/06/20 Further lease arrangements for remaining sites may be established. Compliance inspections undertaken by independent contractor with 'Level B' quarry certification.	SDC Property & Commercial	Contractor engaged by quotation if < $40,000. Three quotes for work > $40,000 in value and for large projects formal contract process used
Forestry	SDC Property & Commercial	SDC Property & Commercial & Consultant – Ashburton DC	Operations managed under agreement with Ashburton DC; Maintenance arranged by SDC Property & Commercial	Specialist contractors engaged via works order or contract process	SDC Property & Commercial	Contractor engaged by quotation if < $40,000. Three quotes for work > $40,000 in value and for large projects formal contract process used

Table 2-4: Summary of Service Delivery Approaches

2.6.3   Procurement Strategy

The Council adopted the "Asset Delivery Procurement Strategy" in 2010. This document provides guidance to decision making on procurement of goods and services. An internal team has been established to review the existing Procurement Strategy but this will not be completed until 2018.

For Community Facilities, Selwyn District Council will utilise the guidance provided by the NZTA Procurement Manual Procurement Procedure 1 – Infrastructure for Physical Works and Procurement Procedure 2 Planning and Advice for Professional Services. Council has varied the limit for closed contests (selected tender) to $250,000 for all activities.

The following table sets out the general approach to be used for procurement of service for the Community Facilities Activity.

Activity	Delivery Model	Bundling	Supplier Selection	Form of Contract
Maintenance - minor	Staged	Individual assignments	Direct Appointment if approval obtained	Works Order
Maintenance - term	Design and build	One or more Term Maintenance Contracts (services may be split)	Public Tender (RFP) to select suppliers or supplier panel Price Quality Method	Formal Contract NZS3910:2013 based
Renewals	Staged	Individual Contracts or Multiple Projects per Contract Minor renewals may be included with the Term Maintenance Contract(s) or improvements	Public Tender (RFP) to select suppliers or supplier panel Price Quality Method Direct Appointment if approval obtained	Formal Contract NZS3910:2013 based
Improvements	Staged or design and build	Individual Contracts or Multiple Projects per Contract Design and build for complex projects Minor improvements may be included with the Term Maintenance Contract(s) or renewals	Public Tender (RFP) to select suppliers or supplier panel Price Quality Method Direct Appointment if approval obtained	Formal Contract NZS3910:2013 based
Professional Services (Asset Management Planning, Design and Other Services)	Staged	Individual assignments or complementary projects	Direct Appointment Public Tender (RFP) to select suppliers or supplier panel Price Quality Method	IPENZ Short Form Agreement for Consultant Engagement CCCS (2012) based
Information Technology	Design and build	Individual assignments	Direct Appointment if approval obtained	Formal Contracts
Electricity supply	Design and build	Tendered or negotiated with other Council services such as bulk supply	Direct Appointment, joint negotiation or Public or Selected Tender (RFP) Price Quality Method	Formal Contracts (maybe supplier format)

Table 2-5: Community Facilities Procurement Approach

The Council undertakes a corporate approach to procurement of electricity supply to meet Council's needs. This was reviewed in November 2017 via a tender process by an independent consultant (Energy and Technical Services Ltd) to select a supplier for a three year period. Eight supply companies provided a price and the selected tender will result in annual cost savings of around $135,000.

2.6.4 Governance, Management and Decision-Making

Local Management Committees

The governance, management and decision-making approach for this activity has a number of differing structures and processes to meet the needs of specific service areas. Selwyn District Council has established a "local management committee" structure for the following service areas:

- Community Centres & Halls
- Community Swimming Pools
- Recreation Reserves

These committees have delegated responsibility from Council to manage and undertake the day to day operations and maintenance for specific facilities. This approach provides for a high level of local community involvement in decision-making processes and helps to engender genuine community ownership. Support on policy and technical matters is provided by Council staff.

In terms of governance these committees report to the Community Board, where these exist, or, where Community Boards are not in place (Selwyn, Springs and Ellesmere Wards), the committees report directly to Council and are assigned a local ward Councillor for support.

The Council also has a "Township Advisory Committee" structure whereby all settlements and townships throughout the district have an elected committee in place. These committees oversee the development and upkeep of their townships but are only involved in service delivery to a minor extent via small discretionary works for town beautification and the like. Elections for these committees and the local management committees described above occur on a triennial basis.

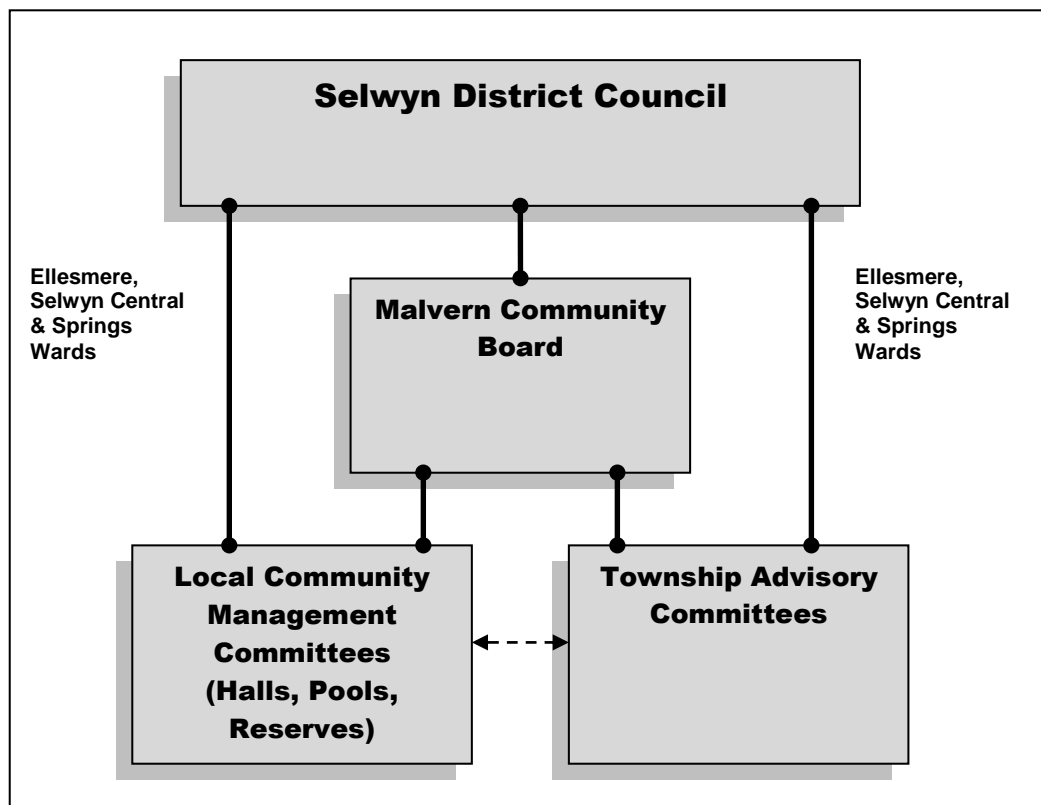The following diagram explains the governance structure.

Figure 2-3: Governance & Decision-Making Structure

In townships where rapid growth has occurred and reserve and community facilities have expanded significantly the current model of management by volunteer committees is becoming less viable. The complexities, time commitments and level of technical input required are beyond the resources available on a voluntary basis. Some larger community facility complexes such as Rolleston Community Centre, Lincoln Events Centre and the Selwyn Aquatic Centre are managed directly by Council via centre managers. The large recreation reserve in Rolleston (Foster Park) that has been developed over the last few years is also managed directly by Council. Council intends to continue with the direct management model as new facilities are completed (particularly where there are complex facilities/assets that have wide use).

Council proposes to provide additional support from professional Council staff to ensure these facilities are planned, managed and operated to the required level. This includes support for programming use of facilities and technical support for operational activities. The Council has a team focused on supporting committee delivery of projects and providing technical support and advice. Council also provides project management services for large capital projects.

Management and Decision-Making Approach

Service areas that are not managed directly under the "local management committee" structure are generally managed through the Property and Commercial Unit. The Unit will work with Township Committees and Community Boards on local issues. Reporting and recommendations may be made through Community Board for local matters and referred to Council for a decision as stipulated in Council's Delegations Register. The network of Township Committees provides a mechanism for local community input to the decision-making process.

Guidance on decision-making levels and requirements are set out in the Council's delegations Register. Strategic or district wide matters are reported directly to Council where a decision is required. Standard reporting formats are used to ensure all matters are given due consideration in accordance with Council Policy and to comply with the Local Government Act 2002.

Community Consultation

The Council has adopted a ***Significance and Engagement Policy*** that sets out its intentions for consulting with the district community as part of the decision-making process. The policy outlines the processes and methods for engagement.

Council will follow an 'engagement spectrum' approach to determine the most appropriate processes and methods for engagement with affected and interested communities on particular decisions or issues. This approach is based on a framework and the methods indicate the spectrum of engagement opportunities that may be useful for Council and our communities. The methods are:

- **INFORM** communities;
- **CONSULT** and **INVOLVE** communities;
- **COLLABORATE** with communities and **EMPOWER** their involvement.

The policy also sets out how it will engage with and involve Ngāi Tahu in the decision making process. The Council has entered into a service and funding agreement with Mahaanui Karataiao Ltd to assist the Council in meeting its obligations under Section 81 of the Local Government Act 2002. Mahaanui Karataiao Ltd is a Runanga-owned entity and a consultancy which has been established specifically for the purpose of engaging with local government.

In addition to this Council adopted a Local Governance Statement which is required to be produced by the Council under Section 40 of the Local Government Act 2002. This includes a statement on the consultation policies that are applied under this legislation.

2.6.5 Accounting and Financial Systems

Financial Management System

The Council currently operates the Napier Computer Systems (NCS) financial management system. Budgets are prepared for each Activity on spread sheets, and loaded into the NCS system once adopted. Outputs are defined within the budget structure and linked to a unique ledger code.

Expenditure is authorised within Council defined delegations and charged to the ledger code. The system generates electronic purchase orders that indicate financial expenditure against codes.

Financial reports are available on line via the Council's Intranet system and also produced monthly for review by Property and Reserves personnel and reporting to management on progress and variances.

The Corporate Services Unit maintains a fixed asset register within NCS, and performs an annual summary level reconciliation based on work in progress data.

NCS also provides an electronic purchasing system with a link to the financial ledger for accrual accounting.

Expenditure Types

Operations
Asset operation has no effect on asset condition but is necessary to keep the asset appropriately utilised e.g. cleaning.

Maintenance
The day to day work required to keep assets operating at required service levels, and falls into two broad categories:

· Planned (proactive) Maintenance: Proactive inspection and maintenance works planned to prevent asset deterioration or failure.
· Unplanned (reactive) Maintenance: Reactive action to correct asset malfunctions and failures on an as required basis (i.e. emergency repairs).

Renewals
This expenditure is defined as:

· The renewal and rehabilitation of existing assets to their original size and capacity, or;
· The replacement of the entire component of the asset with the equivalent size or capacity, or;
· The replacement component of the capital works which increase the capacity of the assets (that portion of the work which restores the assets to their original size and capacity).

New Works
Projects (including land purchase) for the extension or upgrading of assets required to cater for growth or additional levels of service, including:

· Works which create an asset that did not exist in any shape or form, or;
· Works which improves an asset beyond its original size or capacity, or;
· Upgrade works which increase the capacity of an asset, or;
· Works designed to produce an improvement in the standard and operation of the asset beyond its original capacity.

Asset Disposals
Costs associated with the removal or disposal of decommissioned assets.

Accounting Standards and Guidelines
The following accounting standards and guidelines govern financial management practice:

· Section 111 of the Local Government Act 2002
· The Financial Reporting Act 1993
· Generally Accepted Accounting Practice in New Zealand (NZ GAAP)
· Pronouncements of the New Zealand Institute of Chartered Accountants
· New Zealand Equivalent to International Financial Reporting Standards (NZIFRS)
· New Zealand Equivalent to International Accounting Standard (NZ IAS)
· New Zealand Infrastructure Asset Valuation and Depreciation Guidelines

2.7 Significant Negative Effects of the Activity

2.7.1 Introduction and Background

The LGA 2002 (Schedule 10, Clause 2(1) (c)) requires every local authority to outline, in its LTP, any significant negative effects that any activity may have on the social, economic, environmental or cultural well-being of the local community.

In general terms the effects generated by the activities constituting the Community Facilities Group of activities have limited negative impact and would not be considered significant, that is, having a high degree of significance in consideration of the Council's Policy on Significance.

2.7.2 Significant Negative Effects Identified

All negative effects related to the community facilities activities have been identified and assessed for significance in consideration of the Council's Policy on Significance. The information presented below also sets out how the negative effects identified through this process will be managed, reported and monitored in the future.

Table 2-6: Community Facilities Activity – Assessment of Negative Effects
provides a comprehensive assessment of negative effects related to the community facilities activities.

Negative Effects for Inclusion in the LTP

The comprehensive analysis of negative effects undertaken has not identified any specific effects related to Community Facilities Activities that would be considered "significant" in terms of the Council's Policy on Significance and the Local Government Act 2002 definition of significance.

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation & Monitoring
Physical Effects of Vegetation	Shading neighbouring properties; Dropping leaf litter; Interfering with utility services; Creating unsafe environments; Root system intrusion.	All activities	Environmental Social	Low	· Tree pruning or removal · Appropriate tree location & species selection · Incorporate safe design principles into planting designs (CPTED) · Monitoring and addressing complaints · Compliance with the Electricity (Hazards From Trees) Regulations 2003 · Install root barriers
Anti-social Behaviour on Council Properties	Graffiti; Vandalism; Disturbance to neighbours.	All activities	Environmental Social	Low	· Incorporate safe design principles into designs · Carry out regular safety audits and rectify problems · Remove graffiti immediately · Use graffiti resistant materials · Use robust designs and construction materials · Encourage casual surveillance and reporting from the public · Provide lighting in appropriate locations · Provide closed circuit TV surveillance for problematic sites · Provide security patrols where continuing problems are evident · Lock access to facilities outside daylight hours. · Enforce bylaws · Record and monitor incident levels
Noise Effects (General)	Noise generated by legitimate activities occurring on Council properties (e.g. halls, camping grounds, depots, car parks) can disturb neighbouring property owners;	All activities (Except Gravel Reserves)	Environmental Social	Low	· Applying District Plan rules · Lease/license conditions · Bylaws enforcement · Monitoring compliance and incident levels · Education
Traffic Congestion (General)	Peak community use of some facilities can generate high vehicular traffic numbers and the resultant congestion. This may create traffic safety issues and noise disturbance, and reduce on street parking opportunities for neighbouring residents and businesses.	All activities	Environmental Social	Low	· Compliance with District Plan rules · Enforcing traffic regulations · Providing sufficient off-street parking where required · Monitoring incident levels. · Bylaws enforcement
Contamination from Cleaning & Maintaining Buildings	Adverse environmental effects on soil and water, and public health issues resulting from the use of cleaning chemicals and removal of lead based paint from older buildings	Property & Buildings Community Centres & Halls Rental Housing Public Toilets	Environmental	Low	· Following the guidelines for 'Repainting Lead-based Paint' issued by OSH. · Covering storm water drains to prevent contamination by chemical contaminated waste. · Selecting and preparing cleaning solution in accordance with manufacturer's recommendations.

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation & Monitoring
		Swimming Pools Recreation Reserves			• Removing chemical contaminated waste from the area and disposal in accordance with legislative requirements. • Removing, cleaning and storing protective coverings in accordance with industry practice.
Contamination from Car Park Storm Water Run Off	Storm water run-off from car parks contains contaminants that can infiltrate the storm water system and discharge into streams, water courses and ground water	All activities	Environmental	Low	• Installing appropriate contamination treatment as part of car park designs including oil traps, swales and rain gardens. • Providing filtration devices in storm water systems prior to discharge points • Complying with NRRP rules on discharge to ground • Applying and monitoring consent conditions for car park installation.
Contamination from Property Grounds Maintenance Activities	Use of agrichemicals to control plant pests has the potential to contaminate soil and water. The activity has a heavy reliance on petrochemical driven plant and machinery.	All activities	Environmental	Low	• Minimise herbicide application where practicable and/or substitute with organic or mechanical measures • Ensure agrichemicals are applied by qualified contractors, in accordance with product requirements and in compliance with NZS 8409 – Code of Practice for the Management of Agrichemicals • Use contractors with ISO 14001 (Environmental Management Systems) accreditation • Encourage alternative maintenance techniques where possible.
Contamination from building effluent disposal systems	Some facilities utilise septic tank systems to manage waste water where no reticulated system is available. If these are not maintained, operated and designed with sufficient capacity there is potential for localised contamination of soil, ground water, water bodies and water supply systems as well as possible public health risks.	Property & Buildings Community Centres & Halls Rental Housing Public Toilets Swimming Pools Recreation Reserves	Environmental	Low	• Complying with and monitoring resource consents/discharge permit conditions • Compliance with waste water treatment standards • Implementing system upgrades on a priority basis • Implementing regular cleaning, pumping and maintenance programmes • Effective response to system blockages and failures • Monitoring adjacent water bodies and water supplies for contamination
Contamination from Cemetery Operations	Potential environmental risks including: - Disease and virus transfer through soils; - Survival of bacteria in soil and groundwater; - Pollution of groundwater from embalming fluids, radioactivity and organic decomposition.	Cemeteries	Environmental	Low	• Human remains should not be in direct contact with groundwater at any time with an adequate separation distance above the highest seasonal groundwater level • For new cemeteries monitoring and a hydro-geological assessment needs to be undertaken to determine depth to groundwater, direction of groundwater flow, local ground conditions, and whether ground conditions are suitable • All cemeteries should be surrounded by an adequate buffer zone, and planted with deep rooting trees • Interments should be spread across a cemetery in space and time

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation & Monitoring
					· Adequate separation of burials from waterways and drains · Obtain resource consents for new cemetery sites and monitor compliance with conditions
Forestry Operations Environmental Effects	Changes to the visual appearance of landforms through planting and subsequent harvesting of forest trees; De-stabilisation of soils during harvesting leading to erosion and siltation; Fire risk to adjoining properties from forestry activities; Shading of roads and ice Traffic hazards from logging trucks and other machinery.	Forestry	Environmental	Low	· Carry out landscape assessments prior to planting · Guidance from "Principles for Commercial Plantation Forest Management in New Zealand" and "New Zealand Environmental Code of Practice for Plantation Forestry 2007" · Adherence to Forest Management Plans, leasing conditions and resource consent conditions (if required) · Implementing appropriate fire prevention measures such as fire breaks. · Traffic management plans and health and safety plans required during harvesting · Compliance with District Plan rules
Disturbance of significant cultural, archaeological or heritage sites/features	Council properties may include sites of significance to Maori and cultural and spiritual values may be adversely affected by works or activities. Properties may include heritage features and/or archaeological sites and any work undertaken must ensure their preservation.	All activities	Cultural	Low	· Consultation with local Iwi prior to work starting · Compliance with District Plan rules related to heritage structures, trees and sites · Follow protocols for accidental discovery of archaeological sites (District Plan) · Comply with the Historic Places Act 1993 and obtain prior authority of the New Zealand Historic Places Trust for work on archaeological sites · Monitor resource consent conditions or Historic Places Trust Authorities · Prepare conservation plans where required
Effects of Quarrying Operations	Negative effects include: - Noise nuisance to nearby properties generated by quarrying plant and machinery; - Vibration in nearby properties from machinery operation; - Contamination of soil, groundwater and water bodies from residual material; - Dust and wind-blown particulate emissions; - Negative visual impact on landforms; - Loss of flora and fauna from quarrying operations; - Increased heavy vehicle utilisation of access roads;	Gravel Reserves	Environmental Social	Moderate	· Obtaining resource consents and compliance and monitoring of conditions · Following industry best practice guidelines. (e.g. Good Practice Guide for Assessing and Managing the Environmental Effects of Dust Emissions – MfE 2001) · Compliance with "Minex Industry Code of Practice – Surface Mining and Quarrying Industries" · Providing a Quarry Management Plan covering all operational aspects · Undertake structural checks of nearby properties prior to quarrying commencement to ascertain current condition and as a benchmark for future measurement. · Provision and implementation of a landscape rehabilitation plan · Building appropriate protection measures and conditions into lease and licence agreements · Compliance with Health and Safety in Employment Act, (Mining Administration Regulations) 1996

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation & Monitoring
	- Sites that pose a public safety hazard for unauthorised entry (loose material, significant fall heights, deep water, and dangerous machinery).				
Increased built environment and resource consumption	Development of new facilities particularly in "Greenfields" situations will consume land and increase the area of built environment	All activities	Environmental	Low	• Areas consumed are generally not large and in some cases land use is enhanced (reserves) • Controlled by District Plan • Compliance with adopted urban design standards • Monitor impacts via District plan monitoring measures • Re-use of existing buildings is promoted where viable

Table 2-6: Community Facilities Activity – Assessment of Negative Effects

2.8   Legislative and Planning Context

The legislative and planning context for this activity is complex as a result of the myriad of service areas comprising Community Facilities. This being the case, each of the service area sections (Sections 7 to 16) has relevant information included on legislation, plans and polices. A summary of key legislation, plans and policies relating to this activity is outlined in this section.

2.8.1   Legislative Requirements

Council must comply with any relevant legislation enacted by Parliament. Commentary related to some of the key legislation is provided below. Significant legislation and regulations affecting the Community Facilities activities are provided in Table 3-2. Different legislation has differing levels of impact on the activity; this is indicated under "Impact Range" (Broad ***, Moderate **, Limited *).

Legislation & Regulation	Community Facilities Scope	Impact Range
Biosecurity Act 1993	Township Reserves Cemeteries Gravel Reserves Forestry	*
Building Act 2004 (and amendments)	Public Toilets Community Centres & Halls Swimming Pools Property & Buildings Rental Housing	***
Burial and Cremation Act 1964	Cemeteries	**
Camping-Grounds Regulations 1985	Property & Buildings Recreation Reserves	**
Civil Defence Emergency Management Act 2002	Community Centres & Halls Property & Buildings	***
Climate Change (Emissions Trading and Renewable Preference) Act 2008 (and amendments)	Forestry	**
Climate Change Response Act 2002 (and amendments)	Forestry	**
Ellesmere Land Drainage Act 1905	Township Reserves Cemeteries Gravel Reserves Forestry	*
Energy Efficiency and Conservation Act 2000	Public Toilets Community Centres & Halls Swimming Pools Property & Buildings Rental Housing	*
Environmental Protection Authority Act 2011	All	*
Epidemic Preparedness Act 2006 (and amendments)	Cemeteries Community Centres & Halls	*
Fire and Emergency New Zealand Act 2017	Community Centres & Halls Property & Buildings Rental Housing Forestry	*
Greater Christchurch Regeneration Act 2016	All	**
Hazardous Substances and New Organisms Act 1996	Township Reserves Cemeteries Public Toilets Swimming Pools Gravel Reserves Forestry	*
Health (Drinking Water) Amendment Act 2007	Public Toilets Community Centres & Halls Swimming Pools Property & Buildings Rental Housing Gravel Reserves Forestry	**

Legislation & Regulation	Community Facilities Scope	Impact Range
Health Act 1956	Cemeteries Public Toilets Swimming Pools Property (Camp grounds)	**
Health and Safety at Work Act 2015 (and amendments)	All	***
Heritage New Zealand Pouhere Taonga Act 2014	Community Centres & Halls Property & Buildings Recreation Reserves	**
Land Drainage Act 1908	Township Reserves Cemeteries Gravel Reserves	*
Local Government Act 2002 (and amendments)	All	***
Local Government Act 1974 (and amendments)	All	**
Local Government Rating Act 2002 (and amendments)	All	**
Local Government Rating Act 1979	All	*
Local Government (Financial Reporting) Regulations 2011. Renamed to Local Government (Financial Reporting and Prudence) Regulations 2014	All	*
Marine and Coastal (Takutai Moana) Act 2011	All	*
National Water Conservation (Rakaia River) Order 1998	All	*
Ngai Tahu Claims Settlement Act 1998	All	**
Public Works Act 1981 (and amendments)	All	**
Reserves Act 1977 (and amendments)	All	***
Residential Tenancies Act 1986	Rental Housing	**
Resource Management Act 1991 (and amendments)	All	**
Utilities Access Act 2010	All	*
Water Conservation (Te Waihora / Lake Ellesmere) Order 2011	Recreation Reserves	*
Water Conservation (Rakaia River) Order 1988	All	*
WorkSafe New Zealand Act 2013	All	**

Table 2-7: Community Facilities Activity – Legislation & Regulation

The legislation that has or is expected to have the most effect on Community Facilities is described below.

Local Government Act 2002

The Council attains it powers from Section 12 of the Local Government Act 2002 to own and operate community services assets and deliver services. That section of the Act states:

> "12 (2) for the purposes of performing its role, a local authority has –
>
>> (A) Full capacity to carry on or undertake any activity or business, do any act, or enter into any transaction; and
>>
>> (B) for the purposes of paragraph (a), full rights, powers, and privileges."

Other significant requirements of this Act of general relevance include:

- Schedule 10 requirements and particularly community outcomes, asset management implications, levels of service, financial information, significant negative effects, forecasting assumptions, uncertainties and risks and the financial requirements
- Sections 76 / 81 - Decision-Making
- Sections 82 / 90 – Consultation

The 2014 amendments to the Local Government Act 2002 (2014 Amendments) that impact on Community Facilities are:

30 Year Infrastructure Strategy

Requires that a local authority must prepare and adopt, as part of its long term plan, an Infrastructure Strategy for a period of at least 30 consecutive financial years

Delivery of Services Review

Requires that a local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory function.

Local Government (Rating) Act 2002

Key aspects of this Act include:

· The funding companion to the LGA 2002

· Permits councils to strike a rate or charge for any activity they choose to get involved in (Section 16)

Resource Magement Act 1991

Key aspects of this Act include:

· Sustainability of natural and physical resources

· Avoid, remedy or mitigate adverse effects on the environment

· Compliance with district and regional plans

· Take into account the principles of the Treaty of Waitangi

Health and Safety at Work Act 2015

The Health and Safety at Work Act 2015 (HSWA)was enacted on 4 April 2016 and is part of "Working Safer: a blueprint for health and safety at work" and reforms New Zealand's health and safety system following the recommendations of the Independent Taskforce on Workplace Health and Safety. Working Safer is aimed at reducing New Zealand's workplace injury and death toll by 25 per cent by 2020.

The HSWA:

Reinforces proportionality – what a business needs to do depends on its level of risk and what it can control

Shifts from hazard spotting to managing critical risks – actions that reduce workplace harm rather than trivial hazards

Introduces the "reasonably practicable" concept – focusing attention on what's reasonable for a business to do

Changes the focus from the physical workplace to the conduct of work – what the business actually does and so what it can control

Supports more effective worker engagement and participation – promoting flexibility to suit business size and need.

A guiding principle of the HSWA is that workers and other persons should be given the highest level of protection against harm to their health, safety, and welfare from work risks as is reasonably practicable. The HSWA shifts the focus from monitoring and recording health and safety incidents to proactively identifying and managing risks so everyone is safe and healthy.

The HSWA identifies four duty holders:

Duty Holders	Responsibilities under HSWA
Persons conducting a business or undertaking (PCBUs) – these may be individuals or organisations	Have the primary responsibility for the health and safety of their workers and any other workers they influence or direct. They are also responsible for the health and safety of people at risk from the work of their business.
Officers	(Company directors, partners, board members, chief executives) must do due diligence to make sure the business understands and is meeting its health and safety responsibilities.
Workers	Must take reasonable care for their own health and safety and that their actions don't adversely affect the health and safety of others. They must also follow any reasonable health and safety instruction given to them by the business and cooperate with any reasonable

Duty Holders	Responsibilities under HSWA
	business policy or procedure relating to health and safety in the workplace.
Other persons at workplaces	Who come into the workplace, such as visitors or customers, also have some health and safety duties to ensure that their actions don't adversely affect the health and safety of others.

A range of regulations will be developed as part of this HSWA. The HSWA requires identifying the risks associated with hazards and associated mitigation to reduce those risks.

Building Act 2004 and New Zealand Building Code 2002

The Building Act sets out requirements in respect to:

- All provisions relating to the design and construction of buildings
- Compliance with building consents and warrant of fitness issued under the act and relevant regulations and standards

The New Zealand Building Code sets out building design, construction and performance standards.

Fencing Act 1978

This act sets out requirements and responsibilities in relation to mutual boundary fences.

Reserves Act 1977

The Reserves Act 1977 sets out the management and administration requirements for all land in the District held under this Act and of particular relevance is:

- Part II: Acquisition of land for Reserves (Sections 14-15)
- Classification and Purpose of Reserves (Sections 17-18, 23-25)
- Management and Control of Reserves (Sections 26-39)
- Functions of Administering Body – Management plans (Sections 40-41)
- General Powers of Minister and of Administering Body (Sections 42- 52)
- Powers (other than leasing) in respect of recreation reserves.
- Leasing powers in respect to recreation reserves.
- Powers in respect of historic reserves.
- Powers (including leasing) in respect to local purpose reserves.
- Farming and other leases (Sections 71-74).
- Afforestation (Section 75).
- Part IV: Financial Provisions.
- Offences (Sections 93-105).
- Bylaws (Sections 106-108).

Amendments are expected to be drafted within the next few years given the age of the Act and the lack of alignment with other legislation such as the Local Government Act 2002 and the Resource Management Act 1991.

Greater Christchurch Regeneration Act 2016

The expiry of the Canterbury Earthquake Recovery Act 2011 (CER Act) on 18 April 2016 prompted the development of the Greater Christchurch Regeneration Act 2016 which came into force during April 2016.

The primary focus of the CER Act was on recovery – where "Recovery" was defined as including restoration and enhancement.

The Greater Christchurch Regeneration Act establishes a new entity called Regenerate Christchurch. Jointly controlled by Christchurch City Council and the Crown, one of its objectives is to lead regeneration in the Christchurch district for the next five years. 'Regeneration' is defined broadly as:

- Rebuilding; and Improving the environmental, economic, social, and cultural well-being, and the resilience, of communities through urban renewal and development, and restoration and enhancement.

The new framework transfers more decision-making powers to local authorities and provides for greater public input.

Civil Defence Emergency Management Act 2002

Under the CDEM Act 2002 there is an expectation that Council's services will function at the best possible level and extent during and after an emergency, including no change from normal operation. Council has established planning and operational relationships with regional CDEM groups to deliver emergency management within our boundaries. The provision of community buildings that are suitable as welfare centres and emergency centre headquarters are key items for the activity.

2.8.2   Standards, Codes of Practice and Guidelines

National environmental standards, design standards (AS/NZS ISO), Codes of Practice and Guidelines provide technical direction. National Standards must be complied with under the direction of relevant legislation.

National Environmental Standards

National environmental standards (NES) are regulations issued under the Resource Management Act 1991 (RMA). They prescribe technical standards, methods and other requirements for environmental matters. Regional and Local Councils must enforce these standards (or they can enforce stricter standards where the standard provides for this). In this way, National Environmental Standards ensure consistent minimum standards are maintained throughout all New Zealand's regions and districts. NEs of relevance to the Community Facilities Activity are:

- National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health
- National Environmental Standards for Plantation Forestry (comes into effect on 1 May 2018)
- National Environmental Standard for Sources of Human Drinking Water

Codes and AS/NZ Standards

Where practicable, relevant AS/NZS standards are used as the basis for determining standards of design and construction. Codes/Standards that have a specific impact on Community Facility Activities are:

- The Code for Subdivision and Development AS/NZS: 4404
- Playground Equipment and Surfacing NZS 5828:2015
- Standard for Pool Water Quality NZS 5826:2010
- Standard for Swimming Pool Design NZS 4441:2008
- Design and application of outdoor recreation symbols NZS 8603:2005
- Design for access and mobility: Buildings and associated facilities NZS 4121:2001
- Public toilets NZS 4241:1999
- Monuments within burial grounds and memorial sites. Specification BS 8415:2005+A2:2012
- The Building Code is contained in Schedule 1 of the Building Regulations 1992

2.8.3   Key Planning Documents

There are a number of key planning documents prepared at both a Regional and District level that have relevance to the management and delivery of the Community Facilities Activity. Information on each of the key plans is set out below. More detailed information relating to individual service areas is contained in Sections 7-16 of this plan.

Regional Level Plans

Regional Policy Statement (ECan)

The requirements of the Resource Management Act 1991 are being implemented by Environment Canterbury (ECan) through the Resource Consent procedure and the proposed *Regional Policy Statement*. This is a written statement of the principles, priorities, and courses of action proposed by the Regional Council to deal with the resource management issues of the region.

The policy statement relates to the management of community services assets and services in terms of landscape, ecology and heritage protection and enhancement along with the management of coastal environments, river margins and the built environment.

Canterbury Land and Water Regional Plan (ECan)

This document contains polices, objectives and rules aimed at protection and sustainable management of the regions land and water resources. In terms of the Community Facilities Activity, this plan has particular application for protection of ground water from contamination and management of the margins and beds of rivers and water bodies.

Land Use Recovery Plan (ECan)

The Land Use Recovery Plan (LURP) puts land use policies and rules in place to assist rebuilding and recovery of communities (including housing and businesses) that have been disrupted by the earthquakes. It covers the metropolitan urban area of Christchurch and south to include Lincoln, Prebbleton and Rolleston.

It sets a policy and planning framework necessary to:
- Rebuild existing communities;
- Develop new communities;
- Meet the land use needs of businesses;
- Rebuild and develop the infrastructure needed to support these activities;
- Take account of natural hazards and environmental constraints that may affect rebuilding;
- And recovery.

LURP identifies what needs to be done in the short and medium term to co-ordinate land use decision-making, identifies who is responsible and sets timelines for carrying out actions. It directs amendments to be made to Environment Canterbury's Regional Policy Statement, the Christchurch City Plan, the Selwyn District Plan and the Waimakariri District Plan.

Natural Environment Recovery Programme

The natural environment of greater Christchurch is important to the community for multiple reasons that span cultural, social and economic interests and therefore requires a planned and integrated approach to ensure recovery:
- protect vulnerable and valued resources, ecosystems and habitats;
- restore damaged areas; and
- enhance significant environments and overall environmental quality.

The Natural Environment Recovery Programme (NERP) identifies ways to rehabilitate and improve the natural environment through the rebuild. The programme aims to make continuing and incremental improvements to the pre-earthquake state of the natural environment, with no further degradation.

Biodiversity Strategy (ECan)

The Biodiversity Strategy for the Canterbury Region is a non-statutory document that establishes a framework of goals and priorities for undertaking biodiversity initiatives. Council is a signatory to the document charter, affirming a commitment to working collaboratively with the other strategy partners, communities and landowners to implement the strategy and to achieve positive biodiversity outcomes for the Canterbury region.

Regional Pest Management Strategy (ECan)

This strategy is relevant to the management of plant and animal pests on Council reserves and properties. It has particular application to weed and pest control in natural area and riverbank sites.

Greater Christchurch Urban Development Strategy (UDS)

The UDS is a collaborative partnership between the Christchurch City Council, Environment Canterbury, the District Councils of Selwyn and Waimakariri, and the NZ Transport Agency, to manage growth and development in the Greater Christchurch area, including the location of future housing, development of social and retail activity centres, areas for new employment and integration with transport networks.

The primary objective of the UDS is to ensure well planned and designed urban areas, integrated with efficient infrastructure networks. This approach can have significant economic, social and cultural benefits and also minimise the impacts that modern human settlements inevitably have on the environment and the consumption of resources. The UDS has, to some extent, been superseded by the LURP.

Mahaanui Iwi Management Plan

This Iwi Management Plan (IMP) is a tool for Tangata Whenua to express their identity as Manawhenua and their objectives as kaitiaki, to protect their taonga and resources, and their relationships with these. The IMP seeks to ensure that these taonga and resources are recognised and protected in the decision-making of agencies with statutory responsibilities to Tangata Whenua.

Iwi Management Plans are afforded explicit statutory recognition under the Resource Management Act (1991). Local authorities have statutory obligations under the Local Government Act and the Resource Management Act to appropriately recognise, protect and provide for Tangata Whenua values and interests. As a Tangata Whenua planning document, the Mahaanui Iwi Management Plan will assist Councils to do this.

Canterbury Spaces and Places Plan: A Regional Approach to Sporting Facilities 2017

The purpose of this report is to provide a preliminary snap shot of the current and planned sporting facilities network for the area defined by the territorial boundaries of Ashburton District Council, Selwyn District Council, Christchurch City Council, Waimakariri District Council and Hurunui District Council. The spaces and places plan is a regional plan covering the provision of significant sized open spaces and facilities (physical infrastructure) in Christchurch City and the projected main urban areas of Selwyn District and Waimakariri District. Its purpose is to inform the decision making on investment in sports facilities at a regional level and to support the long term development of sport and recreation in Greater Christchurch over the next 30 years.

Climate Change Report (ECan)

This report considers the effects of climate change for the region on the environment, society and the economy. Predicted effects that are relevant to this activity include: changes to indigenous biodiversity and ecosystems; distribution shift of pest species (plants and animals); more extreme weather events; competition for scarce water resources; environmental deterioration effect on primary production with consequent implication for the district economy.

District Level Plans

Selwyn District Plan

The District Plan provides guidance for the Council to carry out its functions in terms of the Resource Management Act 1991. The plan sets out the Council's resource management strategy, including how the Council will control the effects of activities and development on natural and physical resources. The plan includes provisions relating to community facilities, and its zoning maps allocate public land for open space and amenity purposes with 'outline development plans' defining how these spaces may be utilised.
A review of the Selwyn District Plan is currently in progress.

Selwyn 2031 - District Development Strategy

The purpose of Selwyn 2031 is to provide an overarching strategic framework for achieving sustainable growth across the district to 2031. The Strategy emphasises the importance of adopting and implementing a strategic approach to managing urban growth as a means of strengthening the District's self-sufficiency and to ensure that it continues to be a great place to live, work and play.
Selwyn 2031 puts forward three key growth concepts being:

- Establishment of a township network, which provides a support framework for managing the scale, character and intensity of urban growth across the whole district;
- Establishment of an activity centre network, which provides a support framework for managing the scale and intensity of business areas throughout the district townships;
- Encouraging self-sufficiency at a district-wide level.

Ellesmere and Malvern Area Plans

The purpose of the plans is to provide high-level planning direction to guide the growth and sustainable management of each township in the Ellesmere and Malvern areas through to the year 2031. The plans identify initiatives to assist in the delivery of the Selwyn 2031: District Development Strategy (Selwyn 2031)

vision, which is: "*To grow and consolidate Selwyn District as one of the most liveable, attractive and prosperous places in New Zealand for residents, businesses and visitors.*"

The Area Plans will help to inform:
- The District Plan Review (DPR) and other statutory planning processes under the Resource Management Act (RMA)
- Future Long-Term Plan (LTP) and Activity Management Plan (AMP) processes under the Local Government Act (LGA)
- Other Councils, community and privately initiated projects and capital investment decisions

Selwyn District Council Physical Activity Strategy 2007

The purpose of this document is to guide Selwyn District Council and allied agencies in the planning and implementation of physical activity initiatives to improve the health and wellbeing of district residents. Community facilities and reserves are viewed as key elements for provision of physical activity opportunities. It is planned to prepare a replacement strategy for sport and recreation in 2018.

Aquatic Facilities Plan (2017)

This plan was initially developed in 2008 and subsequently reviewed in 2017. The plan includes background information to provide context, outlines identified gaps in swimming pools service provision, and maps a pathway to provide improved levels of service for residents of the district. The plan identifies a hierarchy of pools and makes recommendations for future provision of indoor aquatic facilities and improvements to existing community pools.

Walking & Cycling Strategy (2009)

This strategy sets the goals, objectives, targets and overall policy context for walking and cycling (facilities) and an Action Plan describes how the strategy will be implemented and funded. The Walking and Cycling Strategy is currently being reviewed and updated.

Selwyn District Council Community Development Strategy 2006

This strategic document outlines objectives and actions for community development within the district. It has implications for the Community Facilities Activity in terms of encouraging active lifestyles and provision access to community and health facilities.

Selwyn District Council Economic Development Strategy 2005

The Economic Develop Strategy sets out key initiatives to make Selwyn an attractive place to live, work and play and to encourage business growth. Many of the services within the Community Facilities Activity contribute to the overall quality of the district and support business such as tourism.

Selwyn District Council Open Space Strategy (2015)

This plan (OSS) identifies future open space needs for main growth centres in the district and provides a blueprint for reserve and public open space provision. The OSS is substantially complete at time of preparing this Activity Management Plan.

The District's current open space resource is being significantly impacted by on-going population growth with Selwyn District being the fastest growing District in New Zealand. This has resulted in increasing pressure on the various providers of open space to meet the District's current and future needs.

The Vision of the OSS is *'A well connected, sustainable network of open spaces across the District that reflect the needs and aspirations of the Districts residents & visitors, and protects and enhances the Districts biodiversity'*.

Key Principles are:
- Build on what we have
- Recognise cultural significance
- Maintain our District identity
- Recognise the wider network
- Create linkages
- Provide a diversity of spaces
- Value local themes

- Create quality living environments
- Build community connectivity
- Enrich community health and wellbeing
- Practise sustainability
- Preserve biodiversity
- Adopt flexible provision principles

The OSS undertakes an analysis of open space by functional categories:
- Sport and Recreation
- Neighbourhood Reserve
- Public Gardens
- Civic
- Cultural Heritage
- Nature
- Outdoor Adventure
- Recreation and Ecological Linkages

Community Centres & Halls Strategic Plan (2013)

The Strategic Plan for Community Centres and Halls provides guidance to Council and stakeholders on the future provision and management of these important community facilities. The primary purpose of the Plan is to increase the value of the community centres and halls to the communities they serve. The Strategic Plan is focused on ensuring the network of community centres and halls deliver appropriate services in a sustainable manner.

Eastern Selwyn Community Spaces Plan 2016

The purpose of this plan is to provide Council with clear direction for current and future community space provision, enabling them to make appropriate community space contributions (right time, place, type and quality), through to 2031

Reserve Management Plans

Reserve Management Plans prepared under the Reserves Act 1977 set out the policies and objectives for the management of reserves. The status of Reserve Management Plans as at November 2017 is shown in the following schedule. Draft plans awaiting further research, consultation or approval, and intended future plans not yet commenced, are included. These will be progressed as Council's resources permit. Their effect on Asset Management decision-making is discussed in Chapter 19.
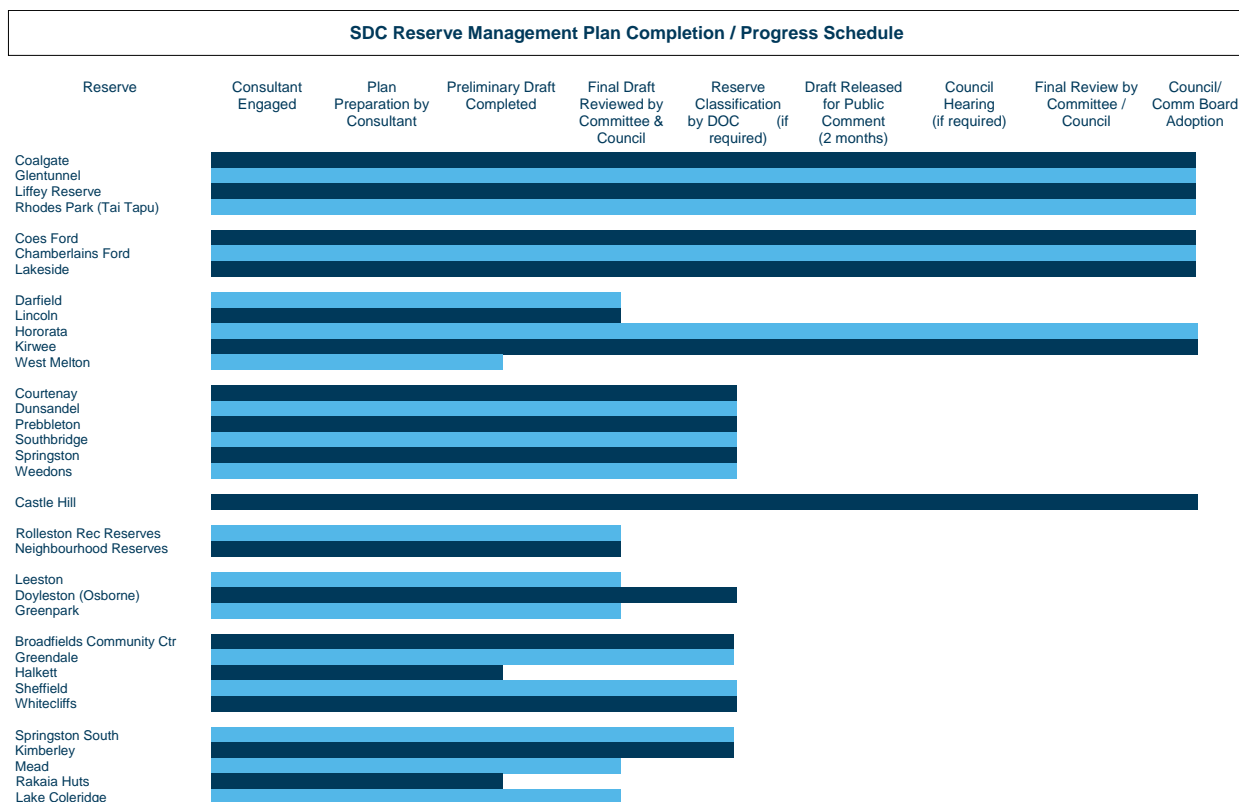
Figure 2-4: Status of Reserve Management Plans

2.8.4 Council Bylaws

Section 146 of the Local Government Act 2002 provides for a Territorial Authority to make Bylaws in its district for the purposes of managing, regulating against, or protecting from damage, misuse, or loss, or for preventing the use of; the land, structures, or infrastructure associated with Community Facilities.

The table below lists the Bylaws that Council has in place related to the Community Facilities Activity and presents the current status of each.

Bylaw Name	Purpose	Status
Dog Control Bylaw	To give effect to the Selwyn District Council's Dog Control Policy and to provide for matters set out in the Dog Control Act 1996.	Adopted 2012 – being reviewed in 2017/18
Cemetery Bylaw	Management of cemeteries, sale of plots, interments and plot maintenance.	Adopted 2011 – being reviewed in 2017/18
General Bylaw	Broad including serving of notices.	Adopted 2009
Parks and Reserves Bylaw	Defines activities on parks and reserves and inappropriate behaviour.	Adopted 2009 – being reviewed in 2018

Table 2-8: Council Bylaws

The Local Government Act 2002 requires that Bylaws are reviewed at least every 10 years. Council may choose to review them more frequently where required.

2.8.5 Key Policies

Information on Council policies (particularly those covered in the Council Policy Manual) that relate to specific service areas are generally included in the individual services sections (Sections 7 to 16).

In the case of Community Facilities, policies also give residents and ratepayers an insight into the reasons why certain decisions are made. They reduce the likelihood of inconsistent decisions or raising false expectations.

Policies are reviewed regularly by Council. Their review considers:
- The continued relevance of the policies against Bylaws, regulations Regional rules and local issues
- What, if any changes are required to maintain its relevance

In addition to this there are a number of other high level policies that relate to overall Council business. These policies are disclosed in the Long Term Plan. A brief summary of their content is presented below.

Development Contributions Policy

The Council is required to have a Developments Contributions Policy as a part of its Funding and Financial Policies. Section 198 of the Local Government Act 2002 gives territorial authorities the power to require a contribution from developments. Development Contributions provide the Council with a method to obtain funding to provide infrastructure, which is needed to support growth that occurs within its District.

In relation to the Community Facilities Activity the policy includes a section on *Development Contributions for Reserves.* Contributions from residential subdivision and/or development are used to generate the necessary funds for reserves and facilities for open space and recreation. The policy includes information on requirements, rate of contribution, valuation basis, use of cash contributions, criteria for taking land, and credits.

Engagement Policy

This policy supersedes the previous Policy on Significance and must set out:

a) The local authority's general approach to determining the significance of proposals and decisions in relation to issues, assets or other matters.

b) Any criteria or procedures that are to be used by the local authority in assessing the extent to which issues, proposals, decisions or other matters are significant.

c) How the local authority will respond to community preferences about engagement on decisions relating to specific issues, assets or other matters, including when use of the special consultative procedure is desirable.

d) How the local authority will engage with communities on other matters.

The SEP must also list the assets considered by the local authority to be strategic assets.

Public Consultation Policy

Council adopted a Local Governance Statement which is required to be produced by the Council under Section 40 of the Local Government Act 2002. This includes a statement on the consultation policies that are applied under this legislation.

Further information on this is included in section 2.6.4 of this plan (Governance, Management and Decision-making).

Revenue and Financing Policy

This policy sets out how each of Council's activities and functions fund operating and capital expenses. It includes information on the funding approach to the various functions within the Community Facilities Activity.

2.9   Key Relationships

As a result of the large number and diversity of service covered under this activity a separate list of key stakeholders has been developed for each area and presented in Sections 7 to 16 of this plan. Nevertheless there are some important relationships that transcend most service areas and these are described below. This includes the stakeholder and a description of how communication and consultation is undertaken.

Selwyn District Residents

It is important for Council to develop effective relationships and communication with district residents to ensure they are kept informed on issues and have the opportunity to participate in decision-making. The Council uses a range of mechanisms to communicate with the wider district population. This includes information/articles in Council Call (a weekly information bulletin inserted in local newspapers) and utilisation of the Council web site.

With projects, consultation processes are tailored to meet specific needs and to ensure compliance with any legislative procedures (e.g. Reserve Management Plans).

Selwyn District Councillors

Formal communication with Councillors is via reporting to Council meetings. There is also a less formal forum available through the Council Workshop process where specific issues can be presented. Individual advice or communication on issues can be provided directly to Councillors on request. Councillors are also assigned portfolios and meetings are held to discuss specific matters relating to individual portfolio areas.

Community Boards

The Malvern Community Board meet on a monthly basis and issues of a local nature are reported at these meetings. It is important to keep the Community Board informed on local matters and this can be achieved via memoranda.

Local Management Committees (Township, Reserves, Community Halls, Swimming Pools)

These committees are a key component of the Council's consultation approach providing a direct link to local communities.   The committees generally meet on a monthly basis and consider issues and correspondence received. Council staff attend meetings on a regular basis to maintain communication links.

The Council has established positions to support management committees and ensure appropriate communication channels are in place.

Local Iwi

The Council must ensure that it has in place processes for consulting with Maori. To this end Council has a regular Iwi liaison forum established with Te Taumutu Runanga to discuss issues and projects. Consultation with local Iwi and Ngai Tahu is undertaken for specific projects as required.

The Te Waihora/Lake Ellesmere restoration and rejuvenation of the mauri and ecosystem health has been confirmed with the signing of Whakaora Te Waihora - a long-term relationship agreement and shared commitment between Environment Canterbury, Ngāi Tahu and Te Waihora Management Board. Selwyn District Council is now a signatory to this agreement. The co-governance agreement puts in place a framework within which Ngāi Tahu, Environment Canterbury and Selwyn District Council will work towards the realisation of outcomes aimed at the restoration and rejuvenation of the values of the lake and catchment.

Ngai Tahu Property

Council has developed a collaborative relationship with Ngai Tahu Property particularly in relation to processes for the disposal of crown derived land or where rights of first refusal are triggered under the Ngai Tahu Claims Settlement Act.

Businesses in the District

The Council views businesses as a key partner in meeting district objectives. Partnerships and initiatives have been established in a number of areas to support business activities.

Land Developers

Council works closely with developers of both residential and business area subdivisions to achieve good environmental and social outcomes. This specifically relates to the landscape treatment of streets, provision and layout of reserves, preservation of natural or heritage features and creation of off-road transport networks for walking and cycling.

Local Community Interest Groups

There are a wide variety of community groups across the district from local historical societies to environmental groups. Where these groups have a special area of interest Council will work alongside them to attain mutual objectives.

Department of Conservation (DoC)

The Council has a key relationship with DoC in regard to the management of land held under the Reserves Act 1977. There are formal processes prescribed under that Act for authorisation of certain activities. The Council seeks regular advice from DoC on matters related to reserves management and administration. In addition to this an annual meeting is held between DoC officers and Council staff to discuss issues and share information.

Environment Canterbury (ECan)

A key relationship with ECan relates to applications for resource consents and subsequent monitoring and compliance. This tends to be undertaken on a project by project basis. In addition, SDC collaborates with ECan on land management particularly around the Waimakariri Regional Park.

Sport Canterbury (The Canterbury West Coast Sports Trust)

Sport Canterbury was established to support, lead and develop sport and physical activity participation in the Canterbury Region. Council staff work with Sport Canterbury in the provision of sports and recreation facilities and programmes to meet local and regional needs. Selwyn District Council staff contribute to the "Sports Leadership Group" facilitated by Sport Canterbury.

Heritage NZ

A number of sites for this activity have significant heritage values. It is also possible that items of historical significance could be accidentally discovered during excavation or other project works. The Council has established a process to deal with these situation should they arise which is documented in the District Plan. Conservation plans have also been prepared for some sites (e.g. Rakaia Huts) that set out specific protocols for the management of these areas. Communication with and guidance from the Historic Places Trust is sought as required in accordance with these processes.

Ministry of Education Schools and Educational Institutions

These institutions form an important part of the district's community and social network. Many of the activities undertaken by Council impinge on school activities and it is therefore necessary to maintain strong relationships. Schools are generally included in consultation plans for projects and are kept informed on issues that directly affect them. The Council also liaises with representatives from the Ministry of Education on strategic matters and is involved with a number of discussions around community access and sharing facilities.

Lessees of Council Property (Commercial and Community)

Many Council reserves and properties have areas or buildings that are leased to another party. It is essential to maintain effective relationships with lessees to ensure issues are resolved and lease conditions met.

Principal Maintenance Contractor

SICON Ltd is the main contractor involved in delivery of maintenance services for this activity. To maintain communication on contract matters and service issues Council has established a programme of regular (monthly) meetings, routine reporting, and performance monitoring. Council staff also liaise with SICON on a frequent basis to resolve issues as they arise.

Council's Insurers

Council Insurers have a strong interest in Council business and it is necessary to make certain they are informed of insurance issues/incidents as they occur. Procedures are in place to ensure appropriate notification and liaison is carried out.

Audit NZ

Audit NZ has a role to ensure Council financial and associated processes and documentation is in place to undertake sound business practice and meet financial and legislative requirements. Council is committed to a sound and open working relationship with Audit NZ.

Adjoining Local Authorities

Selwyn District Council works collaboratively with other local authorities in the region to share information and resources and on joint projects. There are a variety of forums and working parties established for specific purposes (e.g. UDS, freedom camping).

Waihora Ellesmere Trust (WET)

WET is a community organisation dedicated to the improvement of the health and biodiversity of Te Waihora/Lake Ellesmere and its catchment. The Council has representatives that attend meetings and communicate on specific projects/issues.

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CONTENTS

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3 Levels of Service

3.1 Introduction

Levels of service are developed in order to demonstrate a clear understanding of customer needs and expectations and show how these needs and expectations will be met. They are moderated and guided by statutory requirements and the organisation's strategic and corporate goals as well as community outcomes. Schedule 10 of the LGA requires the description of intended levels of service to include performance targets and other measures by which the actual levels of service may be meaningfully assessed. Monitoring these targets over time allows SDC to measure performance and be more accountable to stakeholders and community.

This section provides an overview of stakeholders in the Community Facilities Activity, the role of council, and how community services contribute to the community outcomes. Key service drivers, customer needs, and past performance is discussed. Specific information, including the present and future levels of service for each service area, is displayed in Sections 7 to 16.

3.2 Stakeholders and Community

In order to promote excellence in the management of resources and the provision of services for the people of Selwyn District stakeholders need to work together. It is important to identify stakeholders to better understand their values and what aspects of the Community Facilities Activity are important to them.

Information was initially compiled during the development of the community outcomes from questionnaires posted in local newspapers, submissions, referenda, workshops, surveys and commissioned research. This process not only identified the outcomes but also identified organisations and groups capable of influencing the promotion of those outcomes. Further to this work a revision of existing asset planning documents has facilitated further development of the list of stakeholders, see Table 3-1 and Table 3-2. Note that more specific information on stakeholders for each service area is included in Sections 7 to 16.

Key Internal Stakeholders	Community Service									
	Recreation Reserves	Township Reserves and Streetscapes	Cemeteries	Public Toilets	Community Centres and Halls	Swimming Pools	Properties and Buildings	Rental Housing	Gravel Reserves	Forestry
Councillors	●	●	●	●	●	●	●	○	●	●
Malvern Community Board	●	●	●	●	●	●	●	○	○	○
Township Committees	●	●	●	●	●	●	●	○	○	○
Property & Commercial Staff	●	●	●	●	●	●	●	●	●	●
Community Services Staff	●	○	○	○	●	●	●	○	○	○
Asset Delivery Staff	○	○	○	○	○	○	○	○	●	○
Corporate Services Staff	○	○	●	○	○	○	○	○	○	○
Business Relationship Staff	●	●	●	●	●	●	●	●	●	●
Information Technology Staff	○	○	○	○	○	○	○	○	○	○
Planning & Regulatory Staff	○	○	○	○	○	○	○	○	○	○
Hall Committees	○				●	○				
Pool Committees						●				
Reserve Committees	●	○			○	○				
● Primary Interest ○ Secondary Interest										

Table 3-1: Key Internal Stakeholders

Key External Stakeholders	Community Service									
	Recreation Reserves	Township Reserves and Streetscapes	Cemeteries	Public Toilets	Community Centres and Halls	Swimming Pools	Properties and Buildings	Rental Housing	Gravel Reserves	Forestry
Selwyn community including citizens and ratepayers	●	●	●	●	●	●	●	●	●	●
Individual user of service	●	●	●	●	●	●	●	●	●	
Tourists & visitors to the District	●	●	●	●	●	●	●			○
Sporting and recreation groups/clubs	●	○			●	●				
Environment Canterbury	○		●	●	○	○	○		●	●
Ministry for the Environment	●	●	●	●					●	●
Department of Conservation	●	●	●				○		●	○
Ministry of Health			●	●		●				
Neighbouring TLAs (CCC, WDC, ADC)	○		○	○	○	○	○			○
Ministry of Primary Industries										●
NZ Transport Agency		○							○	
Ministry of Education/Schools	○						○			
Sport Canterbury	●	○			○	●				
Funeral Directors			○							
Ngai Tahu & Taumutu Iwi	●	○	●	●			●		○	○
Historic Places Trust	○		●				●			
Fish and Game	○	○							○	○
Forest and Bird	○	○							○	○
Community groups	●	●	●	●	●	●	●	●		○
Tenants (housing)								●		
Commercial lessees							●			
Lessees (grazing)	●						●		●	●
Contractors, Consultants & Suppliers	●	●	●	●	●	●	●	●	●	●

● Primary interest   ○ Secondary interest

Table 3-2: Key External Stakeholders

3.3 Role of Council

The role of Council is guided by Section 10 (1) and (2) of the Local Government Act 2002 which describes the purpose of local government:

(a) To enable democratic local decision-making and action by, and on behalf of, communities; and

(b) To meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—

(a) efficient; and

(b) effective; and

(c) appropriate to present and anticipated future circumstances.

The role the council plays in promoting each Council outcome are set out in Table 3-3 below.

Community Outcome		Role of Council									
		Advocate	Provide	Facilitate	Support	Maintain	Encourage	Promote	Implement	Work with	Protect
1	A clean environment	●	●								
2	A rural district		●								
3	A healthy community	●	●	●							
4	A safe place in which to live work and play	●	●	●	●	●	●	●			
5	An educated community	●	●								
6	A prosperous community	●			●		●	●	●	●	
7	An accessible district	●	●								
8	A community which values its cultural heritage		●					●			●
●	Role of SDC										

Table 3-3: Council's Role in Community Facilities

3.4 Contribution to Community Outcomes

The Council outcomes listed in the table below have evolved over time and have been modified to reflect the changing face of the community. Table 3-4 shows how the Community Facilities Activity contributes to the Community Outcomes.

Community Outcome		Community Facilities Services									
		Recreation Reserves	Passive Reserves and Streetscapes	Cemeteries	Public Toilets	Community Centres and Halls	Swimming Pools	Properties and Buildings	Rental Housing	Gravel Reserves	Forestry
1	A clean environment	○			○						○
2	A rural district	○	○	○						○	●
3	A healthy community	●	●	●	●	●	●	●	●		
4	A safe place in which to live work and play	○	○				○	○			
5	An educated community					○		○			
6	A prosperous community	○			○		○			○	○
7	An accessible district	○	○							●	
8	A community which values its cultural heritage	○	○	○		○		○			
● Primary contributor ○ Secondary contributor											

Table 3-4: Contribution of Community Facilities

3.5 Key Service Drivers

The key drivers affecting the Community Facilities Activity include changing legislation and regulation, council's policy and strategic direction, and increasing customer expectation. A full range of service drivers relating to individual services is explained in the Level of Service parts in Sections 7 to 16.

Legislation

Key statutory, regional, and local legislative requirements that impact on the levels of service are outlined in Section 2.7. In addition, detailed information on legislation, regulations and standards relating to service areas is covered in Sections 7 to 16.

Strategy and Policy

Key strategic documents with potential to influence customer expectations are set out in Section 2.7 and more detailed information is included in each of the service area sections (Sections 7 to 16).

Urbanisation

Resident expectations of a higher standard of service commensurate with a city environment are increasing as some townships become more "urbanised". This has been particularly evident in the high growth townships of Rolleston, Prebbleton, West Melton and Lincoln where there are community expectations for service standards above what has previously been provided.

3.6   Engaging with the Community

Existing service level descriptions and performance measures have been reviewed in order to evaluate their adequacy in terms of useful reporting. The analysis included information collected from the LTP and Annual Plan consultation, earlier asset management plan versions, and other strategic documents.

Service level descriptions and performance measures have been modified based on:

- Analysis of results and trends from the annual Selwyn Residents Survey
- Development and consultation on recent strategic documents e.g. Open Spaces Strategy, Eastern Selwyn Community Spaces Plan
- Preparation and consultation on Reserve Management Plans
- Formal focus group workshops on level of service standards for Community Facilities in 2008, 2013 and 2017
- Analysis of information from the Open Spaces Strategy (2015)
- Analysis of consultation on various iterations of the LTP and subsequent Annual Plans
- Feedback from the community via formal processes such presentations to Council
- Analysis of service request information collected over the last three years

During April 2017, focus groups were invited to comment on the level of service for recreation reserves, township reserves and streetscapes; cemeteries; public toilets; community centres and halls; and swimming pools. Feedback was collated on "H forms", (refer Annexes attached to relevant service areas in Sections 7 and 8, 9, 10, 11 and 12). Each service was scored out of 10 (10 being most satisfied with service) with justification for the score, opinion on adequacy of current expenditure level, and suggested improvements. Findings from this exercise have been included in the relevant service area sections and a summary is shown below (2014 scores in brackets).

Service	Average Satisfaction Rating Out of 10	Current level of spending	Main issues identified
Reserves	6.9 (6.8)	Even support for about right and spending more	Loss of volunteers, some assets lacking maintenance, wider public use services but paid for by local communities, support and communication from Council
Community Centres & Halls	7.3 (8.2)	About right, some support for spending more	Most need upgrading, focus on smaller facilities as well not just hub ones, need to maintain a district wide service.
Swimming Pools	6.7 (5.5)	About right	Need sufficient facilities close to populations, more support for local pools – lifeguards, some community pools need repairs.
Cemeteries	8.2 (7.3)	About right	Mowing standard, sunken graves not attended to quickly enough, water availability at some cemeteries.
Public Toilets	4.2 (5.7)	High support for spending more	Cleaning standard, not enough toilets, poor signage, some not well located, some poor quality (Lincoln).

Table 3-5: Level of Service Focus Group Scores

3.7 Customer Wants and Needs

Customer values have been identified by SDC in order to address the wants and needs that different stakeholders demand from the Customer Facilities Activity. These values link the levels of service with the community outcomes and are considered to be important for the economic, social, environmental and cultural well-being of the area. Customer values have been grouped into the following core values:

- Accessibility
- Affordability
- Availability
- Cultural Sensitivity
- Environmental Protection
- Health & Hygiene
- Heritage Protection

- Legal Compliance
- Provision/Distribution
- Quality
- Reliability/Responsiveness
- Safety & Security
- Sustainability
- Utilisation

3.8 Past Performance

Performance of Community Facilities activities has been measured and reported in three ways, each described below.

3.8.1 Performance – Customer Ratings

The annual Selwyn Residents Survey has been carried out over a number of years and gives a trend in customer perception on performance for certain services. Results from this survey are shown in the graph below. Additional detail on past customer satisfaction is recorded in the individual service sections of this plan.

It should be noted that from 2016 a revised interpretation of resident survey results has been presented whereby an apportionment of neutral responses is no longer calculated into the overall satisfaction rating. This means that performance targets have had to be reviewed and adjusted to reflect the future levels of performance anticipated to be disclosed from analysis of survey results.
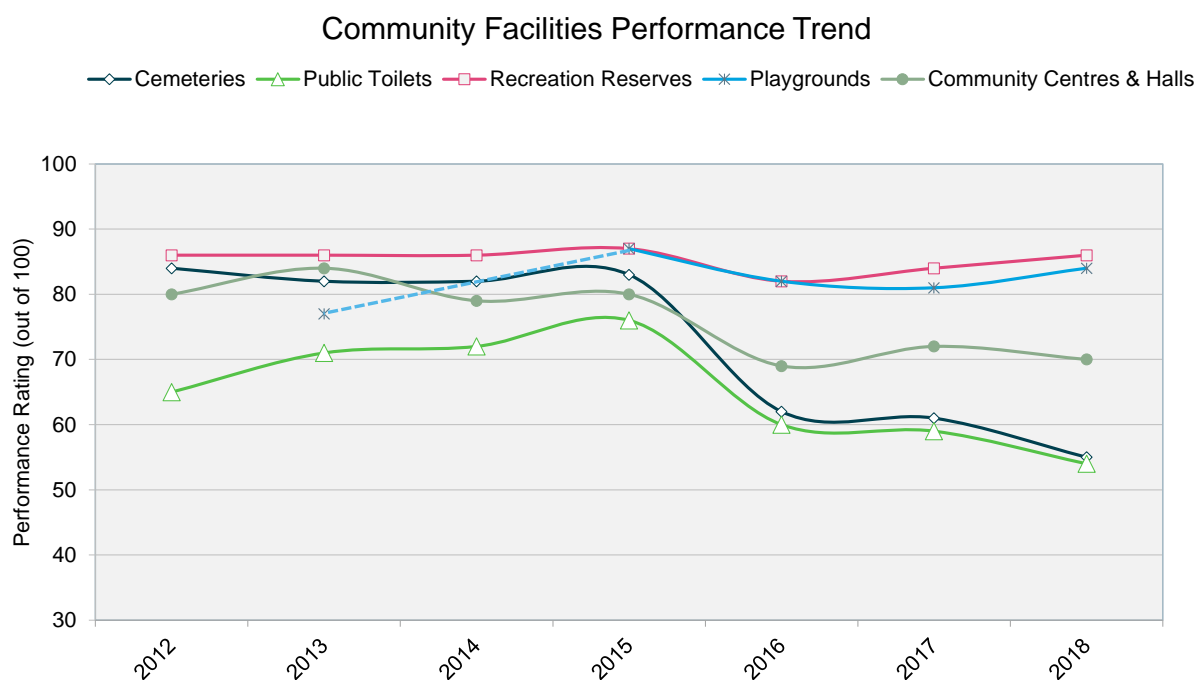

Figure 3-1: Performance Trend (Source: SDC Selwyn Residents Survey 1999-2013)

The satisfaction rating for pools is not shown in the above graph as from 2018 this will be recorded separately for Council operated and Community operated pools.

The level of customer satisfaction with Council's performance in most of the service areas shown in Figure 3-1 has tended to increase or maintain a consistent level over the survey period. This is assumed to be a result of a number of factors including Council's programmes over recent years to improve performance in identified areas and address service gaps. This includes:

- Renewal and upgrading programme for public toilets.

- Review of maintenance and operations standards for public toilets.

- Provision of new play areas including community parks and upgrading play equipment following independent playground assessments.

- Provision of new and extended sports parks for active recreation and improving facilities on them.

- Upgrading the quality of environments and facilities provided at rural recreation reserves.

- Investment in improving community pools and building of the Selwyn Aquatic Centre.

- Increasing maintenance of cemetery trees and providing improved facilities (e.g. seating, water supplies).

3.8.2 Performance – Level of Service Targets

Council has adopted Levels of Service and associated performance measures for each of the ten service areas. These have been reviewed as part of developing the 2018-28 LTP with an emphasis on 'SMART' performance goals:

- Specific

- Measureable

- Attainable

- Realistic

- Time-bound.

In reviewing levels of service and performance standards Council has considered the "Parks Categories and Levels of Service Guidelines" developed by the New Zealand Recreation Association (NZRA) in 2011. This document provides a framework for levels of service applicable to parks and recreation assets/services and to enable comparison on a national basis.

The review has resulted in some of the performance measures being adjusted or some new measures being put in place. This has focused on:

- Ensuring there are measures that are applicable to key community facilities (Selwyn Aquatic Centre, Lincoln Events Centre and Rolleston Community Centre);

- Reflecting the strategic direction of Council for the service;

- Ensuring the measures are meaningful in gauging the service performance and can be readily assessed.

3.8.3 Performance – Infrastructure Quality Standards

The service standard provided by the infrastructure is recorded using specific, measureable methods which can be repeated as required. For assets such as buildings, this is an extensive exercise and is not repeated frequently. Buildings are rated according to a Property Quality Standard, and changes to the building will trigger a review of its performance rating. The assets for which performance is currently documented are:

- Playgrounds (Play value, play environment, number of activities)

- Toilets (Comfort, appearance, servicing*, accessibility, safety, compliance, availability* etc.)

- Swimming Pools (PQS – accessibility, security, functionality, compliance, availability*, affordability, servicing etc.)
- Halls (PQS – accessibility, safety, functionality, compliance, availability, affordability etc.)

Non-asset aspects of the infrastructure, such as opening hours, staffing and responsiveness to fault repairs* may also be measured and monitored as part of a performance assessment.

IP: 11-201 Develop performance measures for all asset groups including reserves (e.g. Council may consider the "Green Flag" assessment process for determining the quality of key parks). Other infrastructure will be included as required to comply with Council's AcMP Development Policy in regard to sophistication of Level of Service management.

3.9   The Present and Future Levels of Service and Performance

Information on present and future levels of service is covered in Sections 7 to 16 of this plan. These provide statements on current and future levels of service along with performance measures for each of the ten service areas.

3.10 Improving Level of Service Performance

Analysis of service gaps has been carried out for all service areas. As part of this process, SDC's response to addressing the performance gaps has been stated and translated to projects. This information is incorporated into the specific level of service information in Sections 7 to 16.

3.11 Changes in Levels of Service

The Council has been generally satisfied that the current levels of service determined for each service area where appropriate. This was supported by feedback from the community through formal consultation.

In developing this version of the Community Facilities Activity Management Plan, information was provided to focus groups on the cost of current services and the cost to ratepayers for increasing the level of service in order for them to make informed decisions on level of service changes and the cost implications of doing so.

The focus group exercise and residents survey completed in 2017 generally confirms that the levels of service are appropriate but indicates some areas where gaps are evident. This specifically relates to public toilets where there was a desire to increase expenditure to improve the service.

Council has also considered legislative requirements especially related to the Health and Safety at Work Act and has identified additional hazards that will require further controls. This relates to play equipment safety, community pool supervision and gravel pit management.

For the balance of service areas within the Activity it is intended that no changes to levels of service be considered. This view is formed on the basis that:

- Focus group consultations and the Resident Survey undertaken did not raise any significant issues in terms of the current levels of service.The Resident Surveys carried out over the last three years have not signalled any major issues with levels of service for Community Facilities.
- Analysis of service requests over the last three years is not showing any specific trends that would indicate dissatisfaction with levels of service.
- Consultation undertaken with the community as part of developing reserve management plans for various reserves.
- Community consultation carried out as part of developing the Ellesmere and Malvern Area Plans, Open Spaces Strategy, and the Eastern Selwyn Community Spaces Plan.
- Comments received and issues raised as part of the invitation for community committees to attend and present at Council meetings.

- Submissions received on the 2015-25 LTP and subsequent Annual Plans have not raised issues that indicate current levels of service require reviewing.

Some changes to levels of service were identified as necessary through the development of the 2015 Activity Plan driven primarily as a result of the district transitioning from a rural base to more urbanised environments with associated level of service expectations from the predominantly new communities. Specific changes made at that time to levels of service and the identification mechanism, which continue to be applied through the 2018 plan are set out below:

- New and improved community and recreation centres for Dunsandel (completed August 2017), West Melton, Lakeside, Prebbleton and Tai Tapu. In some cases these have resulted from earthquake rebuild work but have involved improving the service standards as part of that. The requirement for improved facilities is identified in the Community Centres and Halls Strategic Plan which was developed with input from the community. As part of the level of service review process undertaken in 2016 there was some support indicated for spending more on this service area.

- Development of a major sports hub park (Foster Recreation Park) to service Rolleston and the wider district. The provision of this park has an element of level of service improvement as well as addressing demand from growth. The idea of a hub park is to consolidate services and facilities to create efficiencies from a provision and operational perspective. Foster Recreation Park went through an extensive planning process which involved a notice of requirement for designation and a master planning exercise with associated public and stakeholder consultation.

- Provision of additional indoor courts as signalled in the plan indicates an increase in service levels. A four court facility is planned in Rolleston with another four courts that will be covered and a single court as part of the West Melton Community and Recreation Centre development. The requirement for additional indoor court space was based on needs assessment work carried out in Rolleston and West Melton. Community consultation was undertaken on the West Melton facility to ascertain the level of support and willingness to pay. A high level of support was indicated through this process. The indoor courts in Rolleston formed part of the Foster Recreation Park master planning exercise and accompanying community consultation.

- A number of level of service changes have been indicated as part of developing the Rolleston Town Centre Master Plan. This plan was prepared with a high level of public input prior to adoption by Council. The level of service improvements includes the creation of a town square and high amenity park on Rolleston Reserve as it transitions from organised sports use. The plan also identifies a new community and library complex.

- The Open Spaces Strategy identified that adventure parks and recreational activities that need more expansive land areas are not well catered for in the District. A large scale park (100 hectares) has been purchased and development is planned to commence from 2021. This park will provide for a range of activities and events that cannot be accommodated on existing sites.

- Council will continue with the programme to improve the quality of public toilets in the district. Although this programme is, in part, a renewal plan it also has a component of level of service improvement. The level of service focus group exercise carried out in 2017 indicated a strong level of support for spending more on improving public toilet facilities. Improved standards of provision and servicing are also required to meet expectations from an increasing tourist base.

- The Council has decided to incrementally withdraw from the gravel supply market as a result of diminishing resources and the on-going viability of the operation. This is essentially a reduction in the level of service for that activity which has, in the past, supplied gravel principally for road maintenance contracts. In the future gravel supply will be sourced from alternative suppliers. This direction is outlined in the Gravel Management Strategy (2014).

- The Council has indicated that it does not wish to be a significant provider of community (rental) housing and has embarked on a programme to reduce involvement in this activity. It is planned that the level of provision will reduce from 25 houses (current) to having around seven by the end of the 10 year planning horizon for this plan.

3.12 Adoption of Levels of Service by Council

Levels of service will be formally adopted as part of the adoption of this Activity Management Plan.

The primary levels of service and performance measures have been confirmed by Council and will be included in the Community Facilities Significant Activity section of the Long Term Plan for 2018 – 2028. This includes some minor modifications compared with the 2015-25 Long Term Plan.

Actual performance will be reported on an annual basis in the Council's Annual Report.

Performance for other technical and customer levels of service identified in this plan will be reported on an annual basis to Council following the end of the financial year.

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CONTENTS

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4   Managing Growth

4.1   District Growth and Trends

This section provides details of growth forecasts and demand drivers, which affect the management, and utilisation of Community Facility assets.

4.1.1   Introduction

The future demand for services will change over time in response to a wide range of influences, including:

- Population growth and increase in household numbers
- Population demographic changes
- UDS and LURP settlement patterns
- Increasing urbanisation of townships
- Changes in recreation and leisure trends
- Changes in social trends
- Changes in visitor numbers to or passing through the district
- Provision of assets and services by other agencies
- Economic conditions and business activity in the district
- Trends in environmental protection
- Trends in cultural and heritage preservation
- Climate change

Selwyn District Council adopted its Growth Model for planning use in December 2013 and this has now been redeveloped with significant input from Dr Natalie Jackson (Natalie Jackson Demographics Ltd), commissioned by Selwyn District Council in 2016.

Increasing demand for a service may generate a requirement for the development of additional infrastructure. Expenditure programmes need to be planned to fund the capital works and associated on-going operational expenditure. Alternatively, it may be possible to manage demand within the existing facilities capacity. This may also have an associated cost.

Where a reduced demand is forecast it may be appropriate to renew assets with a lesser capacity (e.g. reduced land or floor area), operation expenses may decrease (e.g. power consumption), or an asset may become surplus to requirements.

This section sets out key growth, demand and trend information that underpins the forecast asset and service requirements for the Community Facilities Activity. More specific growth and demand information related to individual service areas is included in Sections 7 to 16.

Statistics New Zealand's 2013 census summary of the district follows.
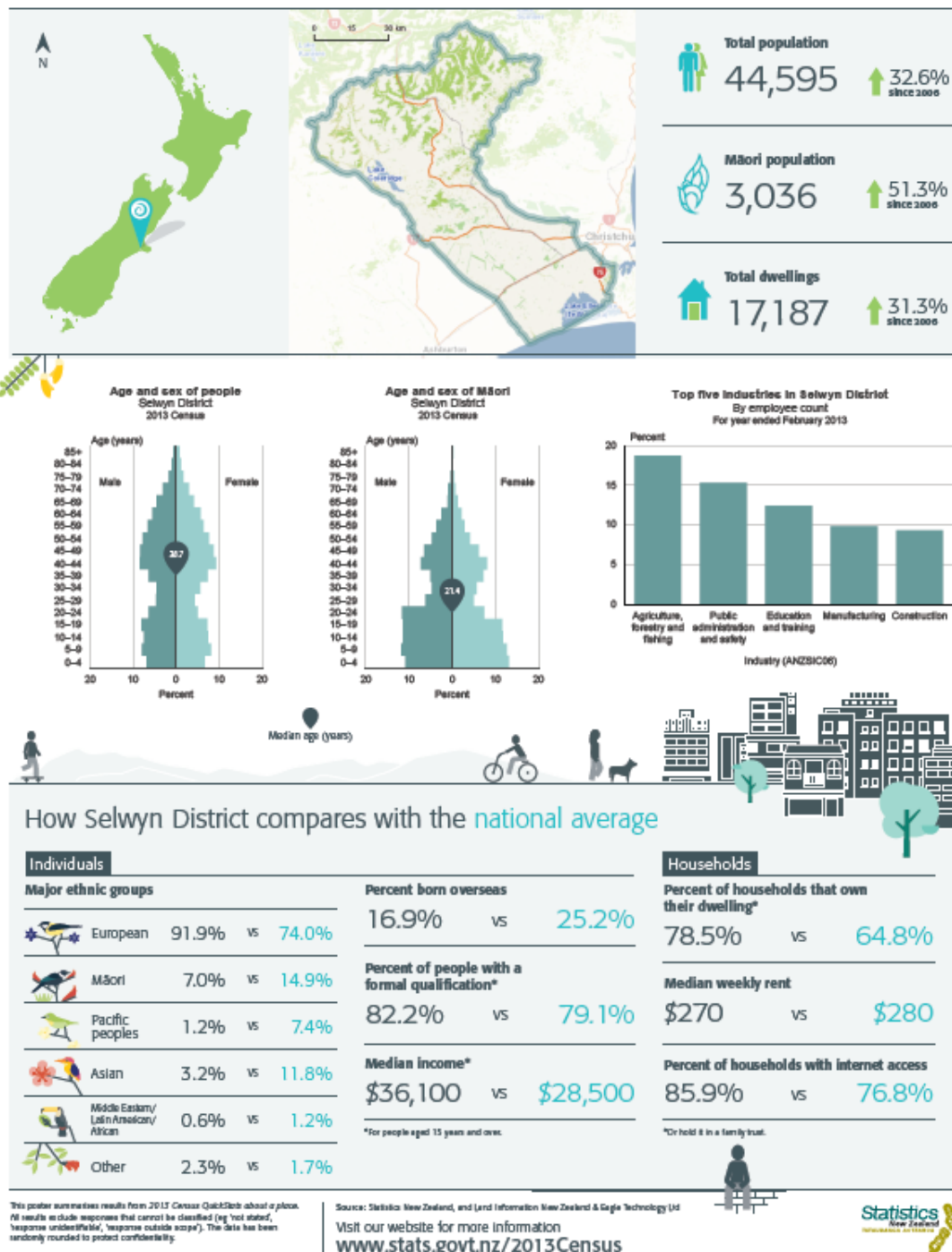
QuickStats about
Selwyn District

2013 CENSUS

Total population	
44,595	↑ 32.6% since 2006
Māori population	
3,036	↑ 51.3% since 2006
Total dwellings	
17,187	↑ 31.3% since 2006

Age and sex of people
Selwyn District
2013 Census

Age and sex of Māori
Selwyn District
2013 Census

Top five industries in Selwyn District
By employee count
For year ended February 2013

Median age (years)

How Selwyn District compares with the national average

Individuals

Major ethnic groups

European	91.9% vs	74.0%
Māori	7.0% vs	14.9%
Pacific peoples	1.2% vs	7.4%
Asian	3.2% vs	11.8%
Middle Eastern/ Latin American/ African	0.6% vs	1.2%
Other	2.3% vs	1.7%

Percent born overseas
16.9% vs 25.2%

Percent of people with a formal qualification*
82.2% vs 79.1%

Median income*
$36,100 vs $28,500

*For people aged 15 years and over.

Households

Percent of households that own their dwelling*
78.5% vs 64.8%

Median weekly rent
$270 vs $280

Percent of households with internet access
85.9% vs 76.8%

*Or hold it in a family trust.

This poster summarises results from 2013 Census QuickStats about a place. All results exclude responses that cannot be classified (eg 'not stated', 'response unidentifiable', 'response outside scope'). The data has been randomly rounded to protect confidentiality.

Source: Statistics New Zealand, and Land Information New Zealand & Eagle Technology Ltd

Visit our website for more information
www.stats.govt.nz/2013Census

Statistics New Zealand

Figure 4-1: Statistics New Zealand's 2013 Census Summary of the District

4.1.2 Population Projections (District and Community)

Background

The population of the Selwyn District has grown rapidly over the past thirty years, from 20,520 in 1986 to approximately 56,200 in 2016, an overall increase of 174%. The rate of growth has also increased each decade. This is a substantially greater rate of growth than experienced by either the Canterbury Region (+37%) or total New Zealand (+42%).
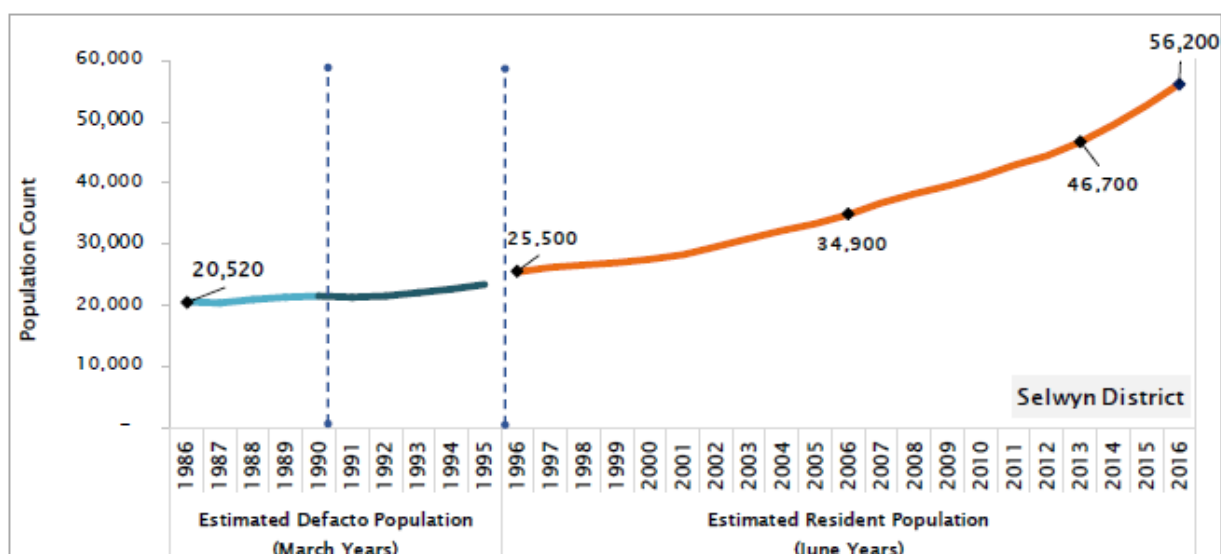

Figure 4-2: Population Size and Growth, 1986 – 2016, Selwyn District – Source: Natalie Jackson Demographics (2017) Selwyn – Review of Demographics (Part A)

Notably Selwyn's growth was occurring prior to the 2010-2011 Christchurch earthquakes, although it has since escalated. Between 1996 and 2010 the population grew by an average 4.3% per year, whilst between 2010 and 2016 it grew by 6.2% per year, the growth rate increasing each year between 2012 and 2016.

The population of the Selwyn District has grown significantly over the past few decades, disproportionately due to high net internal migration gains, whilst simultaneously experiencing low/negative international migration. Meanwhile natural increase has remained comparatively low. (See figure 4.3).

The district has also seen strong growth from high levels of natural increase, driven partly by internal migration. These trends have resulted in the population of Selwyn being relatively youthful, New Zealand's third-youngest TA in 2013. However the district's population is also ageing at a faster rate than both the Canterbury Region and total New Zealand, due to greater numerical growth at older ages. This latter situation does not appear to be caused by significant migration gain at older ages (for Selwyn), but rather, ageing-in-place, that is, greater percentage growth in numbers at older ages than for both Canterbury and total New Zealand, seemingly because they remain in the district, or leavers are replaced via arrivals, as they age.

Steady migration is observed from Christchurch City into Selwyn. Inter-census periods 2001-06 and 2008-13 both show 71% of migration into Selwyn District was from Christchurch city.

Figure 4.4 indicates peaks at the 'parents and children' cohorts, this is supported by the need for new schools in Rolleston and Lincoln.
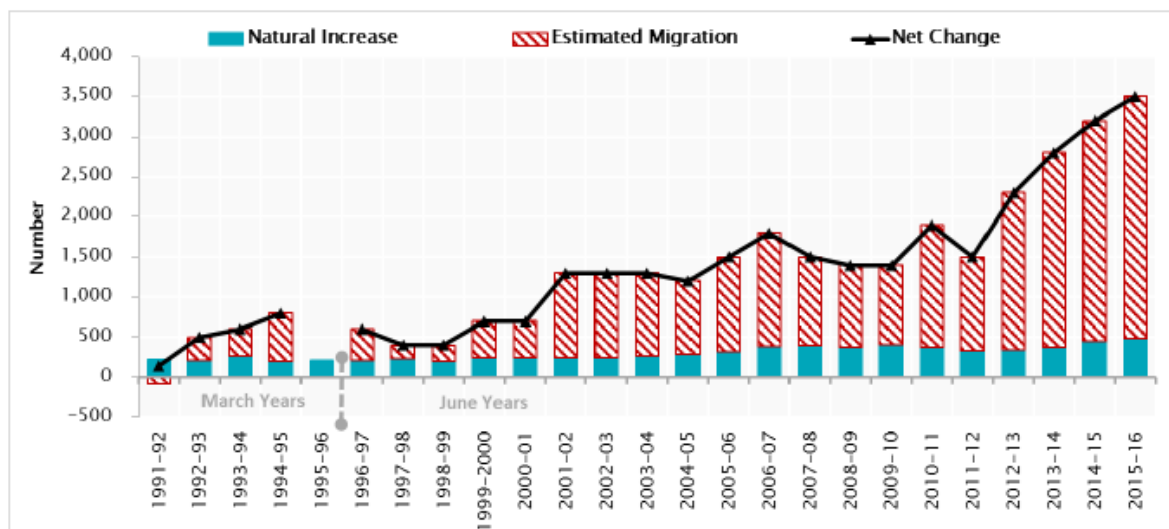
Changes in timing and method of estimating Resident Population between 1995 and 1996 mean that only natural increase can be shown for that year

Figure 4-3: Observed Components of Change (1991 – 2016), Selwyn District – Source: Natalie Jackson Demographics (2017) Selwyn – Review of Demographics (Part A)
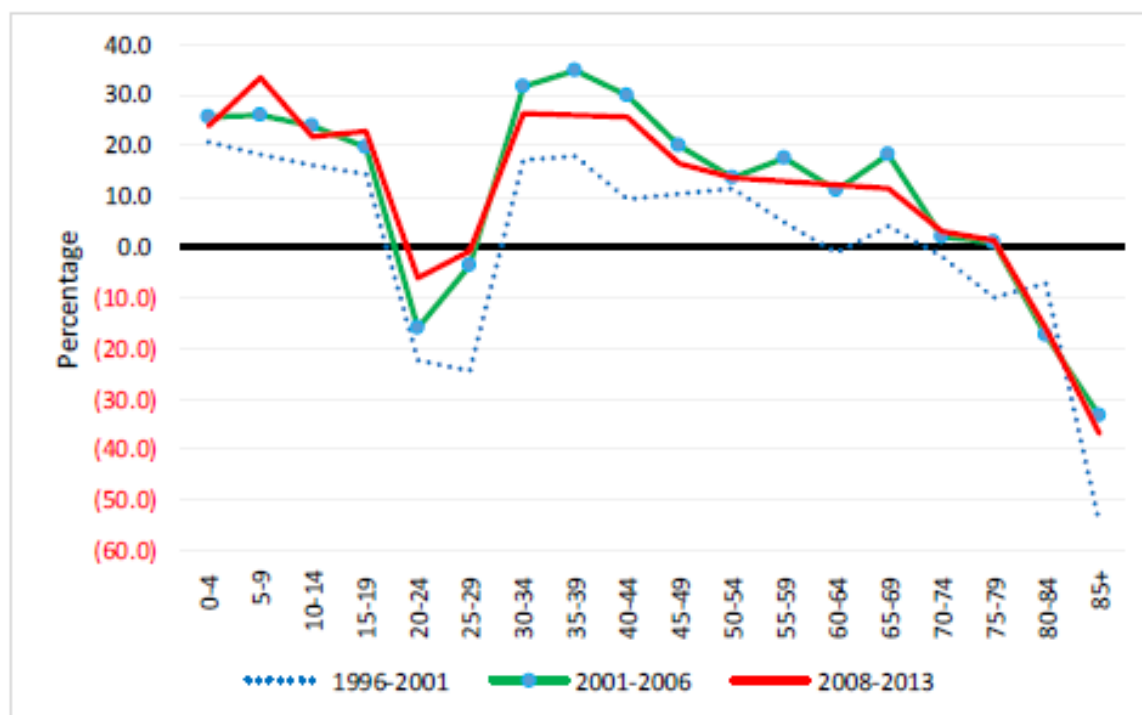

Figure 4-4: Net migration as a percentage of each age group, 1996 – 2001, 2001 – 2006, 2008 – 2013, Selwyn District – Source Natalie Jackson Demographics (2017) Selwyn – Review of Demographics (Part A) 1

Despite its appearance of a relatively youthful population, population aging is already evident in the district. Figure 4.5 shows a high proportion of residents in the 20 to 39 brackets, reducing through the older age groups in 1996. Twenty years later, the 40 to 54 brackets and 5 to 24 year olds are the most prevalent. The reduction in 25 to 39 year olds is significant.
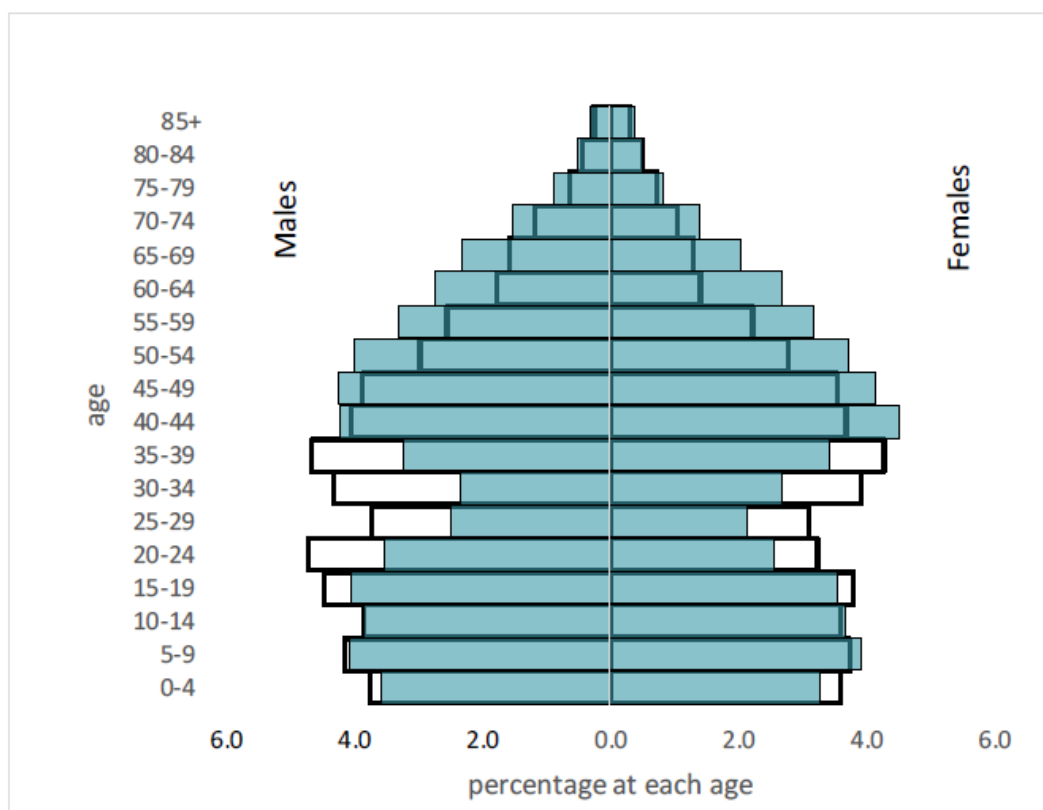
Figure 4-5: Age-Sex Structure, 1996 (unshaded bars) and (shaded bars), Selwyn District – Source: Natalie Jackson Demographics (2017) Selwyn – Review of Demographics (Part A)

There are a high proportion of commuters, especially to Christchurch City. This trend is expected to continue as transportation links between Christchurch and Rolleston improve.

SDC Model for Selwyn District Growth

Prior to the 2013 census SDC worked with Business and Economic Research Limited (BERL) to develop growth scenarios for the purposes of activity management and long term planning. Following the census, Council has developed and refined a medial projection.

In 2017 Council engaged Natalie Jackson Demographics to review the projections model and advise on its use for long term planning in the future. This rigorous review confirmed the suitability of the model and highlighted challenges with the underpinning assumptions and source data for migration. While a cohort-migration projection would be more robust, the overall and township projections for both population and household numbers were sufficient.

One key finding of the review was the impact of numbers of inhabitants per household. This currently differs across the district, and will continue to reduce as the population ages.

Applying the review and resetting township populations in 2017 using rates and services data, the model has been improved for long term planning purposes.

The application of the growth projection is illustrated in the following graphs.
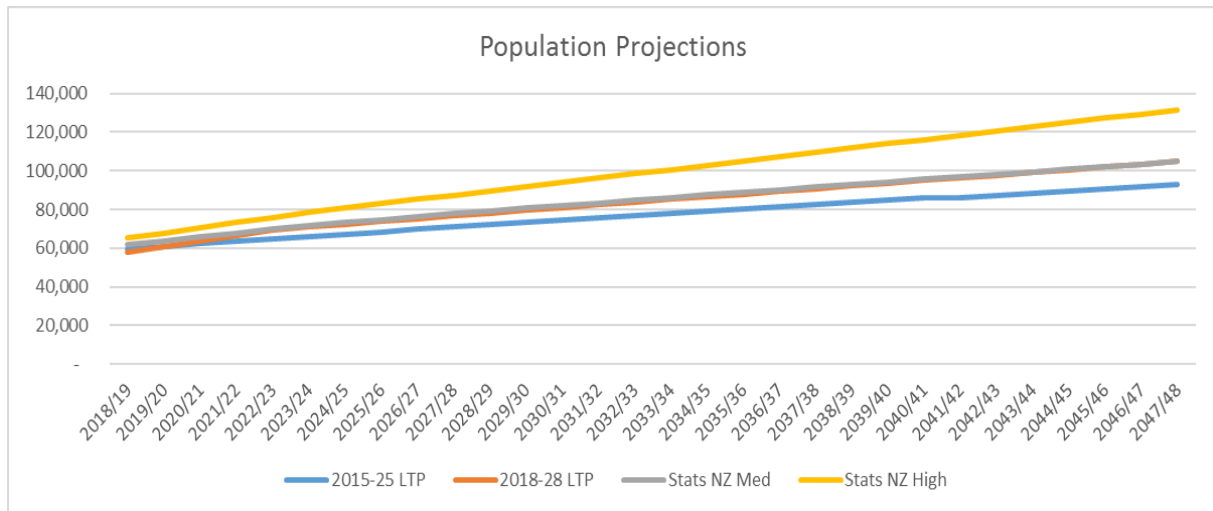
Figure 4-6: District Population Projections 2018 to 2048 – Source: Selwyn District Council Growth Projections LTP 2018-28 Draft Population Numbers 12.4.17

These projections indicate very little difference between the SDC model and the statistics NZ medium variant. The SDC model is calibrated annually and has been shown to be close to the figures projected.

Considering the potential growth scenarios, the variants suggest two considerations:

1. Growth is less than expected, the low variant indicates a 2043 population some 10,000 resident less than the SDC model and Statistics NZ medium variant.

2. Growth is greater than projected, the high variant indicates a 2043 population of 15,000 more residents.

These scenarios should be considered in the decision-making around provisions of infrastructure.


Figure 4-7: Urban and District Growth

Statistics New Zealand's models show a reduction in migration which is reflected in area unit movements. This is indicated in Figure 4-8 below. The Selwyn District Model does not project a drop in population growth associated with the reduction in immigration. The impact on communities across this district is shown in the figure at an area unit level. While the numbers vary from the actual township populations the trends are useful.

Figure 4-8: Projected Components of Change (Net Migration and Natural Increase) for Selected Area Units of the Selwyn District, and Total Selwyn District, 2013-2043Source: Natalie Jackson Demographics (2017) – Review of Demographics (Part B) - Townships

The Statistics NZ data shows that age-sex structures do vary across the district, with Rolleston expected to continue to have a more youthful population; while aging is more pronounced in other communities. Lincoln is heavily influenced by the student population, while Burnham currently is a base for predominantly young male soldiers. Changes to the operation of the military camp will affect the composition of Burnham and other communities in terms of where soldiers reside in future. This is a factor in the 2017 review of the SDC growth model.
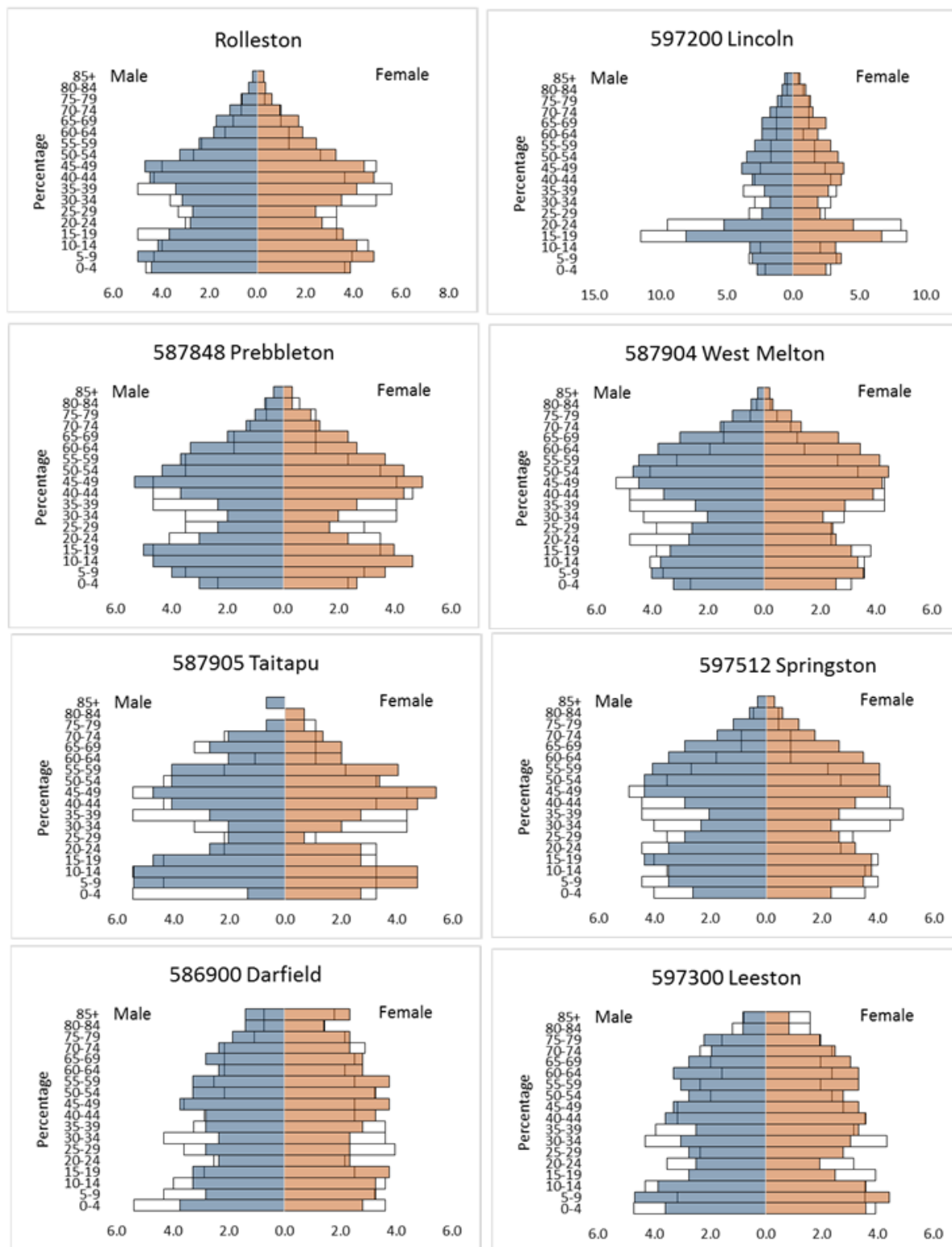
Figure 4-9: Age-Sex Structures 1996 (unshaded bars) and 2016 (shaded bars) for Selected Area Units of the Selwyn District - Source: Natalie Jackson Demographics (2017) – Review of Demographics (Part B) - Townships

The growth projections for population and households includes the following key assumptions:

· Model includes 2013 census 'start' numbers revised to align with 2017 Council data. Of the increase in residents, 85% will be in the urban area; and of those, 80% will be in the LURP area (55% in Rolleston, 34.5% in Lincoln, 8% in Prebbleton, 2% in West Melton and 0.25% in Springston and Tai Tapu)

- The number of persons per household will drop by 0.1 households in 2027, and a further 0.1 persons per household in 2038.

- Rolleston's population is younger than average and has larger household sizes, 2.8 person per household will drop to 2.7 households in 2027, and further to 2.6 persons per household in 2038

- Leeston's population is somewhat older and have smaller household sizes, 2.6 person per household will drop to 2.5 households in 2027, and further to 2.4 persons per household in 2038

- Darfield's population are older and have smaller household sizes, 2.5 person per household will drop to 2.4 households in 2027, and further to 2.3 persons per household in 2038

- The balance of the district's population is expected to comprise 2.7 person per household and will drop to 2.6 households in 2027, and further to 2.5 persons per household in 2038

Location	Proportion of LURP growth	Persons/hh 2017	Persons/hh 2027	Persons/hh 2018
Rolleston	55.00%	2.8	2.7	2.6
Lincoln	34.50%	2.7	2.6	2.5
Prebbleton	8.00%	2.7	2.6	2.5
West Melton	2.00%	2.7	2.6	2.5
Tai Tapu	0.25%	2.7	2.6	2.5
Springston	0.25%	2.7	2.6	2.5
Darfield	-	2.5	2.4	2.3
Leeston	-	2.6	2.5	2.4
Others	-	2.7	2.6	2.5

Table 4-1: Growth per Household

The number of persons per household represents a change from the previous model where the number of persons per household was uniform at 2.8. This change reflects 2013 census data and the normal pattern of aging populations. This has an overall impact of some 3,000 additional households at 2043.

The growth of populations across the district is illustrated in the following graphs and infographics.

These are sourced from Natalie Jackson Demographics (2017) or produced by Waugh Infrastructure Management Ltd for this document. As the infographic illustrates the relative size and rate of growth for the townships, the township 'spread' is not representative.

Selwyn Growth Projections by Town

Legend: Rolleston, Lincoln, Prebbleton, West Melton, Tai Tapu, Springston, Darfield, Leeston, Castle Hill, Coalgate/Glentunnel/Whitecliffs, Doyleston, Dunsandel, Hororata, Kirwee, Lake Coleridge, Rakaia Huts, Sheffield/Waddington, Southbridge, Springfield, Rural (Including Burnham Military Camp)

Selwyn Household Projections by Town

Legend: Rolleston, Lincoln, Prebbleton, West Melton, Tai Tapu, Springston, Darfield, Leeston, Castle Hill, Coalgate/Glentunnel/Whitecliffs, Doyleston, Dunsandel, Hororata, Kirwee, Lake Coleridge, Rakaia Huts, Sheffield/Waddington, Southbridge, Springfield, Rural (Including Burnham Military Camp)
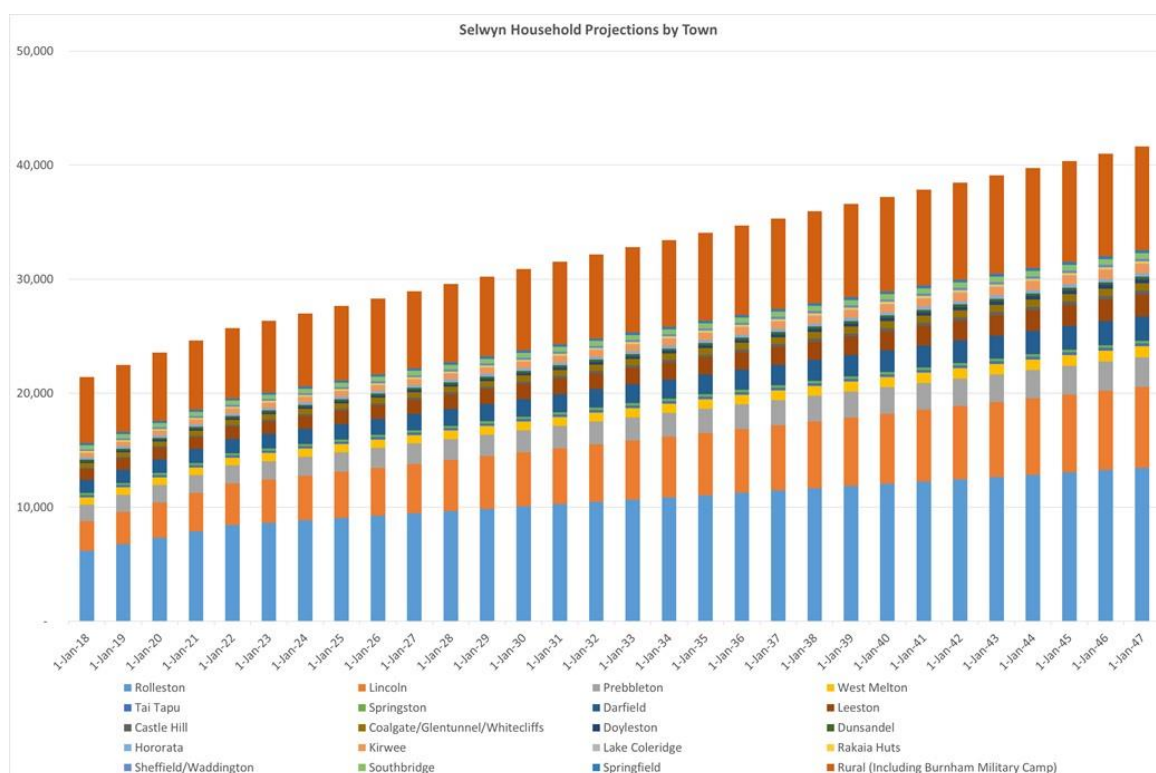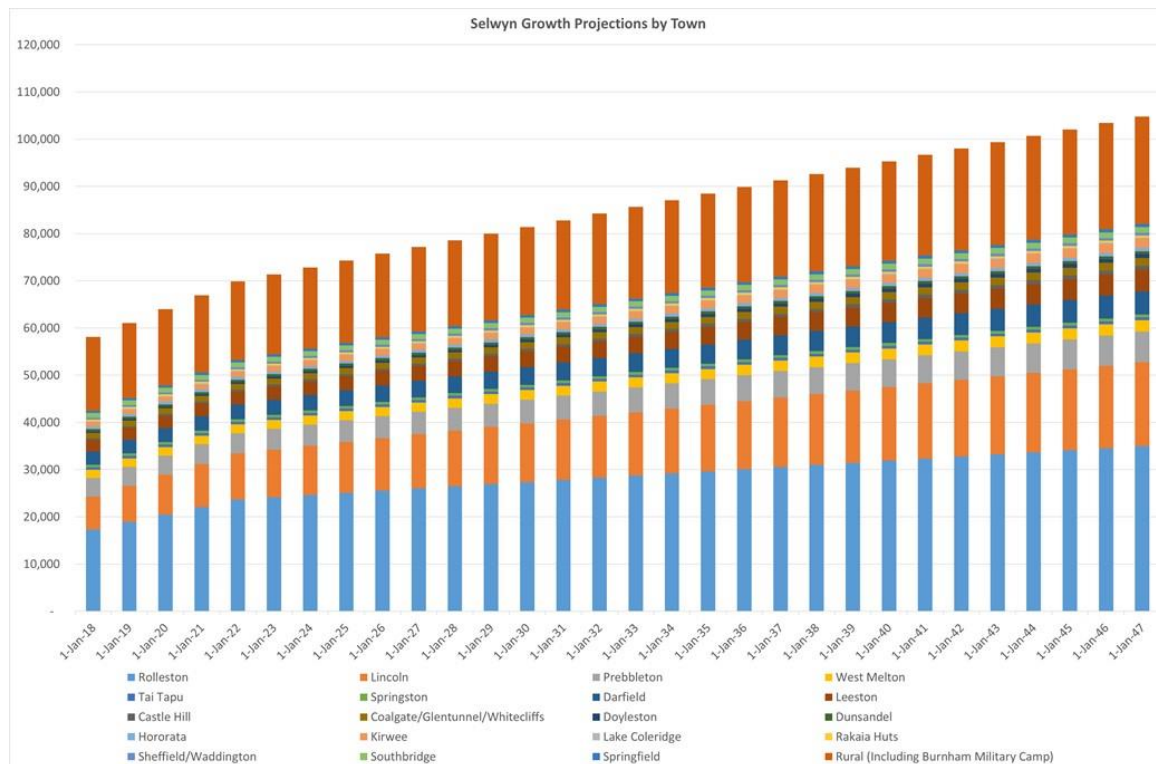
Figure 4-10: District Population and Households 2018 to 2048

Population Growth of Selwyn to 2018
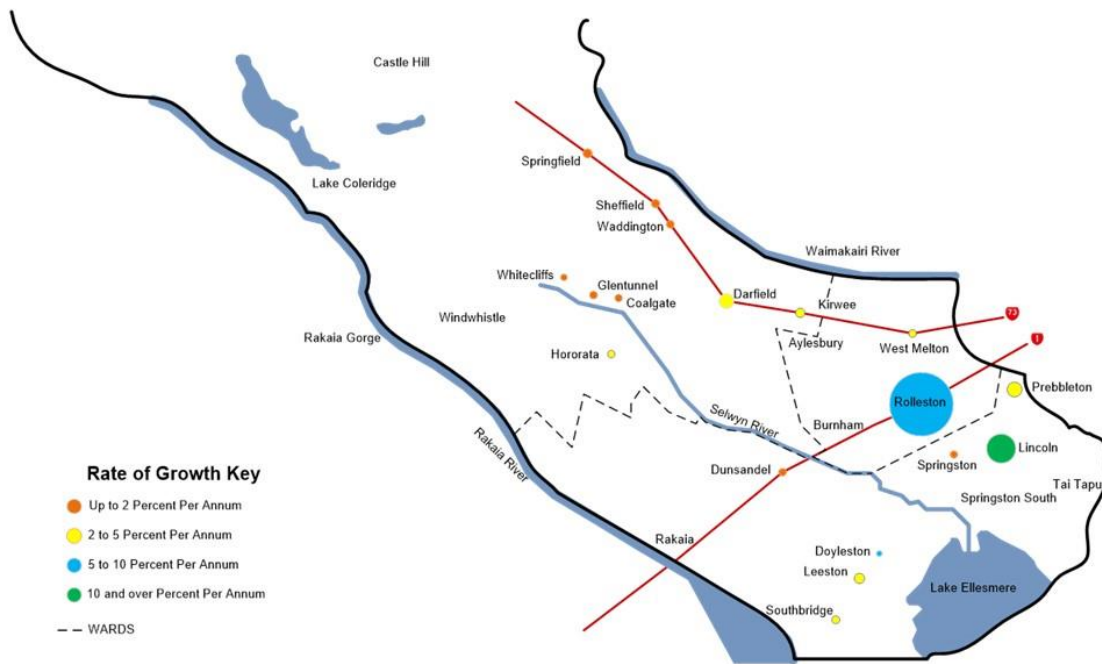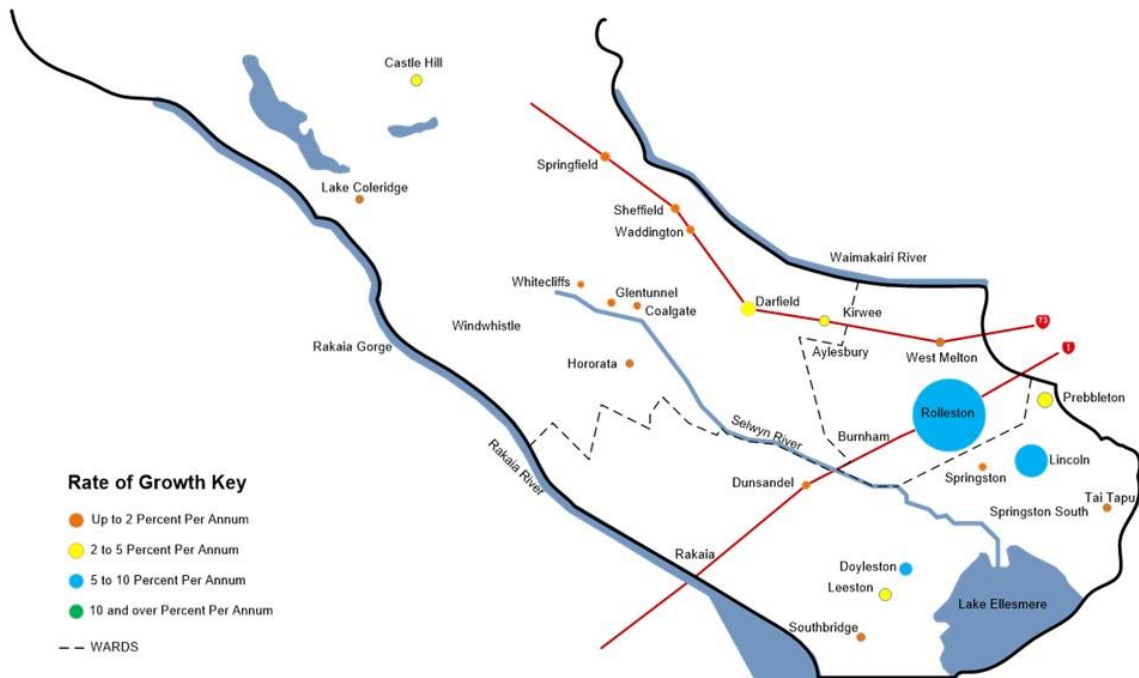
Rate of Growth Key

- Up to 2 Percent Per Annum
- 2 to 5 Percent Per Annum
- 5 to 10 Percent Per Annum
- 10 and over Percent Per Annum
- – – WARDS

Population Growth of Selwyn from 2018 - 2021

Rate of Growth Key

- Up to 2 Percent Per Annum
- 2 to 5 Percent Per Annum
- 5 to 10 Percent Per Annum
- 10 and over Percent Per Annum
- – – WARDS
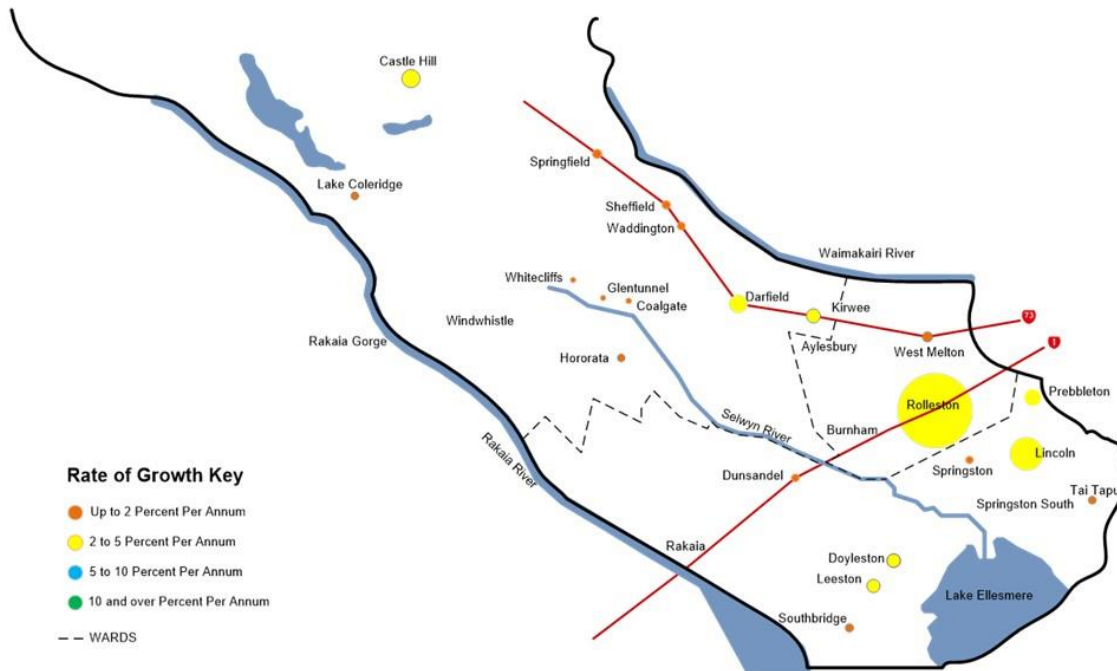
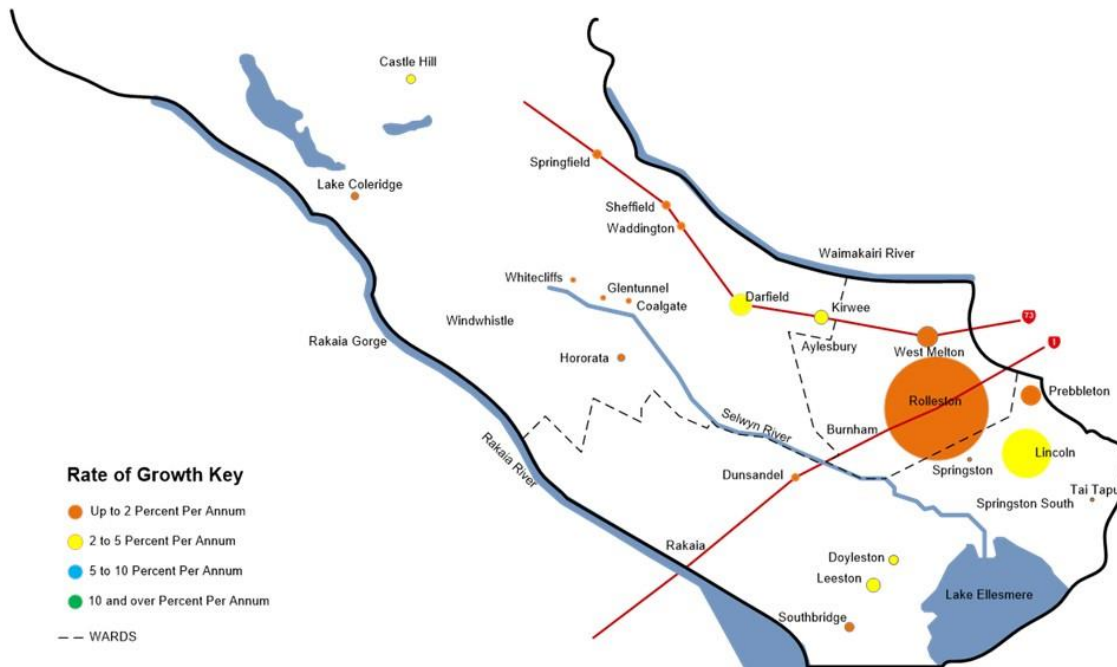Figure 4-11: Population Growth of Selwyn from 2018 - 2048

Individual Community Projections

The population growth across the district communities is projected as shown in the figures above and as shown in the Population growth tables attached to this section as an appendix.

The growth projections indicate that Rolleston will continue to grow in numbers while the rate will slow a little. At 35,000 residents in 2047 Rolleston will be one of the larger centres in Canterbury, and is expected to surpass Timaru's 27,000 in around 2028. Currently 30% of the district's population lives in Rolleston, and this will climb to 33% by 2043.

Lincoln's rate of growth is expected to remain high, doubling to 14,000 by 2035. The development of the university and research centres will effect this, with potential for more rapid growth if the Lincoln Hub proposal is implemented.

Prebbleton is also expected to grow rapidly, projecting growth to over 6,000 in 2047; however limitations on infrastructure and development boundaries may mean this growth is more constrained.

Even with lower levels of the growth, all towns in Selwyn district are expected to see some increase over the thirty-year planning period. The increase in Darfield is expected to be affected by, and effect the introduction of a centralised wastewater scheme.

The Selwyn growth model apportions the projected growth across the district, this is still applicable if the rate of growth changes (e.g. Statistics NZ low variant).

4.1.3   Greater Christchurch Growth

**Greater Christchurch Urban Development Strategy**

The Greater Christchurch Urban Development Strategy (UDS) has a significant influence on Selwyn District Council's planning and actions. The UDS area includes the Springs and Selwyn Central Wards of the District.

The Greater Christchurch Urban Development Strategy (the Strategy) is a bold and ambitious plan for managing urban development that protects water, enhances open spaces, improves transport links, creates more liveable centres and manages population growth in a sustainable way.

The Strategy vision is for a greater Christchurch for the residents of the area (living south of the Ashley River and north of the Selwyn River) and the Strategy partners, Environment Canterbury, the Christchurch City Council, Selwyn and Waimakariri District Councils and the New Zealand Transport Agency (formerly Transit New Zealand).

The Strategy provides the primary strategic direction for the Greater Christchurch area, including the location of future housing, development of social and retail activity centres, areas for new employment and integration with transport networks. It establishes a basis for all organisations, not just the Strategy partners, and the community to work collaboratively to manage growth.

The Strategy was created through a three-year long consultation and development process initiated in 2004 due to rising concerns over the lack of collaborative planning and leadership to manage growth in the area in a sustainable way. Community consultation undertaken by the Strategy partners resulted in over 3,250 submissions on growth management options for the area
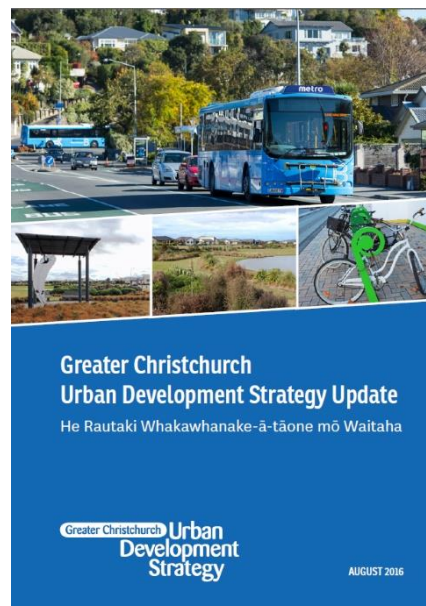
In 2016 the strategy was revised to align with post-earthquake priorities and legislation. The key changes were the establishment of new guiding principles and strategic goals. This led to new implementation methods and the support of the "Resilient Greater Christchurch Plan". The actions have been updated, with SDC having a role as UDS partner.

Strategic goals

Healthy communities

- The distinct identities and sense of place of the towns, suburbs and city areas are recognised and enhanced.

- Ngāi Tahu is able to reinforce and re-establish connections with ancestral land, waterways and other taonga, and enhance the Ngāi Tahu sense of identity and belonging in the region.

- People and communities have equitable access to a range of integrated community infrastructure, facilities and services, including education, health, sport, recreation and core council services.

- Individuals, whānau and communities are empowered to participate and engage with strategy partners.

- The increasing diversity of the population and communities is recognised, and reflected in strategies, plans, programmes and projects.

- With good urban design, neighbourhoods and their centres include communal spaces, are liveable, walkable, safe and attractive, and have good connectivity and accessibility.

- Buildings and homes incorporate sustainable building principles and innovative design so that they are warm, safe and accessible.

- Housing offers a more diverse range of types and sizes. Affordable housing provides for the needs of different people and groups.

- Ngāi Tahu whānau are able to develop papakāinga/kāinga nohoanga, and use Māori reserve land to provide for their economic, social and cultural wellbeing.

Enhanced natural environments

- Groundwater quality and quantity are maintained or improved.

- Indigenous biodiversity, ecosystems and mahinga kai values are protected and enhanced.

- The many values of the coastline, estuaries, wetlands and waterways are recognised and restored, and their ecosystem services are recognised.

- Resource efficiency is supported by energy and water conservation, waste minimisation and local food production.

- Air quality is improved and maintained.

Prosperous economies

- Land, water and other valued resources are able to be used sustainably and within agreed limits.

- Adequate land for commercial and industrial uses is available in appropriate locations. The rebuilding and regeneration needs of businesses are well addressed.

- Economic development embraces innovation and technology, and is supported by effective and efficient transport and infrastructure.

- A collaborative and connected business environment supports workforce education and retention.

Integrated and managed urban development

- Clear boundaries for urban development are defined and maintained. The urban area is consolidated by redeveloping and intensifying existing urban areas.

- New urban development is well integrated with existing urban areas. Sufficient land is available to meet needs for regeneration and future land use.

- We understand and plan for risk from natural and other hazards, including flooding, seismic activity, sea level rise and climate change.

- A network of vibrant and diverse key activity and neighbourhood centres supports the Christchurch central city, incorporates mixed-use and transport-orientated development, supports increased density and diversity of housing, and provides access to community facilities.

- An efficient, reliable, safe and resilient transport system for people and businesses reduces dependency on private motor vehicles, promotes active and public transport, and improves accessibility for all people.

- Key public transport corridors and routes are identified and protected. The transport network can readily adapt to new technology and modes.

- Infrastructure, including transport, is resilient, timely and affordable, and comprehensively integrated with land use planning.

- Strategic regional and sub-regional infrastructure, including Lyttelton Port and Christchurch International Airport, service and utility hubs, and existing and future corridors, is protected.
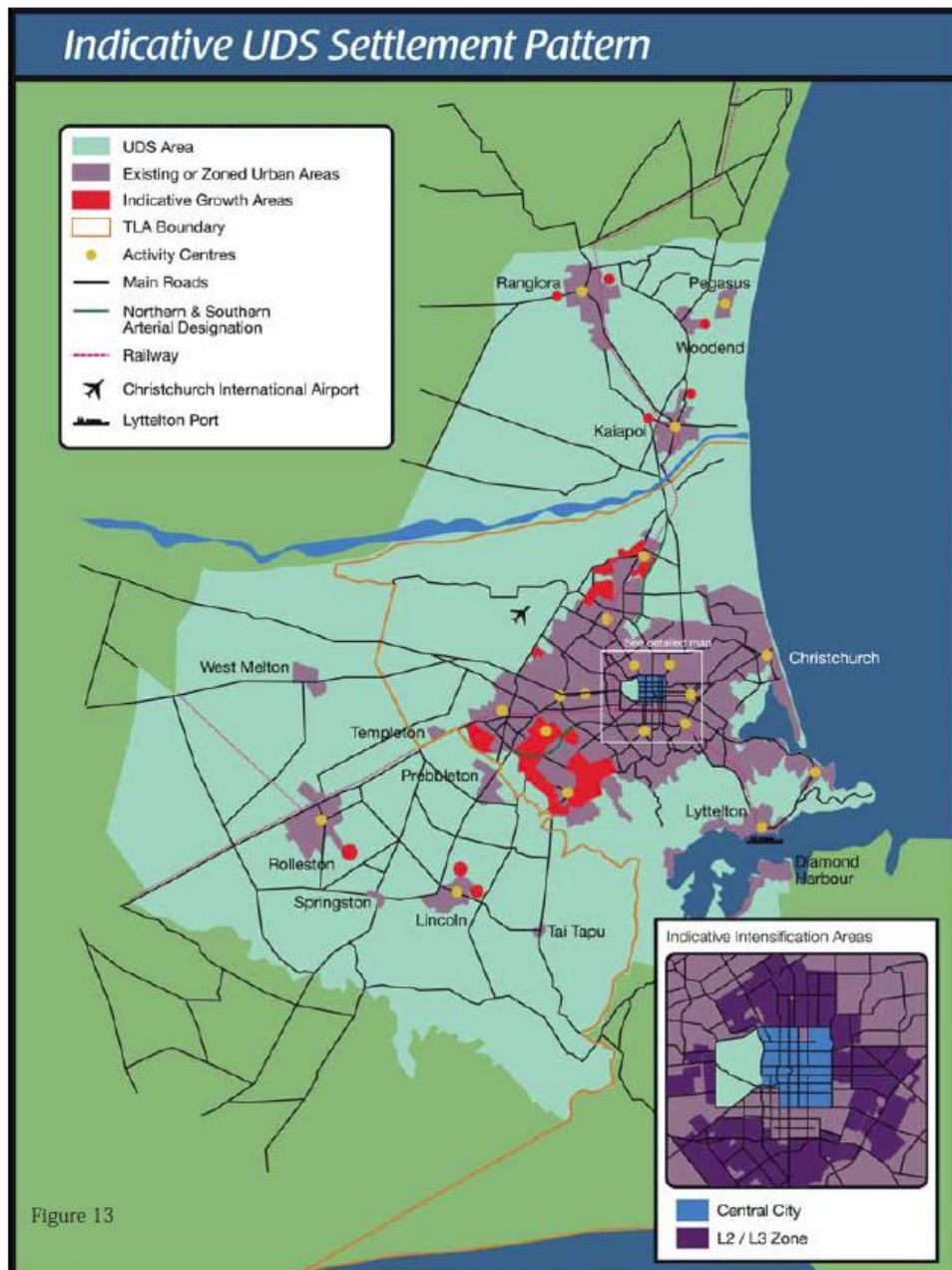
Figure 4-12: Indicative UDS Settlement Patter – Source: UDS

Regional Policy Statement Proposed Change 1 (Urban Development Strategy)

Proposed Change 1 was developed to address land use and urban growth management in Greater Christchurch until 2041. It introduced a new Chapter 12A (Development of Greater Christchurch) to the Regional Policy Statement which sets out the land use distribution, household densities for various areas, and other key components for consolidated and integrated urban development. It also sets out which land is to remain rural for natural resource protection or for other reasons.

The Minister for Canterbury Earthquake Recovery, Hon Gerry Brownlee, decided to revoke Proposed Change 1 to the Canterbury Regional Policy Statement. The decision was ancillary to the decision to insert the new Chapter 6 – Recovery and Rebuilding of Greater Christchurch into the Regional Policy Statement as a result of the approval of the Land Use Recovery Plan.
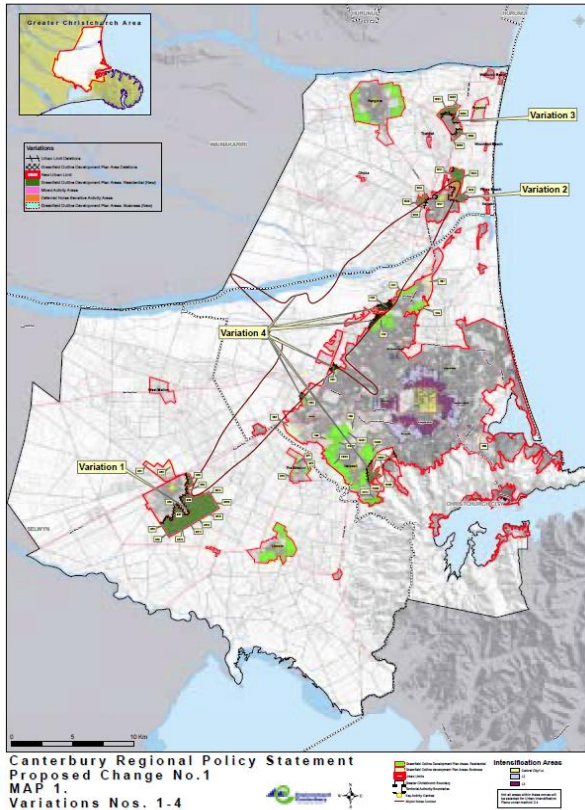
Figure 4-13: Canterbury Regional

Land Use Recovery Plan

The Land Use Recovery Plan took effect in December 2013. It is a statutory document, and directs the Christchurch City Council, Waimakariri and Selwyn District Councils and Canterbury Regional Council (Environment Canterbury) to make changes to district plans, the Canterbury Regional Policy Statement and other instruments. Some of these changes take effect immediately and others are to be developed by the relevant Council within specified timeframes.

In particular, the Land Use Recovery Plan addresses:

- The location and mix of residential and business activities.
- Priority areas for residential and business land development.
- Ways to provide for a range of housing types, including social and affordable housing.
- Ways to support recovery and rebuilding of central city, suburban and town centres.
- Ways to support delivery of infrastructure and transport networks to serve the priority areas.

Action 18(I) to (vii) identifies seven Greenfield priority areas for future residential development.
The Council has developed Outline Development Plans (ODPs) with associated text amendments through an extensive consultation process with landowners, affected parties and stakeholders.
The ODPs have been developed in accordance with best practice urban design and subdivision criteria and will facilitate the provision of up to 4,500 additional residential sections in the Selwyn District.
(Further detail follows).

Accordingly, the Land Use Recovery Plan has considerable influence on the scale and pattern of growth in Selwyn District in the immediate timeframe.
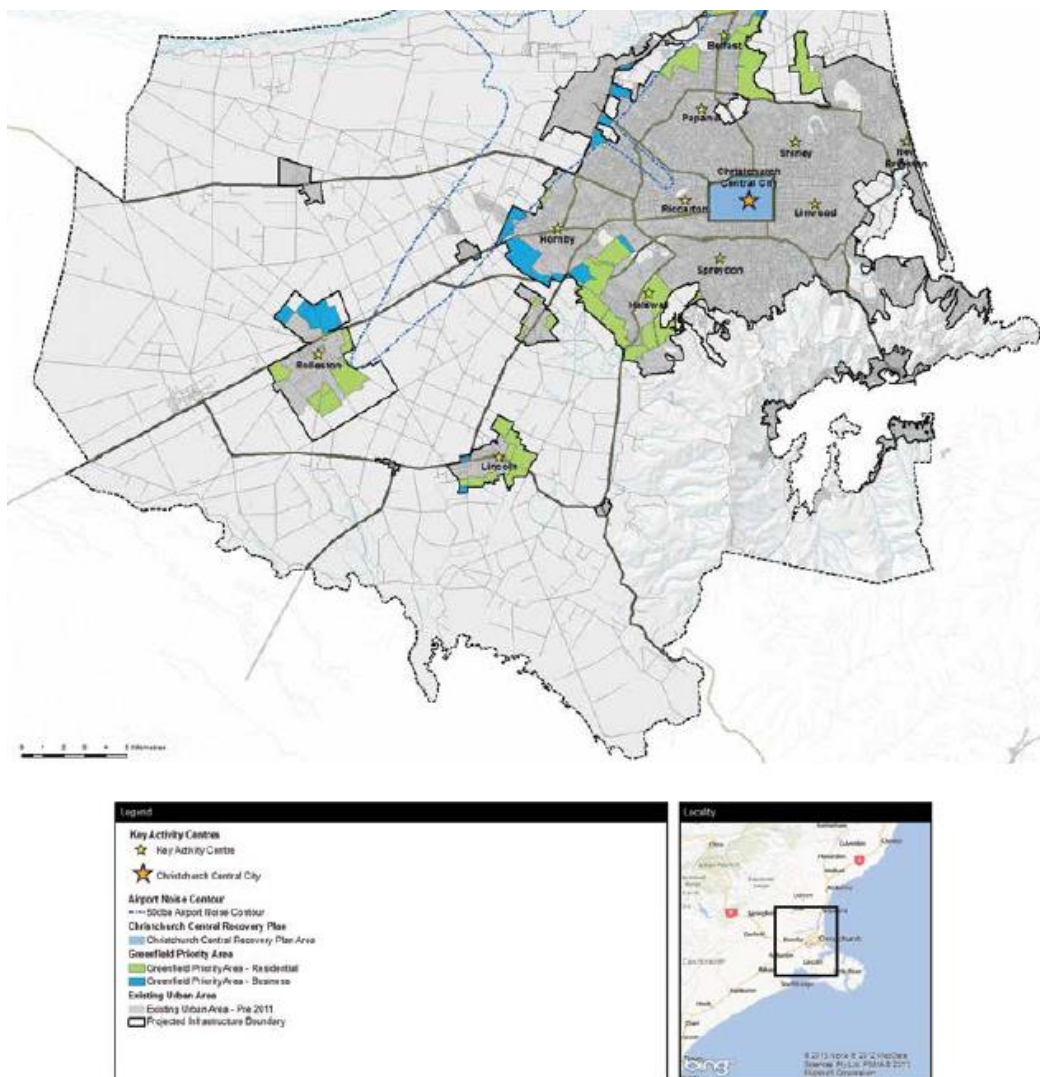
Figure 4: Map A Greenfield Priority Areas

Figure 4-14: UDS Greenfields Priority Areas

There are specific actions required by SDC to support the implementation of the LURP.

Action 6: Selwyn District Plan
Selwyn District Council is directed, pursuant to section 24(1)(c) of the CER Act, to change or vary the objectives, policies and methods of its district plan to the extent necessary to identify appropriate sites, including brownfield sites, within the existing urban area for intensified residential and mixed-use development and enable comprehensive development of these sites.

Action 13: Selwyn District Plan
Selwyn District Council is directed, pursuant to section 24(1)(c) of the CER Act, to change or vary the objectives, policies and methods of its district plan to the extent necessary to enable a range of community facilities within key activity centres.

Action 17: Immediate amendments to the Selwyn District Plan
Selwyn District Council is directed, pursuant to section 24(1)(a) and (b) of the CER Act, to amend its district plan to include the zoning and outline development plan provisions set out in Appendix 4 (Amendment 1 and 4) for the following greenfield priority areas:

> *i. Living Z and Living 1A – Prebbleton*
> *ii. Living Z – Rolleston*
> *iii. Living Z – Lincoln*

Action 18: Selwyn District Plan
Selwyn District Council is directed, pursuant to section 24(1)(c) of the CER Act, to amend its district plan to the extent necessary to include zoning and outline development plans in accordance with chapter 6 of the Regional Policy Statement for the following Greenfield priority areas shown on map A, Appendix 1:

> *i. ODP Area 4 – Rolleston*
> *ii. ODP Area 9 – Helpet Park*
> *iii. ODP Area 10 – East Maddisons/Goulds Road*
> *iv. ODP Area 11 – Branthwaite Drive*
> *v. ODP Area 12 – Dunns Crossing Road (existing Living zone)*
> *vi. ODP Area 13 – Springston Rolleston/Dynes Road (existing Living zone)*
> *vii. ODP Area 3 – Prebbleton*
> *viii. Implementation of SDC rural residential development strategy.*

Action 27: Selwyn District Plan
Selwyn District Council is directed, pursuant to section 24(1)(c) of the CER Act, to change or vary the objectives, policies and methods of its district plan to the extent necessary to provide for:

Rebuilding of existing business areas
> *i. comprehensive developments in existing urban business areas, including brownfield sites*

Rebuilding of centres
> *ii. zoning that defines the extent of each key activity centre*
> *iii. implementation of the Rolleston Town Centre Masterplan*

Greenfield priority areas for business
> *iv. greenfield priority areas for business at Lincoln and Rolleston shown on map A, appendix 1*
> *v. rezoning of other greenfield priority areas for business shown on map A, appendix 1*
> *vi. thresholds for commercial activities in greenfield priority areas where these are considered necessary to avoid reverse sensitivity effects or effects on the viability of key activity centres.*

Action 29: Selwyn District Council Town Centre Development
Selwyn District Council to find ways to overcome barriers to implementing the Rolleston Town Centre Masterplan, including the need to modify or cancel existing resource consents relating to land within the Rolleston Town Centre study area. A request by Selwyn District Council may be made to the Minister for Canterbury Earthquake Recovery to use interventions under the CER Act to overcome barriers to addressing recovery and rebuilding issues that cannot be resolved through usual processes.

Action 35: Selwyn District Council's prioritised infrastructure programmes
Selwyn District Council, pursuant to section 26(4) of the CER Act, must amend Local Government Act instruments to the extent necessary to provide for prioritised infrastructure programmes that identify capacity requirements and optimise available resources and funding to support the development of greenfield priority residential and business areas, key activity centres, neighbourhood centres, and intensification and brownfield areas.
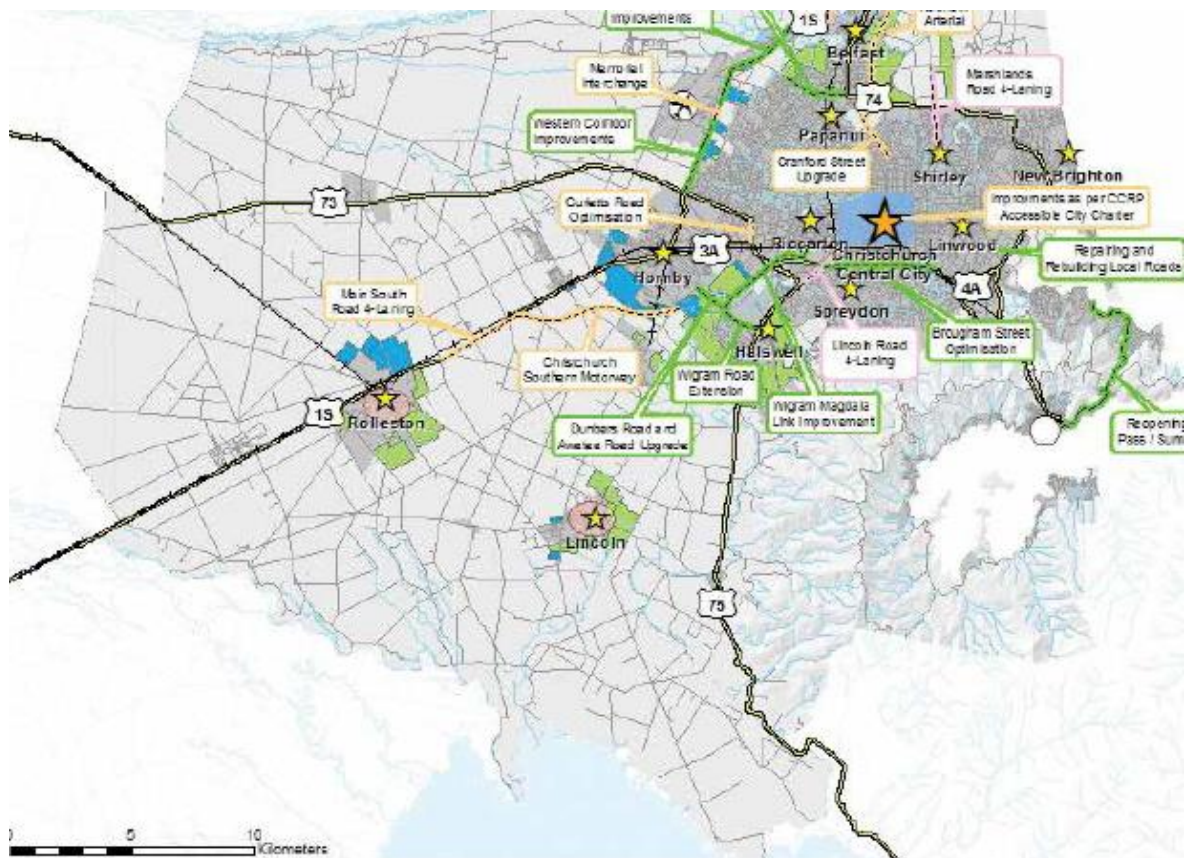
Figure 6: Key regional infrastructure requirements through to 2028

Figure 4-15: UDS Key Regional Infrastructure requirements

Selwyn Housing Accord/Special Housing Areas

The Housing Accord and Special Housing Areas Act was introduced in 2013. The purpose of the legislation is to enhance housing affordability by facilitating an increase in land and housing supply in certain regions or districts that have been identified as having housing supply and affordability issues. Selwyn District was added to Schedule listing such areas 2015.

Once a Housing Accord is entered into, the next step is for special housing areas to be identified through an order in council. Application for complying development areas could be made and assessed against the Housing Accord's criteria.

The process:
1. Minister identifies district with significant housing affordability and Land supply issues
2. Order in Council adds district to Schedule 1 of the Act
3. Minister negotiates housing accord with council
4. Council proposes special housing areas
5. Minister assesses council's proposal
6. Order in Council declares special housing area
7. More permissive and fast-tracked consent processes can be used

Selwyn District Council signed a Housing Accord with Government in December of 2015.

Potential capacity has been supplemented by way of the Land Use Recovery Plan (LURP), which has created six more growth areas which have a theoretical capacity of 4500 dwellings. The Selwyn District Plan anticipates the development of all these areas in accordance with Outline Development Plans. There has been very limited development to date in these areas due to fragmented land ownership, high land values and high numbers of 'lifestyle' properties with some owners unwilling to aggregate or sell their land.

While in the fullness of time some of this land may be expected to be developed, it is unlikely in the foreseeable future. As such, in the next few years there is likely to be a land supply shortage in Rolleston. This could reduce the affordability of remaining sections in growth areas.

This Accord seeks to contribute to improved affordability by increasing the supply of land in Selwyn, with a focus on Rolleston in particular. It will also ensure that a proportion of new housing supply created is affordable.
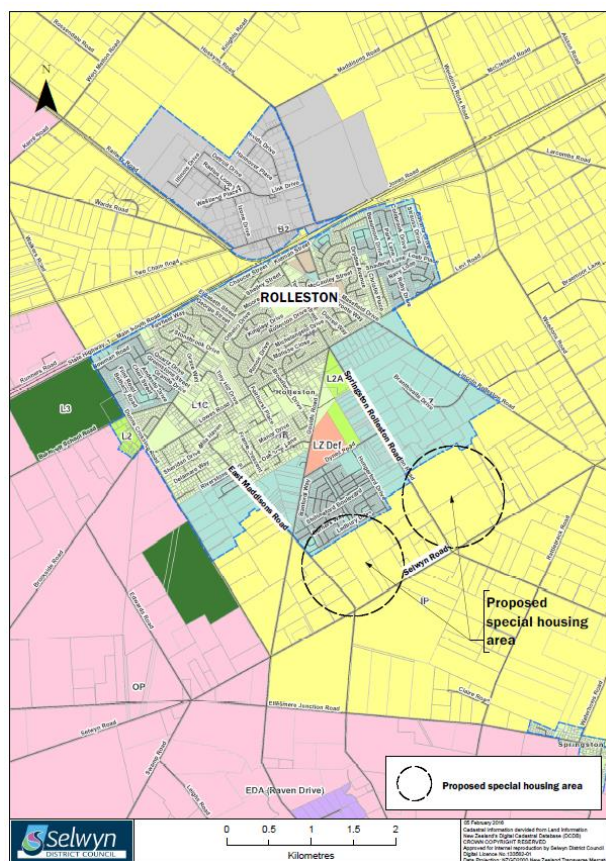

Figure 4-16: Rolleston Special Housing Areas

District Plan Review

The Resource Management Act 1991 (RMA) requires all operative provisions of a plan to be reviewed every 10 years.

The current Selwyn District Plan was notified in two volumes (Rural Volume in 2000 and Township Volume in 2001) and remains in this two-volume format. While the Plan has yet to be made fully operative, there are large parts of the Plan that have not changed since 2004 when decisions on submissions were released. It is therefore timely to undertake a holistic appraisal of how to improve the Plan, with the aim of the review to produce a 'second generation' District Plan.

At a broad level, it is recognised that the existing District Plan has become unwieldy, with a total of 1500 pages and an excessive number of zones and appendices, including zones within appendices. A number of plan changes have also lead to various approaches to different issues within the Plan, most notably being the way in which urban growth is managed within and outside the Greater Christchurch area. In addition, the resource consent team have identified a range of issues in administering specific parts of the Plan that could be improved through a District Plan Review.

The Council agreed to undertake a full review of the District Plan as a matter of priority at a Council meeting held on 27 May 2015. The District Plan review is expected to take three to four years, but this will be longer if there are complex submissions to work through.

Alignment of the District Plan Review and Long Term Plan processes has been pursued where possible. For 2018, the Long Term Plan will use 'Community Outcomes,' while the 2021 LTP may align more closely with the objectives in the District Plan to reflect the aspirations of the community for the district.

4.1.4   Influences on Growth and Demand (District and Community)

Major Influences

There are a number of issues that influence demand forecasting and the associated development improvements. These issues include:
- Local population and demographic trends
- Accuracy of predicted future populations
- Changing technology
- Changing legislation requirements
- Changing community service requirements
- Local economic trends and the diversity of industries
- Other providers of community assets and infrastructure

Population and demographic trends have been outlined in the previous sections. Other trends that have a significant impact on Community Facilities assets are outlined below.

Changing Technology

There are a number of technology changes that will impact on provision of assets and facilities for the Community Facilities activity. These include the following:

- Increasing use of applications to locate and provide information on places for recreation e.g. CamperMate, My Parx. These have direct impact on the numbers of people visiting parks and facilities and can lead to situation where carrying capacity is exceeded.

- Introduction of "smart playgrounds" with technology augmented reality markers. This has been trialled at a park in Rolleston with a mixed reaction from the community.

- Increasing use of Remotely Piloted Aircraft Systems (RPAS) also knows as Unmanned Aerial Vehicles (UAVs), and Unmanned Aerial Systems (UAS), and drones. The recreational use of RPAS can create issues and require spaces to be allocated for this activity. Council has put in place a policy and bylaw to manage this activity. They can also be used for business purposes and there are potential uses of this technology that could provide beneficial outcomes for Council.

- Other technology changes that will impact on the Community Facilities Activity will be assessed and built into programmes as required.

Legislative Changes

The primary legislative change that has implications for growth and demand forecasting has been the Local Government Act Amendment Act 2014 and specifically changes related to taking and applying development contributions. The changes of pertinence to Community Facilities are:

- New purpose and principles provisions that provide direction to councils about what development contributions can be used for and how they should be applied;

- Contributions can no longer be used to pay for infrastructure that is not directly associated with servicing a development, such as community facilities (art galleries, cemeteries, and aquatic centres, for example);

- The broad definition of "community infrastructure" that allowed a local authority to charge development contributions for any land or asset owned or controlled by the authority for public amenity purposes has been replaced by short list of items. These are community centres/halls, public toilets, and play equipment;

- A prohibition has been placed on charging development contributions for reserves where a particular development does not involve the creation of additional housing or accommodation.

Increasing Urbanisation of Townships

The population statistics indicate that there has been marked growth in a number of District townships and this is predicted to continue into the foreseeable future and will be guided by the settlement patterns indicated in the UDS/LURP. The split between district residents living in rural or urban locations has changed in recent years from being predominantly rural. The current statistics show that 65% of the district population live in township (35% in rural localities) and this is expected to continue to rise.

Many of the people now living in the townships have come from cities or larger towns and have expectations of standards commensurate with a typical urban environment. This situation is particularly evident in Rolleston. The desired level of service and provision of facilities is often an improvement on what has been delivered previously. This demand for improved standards has implications for future provision and design of services as well as for cost to the ratepayer, and Council will consult to establish the balance between desired service level and financial sustainability for residents.

Social Trends

The New Zealand Deprivation Index does not indicate significant social issues within the district (Areas are shown from 1 to 5 in the *Neap 2013 Index of Deprivation Report* prepared by the Department of Public Health). However there is evidence of the need for increasing social support services in some areas. This translates to the need to provide community spaces to support delivery of social services.

There is an increasing trend with libraries toward being a place for social interaction. This trend creates demands for a different type of facility to accommodate a mixture of uses. New libraries will need to be designed to incorporate community areas which can be used for social activities.

Community halls have traditionally been the social hub of the communities they serve. Changes in social habits overtime have seen the use of many of these facilities decline. The move towards more individual physical activities to support healthy life styles may see the use of some halls rejuvenated. However to accommodate changes in use, from a functional perspective, building modifications may be required. There is likely to be some form of facility rationalisation required during the planning period and a strategic plan has been prepared to guide decision making on this issue.

The Eastern Selwyn Community Spaces Plan found that community spaces need to embody the concept of community development whereby individual or groups are empowered through skill development to effect change within communities and address issues. This concept underpins the Council's future approach to provision of community spaces and is aimed at promoting social-connectedness within communities.

Recreation and Leisure Trends

Many of the services covered under the Community Facilities umbrella are associated with the delivery or support of recreation and leisure activities. It is important to understand overall trends as this can help to guide decision making on the types of facilities provided. Some changes in demand may be driven by demographic variations that are predicted to occur (e.g. ageing population). Trends can also be influenced by other factors such as economic conditions and population mobility.

Sport New Zealand last undertook the Active New Zealand Survey in 2013/14. The Active NZ Survey is a national-level survey to monitor physical activity, in particular, sport and recreation participation among New Zealand adults.

Results from the Active NZ Survey indicate the 20 most popular sport and recreation activities participated in over a 12 month period. These are set out in the figure below and show that walking is the most popular activity for both men and women.

The 20 most popular sport and recreation activities participated in over 12 months by gender

Men		%	Number of men participating
1	Walking	46.8	744,000
2	Fishing	29.2	465,000
3	Cycling	28.4	451,000
4	Swimming	27.0	430,000
5	Equipment-based exercise	23.2	370,000
6	Jogging/running	20.3	323,000
7	Golf	15.0	238,000
8	Tramping	11.2	178,000
9	Football	10.5	167,000
10	Hunting	9.7	154,000
11	Canoeing/kayaking	9.5	151,000
12	Cricket	8.7	139,000
13	Touch rugby	7.3	116,000
14	Basketball[1]	7.2	115,000
15	Snow sports	6.9	110,000
16	Rugby	6.8	109,000
17	Tennis	6.6	106,000
18	Shooting	6.2	99,000
19	Surfing/bodyboarding	6.2	98,000
20	Table tennis	6.0	95,000

Women		%	Number of women participating
1	Walking	72.2	1,245,000
2	Swimming	33.1	570,000
3	Equipment-based exercise	21.7	374,000
4	Cycling	21.6	372,000
5	Jogging/running	18.1	312,000
6	Pilates/yoga	16.6	287,000
7	Dance	14.1	243,000
8	Aerobics	13.4	231,000
9	Fishing	10.5	181,000
10	Tramping	8.3	144,000
11	Netball	8.1	139,000
12	Callisthenics	7.1	123,000
13	Canoeing/kayaking	6.9	119,000
14	Tennis	6.0	103,000
15	Snow sports	5.5	95,000
16	Aquarobics	4.9	84,000
17	Golf	4.6	80,000
18	Exercising at home (other)[18]	4.4	75,000
19	Exercise classes (other)[18]	3.8	65,000
20	Badminton	3.6	61,000

Figure 4-17: Sports & Recreation Participation by Gender (Source: Sport New Zealand, 2015. Sport and Active Recreation in the Lives of New Zealand Adults. 2013/14 Active New Zealand Survey Results.)

Of particular pertinence to the Community Facilities services is to understand where participants undertook sport and recreation activities. The following table indicates the main man-made facilities where activities took place.

Participation at different types of man-made facility over 12 months by gender

	All participants	Men	Women
	%	%	%
At an indoor pool or aquatic centre	18.3	15.7	20.7
At an outdoor pool	9.8	9.5	10.2
At an indoor sports facility or complex	19.8	22.6	17.1
At an indoor facility not used mainly for sport or recreation	15.8	11.6	19.8
At a gym or fitness centre	21.8	22.1	21.5
At an outdoor sports facility	30.7	40.3	21.7
Indoors or outside at a marae	1.2	0.7*	1.6
Indoors or outside at your home or someone else's home	39.2	34.1	44.0
Outside on a path, cycleway or walkway that is in a town or city	53.1	48.0	57.9

Figure 4-18: Participation at facilities by Gender (Source: Sport New Zealand, 2015. Sport and Active Recreation in the Lives of New Zealand Adults. 2013/14 Active New Zealand Survey Results.)

The Active New Zealand Survey also compared results from the earlier study undertaken in 2007/08 at a national level. The comparison analyses (shown in the figure below) indicate that engagement in sport and recreation has increased slightly overall.

Figure 4-19: Sports & Recreation Participation Trends (Source: Sport New Zealand, 2015. Sport and Active Recreation in the Lives of New Zealand Adults. 2013/14 Active New Zealand Survey Results)

As a key provider of places for sport and recreation it is also useful to gain an understanding of the changes in preference for different activities over time. The following figure indicates those activities (of the top 20 most popular) that have increase and decreased between the survey periods.
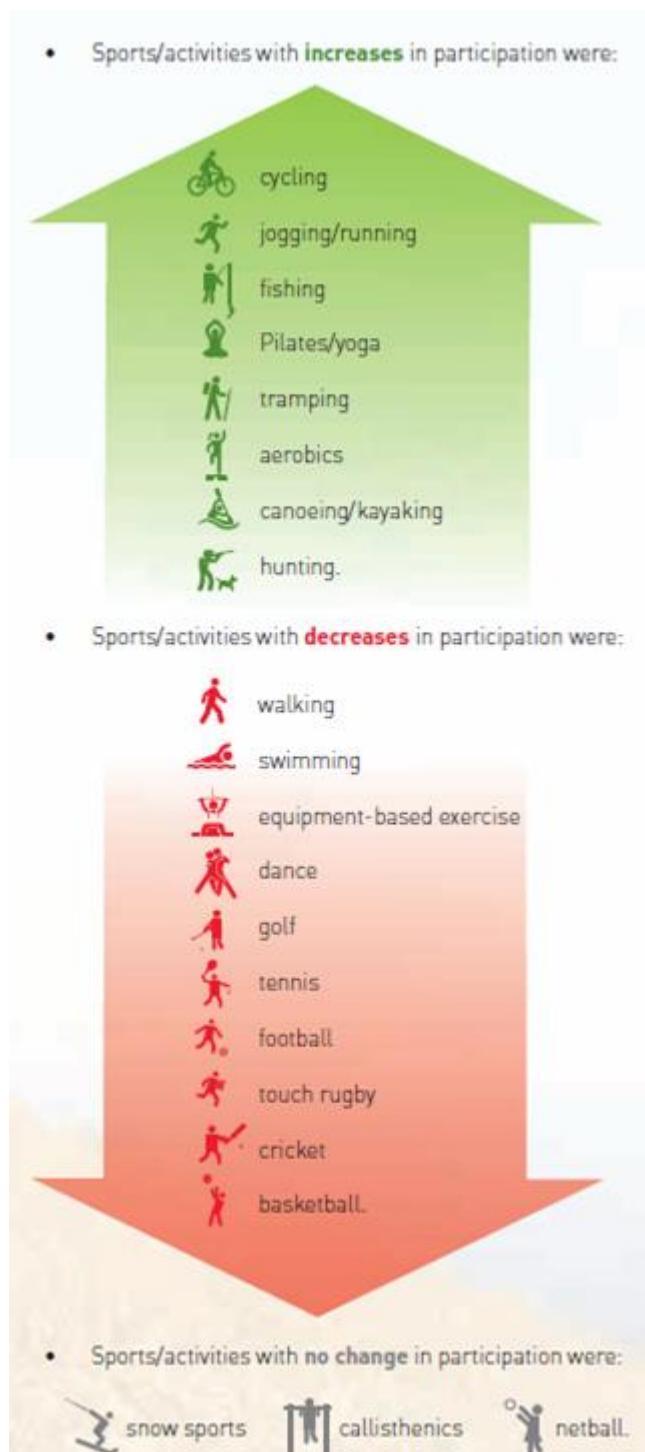
Figure 4-20: Sports & Recreation Increases/Decreases (Source: Sport New Zealand, 2015. Sport and Active Recreation in the Lives of New Zealand Adults. 2013/14 Active New Zealand Survey Results)

Economic Trends - Agriculture

Farming has and is expected to continue to have, a significant impact on the District's economy, with a number of district towns being service centres for the rural community. One of Council's objectives is to ensure that this industry will not be adversely affected by changes in Council policy and planning requirements.

Farming in the District has responded to climatic and trade uncertainties in recent years by diversifying and, in some cases, subdividing and selling land for residential development. As a result dairying, deer farming and residential development have increased while sheep farming has declined. Viticulture and olive growing are also expanding in response to the more Mediterranean climatic conditions of recent years (hot summers, mild winters).

<u>Synlait</u>

In 2008, Synlait opened a new dairy factory outside Dunsandel. The Synlait Milk facility processes more than 550 million litres of milk each year. It is capable of processing 3.2 million litres of raw milk per day, from which up to 340 metric tonnes of milk powder can be produced along with other high-value functional ingredients.

<u>Fonterra</u>

In 2012 Fonterra opened a new milk processing plant, located on SH 73 just west of Darfield.

Darfield produces regular and instant whole milk powder. At full steam, it processes 7.2 million litres of milk per day, adding up to an annual production of 220,000 tonnes. The facility employs more than 230 staff and involves a fleet of 37 tankers.

<u>Westland Milk Products</u>

Westland Milk Products is New Zealand's second biggest dairy co-operative, and has a production facility in Rolleston.

In 2015 the West Coast's dairy co-operative ramped up its Canterbury presence by building a $40 million plant to make long life milk at Rolleston. The plant's development relates to the company's first venture into retail-ready liquid milk at the Izone industrial park. The long life product known as UHT milk for its ultra-high temperature processing usually has a shelf life of six to nine months and is usually used in hot climates. Commercial production from the plant is capable of packing more than 50 million litres of UHT milk and cream a year. The product is sold into China's UHT market, where returns are high and growth prospects are strong.

Westland Milk Products has recently signed a joint venture agreement with leading paediatric milk formula company Ausnutria to create a new stand-alone infant formula blending and canning company to be called Pure Nutrition Limited. This will involve a blending and canning plant at Rolleston. The plant's initial capacity is expected to be around 20 million cans of milk formula per year (approx. 15,000 tonnes depending on product mix). Construction is expected to be completed by late 2017. Approximately 30 new jobs will be created.

Central Plains Water Scheme

The ongoing development of this integrated water supply scheme to irrigate the central plains area of the District has the aim of increasing agricultural production.

Economic Trends - Tourism

Tourism is a significant industry supported and encouraged by the Council. Tourist numbers have continued to grow nationally and within the Canterbury region. The growing trend to independent travellers has become more common in recent years.

A number of the small settlements such as Arthurs Pass, Rakaia, Castle Hill, and Lake Coleridge are popular places for holiday homes and recreational facilities. Arthurs Pass, Darfield and Springfield in particular support summer and winter-sports in the Craigieburn Basin, Arthurs Pass National Park, Lake Coleridge, the Rakaia Basin and Mt Hutt. These settlements also service long-distance traffic and provide tourist facilities on main tourist routes.

Route 72, the Inland Scenic Route provides an inter-district connection between tourism and recreational facilities in Selwyn and those in the adjoining Ashburton and Waimakariri Districts and beyond to the Mackenzie Basin / Mt Cook and Hanmer Springs / Kaikoura. It offers an increasingly attractive, and some times more direct, alternative to the utilitarian State Highway 1. These tourist facilities are supplemented by the major golf course and other recreational and visitor facilities at Terrace Downs.

The Christchurch and Canterbury Tourism Business Plan 2016/17 indicates that Canterbury has enjoyed some tourism growth but has lost ground to the rest of New Zealand due to the Christchurch rebuild and the structural changes in travel patterns that arose after the 2011 earthquake events

The following international visitor trends are noted:

- International visitor nights in Canterbury including Christchurch have improved by 12% in the past year to reach 2.1 million nights per annum compared with the pre-earthquake level of 2.4 million recorded in the 2009/10 year. The visitor night situation in Christchurch is still gradually improving and has now reached 72% of pre-quake levels.

- Since 2010 international guest nights in the Canterbury area outside of Christchurch have improved materially to reach a level that is now 18% ahead of the pre earthquake performance whereas guest nights in Christchurch sit 28% behind the 2010 level.

- Changes to the aviation environment have changed the itinerary flow of international visitors with more Australians choosing Queenstown as their South Island arrival point and more northern hemisphere travellers, who predominantly use Auckland as their arrival point, overflying Canterbury on direct services to Queenstown. Nevertheless, Christchurch remains by far the largest South Island gateway airport for both domestic and international travellers.

- The Australian holiday market to Canterbury has been the most severely compromised of all of our major markets. Holiday arrivals into Christchurch Airport are now 45% lower than they were in 2009/10.

The following domestic visitor trends are noted:

- The domestic market to Christchurch has been subdued in the past year and grew by only 2%.

- The Christchurch share of the domestic conference market has plateaued at 9% when in the pre-earthquake period it was 24%.

- Leisure travel and event related tourism has lessened due to the physical loss of venues and the resultant decline in sports and entertainment events.

- The domestic market outside of Christchurch grew by 4% in the last year and at 1.285 million nights has been increasing at a similar rate since 2009/10.

However the *Christchurch and Canterbury Tourism Business Plan 2016/17* indicates that there is predicted to be a steady increase in visitor numbers as earthquake recovery work is completed and new attractions provided. This is shown in the following forecast for guest nights extracted from the plan.
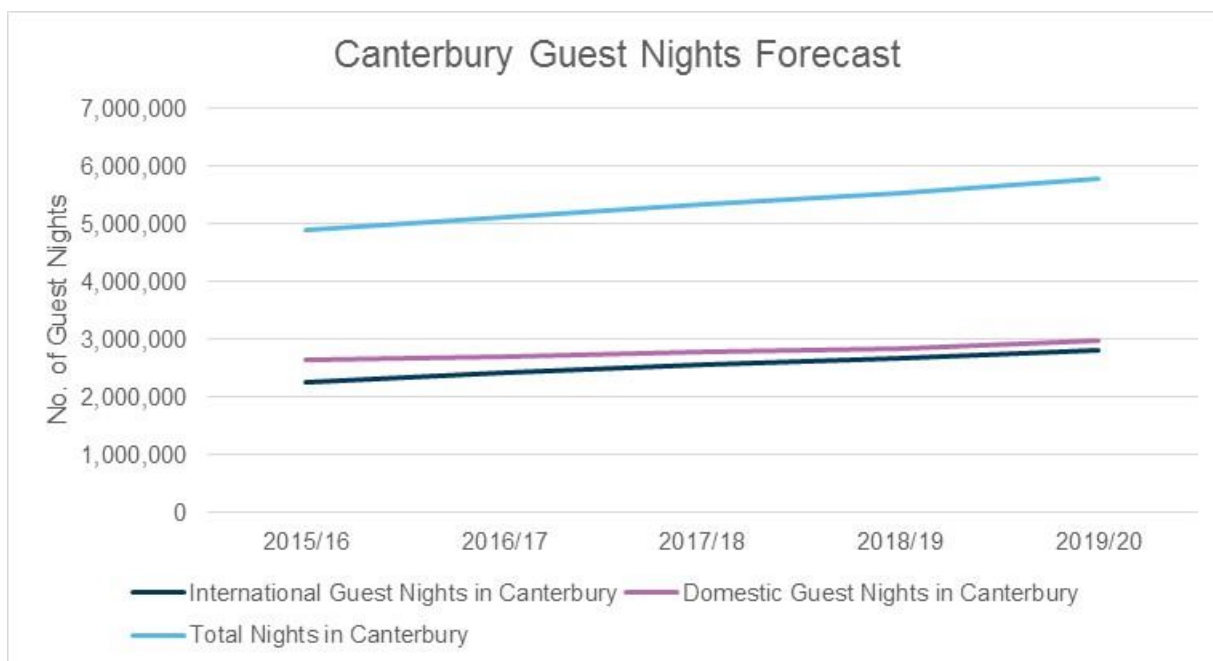

Figure 4-21: Commercial Guest Nights Forecast (Source: The Christchurch and Canterbury Tourism Business Plan 2016/17)

The Ministry of Business, Innovation and Employment produces a report on Regional Tourism Estimates that provides information on tourism spending at a regional and district level. The spending levels in Selwyn indicate that there has been a gradual increase over the last six years as shown in the table below.

Year	2012	2013	2014	2015	2016	2017
Grant Total (Sum of Spend $ Millions)	68	72	73	85	88	101

Table 4-2: Tourism Spend in SDC (Source: MBIE Regional Tourism Estimates)

If visitor numbers to the district continue to steadily increase on an annual basis this will impact on existing areas where tourist activities occur particularly around the lakes, rivers, ski fields and high country.

There has also been a significant increase in freedom camping visitors to the district noted over the last few years. These visitor have tended to congregate in rural recreation sites that specifically allow and cater for this activity including Coes Ford, Chamberlains Ford, Whitecliffs Domain and Lakeside Domain.

The Council has provided additional facilities and services to cater for this increased level of usage. A study was undertaken over the 2016/17 summer period to gain an understanding of the impact of freedom camping in the district. A report on Freedom Camping in Selwyn District (2017) provides a number of insights into this activity:

- 84% are international tourists and 16% domestic tourists;
- Mainly from Germany (47%), New Zealand (16%), and France (14%);
- Domestic visitors mainly come from Canterbury (74%), especially Christchurch (57%);
- Most visitors, but especially the internationals, are under the age of 30 years; and of those, the highest proportion are aged 18-21 years;
- The majority of all visitors come to Selwyn for leisure purposes (60%);
- Cost/affordability drives many international visitors to want to freedom camp;
- The types of tourist activities visitors have the highest levels of interest in are natural attractions, independent tramping, and wildlife encounters;
- On average, International visitors stay in New Zealand for 5½ months, and just under one week of that is spent in Selwyn. Most domestic visitors who freedom camp in Selwyn stay for 0-4 days;
- Expenditure by international visitors is considerably higher than for domestic visitors. The research findings indicate basic spending by international visitors is in the region of approximately $250 per person, per week. Domestic visitors spend approximately one-fifth that amount;
- Visitors have high levels of satisfaction with the four free reserves/campsites in Selwyn;
- Most visitors rate their confidence with understanding the rules and regulations around camping in New Zealand as 'moderate';
- The research suggests five key environmental impacts result from freedom camping: litter, defecating in the wild, overcrowding / excessive visitor numbers, fire lighting, and anti-social behaviour;
- There is tendency for the local communities to negatively stereotype the young international tourists who choose to freedom camp.
- Council has set up a working party to consider the effects of freedom camping in the district and to develop a strategic response to this activity.

NZ Transport Agency data on traffic volumes for State Highways provides indications that, generally, there will continue to be an increase in traffic numbers on routes through Selwyn District over the planning period.

The Council will need to continue to develop assets and services to meet the demand created by increased levels of tourism activity and visitors to the district. The Council is committed to supporting and promoting local businesses (refer Economic Development Strategy [2005]). Attractions such as rural recreation

reserves, indoor swimming pools and services such as public toilets encourage visitors to stay or stop in the District and use local businesses.

Economic Trends - Higher Education and Research

Lincoln University is located on the outskirts of Lincoln Township. Education and Research Institutes located around Lincoln provide significant employment, in the District and Lincoln is widely regarded as a centre of excellence in agricultural and related research industry.

The crown research institutes located at Lincoln include AgRearch, Landcare Research, plant & food research.

The Council in joint venture with Lincoln University, Canesis (formerly the Wool Research Organisation of New Zealand (WRONZ), and the Crown Research Institutes aim to promote and develop the current research/ education base in Lincoln. This will be called the 'Lincoln Hub'.

The overarching goal of the Lincoln Hub is to accelerate the rate of economic development of the land-based sectors while improving their environmental performance. In doing so, the Hub will become a globally-significant centre for education, research, technology transfer and adoption, and practice change. By supporting industry innovation, the Hub will help build the capability needed for the primary sectors to achieve their potential. To achieve this, the Hub will be fully integrated into the strategies of the primary industries, and stimulate innovation and entrepreneurial endeavour by the private sector. It will also draw on and connect with other successful Hubs from across New Zealand and the world.
Source: http://www.lincoln.ac.nz/Lincoln-Home/Research/Lincoln-Hub/

Economic Trends - Izone

In 2000 the Council looked to attract new commercial and industry ventures to the district. This prompted the development of the Rolleston Industrial Park (IZONE), which has been established to promote and provide for this type of activity and growth. In recent years development has expanded beyond Izone, with a wider Rolleston Industrial Zone becoming established. Izone is now one of the larger industrial parks in New Zealand.

Covering 188 hectares, Izone has land developed, zoned and ready to bring services and infrastructure into development. The fully master-planned, Greenfield site is currently home to more than 70 companies involved mostly in manufacturing, warehousing and logistics, and servicing Canterbury's significant agricultural sector.

The development's ownership by Selwyn District Council ensures affordable land prices, low annual rates and favourable district plan rules. These include: no development levies, no maximum site cover, and no restrictions on the generation of traffic movements.

As it stands Izone Industrial Park has the potential to grow to over 459 hectares.

Figure 4-22: Izone Industrial Park

Economic Trends - Other Industries

Other industries that provide a source of employment and business activity in the district include:

- Commercial and Industrial (e.g. The Warehouse's distribution centre)
- Golf Courses e.g. Terrace Downs
- Department of Corrections facilities
- Hospitals
- Quarrying e.g. Road Metals
- Forestry
- Lake Coleridge Hydro Scheme
- NZ Defence Force (Burnham Military Camp)
- Various Small to Medium industry e.g. Meadow Mushrooms

Some of these industries have a lesser effect on the district's overall economy, but are important for providing a variety of employment opportunities within Selwyn.

Economic Trends - Employment

The rapid growth in Selwyn District is underpinned by strong employment opportunities. Originally these have been in the agricultural sector, Lincoln University and research centres, as well as commuting to Christchurch City. Through the Izone development and other initiatives have meant there are considerable opportunities within the district. Izone is the only industrial hub in New Zealand to have a dedicated staff recruitment website. Enterprise Recruitment is Izone's talent gateway. This free service allows Izone companies to advertise job vacancies and provides those looking to move to Selwyn with appropriate information about life in the district. Eventually Enterprise Recruitment will advertise jobs throughout the district and become the talent gateway to Selwyn.

The 2013 census shows employment in agriculture and forestry employ the largest number of workers, followed by manufacturing and construction.

Industries of employment for people residing in Selwyn District, New Zealand

2013 Census, number of people employed

Provider: Stats NZ
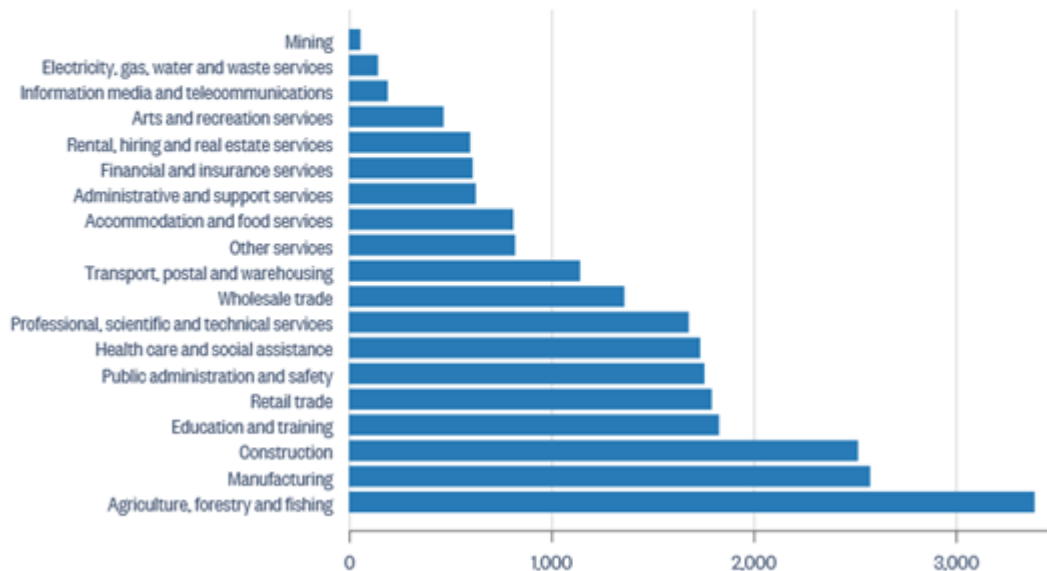
Figure 4-23: Selwyn District Sources of employment (2013 Census)

Work Types

The most common occupational group in Selwyn District is 'managers' (19.2%) followed closely by 'professionals' (19.1%).

The unemployment rate in Selwyn District (total population aged 15 years and over) is 2.9% for people aged 15 years and over, compared with 4.9% for all of New Zealand.
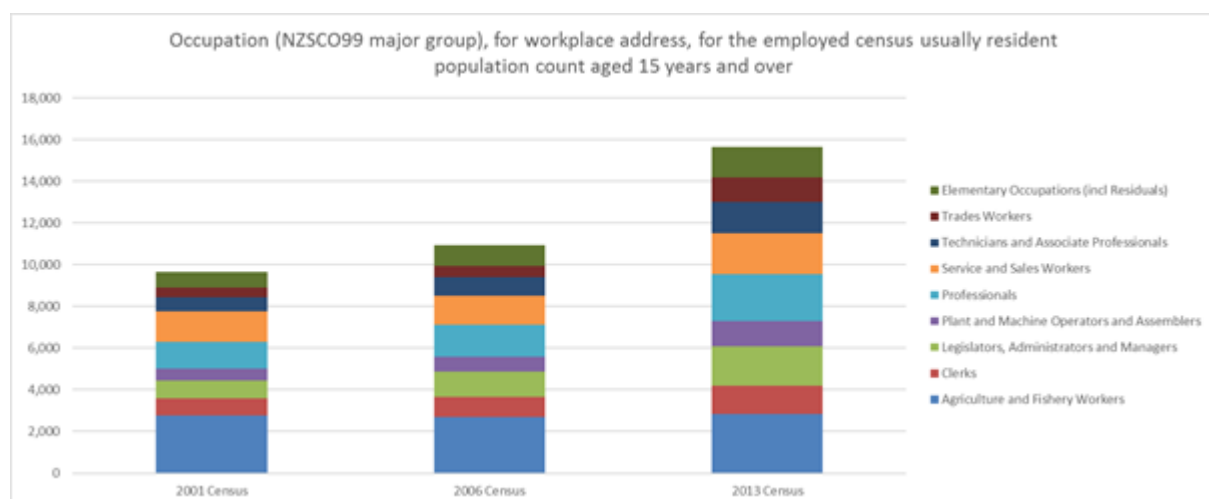
Figure 4-24: Selwyn District Occupation Groups Data (sourced from Statistics NZ)

Occupation[1]

1. Australian and New Zealand Standard Classification of Occupations (ANZSCO V1.1)
Source: Statistics New Zealand

Figure 4-25: Occupation for employed people aged 15 years and over (Selwyn District and New Zealand, 2013 Census)

Income
For people aged 15 years and over, the median income (half earn more, and half earn less, than this amount), in Selwyn District is $47,900. This compares with a median of $40,800 for all of New Zealand. The mean annual household income (2016) for Selwyn District is $115,661 compared with the national median of $95,957.

The following table sets out the median income by age for Selwyn District compared with the national median.
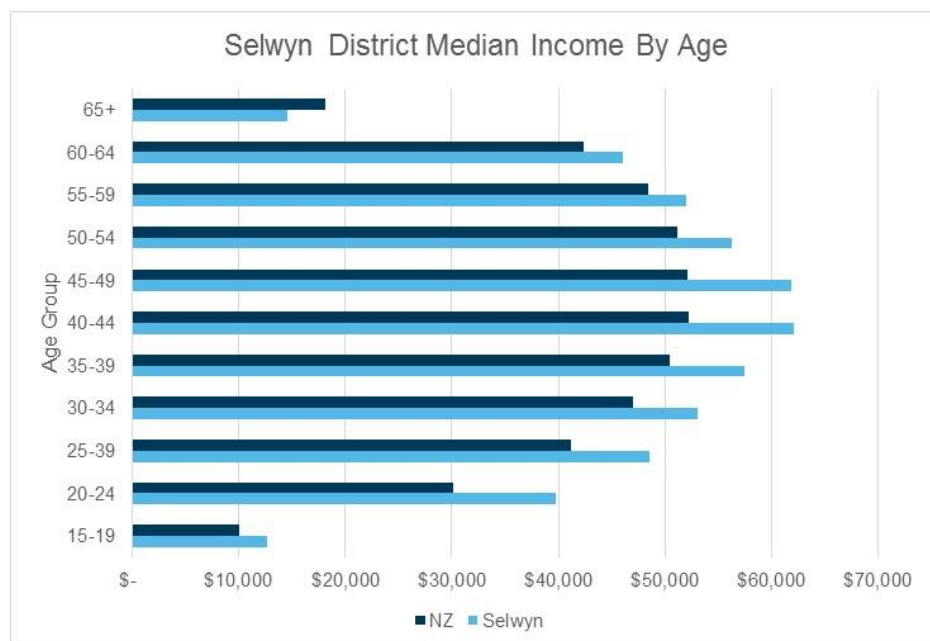
Figure 4-26: Median personal income for people aged 15 years and over (Source: Ministry of Business, Innovation & Employment Data 2016)

Business demographics

Business demographic data from Ministry of Business, Innovations and Employment for 2016 showed that:

There were 6,153 businesses operating in Selwyn District and of those 39 employed 50 or more people. There were 30,176 paid employees in Selwyn District compared with 2,425,173 for all New Zealand. This is an increase of 105% compared with five years earlier in 2010 for Selwyn District.

The largest industry contributor to Selwyn's GDP is agriculture at $275 million (18.2%) followed by manufacturing at $208 million (13.7%).

The five industries with the highest proportion of employees in Selwyn District is shown in the table below.

Industry	Employee count	% of total employee count
Agriculture, forestry and fishing	2,932	9.7
Health care and social assistance	2,437	8.1
Retail Trade	2,470	8.2
Manufacturing	3,662	12.1
Construction	3,536	11.7

Table 4-3 Five Industries with the Highest Proportion of Employees in Selwyn District

4.1.5   Alternative Service Providers

Provision of assets or services by other agencies can influence demand for Council facilities/services. In many cases provision by other agencies complements the services delivered by Council. An example would be the Reserve Estate provided by the Department of Conservation with its wilderness and conservation focus complementing reserve land holdings managed by Council which are more oriented to active or informal recreation.

Trends in alternative service provision that are pertinent to the Community Facilities Activity include:

- Declining provision of pool facilities at schools because of costs and compliance requirements creating demand for additional or improved Council facilities especially for learn to swim programmes.

- Providing toilets in commercial precincts or at service stations that are accessible to the public can reduce the need for Council provision or create opportunities for joint arrangements.

- Social housing provision by a variety of organisations (Churches, Trusts etc.) in the District means that Council does not need to become directly involved and can focus on a support or facilitation role.

- Many of the functions provided by community halls are duplicated in other facilities in the community such as school halls, church halls etc. Initial assessments carried out on overall use of this type of facility indicate a pattern of under-utilisation which may provide opportunity for rationalisation or future partnerships.

- Currently the district population favour burial over cremation with around 65% of residents opting for burial in a local cemetery. This is typical of a predominantly rural population but as parts of the district become more urbanised there could be a move towards cremation as a preference.

- There have been a number of new schools built in Selwyn District (Rolleston and Lincoln) between 2015 and 2018. There is an opportunity to work with the Ministry of Education and the Boards of Trustees to co-ordinate provision of facilities that have the potential to be used by the wider community on a shared basis. This can help to reduce demand for Council provision.

- Community Spaces also include those provided by businesses. Meeting spaces and cafes for instance provide places for community activities, meeting a demand that complements other types of public spaces that Council provides. There is an opportunity to symbiotically promote this connected relationship for the benefit of the community.

4.1.6   Environmental Protection

With the release of the New Zealand Biodiversity Strategy in 2000 there has been increasing awareness of the fragile state of the nation's biodiversity and the need to take action to conserve and protect it from further degradation. The Strategy envisages that Local Authorities will take a key role in implementing actions to support the outcomes. This has implications for Council's approach to the management, development and acquisition of reserves. For example there may be increasing demand to secure remnant native bush or land forms as reserves to enable future preservation.

Achievement of good environmental outcomes is guided by the Selwyn District Plan and the Natural Resources Regional Plan (NRRP). Resources consents and designations are required for a number of Community Facilities activities and conditions pertaining to these are aimed at achieving acceptable environmental outcomes to protect and enhance natural environments. Further information on how the environment is protected with this activity is covered in Section 17 of the AcM Plan.

4.1.7   Cultural and Heritage Protection

There is increasing demand from the community to protect the district's rich heritage and to ensure that key elements are preserved into the future. This is borne out by the number of active historical societies working in the district. The Council also works in co-operation with the local Iwi to ensure areas of significance to Maori are protected. This is exemplified in the development of a Conservation Plan for the nationally recognised site of Maori occupation at Rakaia Huts. Demand issues relevant to community facilities include:

- Acquisition of reserve areas to preserve existing heritage or cultural features including remnants of past occupations, industries, land uses or landscape forms that connect the site to the past
- Preservation rather than demolition of buildings and structures with heritage values
- The need to partner with Iwi on activities that affect land and water
- Development of conservation plans for heritage buildings/features or sites of cultural significance
- Protection and conservation for historic cemeteries

4.1.8   Climate Change

A report prepared by Aqualinc (Climate variation Report – 2016) provides information on potential climate change for the Canterbury Region and Selwyn District. The key conclusions that have relevance to the Community Facilities activity are:

Temperature

Average temperatures across New Zealand have increased 1°C over the last 100 years.

By 2048 temperatures are projected to be 0.8°C warmer (on average) compared with the last 20 years (1995 to 2015).

Evapotranspiration

Evapotranspiration rates are expected to increase by about 3% by 2048.

Mean annual rainfall

There is no long term trend observed in mean annual rainfall on the Canterbury Plains, despite a 1°C increase in temperature.

Canterbury Plains and foothill rainfall is likely to remain relatively unchanged over the next 30 years. Alpine rainfall may increase by over 5% over the next 32 years.

Extreme rainfall

There is no observed long term trend in extreme rainfall events on the Canterbury Plains, despite a 1°C increase in temperature.

The near negligible climate change projections of mean annual rainfall for the Canterbury Plains indicate the changes in extreme rainfall magnitudes are unlikely to be large.

Extreme rain events in alpine areas (e.g. Arthurs Pass) could increase by 6-8%.

Other climate variables

Climate change will have a relatively minor impact on the overall amount of snow in the high mountains of the Southern Alps and snow frequency on the Canterbury Plains.

Average wind on the Canterbury Plains will remain relatively unchanged, while the number of very windy days could increase by 1 to 2 %.

Groundwater

We expect climate change will have only a minor impact on groundwater levels over the next 32 years.

Central Plains Irrigation has a much greater impact than climate change and will increase groundwater levels.

River flows

Mean annual flows in the alpine rivers (e.g. Waimakariri and Rakaia) could increase by about 8% by 2048, as a result of increased precipitation.

Foothill river flows may slightly decrease over the next 32 years, due to a small increase in evapotranspiration.

We expect climate change will only have a minor impact on flows in lowland streams and drains.

Sea level rise

Local sea levels have risen 0.19 m over the last 100 years.

Sea levels could rise by a further 0.08 to 0.23 m by 2048.

Sea level rise could have a minor impact on groundwater levels at the coast. Impacts quickly diminish and are very small beyond about 1 km inland.

Impacts of climate change on Community Facilities may include:

- Potential for increased risk of wild fires (as experienced in 2017) and resultant loss of reserve plantings and assets;
- Windthrow damage to forestry plantations (as occurred with the wind events of 2013);
- More difficulty in obtaining water for irrigation purposes (restrictions on ground water allocation);
- Greater difficulty establishing plants (especially on plains sites).

The implications of climate change on demand for community facilities generally involve adapting the design or approach to mitigate likely effects. This could take the form of designing buildings to reduce the impact of extreme weather events or selecting plants to withstand a more arid environment. Further implications of climate change are discussed in Section 17 of this plan.

4.2   Demand Management Strategies

SDC monitors the utilisation of its assets in various ways, based on recording user numbers; a proxy for this figure, where it is impracticable to actually count users; or anecdotal evidence where no proxy measurement is available. The usage of facilities is explained in each chapter covering the individual Community Facilities activities.

The table below summarises the level and quality of utilisation data and how future demand is projected. Chapter 19 describes the desired future practice.

Asset Group	Current Utilisation Measurement or Assessment
Recreation Reserves	· Sports participation via survey – hours of use per week, numbers of teams · Demand modelling for playing fields · Sport Canterbury participation numbers/trends · Reserve provision per number of residents (bench marked with *Yardstick* data) · Population projections
Township Reserves and Streetscapes	· Public Reserves utilisation – residents survey (anecdotal) · Playground utilisation – resident survey (proxy for equipment usage) · Reserve/playground provision per number of residents (benchmarked with *Yardstick* data) · Population projections including age demographic projections for playground demand projections
Cemeteries	· Interments and pre-sales statistics · Population projections including age demographic projections and death rate projections · Capacity analysis based on "burial space" formula
Public Toilets	· Utilisation – residents survey (anecdotal) · Data from toilet counters · Consumption of consumables (proxy) · Observational counts (partial coverage) · NZ Transport Agency vehicle counts for facilities on state highways · Population projections · Analysis of capacity as defined by NZS 4241
Community Centres and Halls	· List of user groups (included in each section under 'Levels of Service') · Assessment of person-hours utilisation and trend (under 'Asset Description') · Overview of usage district-wide, categorised from 'very high' to 'very low' use. · Population projections · Public expectations from resident surveys
Swimming Pools	· Actual user counts (SAC and supervised pools) · Fees received; family passes issued (proxy) · Utilisation – resident survey (anecdotal) · Comparison – resident survey (anecdotal) · Population projections
Property and Buildings	· Library/Service Centres: foot count data · Medical Centre: develop utilisation e.g. appointments data IP: 11-201 · Rolleston HQ: Staff count · Heritage Buildings: develop utilisation e.g. foot count IP: 11-201 · Depots: develop utilisation e.g. occupancy statistics IP: 11-201 · Holiday Park: develop utilisation e.g. occupancy statistics IP: 11-201 · Population projections
Rental Housing	· Occupancy statistics
Gravel Reserves	· Production recorded from management data · Population, economic and cost projections by geographical location
Forestry	· Forest management data on plantings vs total land allocated.

Table 4-4: Utilisation Assessment Methods

SDC utilises a number of mechanisms to manage demand for services and assets for the Community Facilities Activity. In general when considering new asset solutions the following factors are taken into account:

- In the first instance, explore opportunities for partnership with commercial or other agencies where this is viable and a genuine need has been established.

- Where practicable look to optimise provision of new assets to reduce duplication.

- Before confirming Council provision of a new asset, genuine need must be demonstrated and all other opportunities to meet the need exhausted.

- Replacement of an existing asset with a new asset is only considered where this is more economically viable than rehabilitation and/or extension.

- New facilities provided are sized either to meet projected growth over their lifespan or to facilitate increase in capacity in response to further growth. An example is the new Council Headquarters, which has a 'pod' design: functional work areas branch off a central corridor which can be extended, allowing additional pods to be added.

- Consult with the community to confirm a willingness to pay based on a funding plan approved by Council that ensures costs are shared equitably between the current community, facility users and future beneficiaries of the facility.

In responding to demand by providing new assets SDC is guided by a number of policies and strategies which include but are not limited to the following:

- Canterbury Regional Policy Statement and LURP
- Spaces and Places for Sport and Recreation in Greater Christchurch 2017
- Selwyn 2031 - District Development Strategy
- District Plan Policies and Objectives
- Township Structure Plans
- Ellesmere and Malvern Area Plans
- Open Spaces Strategy
- Development Contributions Policy
- Aquatic Facilities Plan
- Gravel Management Strategy
- Community Centres and Halls Strategic Plan
- Eastern Selwyn Community Spaces Plan
- Physical Activity Strategy
- Walking and Cycling Strategy
- Water and Sanitary Services Assessments
- Engineering Code of Practice
- Sustainability Principles

In evaluating options for asset provision, SDC employs multi-criteria analyses which investigate all aspect of each option, including demand projections.

A joint plan for the provision of sports and recreation facilities has been prepared by Sport Canterbury, Sport NZ, Christchurch City Council, Waimakariri District Council and Selwyn District Council to address facility demand from a regional perspective.

The plan, entitled 'Spaces and Places for Sports and Recreation in Greater Christchurch', indicates priorities for provision and investment and picks up from an earlier plan prepared as a response to earthquake recovery in 2013 - The Spaces, Places and People Plan for Sport and Recreation in Greater

Christchurch. The new plan looks at a number of criteria as part of the decision making process which include:

- Meeting an identified need
- Sustainability
- Partnering and Collaboration
- Integration
- Future-proofing
- Accessibility (Equity)
- Facilities that deliver Wider Benefits

4.2.1 Non-Asset Demand Management Approach

'Demand Management' is:

"The active intervention in the market to influence demand for services and assets with forecast consequences, usually to avoid or to defer capital expenditure".

The Council needs to consider how it intends to manage the demand for Council services and facilities through other mechanisms rather than asset related solutions. In particular the Council must consider how it can operate this activity in a manner that promotes sustainable management of assets.

Meeting the future demand requirements for assets and services along with the cost of provision and on-going maintenance will be a significant challenge to SDC. Consideration must be given to a range of actions to meet this challenge including non-asset demand techniques.

Demand management initiatives that are currently being used or can be considered are:

- Work interdependently with other neighbouring local authorities to provide the range of facilities that meets regional, district and local needs;
- Co-location with other community facilities to optimise building, supporting infrastructure and operating requirements;
- Design facilities to provide for multiple uses and to enable flexibility of use as demands change;
- Regulate demand and use through application of District Plan rules, SDC Bylaws and Policies;
- Improve the serviceability and utilisation potential of existing assets and infrastructure through implementation of capital improvement programmes;
- Actively promote use of facilities where under-utilisation is evident;
- Adopt a "network" approach to provision to match facility types/sizes with demand;
- Develop policies to provide effective controls on uses;
- Promote community involvement and stewardship of facilities by supporting local management committees;
- Actively seek investment and partnerships with the private sector or other public agencies on facility provision e.g. Ministry of Education with Rolleston High School;
- Identify opportunities where facilities can be provided by other agencies or the private sector and negotiate community access;
- Work collaboratively with other agencies to reduce duplication of facilities;
- Apply pricing mechanisms to regulate use of facilities where demand exceeds supply;
- Apply carrying capacity limits to sensitive sites and monitor usage;
- Consider decommissioning or disposal of facilities where there is an over-supply or where there is no longer a clear demand for this service.

4.3 Meeting Demand through Asset Growth

SDC will continue to plan for and develop new assets to meet growth requirements, commensurate with predicted District growth and in consideration of other demand influences. In order to determine future capacity and provision of assets to meet demand, the general approach taken is to:

- Calculate current capacity requirements

- Calculate future requirements for the ten year planning period taking into account identified demand factors

- Considered other factors that might directly influence future provision and issues

- Consider condition and performance of existing assets

- Identify gaps in provision by applying criteria based on agreed service standards

The above planning is reflected in the calculated contribution required per additional household unit equivalent (HUE) created by developers, under Council's Development Contributions Policy, which states:

A development contribution is required in relation to a development when:

- The effect of that development requires the Council to construct new or additional assets for any network infrastructure, reserves or community infrastructure

- The Council has to incur capital expenditure to increase the capacity of existing assets (e.g. network infrastructure, reserves and community infrastructure) to support the growth from development

- Developers also provide public infrastructure to directly service new subdivisions. These are referred to as vested assets, and are discussed below.

Further information on asset growth requirements identified through this process is presented in the individual service sections (Sections 7 to 16). Key asset initiatives that have a significant "growth" component signalled in this plan are:

Location/Site	Description	Timing	$	Comment
West Melton	Develop reserve extension	2018-26	470k	Development of recently acquired land to meet sports and recreation demand
Lincoln Domain	New toilet for reserve	2018/19	450k	Required to cater for high usage – netball area
Lincoln	Sports park development	2018-23	3.44m	Subject to land purchase. Development required to meet sports space demand
Rolleston	Foster Park hub building	2018/19	4.0m	"Spine" building with later extension of indoor courts
Rolleston	Foster Park ongoing development	2018-27	3.53m	Includes a number of projects to complete site development
Rolleston	Foster Park land purchase	2018/19	700k	To provide extra space for car parking capacity needs
Rolleston	Redevelop Rolleston Reserve to high amenity park	2018-21	4.9m	Part of town centre development - in part to cater for growth
Rolleston	Large scale park development	2019-27	13.6m	Stage development of park to meet future recreation needs for local and district scale activities
Rolleston (Reids Pit)	Redevelop former pit for recreation use	2018-20	408k	Site to provide off road cycle track and informal recreation to cater for demand
Prebbleton	New sports park development	2019-27	8.98m	Staged development of new sports park to service Springs Ward demand from growth

Location/Site	Description	Timing	$	Comment
Hororata	New toilets to service reserve and public	2023/24	160k	Sited on the domain – demand from reserve and tourist use
Southbridge	Additional space for sports	2020-27	500k	Staged development of land acquired for extension including relocation of tennis courts
Darfield	Additional space for sports	2024-25	428k	To meet forecast demand for sports space
Broadfield	Develop extension for sports use	2023-25	485k	Overflow space for sport in Springs and Selwyn Central wards
Kirwee	Develop reserve extension	2019/20	200k	Extension of fields to meet demand for sports
The Willows	Wilderness park development	2018-19	200k	To meet demand for informal recreation – partnership project with ECan
Leeston Park	Complete purchase and develop extension	2018-20	429k	Final purchase payment & develop land to provide extra capacity
Rhodes Park	New toilet facility	2025/26	250k	Facility will be needed to cater for increased use of the park
McHughs Forest Park	On-going development programme	2018-23	141k	Projects to meet demand for increased use
Springston Cemetery	Extension & development	2018/19	296k	Projected to be exhausted in planning period – stage 1 development planned
Ellesmere Public Cemetery	Develop extension	2020-21	85k	Developed area projected to be exhausted
Dunsandel	Additional public toilet facility	2021/22	171k	To supplement capacity on SH1 (tourist growth)
Springfield Public Toilet	Expand effluent system capacity	2017/18	150k	To meet demand capacity – brought forward with TIF Funding to 2017/18
Castle Hill Public Toilet	Additional public toilet facility	2017/18	174k	To supplement capacity on SH 73 (tourist growth) - brought forward with TIF Funding to 2017/18
District Wide	Waste water dump stations	2018-26	125k	To provide dump stations at strategic locations to meet demand (tourist growth)
Springston	New public toilet facility	2024/25	116k	New toilet to meet needs of township
Castle Hill CC	Extend Facility	2020/21	$114k	Minor extension to provide extra space
Hororata CC	New Facility	2022-23	4.0m	To replace old hall and meet some additional demand
Prebbleton CC	New facility	2019-20	5.5m	To meet growth requirements & renew aging facility
Rolleston CC	Expand facility into Library space	2019-20	482k	To provide additional community space for programmes/meetings
Rolleston	New Sports/Leisure Complex including indoor & covered courts	2019-20	17m	To be sited adjacent on Foster Park and combined with hub building – high priority in Spaces & Places Plan
Leeston CC	New Facility	2025-26	4.8m	Town has no facility and required to meet latent demand

Location/Site	Description	Timing	$	Comment
Rolleston	New Library/community building	2018-19	19.1m	Anchor project for town centre redevelopment – additional capacity required
Rolleston HQ	Extend SDC HQ building and car park	2018-19	3.4m	Additional space to meet accommodation needs
Rolleston Health Hub	Building to accommodate health providers	2017-19	9.0m	To support township services needs for growth & forms part of Council's property investment portfolio
Cemetery Pit	Restoration for wilderness park	2017-19	453k	Continuation of restoration work to create park
District Wide	New reserve development	2018-27	6.5m	To develop new neighbourhood reserves in growth areas.
Rolleston	New civic square development	2018-20	2.6m	Part of Rolleston Town Centre development

Table 4-5: Key Growth Projects

4.3.1 Rolleston Town Centre

Rolleston's population is expected to increase to around 26,000 in 2028, and on towards 35,000 in 2047.

It is important that Rolleston, as our largest town, continues to be seen as a desirable place to live, work and visit for Selwyn's future prosperity. To date Rolleston has been able to exist reasonably well with the separation of the residential and industrial areas by State Highway 1, but as both these areas grow and develop so will the pressure to connect these together to accommodate the increasing number of people needing to move between them. Rolleston itself will become increasingly important as an entry point to the planned new Southern Motorway and the wider connection to Christchurch and ports it provides, including that for the wider district.

Further investment in improvements to local roads, community facilities and parks are necessary so that these have the capacity to cope with Rolleston's growing population.

The Rolleston Town Centre Masterplan was adopted on 23 April 2014.

It is in recognition that the evolution of the town centre is essential to provide a social and economic heart for the town and the District.

The community requested that the Masterplan include:
- *Entertainment, cultural and community activities and facilities*
- *Town square and indoor/outdoor dining and opportunities for a market*
- *Quality and range of shops*
- *Pedestrian-friendly streets which are well connected*
- *A distinctive town centre which is compact, modern and green*
- *Green space with opportunities for play facilities, water features and high quality amenity space*

Based on this vision the Masterplan introduces key 'projects' as follows:

- *Development of a two-sided retail 'high street' along Tennyson Street*
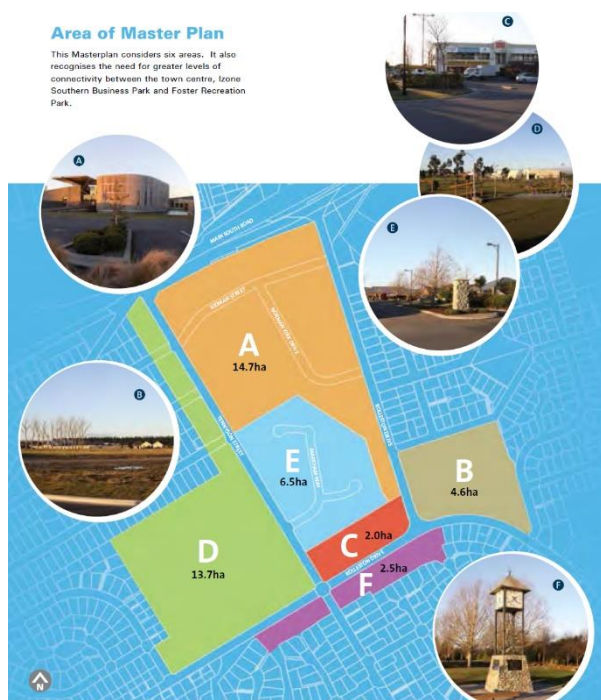
- *Reinforcing Tennyson Street as the key 'spine' route through the town centre from SH1 to the Foster Recreation Park*

- *Introducing a 'fine grain' built form by creating new streets to improve legibility and connectivity and a range of building sizes and forms*

- *Introducing a new multi-purpose library/ community/ technology centre and town square at the heart of the centre as a key attraction and landmark development*

- *Integration of the Reserve into the town centre as a high amenity park adjacent to the 'high street' and town square.*

4.3.2   Planning for Lincoln's Growth

The population of Lincoln is expected to increase to over 12,000 by 2028 and 18,000 in 2047. There are intentions to redevelop the existing town centre to create a more pedestrian friendly area. In addition the Lincoln University and Crown Research Institutes are planning to create an "Innovation Hub" that will combine and expand existing teaching and research facilities that will have a significant impact on the western end of the township.

On 5 May 2016, Council adopted the Lincoln Town Centre Plan, including a cost estimate and implementation plan.

The Plan has been designed around five key elements, which together create the built environment. They affect the way the public uses a site or the surrounding area and can be thought of as the components of development. The five elements are:

1. Buildings Lines and Active Frontages

2. Public Space

3. Moving (Walking, Cycling and Driving)

4. Car Parking

5. Use of Streets

In terms of Community Facilities projects a new Library was built in 2014 and a public outdoor space has been created on the surrounding land. This also integrates with the adjacent businesses and especially the Laboratory. Council already owns some land in Lincoln that will be used to facilitate parking and connections to commercial and public facilities.

4.4 Vested Assets

Reserve Development Contributions

Development contributions are contributions required from developers to help offset the effects of growth they have induced on the network. They are levied under the Local Government Act 2002.

The relationship between capacity, growth, levels of service, and the delivered-capacity of new works is shown diagrammatically in Figure 4-27 below.
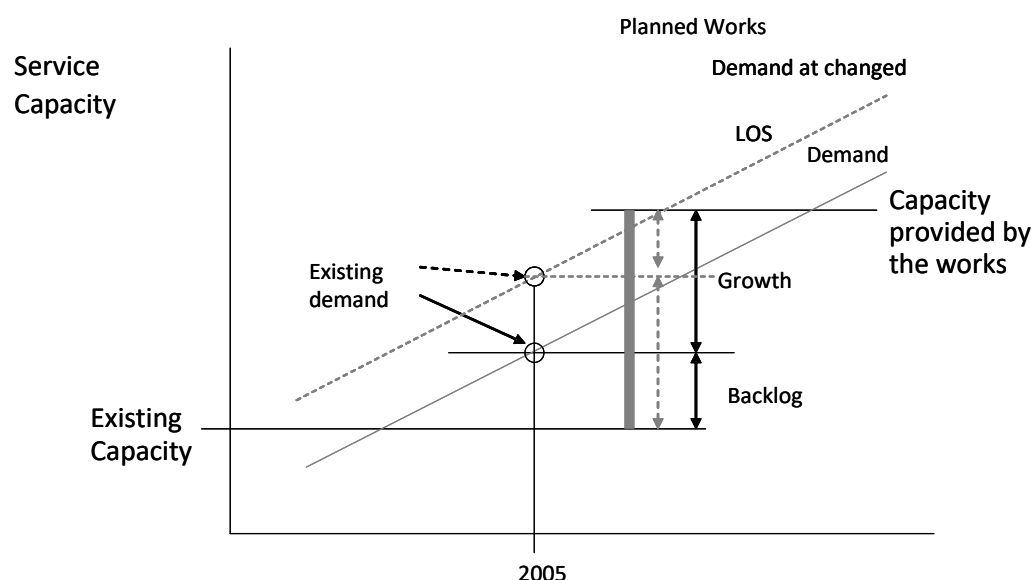
Figure 4-27: Assessment of Growth Component of New Works

Works that include a growth component can be considered for a development contribution – based on the cost of providing additional capacity for growth. Providing additional capacity for an enhanced level of service as well, shown here as the higher of the two sloping lines, may still attract a growth component but it will be of a lesser proportion.

Development contributions from residential subdivision and/or development are the means that have been chosen by the Council to generate the necessary funds for new reserves/open space and facilities for recreation which are required by those developments. The Council uses development contributions for reserves to provide for the additional actual and potential demand anticipated for open space/reserves, and associated activities, resulting from subdivision and development.

The development contribution payable is also subject to the statutory maxima provided by section 203(1) of the Act, namely that development contributions for reserves must not exceed the greater of:

a) 7.5% of the value of the additional allotments created by a subdivision; and

b) The value equivalent of 20m2 of land for each additional household unit created by the development.

Assets are vested in Council primarily as a result of subdivision and this process is guided by the Development Contributions Policy for Reserves. Vested assets mainly include land for reserve, site features already on the land to be vested, and improvements on the reserve carried out by the developer. Relevant parts of the policy related to vesting of assets are set out below.

The contribution in relation to subdivision consents may be as cash, land or a combination of both. The value of the land to be taken as reserve contribution will be calculated at the time the subdivision application is lodged. The valuation will reflect the market value of the land excluding: improvements to the land; development contributions paid in respect of the land; servicing and infrastructure costs which would

otherwise be attributable to the land. The value must also recognise an appropriate discount for any easements or other rights to which the land is subject and reflect the lowest density zoning applicable.

If the land value is less than the cash value of the required contribution, the difference shall be paid to the Council in cash or through approved development works on the reserve. If the land value is greater than the cash value of the contribution, the Council will purchase the balance of the land at the same valuation, or the Council may transfer the value of the balance of the land to be used as reserve contribution for a subsequent subdivision undertaken by the same sub-divider.

The decision to accept or refuse land as a reserve contribution shall be at the Council's discretion, but this will be made in discussion with the applicant at the time of the application. In discussion with the sub-divider/developer, it will firstly be determined that:

    a) Whether the development will increase the demand for open space and recreational land; and

    b) Whether there is a shortage of land for open space and recreational use in the area where the development is proposed, and if so, which land in the development can appropriately satisfy this need?

Secondly, discussions over the suitability of the particular land to be acquired by the Council as reserve contribution will need to be held. To determine the suitability of the land, reference will be made to a series of criteria and, in particular:

"*the Council's need for the land based on adopted provision and distribution standards as recorded in the Level of Service statement for neighbourhood reserves in the Community Facilities Activity Management Plan at 1.2 hectares per 1,000 population (excluding access ways) and within easy walking distance from residences (500 metre radius); or 3.0 hectares per 1,000 population for sports parks.*"

Credits towards the value of reserves contributions may be gained by a subdivider/developer for the retention of valuable existing features on the land, or for improvements to the land, or a combination of both. Existing features may include:

i)   Trees/vegetation;

ii)   Landform;

iii)   Structures of historic or cultural interest.

For improvements to the land the main criterion for deciding if a credit should be given would be that the work comes within the category of reasonable improvements of a standard the Council might itself have made to the land, over time.

These might include planting of trees and shrub borders, construction of pathways and fencing, installation of seats and litter bins, construction of play facilities and shelters. It would not normally extend to elaborate structures, works of art, walls and gateways, special paving, fountains and water features, or anything that is intended to enhance the development to increase its market appeal rather than to offset the impact of development and the loss of open space which results. Such improvements would be assessed to ensure they do not lead to greater than normal maintenance costs for the Council, once it becomes owner of the improvements.

Vesting of Streetscape Assets

Assets such as road berms, street trees and other street landscape improvements including landscaped entrances to subdivisions may be vested in Council as a result of subdivision. These are the parts of the road way vested in Council that do not form part of the road carriageway. The design and form of these assets is agreed as part of the subdivision consenting process and must conform to Council's Engineering Code of Practice. Handover to Council follows sign off that they meet Council's design requirements and after the maintenance period has elapsed. With the rapid growth experienced in the district over the last few years, significant areas of streetscape assets have been vested in Council.

Future Assets to Vest in Council

Land for reserves and approved developments on land are likely to be acquired as development contributions from subdivision over the planning period. In addition, streetscape assets will also be vested in Council as new street areas are formed.

In determining future assets required to meet expected growth in the district an estimation of those assets likely to be vested in Council from subdivision has been made. This has been calculated from analysis of

future capacity requirements to meet the adopted growth scenario and maintain levels of service. It is difficult to predict the extent and timing of assets that may vest in Council through this process. However historical analysis of assets vested along with knowledge of approved or proposed subdivision schemes and areas identified in structure plans has been used to determine timing and value of assets projected to be vested in Council over the next ten years.

It is assumed that the level of development will correspond with anticipated growth as projected in the Council's Growth Model, Regional Policy Statement relating to the UDS, LURP and Structure Plans already prepared.

It is expected that around 35 hectares of additional land for neighbourhood, landscape and esplanade reserves will be vested in Council over the ten year planning period covered by this AM Plan. It is estimated that around 60% of this land will include improvements such as playgrounds and plantings. It is also expected that further streetscape assets will continue to vest in Council commensurate with district growth.

Information on forecast vested assets is summarised in the tables below:

Vested Assets ($)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Reserve Land	$3.6 M	$3.8 M	$3.5 M	$3..7 M	$3.0 M	$3.2 M	$2.9 M	$1.6 M	$2.2 M	$1.9 M
Improvements	$743 K	$1.1 M	$803 K	$1.1 M	$652 K	$1.1 M	$535 K	$46 K	$18 K	$554 K
Total Vested Assets	$4.4 M	$4.9 M	$4.3 M	$4.8 M	$3.7 M	$4.4 M	$3.4 M	$1.6 M	$2.2 M	$2.4 M

Table 4-6: Forecast Vested Assets Value

Reserve Type	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	M²	M²	M²	M²	M²	M²	M²	M²	M²	M²
Access Way		2,679	2,027	2,716	7,206	885	2,600	2,376	1,200	3,469
Esplanade	16,300	4,447	9,000							
Landscape	2,456	9,500		896	12,040	1,337		10,842	8,500	1,688
Neighbourhood	78,438	27,401	26,460	25,474	23,537	27,582	14,977	20,824	18,758	12,953
Storm Water	12,209	1,368	3,853	3,416	360		39,628		1,355	5,011
Grand Total	109,403	45,395	41,340	32,502	43,143	29,804	57,205	34,042	29,813	23,121

Table 4-7: Forecast Vested Land Areas

4.5 The Cost of Growth

Forecast costs to provide additional assets in response to demand created by district growth have been prepared for each service area and are included in Sections 7 to 16. The summary of growth related costs is set out in Section 18.

Annex 4A

Model of Selwyn District Growth – Projections

Model of Selwyn District Growth (2017) - Population

Township Population	1-Jul-18	1-Jul-19	1-Jul-20	1-Jul-21	1-Jul-22	1-Jul-23	1-Jul-24	1-Jul-25	1-Jul-26	1-Jul-27	1-Jul-37	1-Jul-47	Popn. Growth
Rolleston	17,348	18,924	20,500	22,076	23,652	24,125	24,597	25,070	25,543	26,016	30,574	34,964	**19,192**
Lincoln	6,946	7,661	8,376	9,091	9,806	10,139	10,473	10,806	11,140	11,474	14,686	17,775	**11,544**
Prebbleton	3,918	4,010	4,102	4,194	4,286	4,378	4,471	4,563	4,655	4,747	5,634	6,486	**2,661**
West Melton	1,778	1,801	1,824	1,847	1,870	1,893	1,916	1,939	1,962	1,985	2,207	2,420	**665**
Tai Tapu	513	516	519	522	525	528	530	533	536	539	567	593	**83**
Springston	513	516	519	522	525	528	530	533	536	539	567	593	**83**
Darfield	2,828	2,904	2,980	3,056	3,132	3,208	3,284	3,360	3,436	3,512	4,241	4,940	**2,187**
Leeston	2,453	2,530	2,608	2,685	2,762	2,839	2,916	2,993	3,070	3,147	3,888	4,599	**2,222**
Castle Hill	335	352	369	386	403	420	437	454	471	488	650	807	**488**
Coalgate/Glentunnel/Whitecliffs	1,144	1,163	1,181	1,200	1,218	1,237	1,255	1,273	1,292	1,310	1,488	1,659	**533**
Doyleston	307	325	343	361	378	396	414	432	450	468	640	806	**517**
Dunsandel	480	484	489	493	498	502	506	511	515	520	563	604	**129**
Hororata	556	561	566	571	576	581	586	591	596	601	649	695	**144**
Kirwee	980	1,017	1,054	1,091	1,129	1,166	1,203	1,240	1,278	1,315	1,674	2,019	**1,077**
Lake Coleridge	164	167	169	172	174	177	179	182	184	187	211	234	**72**
Rakaia Huts	316	318	321	323	326	328	331	333	335	338	362	385	**72**
Sheffield/Waddington	442	447	452	457	462	467	472	477	482	487	535	580	**143**
Southbridge	963	972	981	991	1,000	1,010	1,019	1,029	1,038	1,047	1,138	1,226	**273**
Springfield	479	485	492	498	505	511	518	524	531	537	600	660	**187**
Rural (Including Burnham Military Camp)	15,653	15,907	16,161	16,414	16,668	16,922	17,176	17,430	17,684	17,938	20,384	22,735	**7,336**
Selwyn Total Population	**58,117**	**61,061**	**64,006**	**66,950**	**69,894**	**71,354**	**72,814**	**74,274**	**75,734**	**77,194**	**91,256**	**104,780**	**49,608**

Model of Selwyn District Growth (2017) – Households

Township households	1-Jul-18	1-Jul-19	1-Jul-20	1-Jul-21	1-Jul-22	1-Jul-23	1-Jul-24	1-Jul-25	1-Jul-26	1-Jul-27	1-Jul-37	1-Jul-47	HH Growth
Rolleston	6,196	6,759	7,321	7,884	8,447	8,650	8,854	9,057	9,260	9,463	11,469	13,448	**7,815**
Lincoln	2,573	2,837	3,102	3,367	3,632	3,772	3,911	4,051	4,191	4,331	5,724	7,110	**4,802**
Prebbleton	1,451	1,485	1,519	1,553	1,588	1,628	1,669	1,710	1,751	1,792	2,196	2,595	**1,178**
West Melton	659	667	676	684	693	704	715	727	738	749	860	968	**318**
Tai Tapu	190	191	192	193	194	196	198	200	202	203	221	237	**48**
Springston	190	191	192	193	194	196	198	200	202	203	221	237	**48**
Darfield	1,131	1,162	1,192	1,223	1,253	1,289	1,325	1,362	1,398	1,434	1,793	2,148	**1,047**
Leeston	944	973	1,003	1,033	1,062	1,097	1,131	1,166	1,200	1,235	1,577	1,916	**1,002**
Castle Hill	124	131	137	143	149	156	163	170	177	184	253	323	**205**
Coalgate/Glentunnel/Whitecliffs	424	431	437	444	451	460	469	477	486	495	580	664	**247**
Doyleston	114	120	127	134	140	147	155	162	169	177	250	322	**215**
Dunsandel	178	179	181	183	184	187	189	191	194	196	219	242	**66**
Hororata	206	208	210	211	213	216	219	221	224	227	253	278	**74**
Kirwee	363	377	390	404	418	434	449	465	481	496	652	808	**459**
Lake Coleridge	61	62	63	64	65	66	67	68	69	70	82	93	**33**
Rakaia Huts	117	118	119	120	121	122	123	125	126	128	141	154	**38**
Sheffield/Waddington	164	166	168	169	171	174	176	179	181	184	208	232	**70**
Southbridge	356	360	363	367	370	375	380	385	390	395	444	490	**137**
Springfield	177	180	182	185	187	190	193	196	200	203	234	264	**89**
Rural (Including Burnham Military Camp)	5,797	5,891	5,985	6,079	6,173	6,293	6,413	6,532	6,652	6,772	7,944	9,094	**3,391**
Selwyn total households	**21,414**	**22,487**	**23,560**	**24,633**	**25,706**	**26,352**	**26,999**	**27,645**	**28,291**	**28,938**	**35,321**	**41,623**	**21,282**

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5 Asset Management Overview

A summary description of assets covered by the Community Facilities Activity Management Plan is provided in section 2.5.2 and detailed information is provided under the service area sections (Sections 7-16). This section provides information on the general approach, strategies applied to the management of assets within the Community Facilities Activity, and total projected costs for the plan period with brief comments concerning any significant work planned.

5.1 Asset Lifecycle Activities

The lifecycle management strategies are divided into the following five work categories:

Operations: The active process of utilising an asset, which will consume resources such as manpower, energy and materials. Operations include routine inspections and testing to monitor asset condition and identify the need for maintenance and repair work (e.g. Warrant of Fitness for buildings).

Maintenance: The on-going day-to-day work activity required to keep assets serviceable and prevent premature deterioration or failure. Three categories of maintenance are carried out:

Unplanned (or Reactive) Maintenance: Work carried out in response to reported problems or defects (e.g. removing graffiti).

Routine Maintenance: Regular maintenance activities that occur on a frequent basis to maintain the asset in a serviceable condition (e.g. lawn mowing)

Scheduled Maintenance: Work carried out to a predetermined schedule on a cyclical basis or programmed as a result of identified needs (e.g. re-paint of building exterior).

Asset Renewal: Major work that restores an asset to its original capacity or the required condition.

New Assets: This includes the creation of new assets or works which upgrade or improve an existing asset beyond its existing capacity or performance in response to changes in supply needs or customer expectations.

Asset Disposal: Disposal is any of the activities associated with the disposal of a decommissioned asset. Assets may become surplus to requirements for any of the following reasons:
- Under-utilisation
- Obsolescence
- Provision exceeds required level of service
- Asset no longer provides the service or fulfils the purpose for which it was intended
- Uneconomic to upgrade or operate
- Policy change
- Service provided by other means (e.g. private sector involvement)
- Potential risk of ownership (financial, environmental, legal, social, vandalism)

5.2 Methods and Strategies for Delivery of Services

Service delivery approaches for each activity area are discussed in more detail in Section Three – Levels of Service and in the individual activity sections. This section provides a summary of methods followed.

5.2.1 Operations and Maintenance

Management operations will generally be carried out as follows:

· Asset Management – Council staff with assistance from consultants from time to time
· Facility Operation – Council staff and voluntary committees for some facilities
· Maintenance Physical Works – Contractors and voluntary committees for some facilities
· Supervision – Council staff and voluntary committees for some facilities

The reasoning for these arrangements is discussed below. Review is being considered in regard to the voluntary committee delivery approach for some areas and also the extent of service provided by the basic maintenance contract. IP: 09-1102, 09-1103, 11-1101 - Put in place a more reliable maintenance and management method for voluntarily-managed infrastructure.

VOLUNTARY COMMITTEE APPROACH	
STRENGTHS	WEAKNESSES
Low Cost	Limits to volunteer time available and technical expertise
Sense of Ownership	Difficult to embed good practice processes
Builds community belonging	Work programmes may not be completed
	Low resident satisfaction with maintenance standards
	Capital and operating costs for Council-provided maintenance plant.
OPPORTUNITIES	THREATS
Opportunity for involvement of individual residents.	Statutory/regulator, health and safety etc. requirements may not be properly complied with.
	Council implicated if non-compliance results in prosecution, accidents, etc.
	Are ratepayers prepared to meet extra cost?
	Participants may be involved for wrong reasons (prestige, power)
	Committee may neglect community opinion

FACILITY MANAGEMENT CONTRACT OPTION	
STRENGTHS	WEAKNESSES
Economy of scale – one contract	Additional Cost
Contractor self-management	Control is indirect
Consistent standards easier to achieve	Contractor must have skills and systems required to provide robust updated asset and cost information
OPPORTUNITIES	THREATS
Saving in Council asset management staff costs	Loss of Asset knowledge by Council staff
Reduce large number of small contracts	

Table 5-1: Voluntary Committees – Analysis of Approach

For community centres and halls Council has signalled a move towards district-wide programming as well as a more centralised community facilities bookings system and processes that focuses increasingly on promoting, increasing and coordinating programme delivery and bookings, particularly in the facilities under construction in West Melton (opening 2018) and Tai Tapu (opening 2018) as well as others planned in the LTP; Leeston (opening 2027), Prebbleton (opening 2022) and Hororata (opening 2024). With opportunities for district-wide programming there is a further opportunity to leverage the strengths and interests of the different geographical communities by encouraging "lead" community centres for various programmes.

Maintenance physical works delivered by a contractor are described in Contract SDC C1202 for Reserves Operations and Maintenance. The contract covers maintenance activities for Township reserves and streetscapes, cemeteries, public toilets, some recreation reserves and grounds maintenance on Council buildings.

The contract includes provisions for a partnering approach between Council and the contractor, based on common objectives. The service specifications include reference to the expectations of residents, employing requirements such as:

- Percentage satisfaction rates
- Specified maximum numbers of complaints
- Servicing frequencies for rubbish bins, toilets, catch-pits etc.
- Performance for cemetery and sexton services
- Specified percentage compliance with technical requirements
- Provision of resources for Civil Defence Emergencies

Required response/rectification times from advice of the fault, are 2 hours/same day for Urgent, and 48 hours/24 hours for Routine faults.

Provision is made for the quantity of work to vary over the contract term due to unforeseen or additional work, changes to infrastructure assets, changes to the required standards, and co-operation with other contractors and agencies.

The contract provides for asset information and cost of work to be shared with and promptly reported by the contractor. Currently, the contractor's information systems are not developed for this but this will form part of on-going improvements to contract management.

Provisions are in place for reporting, complaint handling, and record-keeping.

The contract requires the contractor to report certain Key Performance Measures and to audit the work being done for quality assurance against an approved contract management plan. The Council will also independently audit the work.

Key Performance Measures reported include safety, compliance with technical standards, responsiveness, maintaining asset functionality, quality of information, and continuous improvement.

5.2.2   Renewals and New Works

Asset Management – Council staff with assistance from consultants from time to time.

Design, Contract Documentation – Council Land Development Manager, Council Project Managers; consultants for specific projects.

Physical Construction – By Contractors for specific projects.

Supervision – Council staff; consultants for specific projects.

Disposal

Asset Management – Council staff with assistance from consultants from time to time.

Physical Demolition or Removal – By Contractors acting for Council or purchaser.

5.3 General Life Cycle Strategies

5.3.1 Operations and Maintenance Strategies

Council recognises that by far the greatest proportion of expenditure, both on an aggregated annual basis and over the whole life of the infrastructure, is devoted to maintenance and operations. It follows that the management of these activities must be carried out to a high standard so that expenditure is optimised.

There is a trade-off between higher-frequency minor maintenance and infrequent major renewal work, also between more expensive unplanned ("Call-out") repair work; planned preventative inspections and maintenance; and the required reliability or safety of the assets. Council's costing systems and asset inspection regimes allow partial analysis of this, which results in a basic level of optimisation. The Asset Management Information System will facilitate more detailed analysis and improved cost-effectiveness.

The following general maintenance strategies are applied to all assets:

General Operations: Operations activities are driven by the need to maintain service levels relating to opening hours, staffing and utilisation. Council will use and manage the assets in a manner that minimises the long term overall total cost. Individual facility expenditure and trends as seen at a high level are monitored and interventions made to optimise costs, for example by:

- Implementing improved Asset Management Information systems and maintaining data useful for decision-making, e.g. results of condition inspections, maintenance work, asset additions, disposals, costs, values etc.
- Monitoring demand and increasing or decreasing opening hours to match
- Monitoring consumption of consumables, power etc. and reviewing procurement to optimise costs
- Monitoring compliance with consent conditions and initiating action where necessary
- Monitoring maintenance costs and applying AM decision-making to optimise the balance of opex to capex.

A range of operations are guided by procedure manuals, which provide information on how to operate and perform routine maintenance on the assets. This is a construction contract requirement for all new facilities. Operation and maintenance manuals currently cover:

- Playground equipment (manufacturers' manuals)
- Darfield Library/Service Centre (requirement of turnkey facility construction contract)
- Lincoln Event Centre (requirement of turnkey facility construction contract)
- Rolleston HQ building (requirement of turnkey facility construction contract)
- Selwyn Aquatic Centre (requirement of turnkey facility construction contract)
- Lincoln Library (requirement of turnkey facility construction contract)
- Darfield Medical Centre (requirement of turnkey facility construction contract)
- Dunsandel Community Centre (requirement of turnkey facility construction contract)
- West Melton Community and Recreation Centre (requirement of turnkey facility construction contract)
- Rhodes Park Community Facility (requirement of turnkey facility construction contract)
- Lakeside Community Facility (requirement of turnkey facility construction contract)
- Effluent systems for public facilities (Arthurs Pass toilets, Springfield toilets, Darfield toilets, Glentunnel Community Centre)
- Assets vested as part of developments (irrigation systems etc.)

O&M manuals will be provided for all facilities where this is appropriate to ensure safety and prevent damage to assets. IP: 09-407 Develop Operations and Maintenance manuals (to ensure safety and prevent damage to assets) for critical processes/components and incorporate into contacts as required.

Operational and Maintenance Management is assisted by a Customer Service Request system. The system is not currently integrated with asset management data, but tracks faults and repair response performance from the time that a fault is notified or work is requested by the public or by asset management staff, through to the closing-off of the enquiry of completion of the work required. The results are available to asset management staff and are periodically reviewed as part of maintenance contract performance assessment against the response times required in contract specifications. This does not apply to assets

that are maintained by voluntary committees, since there is no requirement for volunteers to respond within a specified timeframe.

As systems become more sophisticated it is intended to add statistics of faults recorded, by asset group, using these to report both in the condition section of each AcMP and in the performance section as an important 'customer' Level of Service. IP: 11-101 Record the fault performance of assets, and the response performance of contractors.

Routine Maintenance: Routine maintenance activities are driven by the need to maintain service levels covering cleanliness (health and hygiene), appearance, reliability and availability. Maintain assets in a manner that minimises the long term overall total cost. Maintenance and operations costs combined are summarised in Figure 5-1: Forecast Operations and Maintenance Costs.

Term contracts are in place for maintenance of township reserves/streetscapes, cemeteries and public toilets. Council is currently actively investigating the provision of facility maintenance contracts for property and buildings. Routine maintenance for community halls, swimming pools and recreation reserves has historically been undertaken via local volunteers, individual contracts or paid caretaking arrangements, but there is a potential for aspects of this to be provided under a facility maintenance contract in appropriate cases. Council will bench-mark historical maintenance costs and service levels, including speed of response to faults and quality of repairs, against any new delivery methodology adopted.

Unplanned Maintenance:
- Unplanned maintenance activities are driven by the need to maintain service levels relating to fault response time and availability.
- Primary focus is on immediate repair of assets critical to the operation of the facilities; where there would be an unacceptable risk to users; or where delay would present a risk to the integrity of asset components (e.g. weather-tightness faults).
- Term contracts specify response times where these are in place.
- Non-urgent repairs may be deferred until work can be incorporated into other programmes.

Scheduled Maintenance:
- These activities are carried out to maintain service levels covering appearance, reliability, availability and legal compliance.
- Undertake programmes of planned asset maintenance to minimise the risk of critical asset failure or deterioration.
- Consider financial and social impacts (e.g. housing internal redecoration may be desirable from ownership perspective but unnecessary or disruptive from the point of view of the tenant)
- Undertake regular inspections as justified by the consequences of failure on levels of service, costs, public health, safety or corporate image, and to assure compliance with mandatory standards
- Modify the inspection programme as appropriate in response to unplanned maintenance trends and compliance failures.
- Major maintenance needs are identified through the scheduled asset condition inspections and through investigation of customer complaints.

The 2018 AMP was the first time Council was able to utilise AMS asset inventory and system to capture condition inspections for most of the activities to generate maintenance and renewal planning. Previous programming spreadsheets were retained as a double check. The recording of condition and work requirements makes it possible to take into account upcoming renewal proposals. Maintenance will be deferred where it is planned to carry out major renewal, replacement or disposal of the facility. Deferred maintenance, where it has occurred, is identified in the Lifecycle Plans for each asset group.

5.3.2 Renewals Strategies

Renewals needs are identified through the scheduled asset condition inspections undertaken on a three yearly cycle and the investigation of customer complaints. Scheduled asset condition assessments form the basis of the renewals expenditure forecasts within this AM plan, using the following approach:

Assets for the majority of service areas have been subject to detailed condition assessments to component level using a standard industry grading system. Information from the condition assessments as described above, and other data, is currently analysed in excel spread sheet modelling systems but will be undertaken in the Asset Management System (AMS) in the future now that the majority of asset data has been transferred to this system. Consideration is given to:

- Condition grade
- Assessed remaining useful life (refer to comments below)
- Age profile of assets (where known)
- Risk and asset criticality
- On-going maintenance costs
- Performance and serviceability requirements
- Continued community need
- Bundling works for efficiency

The spread sheet models forecast renewal dates for asset components at a sub-element level based on agreed base lives and recorded condition grades. Forecast costs are calculated from applying standard industry rates derived from local pricing schedules. For larger projects, a Quantity Surveyor is employed as part of the professional services design brief. The resulting prioritised works list is translated into a 10-year programme, with minor works identified as shorter-term opex maintenance. The implementation of an AMS will rationalise the level of detail; ensure that the process is properly documented; and provide a robust IT environment that protects data integrity and records relevant metadata for quality assurance purposes.

Asset base lives will be reviewed during condition inspections. Where it can be demonstrated that Council's asset management activities are extending the expected useful life beyond current base life, the observations will be documented and base life adjustments made. Other adjustments may be applied, including shortening base life where the asset expected life is non-standard due to irreparable condition or other factors, such as technical redundancy or lack of demand. IP: 09-111 Review standard asset lives used and re-calculate RUL based on condition and reliability data.

Alternatives to simple renewal are sometimes identified (e.g. renewal with upgrade; replacement with same asset on a different site; replacement with an alternative asset on existing or different site). A Capital Investment Options Assessment may be performed. This multi-criteria analysis system is described further in Chapter 19. The general renewal strategy is to rehabilitate or replace assets when justified by the factors above. "Poor" condition has generally been used as a trigger for action and is considered alongside the other factors. This enables assets to be renewed prior to imminent failure and reduces the likelihood of increasing maintenance costs, loss of service and safety issues.

Where assets are managed by local management committees the renewal programmes have been reviewed by the committees and adjusted to reflect specific requirements. In some cases, committees have been resourceful in extending the lives of assets and managing risk and serviceability issues.

Renewal works are driven by long-term sustainability of service levels. Typically, there is an economic balance between frequent, minor maintenance work and larger, more costly overhauls or refurbishing. The need to balance budgets is also a driver, since maintenance is an operational charge (annually-funded from rates and/or user charges) while renewal can be financed from depreciation accounts or spread over the life of the replaced facility or component, by borrowing. Renewal works are prioritised and programmed in accordance with the following criteria, or in urgent cases undertaken immediately.

- Health and safety risk
- Criticality of assets to facility operation and meeting service standards
- Financial risk of deferring work (deterioration in building value or escalation in repair cost)
- Intensity of usage
- Environmental risk
- Affordability and finance available (particularly for assets managed by local management committees)

Renewal works identified in accordance with the renewal strategies may be deferred if the cost is beyond the community's ability to fund it. This can occur when higher priority works are required on other infrastructure assets, there are short-term peaks in expenditure or if an inadequate rating base exists.

When renewal works are deferred, the impact of the deferral on economic efficiencies and the asset's ability to achieve or contribute to the required service standards will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of assets, repeated deferral can create a liability in the longer term.

The cost of deferred works has not generally been identified in this AcM plan and is not believed to be significant. However it is intended in the future to accurately identify significant deferrals and assess costs for disclosure in financial information.

5.3.3   New Assets Strategies

Provision of new assets is planned in response to identified needs and issues including:

Implementing strategies e.g. open Spaces Strategy, Aquatic Facilities Plan: These strategies define desired additions as well as development and rationalisation opportunities.

Addressing Level of Service and Performance Gaps: This refers to the effectiveness of assets to meet current customer expectations and requirements, and therefore to contribute to the required levels of service. Compliance issues are included where there are existing deficiencies.

Meeting Increased Levels of Service: Community preferences and willingness to pay may indicate that increased levels of service are required. Increasing levels of service often involves the provision of additional assets or significantly upgrading existing assets.

Increasing level of service is subject to the community agreeing with proposed standards and being prepared to pay for improvements.

Efficiency and Sustainability: Costs to Council to operate and maintain the assets, including consideration of operational cost and income, and operating efficiency of asset components. This could involve provision of new technologies to improve efficiency.

Growth and Demand: The ability of the facility to accommodate the current and forecast future demand. Options considered to address capacity shortcomings include reconfiguration, enlargement and provision of new assets.

When evaluating significant new capital proposals, such as the provision of new assets or a major upgrade to an existing facility, a Capital Investment Options Assessment may be performed. This multi-criteria analysis system is described further in Chapter 19. The following issues are considered:

- The contribution the new or improved facility will make to the current and anticipated future levels of service and community outcomes
- The risks and benefits anticipated to be made from the investment
- The risks faced by not proceeding with the development. These could include financial risks, social risks and political risks
- Ability and willingness of the community to fund the works
- Future operating and maintenance cost implications
- The ability of Council to meet the identified need in an alternative way (e.g. partnerships, private providers)

Significant new capital development works are prioritised and programmed with contributions from:

- The end user (where appropriate)
- The general community (through public consultation)
- Council staff and consultants that may be engaged to provide advice to the Council
- The LTP/Annual Plan process. Submissions from these processes may lead to changes in Council activities. A new facility may then be required in order to deliver this new function/need
- The elected Council. (Significant proposals are subject to Council decision and available funding through the Annual Plan process)

Council's standards and specifications for constructing new assets are applied as follows:

- Council's Engineering Code of Practice, with standard specifications and details, is used where applicable (e.g. park drainage, paths, hard landscaping, and car parks). The Code of Practice is regularly reviewed and updated to reflect modern materials, methods and whole of life cost considerations.
- The NZ Building Code is used as a basis for design of all new public buildings; in particular addressing requirements for public safety and accessibility for residents of all ages and abilities.
- Where specialised components are required for public buildings, Council selects those with duty ratings suited to public infrastructure rather than residential use. Council will bear in mind economies of scale for maintenance and spares where similar components are installed in other facilities.

5.3.4 Disposal Strategies

The de-commissioning and demolition and/or sale and removal of facilities, is planned in response to issues including:

Implementing the Open Spaces Strategy: The strategy defines where infrastructure may be surplus to needs and divestment or other disposal is desirable.

Demand: The need for the facility. Where population has declined, or local interest no longer sustains ownership requirements, the facility may have to be disposed of.

Redundancy: The inability of the facility or its components to comply with current or forecast regulatory requirements may render it uneconomic to retain and upgrade. The proximity of an equivalent or better facility may also render it redundant.

Obsolescence: The community's interests do not remain static over time. Technology, and the marketing of new pursuits, frequently creates interests that cannot be accommodated by existing facilities. Recent examples are mountain biking, indoor rock climbing, water polo, indoor training for kayakers, and the need to provide off-leash dog exercise areas. This highlights the need for components such as variable-depth swimming pool floors, or for park land that enables a mixture of activities to co-exist without placing one group of participants at risk from the legitimate activity of another. When facilities accommodating community activities are insufficiently versatile, they may become obsolete.

The amalgamation of smaller communities, which has occurred all over New Zealand, has left Selwyn District with legacy buildings originally created when communities did not have the high quality transport network and vehicles we own today. These improvements mean that it is no longer impractical to be involved in an activity that occurs, say, 30 or 50 km from home.

While the local village hall may be historically significant to a small part of a community, it may also be creating a burden on the community or the district at large that is difficult to justify. These issues are recognised when it is time for disposal to be considered. Asset disposal processes must comply with Council's legal obligations under the Local Government Act 2002 (e.g. disposal of Strategic Assets) and other relevant legislation such as the Reserves Act 1977.

When considering disposal options all relevant costs of disposal will be included. These may include:
- Evaluation of options
- Consultation/advertising
- Professional services, including engineering, planning, legal, survey and real estate fees
- Demolition/site clearing/make safe costs
- Loss on sale

The Council's current practice is to find alternative uses for existing assets/facilities (e.g. buildings) where it is economically and practically viable. This process involves consideration of refurbishment costs required for alternative uses. If no alternative use can be found, the Council will consider disposal as an option, and follows a public tendering process when disposal is chosen for saleable assets.

In 2007 the Council received a report on "Surplus Council Properties" and resolved to continue to investigate the sale of land no longer required by Council. This report identified potential "surplus" holdings including both freehold and reserve land. The Council has adopted a measured approach to this initiative to ensure longer term strategic opportunities are not lost for short term financial gain. In 2014 a "Property Review" exercise has been undertaken utilising the AMS system. One of the objectives of this process is to identify land/property that has no further use for Council or the community and may be available for disposal

5.4 Forecast Costs and Significant Lifecycle Cost Impacts

5.4.1 Operations and Maintenance

The new facilities recently constructed or due to be delivered in the current plan, will result in increases in operating costs, but minimal significant maintenance in the plan period. Maintenance costs for older facilities have generally reached a static situation, so that average annual repair costs are expected to remain similar to the historical levels. Costs are indicated in the chart below.
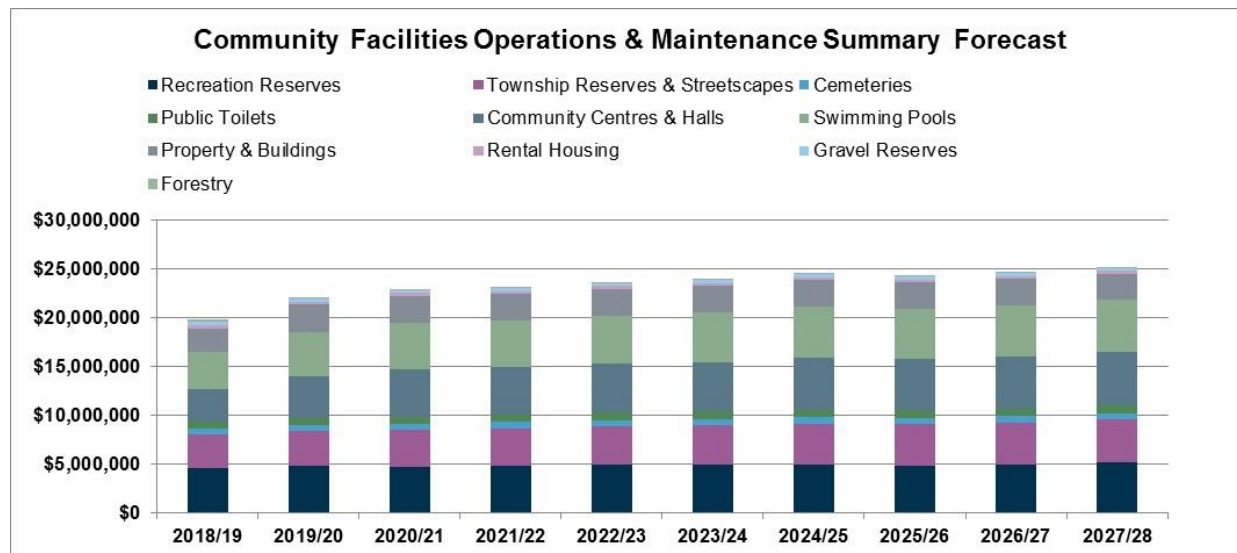
Figure 5-1: Forecast Operations and Maintenance Costs

5.4.2 Asset Renewal

Asset renewal refers to major work that restores an asset to its original capacity or the required condition. The key renewal initiatives over the ten year period include:

- Replacement of aged and poor quality toilets
- Renewal of play equipment for safety and serviceability
- Renewal of car park and hard court surfaces
- Renewal of building components e.g. roofs, to maintain facilities in a serviceable condition
- Renewal of swimming pool plant and equipment to maintain water quality and serviceability
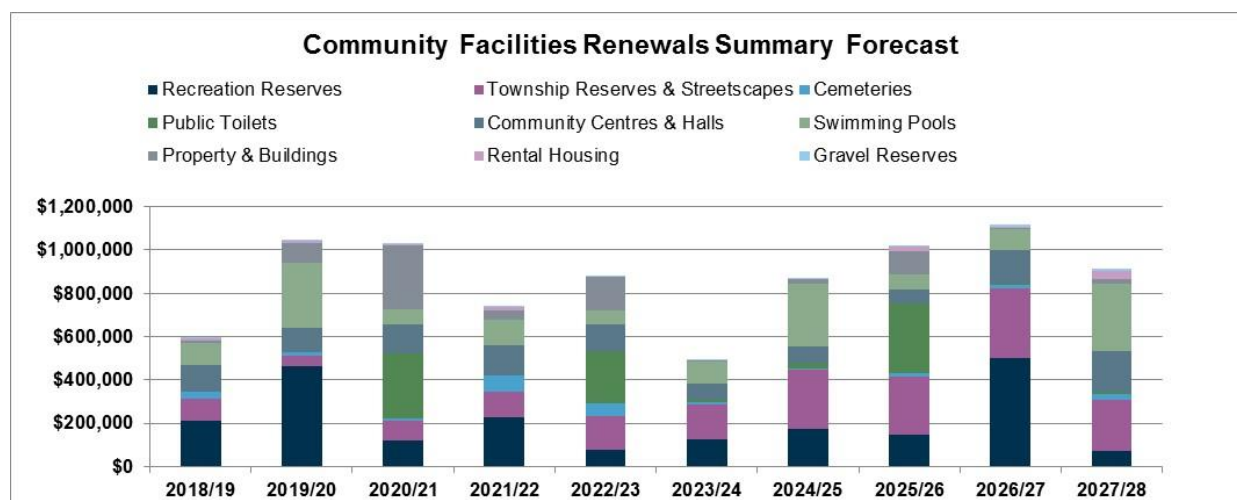
Figure 5-2: Forecast Renewal Costs

5.4.3 New Assets

This includes the creation of new assets or works which upgrade or improve an existing asset beyond its existing capacity or performance in response to changes in supply needs or customer expectations. Key new asset projects planned for the next ten years include:

- New sports and community centres for Prebbleton, Hororata and Leeston
- A new library and cultural centre for Rolleston
- Extending the Selwyn Aquatic Centre to provide additional programme and learn to swim space and provide more amenities for patrons (café and dry recreation space)
- Extending the Rolleston Community Centre into the library area (once vacated)
- Completion of development of Foster Park as a sports hub
- Development of a district park to service demand for sport, recreation and conservation
- Indoor sports courts at Rolleston to service the district
- Developing additional sports park areas at Lincoln, West Melton, Kirwee, Leeston, Southbridge and Prebbleton
- Continue to develop McHughs Forest Park as a district attraction
- New or extended public toilets at Dunsandel and Springston as well as new toilets to service Lincoln Domain, Rhodes Park and Hororata Domain
- Installing effluent dump stations across the district in response to tourism and visitor needs
- Extending the Selwyn District Council Headquarters to provide extra staff accommodation and develop additional car park space to meet staff and customer needs
- Constructing a building to house health providers in Rolleston to promote and enhance services for the district
- Providing 38 hectares of additional neighbourhood and passive reserves in townships
- Developing 25 new or upgraded playgrounds over the ten year period
- Developing additional space at Springston Cemetery and Ellesmere Cemetery and extending the road networks in cemeteries
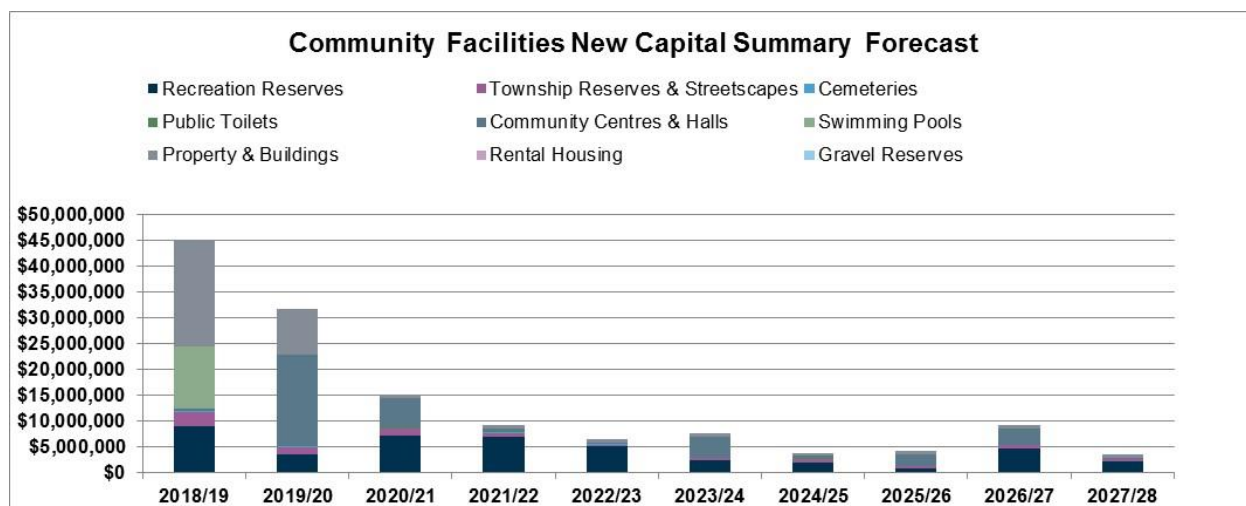

Figure 5-3: Forecast New Assets Costs

5.4.4   Asset Disposal

The Council is committed to a programme to dispose of surplus land and properties. This is the key consideration for disposals in regard to the Community Facilities Activity. A schedule of planned disposals is set out below.

Property	Disposal Costs	Estimated Gross Revenue
Lincoln Country Club site	$33,500	$1,200,000
Miscellaneous small rural land parcels (excluding gravel reserves)	$75,000	$600,000
Balance of Zee Straaten Block (Russ Drive)	$647,824	$1,680,000
80 Moffat Dr, Lincoln	$9,600	$320,000
2 Moore St, Rolleston	$9,750	$325,000
Bethels Rd House (former pound site)	$0 (Disposal by DoC	$391,000
Part Rolleston Reserve	$20,000	$3,000,000
Forests	$0	$120,900
Approximately 80 gravel reserves	$0 (Disposal by DoC)	$2,867,475

Table 5-2: Key Asset Disposals

5.5   Sustainable Management Directions

Selwyn District Council is committed to including social, cultural, environmental and economic sustainability principles in its infrastructure planning; and to developing sustainable practices as an integral part of its activities. Each of the lifecycle management plans in Sections 7 to 16 includes specific considerations of how sustainability will influence planning and implementation. Chapter 17 provides an overview of sustainable management policy and its application to the Community Facilities activity.

5.6   Data Accuracy and Confidence

An assessment of the data used to underpin this AM Plan has been undertaken. Accuracy grades suggested in the International Infrastructure Management Manual (IIMM) have been used for this process and are defined in the table below.

Grade	Description	Accuracy
1	Accurate	100%
2	Minor inaccuracies	$\pm$ 5%
3	50% estimated	$\pm$ 20%
4	Significant data estimated	$\pm$ 30%
5	All data estimated	$\pm$ 40%

Table 5-3: Data Accuracy Grades

Table 5-4: Data Accuracy Assessment sets out the accuracy grading (confidence levels) for each of the data sets used. Where the grading is less than '2', the implications for Asset Management and Planning are discussed in Table 5-5: Data Accuracy Implication

Processes for data maintenance, updating and improvement are outlined in Chapter 19.3, with more detail to be provided as part of implementation of the Asset Management System IT project (IP: 09-102).

Data Set	Service Area	Data Source	Accuracy Grade	Comment
Asset Inventory	Recreation Reserves; Property & Buildings; Rental Housing; Community Centres & Halls; Swimming Pools Township Reserves & Streetscapes; Cemeteries, Public Toilets;	Inventory in AMS.	2 3 (trees)	Major project over 2016/17 to capture and update data in AMS. Asset data validated during condition inspections. Tree data to be validated and updated
Asset Inventory	Gravel Reserves; Forestry	Site data in AMS but some asset data held in spread sheets.	3	Some older or incomplete data and some estimation required. Active gravel reserve data picked up in 2016/17 and in AMS.
Spatial	Township Reserves & Streetscapes; Cemeteries; Public Toilets, Recreation Reserves, Property and Buildings, and Rental Housing	ArcGIS	2	Spatial data picked up for contract management. Note: Cemetery Plot sites information not spatially captured
Condition Information	Recreation Reserves; Township Reserves & Streetscapes; Cemeteries, Public Toilets; Property & Buildings; Rental Housing	Condition data held in AMS (2016/17) and excel spreadsheets	2	City Care Condition assessment in 2007/08, Matchplay 2010, Fulton Hogan 2011, Opus (bridges) 2011, Internal capture of key assets in 2014, Opus (bridges) 2016, Greenspace Solutions (playgrounds, township reserves) 2017, City Care (cemeteries, recreation reserves, public toilets) 2016/17, hard surfaces 2017.
Condition Information	Community Centres & Halls	Condition data held in Excel Spread sheet and AMS.	2	City Care Condition assessment in 2006/07, Matchplay 2010, Fulton Hogan 2011, Staff inspections for all halls in 2014, 2017.
Condition Information	Swimming Pools	Condition data held in Excel Spread sheets & Matchplay Report, SAC report, H2O reported. Building condition in AMS	2	City Care Condition assessment in 2007/08, Matchplay Audit 2008, Fulton Hogan 2011, Flanders Marlow 2014 for SAC & H2O Systems reports 2014. Opus (Buildings) 2017
Condition Information	Gravel Reserves; Forestry	On Excel spread sheet extracted from Access Db and updated from NCS.	3	Some condition data was old (pre 2003) and some estimated. Updated in 2011 and 2014 by Reserves Supervisor. Active gravel reserves 2016
Performance Information	Public Toilets	Spire Reports & spread sheets, Greenspace Solutions Assessments.	2	Independent performance evaluations in 2007, 2011, 2014 & 2017
Performance Information	Community Centres & Halls	Survey data on Excel Spread sheet.	2/3	Data captured from survey completed by management committees (2007) & updated for 2011, 2014 & 2017. LEC and RCC info extracted from LINKS booking system(2017)
Performance Information	Recreation Reserves	Survey data on Excel Spread sheet; Greenspace Solutions Reports. NZ Sports Turf Institute report	2/3	Data captured from survey completed by management committees (2008) plus independent evaluation of playgrounds (2008, 2010 &

Data Set	Service Area	Data Source	Accuracy Grade	Comment
				2014, 2017). Sports turf assessment 2017
Performance Information	Rental Housing; Property & Buildings; Gravel Reserves	NCS Financial reports.	4	No formal performance reporting. Information derived from analysis of maintenance history and specific reports where available.
Performance Information	Swimming Pools	Survey data on Excel Spread sheet & Matchplay Report, H2O Reports.	2	Data captured from survey completed by management committees plus independent audit of pools (2008 & updated 2010). H2O reports in 2014.
Performance Information	Township Reserves & Streetscapes	Greenspace Solutions Report; Contractor reports. Service Requests	2/4	Extracted from analysis of monthly contactor reports (2012-2014); Independent evaluation of playgrounds (2008, 2010, 2014 & 2017).
Performance Information	Cemeteries	Contractor reports. Service Requests	4	Extracted from analysis of monthly contactor reports (2012-2014).
Performance Information	Forestry	Forestry Consultant reports & valuation.	2	Indices defined for each site that reflect crop performance.
Population Projections	All	Statistics NZ, Growth Model for SDC.	2	SDC growth model is very close to Census projections.
Demand: Capacity, Utilisation, Growth	Public Toilets	Spire Report & spread sheets.	2	Captured from Transit traffic volume data, observational surveys (2010/11, 2016 & 2017) and assessments from caretakers and consumable use.
Demand: Capacity, Utilisation, Growth	Township Reserves & Streetscapes;	Residents survey; Greenspace Solutions Report; Reserve capacity assessment; Growth Model.	2	Trends from annual residents survey; Playground assessment on capacity/distribution; ha/1000 population assessment prepared.
Demand: Capacity, Utilisation, Growth	Recreation Reserves	Residents survey; Greenspace Solutions Report; Reserve capacity assessment; Usage data from survey on Excel Spread sheet; Growth Model.	2/3	Trends from annual residents survey; Playground assessment on capacity/distribution; ha/1000 population assessment prepared; Usage survey in 2017 for Sports Allocation Plan.
Demand: Capacity, Utilisation, Growth	Cemeteries	NCS burial & plot sale records; Statistics NZ re death rates.	2	Three years of accurate historical data available.
Demand: Capacity, Utilisation, Growth	Property & Buildings	Library Foot-count; AMS Lease Module; Growth Model.	3	AMS holds tenancy periods, agreement types, occupancy and rental rates.
Demand: Capacity, Utilisation, Growth	Rental Housing	AMS Lease Module	2	AMS holds tenancy periods, occupancy and rental rates recorded.
Demand: Capacity, Utilisation, Growth	Forestry	Annual area stocked from consultant reports.	2	Net stocked area compared to land area not stocked.
Demand: Capacity,	Community Centres & Halls	Survey of usage; Growth Model.	2/3	Survey completed by management committees in

Data Set	Service Area	Data Source	Accuracy Grade	Comment
Utilisation, Growth				2007, 2011, 2014 & 2017. Low returns from some committees.
Demand: Capacity, Utilisation, Growth	Swimming Pools	SAC usage count system; Survey of usage; Usage income analysis; Growth Model.	2/3	Survey/counts by management committees but some missing; balance assessed from income received or key numbers. Accurate numbers for SAC from entry count system.
Demand: Capacity, Utilisation, Growth	Gravel Reserves	Contractor extraction reports (monthly) Growth projections from Twelfth Knight report.	3	Some material likely to be extracted without being accurately recorded.
Asset Age	All service areas	Recorded in asset inventories (Excel Spread sheets, AMS; Valuation records.	3/4	Captured from valuations & Council records. There are significant gaps in this data & estimation required.
Maintenance history	All service areas	NCS.	3	Seven years history in NCS, inadequate description on some items to define work carried out.
Valuation	Public Toilets; Property & Buildings; Rental Housing; Community Centres & Halls; Swimming Pools	Fixed Asset Register; Building revaluation.	2	Building revaluation in 2016, excludes some new buildings yet to be valued. Investment Portfolio building valuations completed annually.
Valuation	Recreation Reserves; Township Reserves & Streetscapes; Cemeteries; Gravel Reserves	Fixed Asset Register.	4	No valuation data to component level available.
Valuation	Forestry	Annual valuation of forest crop.	1	Forestry valuation carried out to comply with NZ IAS 41 & Forestry Valuation Standards.

Table 5-4: Data Accuracy Assessment

The effects of "estimated" data inaccuracy where confidence is graded 3 or worse are described below.

Data Set	Service Area	Accuracy Grade	Effect on Planning
Asset Inventory	Recreation Reserves; Property & Buildings; Rental Housing; Community Centres & Halls; Swimming Pools	3	Incomplete data sets for these asset categories mean that financial planning and calculating capacity requirements is less accurate than is desirable. It is planned to migrate all data to AMS system capture required data to fill gaps. (IP 09-102) Tree data needs to be validated.
Asset Inventory	Gravel Reserves; Forestry	3	Gravel Reserves: Omission of significant aggregate sources from inventory is unlikely. For optimal use of resources and minimised effect on environment, a complete inventory (i.e. active, inactive, to be restored and to be developed) is desirable. IP: 11-101 Forestry: AM activities minimal until forests approach maturity.
Condition Information	Gravel Reserves; Forestry	3	Gravel Reserves: Condition relates only to low-value assets e.g. fences. Forestry: Council condition information is used for reporting but not essential to management.
Performance Information	Rental Housing; Property & Buildings; Gravel Reserves	4	Rentals and Buildings: Lack of reliable information on the standard of these buildings potentially prevents Council from ensuring it is a good landlord, and from properly monitoring Level of Service. However, condition surveys will generally indicate the presence or absence of components affecting performance.

Data Set	Service Area	Accuracy Grade	Effect on Planning
Performance Information	Cemeteries	4	Incomplete records of the facilities at the Cemeteries prevent Asset Managers from assessing the performance attained by each location. IP: 11-102 extend Table 9-6 Cemeteries Service Categories to show compliance with the nominated standard.
Demand: Capacity, Utilisation, Growth	Property & Buildings	3	Incomplete data may prevent Asset Managers from identifying surplus properties and/or the benefit each is contributing to the community in relation to the costs of ownership. This could result in failure to rationalise and optimise costs.
Asset Age	All service areas	3/4	For the majority of assets (buildings) the AcMP's goal is to maintain them indefinitely, replacing components as required. Given regular condition surveys and knowledge of performance (the standard of facilities provided), the overall asset age is not a high data priority.
Maintenance History	All service areas	3	Maintenance history is used to identify issues, programme preventative actions including inspections, and predict need for renewal. Without positive identification by component serviced and extent of work, the NCS records do not afford the level of information and access to it that is needed for core AM. AMS (now in implementation stage) will build data for future management use.
Valuation	Recreation Reserves; Township Reserves & Streetscapes; Cemeteries; Gravel Reserves	4	Reserves & Streetscapes: Essential for long term AM (replacement projection) if depreciation is to be funded so that renewals are financed equitably. IP 09-112 Update valuation data in the respective plans with greater detail (ORC, DRC). Cemeteries: Not an issue given the low level of fixed assets provided, infrequent usage and requirement for replacement. Gravel Reserves: potentially part of a proper assessment of the value of the resource to ensure that charges for consuming it are correctly set. IP: 09-112
Performance Information	Township Reserves & Streetscapes	2/4	Playground performance information is good. Absence of defined KPI's and auditing within Contract 1202 means that monitoring performance of both contract specifications, maintenance requirements and assets is not possible. KPI's to be reinstated into Contract 1202 and auditing to recommence.
Performance Information	Cemeteries	4	Absence of defined KPI's and auditing within Contract 1202 means that monitoring performance of both contract specifications, maintenance requirements and assets is not possible. KPI's to be reinstated into Contract 1202 and auditing to recommence.

Table 5-5: Data Accuracy Implication

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6 Risk Management

6.1 Introduction

Risk management is an integral part of the management of major public infrastructure assets.

This section provides an overview of the risk management process for Community Facility assets, also summarising the significant risks identified in the asset specific Sections 7 to 16.

SDC takes an enterprise wide approach to managing risks through a formal enterprise risk management framework based on ISO 31000:2009 Risk Management - Principles and Guidelines[1]. The application of this standard assists SDC in developing consistent processes for identifying, assessing and treating risks.

Figure 6-1 illustrates the elements of the risk management process (from AS/NZS 4360:2004), this diagram being consistent with ISO 31000:2009 Risk Management.
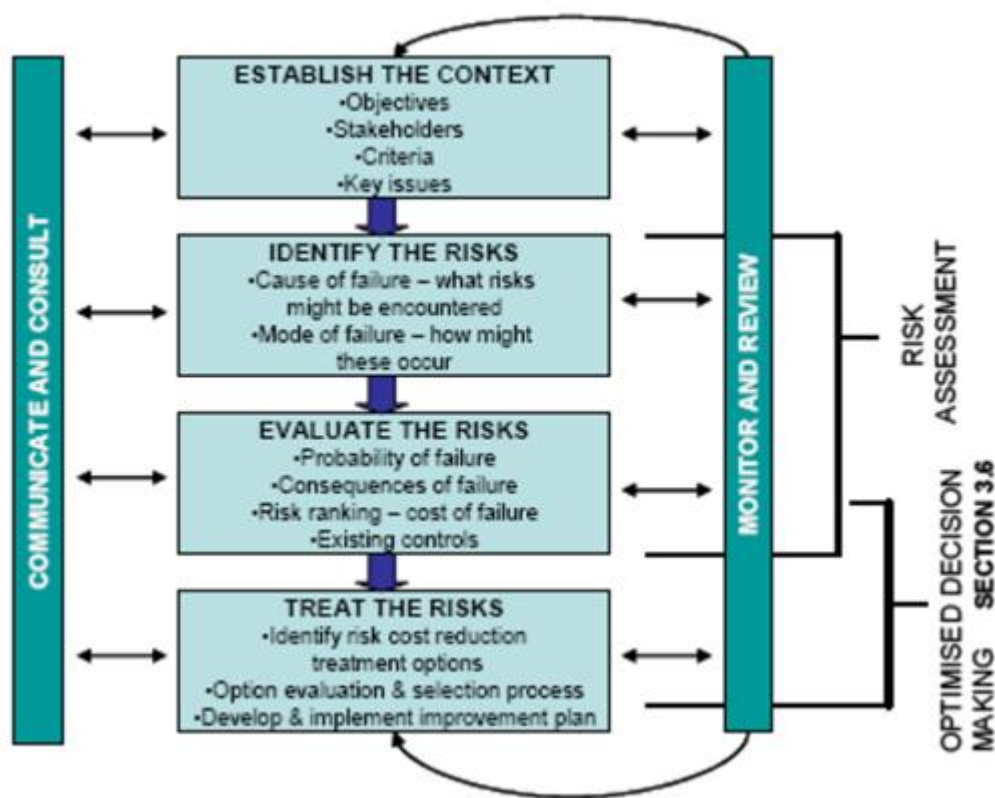
Figure 6-1: Risk Management Process – Overview

6.2 Communicate and Consult

Potential risk events are considered based on information derived from consultation with contractors, local management committees and Council staff. Further consultation with the wider community also occurs during the development of the levels of service and through other planning mechanisms (e.g. Reserve Management Plans). Risk tables have been populated based on discussions with SDC asset managers and service delivery personnel. The risk assessment process then identifies the tasks required to manage, monitor and minimise risk.

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1 Supersedes AS/NZS 4360:2004

6.3 Establish the Context

The Risk Context for Council is established by a Corporate Risk Policy, which defines the relative importance of all the various types of risk foreseen and the level of response required to each.

6.3.1 Risk Policy

A corporate Risk Management Policy aligned with AS/NZS ISO 31000 was formally adopted by Council in August 2017, with the following objectives:

- Achieving Council's goals, programs, targets with a commercially and politically acceptable level of risk;

- Ensuring all staff understand and fully accept their risk identification and control responsibilities;

- Ensuring all staff implement appropriate risk management processes naturally as part of their daily work;

- Establishing a best practice model for corporate governance and risk management for local government in New Zealand

The Policy Statement within this document states:

> To accomplish this Policy's purpose, the Council must establish and maintain an effective Risk Management Programme, to manage risks and incorporate the Councils risk appetite as expressed within the Risk Consequence table below.
>
> Roles and responsibilities for the fulfilment of this are expressed in the below section.
> This Risk Management Policy is the governing document in setting the requirements for risk management and risk appetite, for all types of risk, across the Council.

It defines four broad categories of risk, which are also categorised by organizational responsibility as illustrated in the tables below.

Risk Category	Description
Strategic	Risks associated with high level goals that align to Councils Strategic direction and Long Term Plan
Operational	Risks associated with departmental functions and daily operations
Project	Risks associated with Project Management;
Compliance	Risks associated with regulatory/legislative requirements (H&S).

Table 6-1: Broad Risk Categories

Risk Categories		
Category	**Description**	**Unit Responsibility**
Asset / Infrastructure	Managing assets – including condition assessment, replacement and planning new assets	Assets & Property and Commercial
Financial / Audit	Risks associated with budgetary requirements and allocation Grants or operational budgets not being met	Corporate
Customer Relations / Service Delivery	Meeting the current and changing expectations of customers	Business Relationships
Environment	The risks arising from the management of the environment when applying Council services and functions	Environment Services, Property and Commercial & Assets
People and Capabilities	Risks associated with recruitment and retention of employees and workforce planning. Includes payroll and HR issues	People and Capabilities

Risk Categories		
Category	**Description**	**Unit Responsibility**
Compliance / Legal	Compliance with legislative and policy framework	All Council Units
Political / Reputation	Risks associated with the delivery of Local Government legislation and meeting Council's overall strategic goals	CEO / COUNCIL
Safety & Welfare	Risk associated with the safety and welfare of employees and contractors of Council	All Council Units

Table 6-2: Risk Management Responsibilities

6.3.2 Types of Risk

There are a number of key risk areas that are important and relevant to SDC's Community Facilities activity, described in the following table:

Risk Area	Description
Asset Risk	Asset risk is fundamentally associated with the performance of assets, both from a delivery of services perspective and from a cost management perspective. The longer an asset has been operating, the more historical performance data is available for analysis to ensure budgets are set realistically. However, it is also important to note that the longer the asset has been operating the older the asset will be and the more prone the asset will be to performance issues and the need for additional (or unbudgeted) expenditure on maintenance or replacement.
Demand Forecasting Risk	Community infrastructure projects that do not have a previous operating history rely heavily on educated 'guess–work' to ascertain how many people are willing to pay for the service provided. This work is complex and relies heavily on a range of inexact and changing inputs.
Natural Hazards Risk	Natural disasters such as floods, fires and earthquakes can have devastating effect on the service.
Information Technology Risk	Continued operation of business information systems is critical to SDC continuing to meet its service obligations. The systems contain both commercially and personally sensitive information, and system reliability, security and data accuracy are of paramount importance. Technology risk also arises from the use of technology that has no, or relatively limited, previous application in the sector. It may also be associated with older, proven technology that has not previously been used on the scale proposed for a new project. New technology can be prone to 'teething' issues on start-up and commission, creating some cost and performance issues and potential discontinuity in operation.
Financial Risk	Prudent financial management of the Community Facilities activity is critical to providing cost effective services. There are well established corporate controls and mitigating actions in place to mitigate this risk.
Service Delivery Risk	Service delivery risk is the risk associated with all aspects of the performance of systems and services, which can bring reduction in or loss of service. An example of such risk is a critical service where a failure by the provider results in a loss of service. Risk may also be associated with inadequate disaster recovery provisions.
Environmental Risk	Environmental risk is the actual or potential threat of adverse effects on living organisms and the environment by effluents, emissions, wastes, resource depletion, etc., arising out of an organization's activities
People Risk	SDC is a lifeline utility that operates and manages community assets, requiring qualified, skilled and competent staff. There are a number of specialist roles where the knowledge resides with key individuals, or where the employment market cannot provide competent and qualified resources quickly. The loss of key personnel and associated loss of knowledge in critical roles has the potential to compromise SDC service to customers.
Legal Risk	Legal risk is the risk of not meeting laws and regulations, and the risk of a claim due to an event occurring which results in a liability for SDC or other loss which results in a liability for SDC.
Reputational Risk	Reputational risk, often called reputation risk, is a risk of loss resulting from damages to an organisations reputation, consequent to an adverse event.
Health and Safety Risk	In providing services to the community, workers are exposed to significant process and operational safety risk, which have the potential to cause serious and fatal injuries to

Risk Area	Description
	workers and members of the public. SDC has identified those risks and potential consequences, and is continually reviewing existing controls and mitigation actions.

Table 6-3: Types of Risk

6.4 Identify the Risks

Risk events have been identified based on consideration of possible failure modes relating to physical risks to assets (including natural disasters, external impacts, and operational failures), risks to health and safety, and other risk categories highlighted above.

SDC has undertaken a comprehensive risk analysis (in spreadsheet form) of the various Community Facilities asset groups and identified and rated key risks for each group as follows (refer to further details for each of these areas in Sections 7 to 16):

- Recreational Reserves
- Cemeteries
- Community Halls
- Forestry
- Gravel Reserves
- Passive Reserves
- Pools
- Properties
- Public Toilets
- Rental Housing

6.5   Analyse Risks

Risk analysis has been carried out by assigning a consequence and likelihood to each risk event based on information available in strategic and tactical documents as well as discussions with SDC staff. During this analysis any existing controls were also identified.

The 2017 SDC Risk Management Policy Framework has redefined the descriptions of consequences and likelihood previously used in this activity. While both the previous method and 2017 Policy use a 1-5 scale for both consequence and likelihood dimensions, the risk assessment scoring bands have been reduced from 5 to 4. All of the assessments in the subsequent sections of this AMP have been conducted using the earlier method (which is itself aligned with AS/NZS ISO 31000).

SDC corporate matrices for consequence and likelihood are shown in the following tables.

Rating Level	Consequence Description	Score
Catastrophic	• Catastrophic loss of public or stakeholder confidence, or breakdown in standards, which requires major recovery action to restore reputation or effectiveness; or • Clearly threatens operations or ability of organisation to achieve its objectives, or • Major unexpected financial overspend or loss, • Loss of life • Prolonged national media and political attention	5
Major	• Major unexpected financial overspend or loss • Significant dissatisfaction expressed by stakeholders, • Serious harm, national media attention, or • Unexpected failure to meet a standard	4
Moderate	• Failure leading to review of project or operation that will require changes to processes or goals, or • Likely to cause some damage or, disruption or breach of controls, or • Moderate financial overspend or loss, • Regional media attention, loss of image • Injury to staff or contractor	3
Minor	• Localised or isolated failure to meet stakeholder requirements or standards, • Unlikely to cause damage or threaten the effectiveness of the project, • Minor financial impact, involves management time	2
Insignificant	• Very low impact that will not be visible, negligible	1

Table 6-4: Consequence Matrix

Likelihood	Likelihood Description	Scoring	Probability % (to assist assessment)
Frequent	Will almost certainly occur, and at least once in a month	5	91-100
Often	Will probably occur 6-12 times per year	4	71-90
Likely	1-5 times per year – likely to occur at least once in the next two – three months. There is a chance in the foreseeable future.	3	51-70
Possible	May occur at least once in the next year. Little chance of occurrence in foreseeable future.	2	21-50
Rare	Not expected to occur this year but may occur in a future period – unlikely in foreseeable future.	1	1-20

Table 6-5: Likelihood Matrix

6.6 Evaluate Risks

Table 6-5: Likelihood Matrix shows the combined Consequence-Likelihood matrix from the SDC Risk Management Policy Framework used to prioritise risks, which range from Extreme to Low. Note that the risk assessment tables presented later in this AMP are based on a 5-level scale, ranging from Very High (VH), High (H), Medium (M), and Low (L) to Very Low (VL). This difference is not considered to be material at this time, however future risk assessments will be carried out using the new framework.

Any risk event scoring above the Medium (i.e. Moderate) level is considered by SDC to be of sufficient magnitude to require mitigation action.

	Consequence				
Likelihood	**Insignificant** **(1)**	**Minor** **(2)**	**Moderate** **(3)**	**Major** **(4)**	**Catastrophic** **(5)**
Frequent (5)	5	10	15	20	25
Often (4)	4	8	12	16	20
Likely (3)	3	6	9	12	15
Possible (2)	2	4	6	8	10
Rare (1)	1	2	3	4	5

Table 6-6: Risk Assessment Matrix

Risk Score	Level of Risk	Action Required	Attention of / assigned to
15-25	Extreme risk	Requires immediate assessment of actions	ELT/Council (as required), Statutory bodies.
8-12	Significant risk	Requires remedial assessments and action via the annual planning process	Unit Manager, Programme Sponsor, Programming Steering Group
4-6	Moderate risk	Address via new procedures and/or modification of existing practices and training	Programme manager, workstream leaders.
1-3	Low risk	No formal requirement for further action, unless escalation of risk is possible.	Workstream leads, project managers.

Table 6-7: Risk Assessment Levels

6.7 Treat Risks

Methods for treating risks or future control actions have been developed by SDC staff. These tasks are required to reduce the risks to an acceptable level for SDC. Where risks cannot be eliminated, consideration is given to mitigation, i.e. reducing the effect if an event occurs. Work identified during this process flows from the risk summaries for each Community Facilities activity (see Sections 7 to 16) which list the risks and the controls to be adopted for each asset group), to requirements in standard operating procedures, for example:

- Swimming pool faecal accident response – mitigate effect of a contamination event
- Building warrant of fitness inspections – eliminate substandard building component

Actions to manage identified risks have generally also been built into operational contracts where required or are planned to be included as part of contract documentation and process reviews.

Risk management is also factored into capital investment decision-making and the design of assets that are being replaced or added. Decisions on renewal or new works expenditure are made using multi-criteria analysis that includes evaluation of environmental, social, cultural and economic risks associated with each investment option identified. Further information is presented in Section 19, Asset Management Practices.

6.8 SDC Risk Assessment

6.8.1 Significant Risks

The largest risks identified (High and Very High) in the most recent risk assessment for each asset group are summarised in the table below. These are generally equivalent to Significant and Extreme in the 2017 matrix.

RISK	RISK RATING	CURRENT TREATMENT	FUTURE TREATMENT
Recreational Reserves			
Playgrounds do not comply with NZS 5828:2004 Playground equipment and surfacing	HIGH	Weekly inspections of play equipment, 6 monthly structural inspection, under-surface to be maintained to specifications, Playground Report identified non-compliance with safety standard & remedial works needed, Annual inspection by ROSPA 3 accredited inspector. Accident reporting and investigation via Council's Vault system (where reported).	Continue current controls Ensure committees implement safety under-surface reinstatement and remedial programme on a priority basis.
Cemeteries			
Potential injury to cemetery user/visitor from tree or branch falling	HIGH	Tree inspection & maintenance programme via contract 1202 is required; Must have qualifications to Level 4 Arboriculture; Most trees have had formal arborist inspection and document of health and tree management requirements; Hazardous trees removed or have work carried out to make safe.	Continue current controls and complete tree assessment work and implement remedial action programme.
Community Halls			
The required resource consents have not been obtained or conditions have not been met	HIGH	Maintain data base of consents and conditions. Advice from ECAN.	Continue current controls and ensure processes in place to monitor condition requirements.
Building does not meet fire compliance requirements	HIGH	IQP inspections & Building WOF for some buildings. Inspection by NZ Fire Service with recommendations actioned. Building changes are picked up via the Building Consent process and a Fire Report prepared.	Continue current controls and audit Fire Compliance and implement recommendations.
Building does not meet Building Act and Regulation requirements	HIGH	Rectified as part of building consent process for upgrades and extensions after 1991. Educate committees on the need to obtain building consents.	Continue current controls
Building is identified as 'Earthquake Prone' under the Council's Earthquake Prone Building Policy and requires remedial work to comply	HIGH	Earthquake prone buildings identified on a schedule. Policy provides time frame for rectification but some likely to be addressed earlier as part of upgrade or rebuilds.	Continue current controls and arrange engineering reports to ascertain extent of strengthening work required & costs.
Failure of building/building components from poor maintenance/renewal	HIGH	Reactive repairs as required. Condition profiles prepared & maintenance and renewal programmes developed as part of AM Plan. Some maintenance deferred as a result of funding deficiencies.	Continue current controls & put in place formal inspection processes and reporting to identify issues.
Accident or injury to volunteers undertaking work on a hall building or site	HIGH	Health & safety advice from staff. Provide guidance document for committees setting out H & S responsibilities. Prepare basic H & S management plan	Continue current controls.
Injury to a contractor working on the site	HIGH	Approved maintenance contractors to be used that are "SiteWise" accredited prior to engagement; Site Specific Health & Safety Plans required for project work; Provide training & guidance document for committees setting out H & S responsibilities via People & Safety Advisor.	Continue current controls.
The 'community management' model for halls does not provide effective asset management	HIGH	Provide technical support & advice to committees	Integrate AM planning approach with hall committees through education and involvement. Initiate processes to update changes to assets. Bring key facilities under more modern management models.

RISK	RISK RATING	CURRENT TREATMENT	FUTURE TREATMENT
High cost of 'unknown' building component renewals or rehabilitation	HIGH	Condition profiles prepared, failure modes identified and maintenance and renewal programmes developed as part of AM Plan	Continue current controls.
Substantial and continued labour and materials cost increases for building operation and maintenance	HIGH	Review prices and budgets via Rawlinsons on an annual basis	Continue current controls.
Community hall financial operating accounts are in long term deficit	HIGH	Provide support (loans etc.) where issues arise, increase targeted rate	Continue current controls and consider other funding mechanisms.
Insufficient community funding capacity to respond to work required to comply with the Building Act and the Earthquake Prone Building Policy.	HIGH	Response by individual committees as issues arise with funding reliant on targeted rate, accumulated funds or loan	Adopted a broader funding approach of a district wide rating system for community centres and halls, to be introduced from the 2018/19 year, to alleviate concerns of funding inequity and create a funding pool for improvement and major renewal work across the network.
Forestry			
Forestry asset damage or loss from extreme weather event especially wind or snow	HIGH	Employ sound forest management techniques; avoid late thinning & trees over 10m; Insurance	Continue current controls and reduce investment in forestry over time
Forest trees create a hazard to traffic by shading roads or reducing intersection sight lines	HIGH	Maintain set-backs from roads; remove trees & vegetation that create a problem	Continue current controls; future planting/forests to comply with NES requirements
ETS liabilities (carbon units) from deforestation	HIGH	Manage withdrawal from forestry to reduce ETS impacts; replant deforested land and on-sell as forest	Continue current controls and budget for carbon unit liabilities as part of withdrawal from forestry activities (when known)
Gravel Reserves			
Increased groundwater levels	HIGH	Pits closed when water table is high. Compliance with consents to ensure separation from ground water.	Consider viability of sites if ground water continues to rise with a view to closing some sites. Survey those sites that are operative to ensure operating above the ground water level.
Injury to a contractor working on site	HIGH	Adherence to requirements of the Council's own Quarry Management Plan. The management contractor SSSP.	Restrict access to those who only have a site specific safety plan in place and who have A and/or B Grade Certificate of Competencies. Inspection of the pits to occur. Engage quarry help when reviewing safety plans. Review and update the permit access forms for both extraction and access to stock piles to reflect new legislation and regulations.
Injury to crushing and screening sub-contractor employee	HIGH	Adherence to requirements of crushing and screening contractor's Site Safety Plans	Restrict access to those who only have a site specific safety plan in place and who have A and/or B Grade Certificate of Competencies. Inspection of the pits to occur. Engage quarry help when reviewing safety plans. Review and update the permit access forms for both extraction and access to stock piles to reflect new legislation and regulations.
Compliance with Health & Safety in Employment Act – Mining Regulations and associated legislation	HIGH	Adherence to requirements of both own and management contractor's Site Safety Plans	Undertake inspections of pits and put in place actions to ensure compliance. To be incorporated into future lease arrangements for gravel extraction. Carry out regular inspections of the pits. Before leasing out a pit, ensure the pit is safe and fit for purpose.
Health & safety risk to the public from sub-standard operational practices	HIGH	Contractor (SICON) is required to be Health & Safety compliant. No other controls in place	Restrict access to those who only have a site specific safety plan in place and who have A and/or B Grade Certificate of Competencies. Inspection of the pits to occur. Engage quarry help when

RISK	RISK RATING	CURRENT TREATMENT	FUTURE TREATMENT
			reviewing safety plans. Review and update the permit access forms for both extraction and access to stock piles to reflect new legislation and regulations.
Unauthorised access resulting in an injury or fatality	HIGH	Pits are fenced and locked. Signage is provided on gates warning of hazards. Locks are changed regularly.	Continue current controls & consider entry control on larger pit. Security for leased sites to be managed by lessee. Regular inspections to be carried out.
Injury or fatality from unstable pit face	HIGH	Re-battering of exposed pit faces to a stable slope apart from the pit face being worked, and quarrying work is restricted to those holding an A and/or B Grade Certificate of Competence.	Continue to undertake re-battering works. Adoption of industry best practice in Quarry Management Plans. Monitoring of same by management contractor.
Environmental damage from operational activities	HIGH	Develop standard Quarry Management Plan based on industry best practice that can be used as a template for all future quarry operations.	Adoption of industry best practice in Quarry Management Plans. Monitoring of same by management contractor. Stricter supervision by management contractor or under lease agreements. Review and update the permit access forms for both extraction and access to stock piles to reflect new legislation and regulations.
Contaminated material deposited in pits as part of clean fill operations	HIGH	National Clean fill Guidelines to be followed where authorised clean fill is permitted. Consents and monitoring in place for authorised pits. Prohibition of un-authorised filling. Source of fill a requirement.	Continue with current controls. Undertake PSI and DSI requirements under the NES process for new clean fill sites. Make sure sites are safe and fit for purpose. Carry out regular inspections and annual inspections. Testing of soil where required and well testing.
Illicit Dumping of materials into pits	HIGH	The management contract for 2011-2012 provides for litter control. All other pits not managed in the management contract are managed by Council officers'	Greater degree of control to be exercised under the auspices of new contractual or lease arrangements when these are put into place. Review management contract. Review and update the permit access forms for both extraction and access to stock piles to reflect new legislation and regulations. Review signage.
Passive Reserves			
Playgrounds do not comply with NZ Safety Standards	HIGH	All playgrounds checked against NZS 5828 and non-compliance documented. Remedial programme in place via annual maintenance and renewal works	Implement remedial programme on a priority basis & build into play equipment renewal works.
Injury to child using play equipment	HIGH	Weekly inspections of play equipment, 6 monthly structural inspection, under-surface to be maintained to specifications, Playground Report identified non-compliance with safety standard & remedial works needed, Annual inspection by ROSPA 3 accredited inspector. Accident reporting and investigation via Council's Vault system (where reported)	Continue current controls and implement safety under-surface reinstatement and remedial programme on a priority basis
Injury to a contractor working on the site	HIGH	Approved maintenance contractors to be used that are "SiteWise" accredited. Site Specific Health & Safety Plans required for project work. Health and safety audits and reporting as part of contract 1202.	Continue current controls
Swimming Pools			
Injury to facility user/visitor (tripping/falling hazards etc.)	HIGH	Inspections carried out by pool operators. All potential risks identified and mitigation actions taken. All incidents (including near misses) recorded and reported in Vault system and follow up actions noted. Programme to repair/replace pool aprons. Signage in place to inform on safe use of the pool. SAC has Poolsafe accreditation	Continue current controls and undertake an annual inspection prior to the commencement of each swimming season and undertake repairs as required. Implement and maintain accreditation with ACC PoolSafe scheme for district & sub-district pools.
Non Compliance with NZS 5826 water quality criteria and	VERY HIGH	Water testing regimes are compliant with Standard and testing kits supplied to committees. Some pools have qualified	Continue current controls & train qualified water treatment operators for all pools.

RISK	RISK RATING	CURRENT TREATMENT	FUTURE TREATMENT
frequency of testing of public pools		water treatment operators. Bacteriological testing undertaken monthly via SAC manager	
Injury or drowning through lack of suitable supervision	VERY HIGH	Industry standards for pool supervision are achieved through staff lifeguards who are appropriately qualified and trained (SAC, Southbridge, Darfield, and Sheffield). No supervision at other pools but have Pool Alone Policy & user responsibility agreement that must be signed before keys/cards issued for access. SAC has Poolsafe accreditation. Pool access is controlled out of hours – gates controlling access are self-closing, alarms and/or cameras are present and monitored effectively.	Continue current controls. Implement and maintain accreditation with PoolSafe scheme for district & sub-district pools. Consider closure of pools where adequate supervision cannot be provided.
Serious injury, health hazard or death as a result of pool incident.	HIGH	Staff receive regular training and practicing of emergency procedures. Appropriate PPE is provided for staff. First aid equipment is available in an accessible place (e.g. lifeguard bum bag). A risk and incident register is onsite and pool users are aware of how to use it & do so correctly. An EAP and NOP is present. Rescue aids are provided and are in good condition. Information is available about who to contact in an emergency and what to do if the water becomes contaminated with appropriate PPE provided.	Continue current controls and ensure NOPs and EAPs are updated, signage is kept current. Provide ongoing training for staff and pool attendants
Compliance with NZS 4441 Swimming Pool user load, turnover period and circulation rate	VERY HIGH	Water testing regimes are compliant with Standard and testing kits supplied to committees. The SAC Plant Operator is qualified in water treatment practice and checks systems prior to season start and provides support to committees. Some pools have qualified water treatment operators. It is known that filtration systems are inadequate to meet turnover rates at Darfield, Leeston and Southbridge (toddler's pool) and these are planned for upgrades.	Continue current controls & ensure training of qualified Water Treatment operators for all pools. Implement programme to upgrade filtration systems
Properties			
Injury to facility user/visitor (tripping/falling hazards etc)	HIGH	Inspections carried out informally with repairs carried out as required. Accidents & near misses reported in Vault system. Cleaning contracts require reporting of repairs and malfunctions. Signs displayed for wet floors etc. Tag testing of electrical appliances; Health & Safety culture embedded in the organisation	Continue current controls and more clearly specify inspection and reporting requirements when cleaning & maintenance contracts are reviewed
Public Toilets			
Failure of building/building components from poor maintenance/renewal	HIGH	Reactive repairs as required. Optimised maintenance and renewal programmes prepared as part of AM Plan.	Continue current controls.
The toilet facilities have insufficient capacity to meet demand particularly for peak usage times	HIGH	Regularly capture utilisation and capacity data to identify issues and develop strategies to address these on a priority basis.	Continue current controls.
Injury to facility user/visitor (tripping/falling hazards etc.)	HIGH	Inspections carried out under operations contract 1202, with repairs carried out as required. Other contracts require reporting of repairs and malfunctions.	Continue current controls and more clearly specify toilet inspection and reporting requirements when contracts are reviewed.
Environmental contamination from building operations (effluent disposal)	HIGH	Respond to events, advice from ECAN	Upgrade with ECAN approved systems (obtain consents) as required and as part of building upgrade/renewal programmes
Rental Housing			
NO HIGH OR VERY HIGH RISKS IDENTIFIED			

Table 6-8: Summary of High and Very High Risks

6.8.2 Summary of Key Responses

A wide range of treatments and future controls are described above. Key responses are summarised below:

- Contract requirements are generally satisfactory, and where appropriate these have been strengthened with additional controls. For example, contractors must be "site-wise" accredited and all tree-trimming work must be carried out by trained arborists.

- Reserves and Community Centres which are managed by Committees typically lack formal specifications and monitoring processes. In order to better manage risk some of these activities will be managed by staff, for example, Playgrounds which are a particular risk to children. Furthermore, Buildings warrants of fitness are now being carried out internally.

- Swimming pools have had safety audits and compliance checks completed by the Plant Manager – refer further details below.

- There are significant changes for Gravel Reserves. Health and safety audits have been carried out on all major pits, identifying issues such as signage, fencing, access and face stability, which have been or are being rectified. On an ongoing basis, "B" grade quarry managers will carry out H&S checking. Quarries which have been leased out have similar requirements placed on their management. Furthermore, Quarry Management Plans and Health and Safety documents are independently reviewed against the Mining Regulations.

Further to the above and in addition to the detailed risk registers in each subsequent section of this Plan, relevant risk management documents and detailed registers and controls include the following:

Asset Group	Document / Register	Comment
Community Halls	Lincoln Event Centre – Detailed Risks Register Rolleston Community Centre – detailed Risks Register	Documents which identify hazards, risks and controls for different parts of each building, the environs, and operations within the buildings.
Swimming Pools	Aquatics Specific Risk Register	Document which identifies hazards, risks and controls for different parts of pool complexes, their environs, and operations, including the potential for drownings.
	Report on Health and Safety Compliance at Selwyn Aquatic Facilities 2016	Internal document which reports on an assessment carried out in accordance with the requirements of the Health & Safety at Work Act 2015 (HSWA) – seeking to fulfil best practice HSWA "due diligence" requirements. A 4 level audit scoring system was used to identify risks in relation to a range of elements associated with 8 pool locations and the Selwyn Aquatic Centre. Refer Section 6.8.3 for further details.
Gravel Reserves (Quarries)	Quarry Inspection for Operating Pits (2015-2016)	Document which identifies the hazardous areas within the quarry, assesses acceptability, and defines specific actions and costs to mitigate the risks.
	Amendment to the Operating Pits Quarry Management Plans (2016)	Document which relates to Health and Safety, Emergency and Hazard Risk Management at this site. Refers to key requirements and includes a risk register (high and very high risks included above).
	SDC Site Hazard Register for Pits (2016)	Document which identifies potential hazards, controls, checks and sign-offs relating to work in the pit.
Various	Property and Commercial Specific Risk Register including Rural Fire	Document which identifies a range of hazards and risks associated with the use of tools, heavy plant, helicopters, stings, motorised plant, working at night, dust/smoke inhalation, road works, adverse weather, trailer use, appliances, vehicle use, firefighting, stress/fatigue/trauma, working in confined spaces and a range of other operational hazards. Identifies controls and risk ratings with controls in place.

Table 6-9: Key Risk Management Documents

6.8.3   Swimming Pools Health and Safety Compliance Report

The risk assessment considered the following elements, developing a combined score based on 0-3 elemental scores. Note that this method does not consider the likelihood of a particular event occurring, but rather it uses descriptive criteria that determine the relative level of potential risk. In effect, the higher the combined score the more likely an adverse event such as drowning or water contamination is to occur.

- People hazards, access and security
- Health, accidents, injuries and emergencies
- Signage
- Water quality, filtration and circulation systems, plant room
- Chemicals including cleaning products
- Electrical safety

The maximum possible score is 18, and the results for all sites are summarised below.

Courtenay Pool	16 (Extreme)
Halkett Pool	17 (Extreme)
Killinchy Pool	16 (Extreme)
Leeston Pool	12 (Extreme)
Prebbleton Pool	12 (Extreme)
Sheffield Pool	14 (Extreme)

Darfield Pool	5 (High)
Southbridge Pool	5 (High)
Selwyn Aquatic Centre	3 (Moderate)

Table 6-10: Key Risk Management Documents

The audit highlighted the need for corrective action to be taken at 6 sites, with only the recently constructed Selwyn Aquatic Centre achieving a "Moderate" score. Recommendations are made within the report in relation to each site; these have now either been implemented or works are incorporated in this AMP.

6.9 Monitor and Review

Risk is monitored by the completion of work or in subsequent inspections during annual reporting, and reviewed every three years as part of the Activity Plan update. For example:

- Pools Compliance Audit 2017
- Playground Assessments 2014 and 2017, which includes survey of condition, and safety
- SDC Public Toilets Assessment 2017
- Bridges Condition Report 2016 (includes comments/actions on risks, compliance)

6.10 Asset Criticality

Critical assets are "those which have a high consequence of failure, but not necessarily a high probability of failure". This is important as it draws attention to those assets which are the most important, irrespective of the likelihood of failure of the asset. Critical assets typically require more proactive management to minimise or eliminate this risk.

6.10.1 Asset Criticality Model

The asset criticality model is built on 8 factors that are scored. These scores are then classified into a criticality description (Low, Medium-Low, Medium, Medium-High and High).

The exception is the 'CDEM Function' factor. When an asset has any non-zero score for that factor, then it is classified as Critical. Having a CDEM function is the only way for an asset to be classified as critical.

These factors are as follows:

CDEM Function:	Asset will be used for Civil Defence purposes.
Environmental:	Failure of the asset has an environmental impact.
Reputation:	Failure of the asset results in a loss of reputation for SDC.
Loss of Income:	Failure of the asset results in a loss of income for SDC.
Health & Safety:	Failure of the asset has an impact on the health & safety of its users.
Loss of Service:	Failure of the asset results in a loss of service to its users.
Cost:	Failure of the asset has a cost impact on SDC.
Legal:	Failure of the asset has a legal impact for SDC.

Higher scores represent a greater impact of any of those factors should they fail. The sum of the scores is then classified using the following table to define the asset's overall criticality description. This scale has been defined across the wider SDC Assets group, with ratings being recorded in the asset management system.

Note that this is implemented looking at whole buildings, rather than on a building's subcomponents at this time.

Score	Criticality Description
1-2	Low
3-4	Medium-Low
5-7	Medium
8-9	Medium-High
10-11+	High

Table 6-11: Criticality Scores

In general, failure of the highest criticality assets could be expected to have severe adverse impacts on SDC's customers and stakeholders, affecting outcomes such as public health and safety, economic well-being, and environmental sustainability. Availability of suitable alternatives is limited. At the other end of the scale, failure of the lowest level of criticality would have little to no adverse impacts on customers, the local economy or the environment.

6.10.2 Critical Assets

Critical assets or components are listed in the Excel spreadsheets that support risk assessments undertaken for each service area and will be identified in the Asset Management System when it is implemented. The general criticality profile of the Community Facilities asset portfolio is described below. Criticality is in all cases more due to operational risks rather than the need for the services to be reinstated after emergency events. Community Facilities in general are a low priority for reinstatement or replacement in an emergency and can be isolated if they are rendered unsuitable for use in such events.

However, the investments made in building, and significant costs of operating the Rolleston Community Centre, Lincoln Event Centre and Selwyn Aquatic Centre, make these 'financially critical' and justify further asset management consideration.

IP 09-401 further work is required to define and manage critical components. The level of information collected, or planned to be collected, is established in proportion to the criticality of the facility and its components.

Asset Group	Critical Assets and Response
Recreation Reserves	Playground Equipment; reflected in inspection schedules. Bridges (including platforms, boardwalks etc.) reflected in inspection schedules
Township Reserves and Streetscapes	Playground Equipment; reflected in inspection schedules. Bridges (including platforms, boardwalks etc.) reflected in inspection schedules
Cemeteries	No critical assets.
Public Toilets	Higher-profile (more visible) locations are more critical; reflected in inspection and cleaning schedules.
Community Centres and Halls	Roof cladding Toilet discharge systems, water supply systems Stairs and handrails Building fire systems and egress Electrical systems Reflected in IQP inspections and building Wof, particularly for fire compliance. Rolleston CC, Lincoln Events Centre as significant business operations and post emergency functions
Swimming Pools	Plant/filter systems for water treatment Leisure equipment (e.g. hydro slides) Fences and gates Reflected in operating procedures adopted at supervised (council staffed) pools and the same information also distributed to voluntary committees; and regular inspection of assets by IQP. Selwyn Aquatic Centre (as a significant business operation)
Property and Buildings	Council Headquarters (for response in emergencies) Depots (for response in emergencies) IP 09-401 Further work is required to define and manage critical components for all buildings.

Asset Group	Critical Assets and Response
Rental Housing	Roof cladding Toilet discharge systems, water supply systems Stairs and handrails Electrical systems Reflected in inspections, particularly for fire compliance.
Gravel Reserves	No identified critical assets
Forestry	No identified critical assets; however fire, disease and other risks are managed via operations.

Table 6-12: Critical Assets

The criticality identification process also enables the development of targeted maintenance and condition inspection programmes based on overall criticality. These have been proposed as follows:

Application of Criticality Rating		
Criticality Rating	Maintenance Inspections	Condition Inspections
High	At least monthly	Annually
Medium-High	At least quarterly	Annually
Medium	At least annually	Every 3 years
Medium-Low	At least biennially	Every 3 years
Low	At least triennially	Every 3 years

Table 6-13: Application of Criticality Rating to Inspection Programmes

It is planned to incorporate the approach described above into revisions of contract documents and formal building inspection programmes. The risk associated with asset criticality has been taken into consideration in developing planned maintenance and renewal programmes for the various building assets covered under this Activity Management Plan.

Asset criticality for other asset groups has been assessed at the overall asset level. Those assets defined as critical such as play equipment are subject to regular inspection regimes under existing maintenance contracts. It is planned to establish a more extensive approach to defining critical assets and associated inspection programmes for these asset groups. This would include those assets managed under the local community committee arrangements. It is also planned to record criticality information in asset inventories once an asset management system is in place.

6.10.3 Criticality and Risk

It is useful to communicate the likelihood and impact of potential asset failure in financial terms, so that Council can consider the acceptable risk tolerance level. This is important as it drives intervention levels for asset management.

The likelihood of failure of an asset can be difficult to assess, however condition and age are parameters that can provide an indication. The worse the condition of the asset, the more likely it is to fail. Using the replacement cost valuation of the asset group and available condition data, an assessment can be made of the distribution of replacement cost against both criticality and condition, as shown below. The nature of this table, while it needs to be completed for relevant asset groups, provides a "financial risk exposure" view, given the assumption that an asset in poor condition is more likely to fail than one in good condition. Assets which are both extremely critical and more likely to fail should have higher priority and be replaced or rehabilitated earlier in their lifecycle than others, and at lower levels "run to failure" may be perfectly acceptable.

Assets Criticality Level	Assets Condition linked to Likelihood of Failure				
	1 As New Very Unlikely	2 Good Unlikely	3 Average Possible	4 Poor Likely	5 Unserviceable Very Likely
5 = Very High	$$	$$	$$	$$	$$
4 = High	$$	$$	$$	$$	$$
3 = Moderate	$$	$$	$$	$$	$$
2 = Low	$$	$$	$$	$$	$$
1 = Very Low	$$	$$	$$	$$	$$

Table 6-14: Asset Replacement Cost by Criticality and Condition

6.11 Insurance

6.11.1 Insurance Coverage for Assets

Council's policy, subject to cover being available, is to hold insurance to cover damage to, or loss of all:

- Council owned community halls and community centres, reserve buildings and any other Council-owned structures
- Publicly owned and operated community halls, where the township or management committee is elected at large from the area it serves

When additional assets are constructed, Council arranges insurance cover to commence when the construction contractor's policies become inoperative, generally on issue of the contract completion certificate. Insurance coverage may also be checked against regular Valuation Reports, the fixed Asset Register list of assets, or on the renewal date of the insurance contract.

Council continues to retain insurance cover for Professional Indemnity and Public Liability.

Insurance cover maintained for the assets in this Plan is summarised below. At 1 July 2017 Council has combined insurance cover for material damage and business interruption of **$255,578,980** which includes cover for natural disasters. Cover for natural disaster events has deductions that apply from 1% to 10% of the site value depending on the age of the asset (post 2011 risks – 1%; post 2034 risks - 2.5%; all other risks -10%). The cover includes all assets listed on the insurance schedule.

Assets/service	Insurance Position	
	Cover	Comment
Community facility assets	Covered under Material Damage and Business Interruption policy	Cover is $255,578,980 Includes cover for natural disasters Includes all assets listed on the insurance schedule and provides for additions
Horizontal infrastructure	Covered under Material Damage and Business Interruption Policy for Horizontal Infrastructure	Cover is $200,000,000 for any one event or aggregate during the period of insurance
Forestry	Forestry Plantation Timber Insurance Policy	Includes Fire ($1,616,620) Hail ($20,000) Windstorm ($500,000)
Public Liability	Covered under a combined policy for Public Liability, Professional Indemnity & Environmental Impairment Liability	Sum insured is $300,000,000
Professional Indemnity	Covered under a combined policy for Public Liability, Professional Indemnity & Environmental Impairment Liability	Sum insured is $300,000,000
Environmental Impairment Liability	Covered under a combined policy for Public Liability, Professional Indemnity & Environmental Impairment Liability	Sum insured is $500,000

Table 6-15: Insurance for Community Facilities

6.12 Emergency Management

6.12.1 Emergency Management Plans

SDC has documented procedures relating to Council facilities, developed "under the provisions of the Health and Safety at Work Act (HSWA) 2015, to ensure that the consequences of incidents or harmful exposures are minimised". The Emergency Management Plan2 (EMP) includes:

- SDC Emergency Management Plan for all SDC Areas
- SDC Annual Health & Safety Management Plan
- SDC Emergency Response Plan Action Procedures for all SDC Facilities
- SDC Emergency Procedures Flip Chart

These plans are operationally focussed, and complement other plans relating to CDEM – refer to the next section.

6.12.2 Civil Defence Requirements

The Civil Defence and Emergency Management (CDEM) Act 2002 requires a risk management based approach to the sustainable management of hazards, both natural and man-made. This risk management process is applied across risk reduction, readiness, response, and recovery, as well as being integrated through the involvement of all sectors within the wider CDEM community.

SDC has developed a CDEM Strategy and local arrangements for response to an emergency. This covers the establishment of an Emergency Operations Centre (EOC) from Council premises, and provision of a range of procedures and plans to meet specific types of CDEM contingencies. The EOC uses Standard Operating Procedures (SOP) in carrying out its responsibilities.

Resources covered under the services described in this plan may be utilised for emergency situations. This includes the use of maintenance contractors to maintain 'lifelines'. Individual contract documents outline any contractor requirements to assist with emergency response. In addition the Council provides in-house teams that are trained in civil emergency response. A number of the community centres and halls across the district serve as Civil Defence Sector Posts or as Welfare Centres.

Emergency Centres:

Located in community facilities (Arthurs Pass Community Hall, Lincoln Events Centre, Rolleston Community Centre, Darfield Recreation Centre, and Leeston Rugby Club Hall).

Set up and managed locally with support from Civil Defence (Selwyn District Council).

Intended as a place to gather for a short period of time to provide support and information.

Emergency Welfare Centres:

Located in, Lincoln Events Centre, Rolleston Community Centre, Darfield Recreation Centre, and Leeston Rugby Club Hall.

Set up and managed by Civil Defence (Selwyn District Council) supported by members of recognised community organisations.

Intended to provide a range of emergency welfare services such as accommodation, clothing, and food, emotional and financial support.

6.12.3 Lifeline Utilities

In terms of the Act, Council is a "Lifeline Utility" and has legal responsibilities. Specifically, this relates to SDC's three waters and roading functions which have particular requirements to fulfil under the provisions of the Act.

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2 Selwyn District Council Emergency Management Plan for all SDC Areas, June 2016

6.12.4 SDC Lifelines Utilities Response Plan[3]

The "Lifelines Utilities Response Plan" was prepared to provide guidance to asset managers and response personnel when an event occurs. While the Community Facilities activity is not formally a "lifeline utility" as defined in the CDEM Act 2002, the response plan is relevant due to its inclusion of "Essential Council Buildings".

The purpose of the response plan is "to facilitate the most appropriate and timely achievable responses to adverse events affecting Lifeline Utilities in the Selwyn District". It includes a wide range of natural hazard events and describes emergency response control and coordination arrangements between lifeline utilities and agencies both within SDC and externally (electricity, telecommunications, fuel, fast moving consumer goods and banking).

It provides background information relating to the hazards and highlights the interdependencies between the various utilities (see Section 6.13.3 below). Table 13 in the plan highlights the potential effects on SDC Essential Buildings (reproduced below).

Event or Consequence of Failure	Cascade Effect 1	Cascade Effect 2	Cascade Effect 3	Intervention 1 < 24 hrs	Intervention 2 24 - 48 Hrs	Intervention 3 > 2 Days
Events which directly affect Essential SDC Buildings						
Snow loadings or earthquakes	Damage to buildings & facilities	Potential inability to continue service		Facilities checked		
				Ascertain outage periods for affected staff		
				Assess extent of reinstatement		
				Assess alternative housing solutions		
Extreme Cold temperatures	Frozen pipes	Inability to continue service		Run water to waste (to stop freezing)		
Impacts which result from the failure of other utilities						
Road Access lost	No access until access roads cleared	Inability to continue service		Alternative transport arrangements		
	Inability to supply standby generators with fuel	Inability to continue service		Access cleared on basis of criticality	Arrange supply of fuel	
Power outage	No lighting	Inability to continue service		Ascertain power outage periods	Maintenance & Fuelling of standby generators	
	No heating	Inability to continue service				
	No IT/Computers	Inability to continue service				
	Inability to continue service			Send staff home Communicate with public		
	No connection for standby generator	Inability to continue service		Arrange for connection prior to event		
	No hire generators available	Inability to continue service		Instigate Hire Generators agreements		
Communications failures (phones)	Normal operations reduced	Potential inability to continue service		Communicate with public		
	Contract Response times exceeded					

Table 6-16: Effects of Hazards on SDC Essential Buildings

The response plan also describes inter-utility arrangements, protocols, and response priorities. This includes Building Priorities:

> A number of buildings are considered highest priority, these are the Selwyn District Council HQ building in Rolleston and the Welfare Centres. The welfare centres are Lincoln Events Centre, Rolleston Community Centre, Darfield Recreation Centre and Leeston Rugby Club Hall. Note that the Leeston Rugby Club hall is currently being reviewed following a seismic strength assessment and is likely to be withdrawn as a welfare centre and replaced by an alternative building. Other buildings include evacuation and emergency response functions based in the Kirwee and Southbridge Community Halls. These halls have been equipped with permanent over-size generators to ensure continuity of power.

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3 Selwyn District Council Lifeline Utilities Response Plan, November 2016

6.13 Resilience of Infrastructural Assets

6.13.1 Natural Hazards

Selwyn District is subject to a wide range of natural hazards, including earthquake, flooding, tsunami, meteorological events (snow, wind), mass movement (land slip), and wildfire. These are described in more detail in various hazards reports (such as those prepared by ECan) and Canterbury Lifeline Utility Group publications (referred to in the SDC Lifelines Utilities Response Plan above). They are also described in SDC planning documents, such as the District Plan.

Several significant recent events have been recorded which have caused damage to property and the environment, with no one hazard being a "standard" event. The district has suffered several major events over the last 25 years:

- Snow Storm 1993
- Flooding - Selwyn River flooding 2003
- Fires 2002 and 2017
- Canterbury Earthquakes 2010 and 2011

6.13.2 Infrastructure Resilience

The National Infrastructure Plan (2011) defines "resilience" as:
"The concept of resilience is wider than natural disasters and covers the capacity of public, private and civic sectors to withstand disruption, absorb disturbance, act effectively in a crisis, adapt to changing conditions, including climate change, and grow over time".

The Thirty Year New Zealand Infrastructure Plan 2015[4] defines the attributes of infrastructure resilience as shown below:

Figure 6-2: Attributes of Infrastructure Resilience

Risk management is typically considered in the context of the "4 R's" as shown in the diagram below. When a "shock" event occurs, resilience means increased awareness, reduced vulnerability, faster adaptation and a faster recovery

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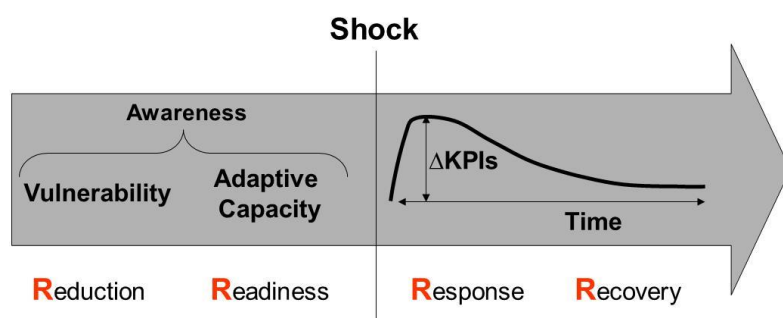4 National Infrastructure Unit, NZ Treasury

Figure 6-3: Resilience and the 4R's

Engineering measures such as asset strengthening can reduce the effects of an event, while readiness is about organisational preparedness.

This diagram also illustrates the importance of pre-event awareness as a key component of resilience – firstly understanding the vulnerability of the assets, and secondly "adaptive capacity" a critical organisational capability for readiness.

Following the event, a sudden change in the levels of service being provided occurs, and it typically takes a much longer period for services to return to full normality.

Infrastructure resilience is a significant issue for communities within the District and across the country, given the range of hazards that New Zealand is exposed to. This relates to both "horizontal" infrastructure such as roads and power lines, and also "vertical" infrastructure largely comprising buildings. Resilience is concerned not only with physical aspects relating to the assets but also with the organisation's capabilities in terms of aspects such as readiness and adaptability.

There are two broad approaches to assessing the risks of natural hazards to infrastructural or built assets – firstly, an all hazards approach which assesses the effects of the loss of the asset on services no matter what the hazard event; and secondly, a specific assessment which identifies the physical impacts of different hazard events on lifeline networks and individual assets.

Note that the response plan above takes an all hazards approach identifying expected consequences and cascade effects. Further work is required to better understand the impacts of specific hazard events and the level of resilience actual vs desired.

In considering the physical infrastructure itself, it is important to understand how resilient it is now compared to how resilient it should be. This addresses dimensions such as physical robustness, redundancy and design, in the context of specific hazard events. A key factor post-event is how quickly the assets can be reinstated, or service replacement can be put into place, to meet the community's immediate and short term needs before recovery gets underway.

In terms of Community Facilities Assets, critical building infrastructure is required to be constructed or strengthened to the appropriate building standard. For example the Council's emergency operation centre (part of the SDC HQ) is constructed to Importance Level 4 (IL4) standard. Other public buildings are required to be constructed to IL3. Council has undertaken a seismic strengthening programme on a number of public buildings where the standard was inadequate.

To date, the Council has not carried out a comprehensive Lifelines Study or resilience assessment, but has built up a body of knowledge of the impacts of events that have occurred as noted above. Such a study would identify the nature, scale and locality of natural hazard events and carry out a risk assessment of the infrastructure which may be exposed to the hazard events, leading to the identification of mitigation actions for risk "reduction". These actions may range from updating design standards through to asset strengthening or replacement, based on priorities linked to the "resilience gap".

A number of hazard events are assessed in the risk register (refer subsequent sections), however these do not provide a complete "lifelines picture".

An Improvement Plan action is to update the assessment with a particular focus on the resilience of critical assets and systems relating to Community Facility assets which have a role to play in a CDEM event (declared or non-declared).

6.13.3 Interdependencies

An important aspect of the "lifelines approach" above is the concept of "interdependencies", which addresses questions such as:

What other utility services the network depends on – such as power or fuel at particular locations, or physical access by road or bridge; and, what is the level of this interdependency? (E.g. High, Medium, Low)?
Is that utility fully aware of your need? What mitigation actions should that utility consider? How should their network be modified?
What other utilities are dependent on your assets (e.g. pipes / cables on a bridge)? Are they aware of the vulnerability (if any) of your asset? If you are considering work on the asset would they reconfigure their assets? Might they be interested in paying to strengthen your asset to provide them with better protection?

Where a confluence of important lifelines occurs, such as multiple services crossing a single bridge, a "hot spot" exists. Such sites warrant particular, inter-utility cooperation to address the risks and reduce the potential impact of a cascade failure affecting multiple services.

Understanding of interdependencies is currently achieved through inter-utility communication and by regular SDC involvement with the Canterbury Lifeline Utilities Group.

The following figure provides an assessment of lifeline utilities and services on each other. The horizontal row, SDC Essential Buildings, shows a high level of dependence on Water, Wastewater, Stormwater, Roading, Electricity, Telecommunications and Fast Moving Consumer Goods (food supplies).

Utility	Utility Sub-set	Water supply	Waste water	Stormwater	Land Drainage	Water Races	Solid Waste	Roading	Essential SDC Buildings	Rural Fire Fighting	Electricity	Fuel and Gas	Telecoms	Fast Moving Consumer Goods	Railways
Water supply	Intakes	NA	0	0	1	0	0	3	0	1	1	1	2	0	0
	Treatment Plants	NA	2	2	0	0	0	3	3	0	3	2	2	1	0
	Pump Stations	NA	2	2	0	0	0	3	3	0	3	2	2	1	0
	SCADA	NA	0	0	0	0	0	2	2	0	3	2	3	1	0
	Reservoirs	NA	0	1	0	0	0	3	0	0	2	1	2	1	0
	Reticulation	NA	0	0	0	0	0	3	0	0	1	0	1	0	0
Wastewater	Treatment Plants	2	NA	2	0	0	0	3	3	0	3	2	2	1	0
	Pump Stations	2	NA	2	0	0	0	3	3	0	3	2	2	1	0
	SCADA	0	NA	0	0	0	0	2	2	0	3	2	3	1	0
	Reticulation	2	NA	0	0	0	0	3	0	0	1	0	1	0	0
Stormwater	Reticulation	0	0	NA	0	0	0	3	0	0	0	0	0	0	0
Land Drainage	Osbornes Pump Station	0	0	0	NA	0	0	3	0	0	3	2	2	1	0
	Drains	0	0	0	NA	0	0	2	0	0	0	0	0	0	0
Water Races	Intakes	0	0	0	0	NA	0	3	0	1	1	0	0	0	0
	Water Races	0	0	0	0	NA	0	2	0	1	0	0	0	0	0
	Bridges & Siphons	0	0	0	0	NA	0	3	0	0	0	0	0	0	0
	SCADA	0	0	0	0	NA	0	2	2	0	3	2	3	0	0
Solid Waste	Collection	0	0	0	0	0	NA	3	0	0	0	3	2	0	0
	Transfer station	2	2	2	0	0	NA	3	3	0	3	3	2	1	0
	Composting	2	2	2	0	0	NA	3	1	0	3	3	1	1	0
	Recycling	1	2	2	0	0	NA	3	1	0	3	3	1	1	0
Roads	Carriageways	0	0	3	2	0	0	NA	0	2	0	2	1	0	0
	Bridges and Culverts	0	0	1	2	0	0	NA	0	0	0	2	1	0	0
	Street Lights / Traffic Signals	0	0	1	0	0	0	NA	0	0	3	1	3	0	0
Essential SDC Buildings	Buildings	3	3	3	0	0	2	3	NA	1	3	2	3	3	0
Rural Fire Fighting		3	0	0	0	3	0	3	0	NA	0	1	3	2	0
Electricity Networks		1	1	1	0	0	0	3	0	1	NA	2	3	2	0
Electricity Generation		2	2	2	0	0	1	3	0	1	NA	2	3	2	0
Fuel and Gas		2	2	2	0	0	3	3	0	1	3	NA	3	2	0
Telecommunications		2	2	2	0	0	2	3	0	1	3	2	NA	2	0
Consumer Goods		2	2	2	0	0	2	3	0	0	3	3	3	NA	2
Railways		1	1	0	0	0	0	2	0	1	2	3	3	2	NA

Table 6-17: Interdependencies Assessment (Source: SDC Lifelines Utilities Response Plan 2016)