

13: Property and Buildings



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13 Properties and Buildings

13.1 Service Description

Selwyn District Council's Property and Buildings portfolio is comprised of various strategic, functional and service related properties. Included in this portfolio are buildings such as: Libraries, Council Service Centres, Heritage Buildings, Depots and the Council Headquarters and other strategic property that has been purchased by Council in order to plan for future needs in the district. The Properties and Buildings activity essentially involves the delivery of internal services to support this network of community and operational buildings and facilities.

A total of 28 buildings plus a number of strategic land and other smaller key properties are managed under the Property and Buildings Activity. These assets are generally distributed to cater for the needs of the wider district. The properties and buildings specifically described in this section are:

Heritage:

- Prebbleton Cottage
- Coronation Library
- Darfield Jail
- Glentunnel Library
- Lake Coleridge Post Office
- Liffey Cottage
- Malvern Museum
- Pioneer Hall
- Tai Tapu Library
- Tarling Common Railway Hut
- Homebush Railway Hut
- Southbridge Memorial Library
- Bankside WWII Fuel Depot

Depots:

- Darfield Depot (inc. SICON offices)
- Hororata Depot
- Leeston Depot
- Southbridge Depot

Community:

- Darfield Library & Service Centre
- Leeston Council Office Building, Library & Medical Centre
- Rolleston Library
- Lincoln Library & Service Centre
- Selwyn District Council HQ Offices

Miscellaneous:

- Lincoln Country Club
- Lincoln Playcentre
- Lincoln Plunket
- Lincoln Toy Library
- Darfield Medical Centre
- Glentunnel Holiday Park
- Leeston Fire Shed

Strategic Land:

- Breach Block, Rolleston
- Raeburn Farm, Darfield
- Vege Block, Lincoln
- Zee Straaten Property, Lincoln
- Wrights Block, Kirwee
- Former Rolleston Reserve Land

Other Property / Land:

- Vacant land areas (freehold)
- Small residential properties

Note that this service does not generally cover Council's commercial investment portfolio and activities (e.g. Izone and other commercial properties).

Facility Planning & Provision

This activity is solely concerned with the provision, planning, management and operation of the building and property assets and does not cover the associated service functions (Library, Service Centre or contracting services). As these properties are significant to the Council and the community there is a responsibility to manage them by ensuring to maintain their upkeep and plan for future needs.

Facility Management, Development & Operation

Most of the properties and buildings are directly managed and operated by Council. However there are a few heritage buildings managed through community groups where the Council provides more of a support role.

Some properties and buildings are leased to third parties (Coronation Library, Hororata Depot, Leeston Depot, Lincoln Country Club, Lincoln Playcentre, Lincoln Toy Library, Lincoln Plunket and Glentunnel Holiday Park).

The Council maintains its Properties and Buildings portfolio to appropriate standards providing suitable assets that service the needs of the public as well as meeting Council operational requirements. Two

buildings – the Darfield Medical Centre and the Darfield Sicon offices are included in the Council's investment portfolio.

13.1.1 Rationale for Council's Involvement

The assets and services covered by this section of the Activity Management Plan (AMP) 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.

The Council considers the provision of these assets to be a core service required to meet the service needs for the District's population. The building and property assets support core community service functions and the Council believes that the continued provision of these assets is necessary to achieve desired outcomes. There is limited commercial opportunity for the private sector to be involved with this type of community facility therefore, provision by local Government, as a public good, is required.

Planning for these assets is required to meet both short term and long term requirements and to realise Council's strategic direction.

The assets serve a number of functions that contribute to the social, economic, cultural and environmental wellbeing of the community. These include the following:

- Support the delivery of services and provide a central location to access advice and information
- Support delivery of community health services (Medical Centres, Community Care)
- Provide venues for learning and education such as libraries
- Help to maintain and preserve the district's heritage
- Support delivery of maintenance and contracting services for the district
- Provide an economic return on the Council's and the community's investment
- Support community connectivity by providing places that people can visit and meet with others
- Support local arts, cultural organisations and associated activities

13.2 Strategic Direction

The Council has an extensive portfolio of properties and buildings that have been accumulated over time from a variety of initiatives. Some properties such as depots are the legacy of the previous (in house) service delivery model and others have been recently acquired for strategic purposes. The Council has embarked on a process to rationalise some land holdings that may be surplus to current requirements. However it is important for Council to adopt a cautious approach when considering disposal or alternative uses. The SOLGM best practice guidelines for property sales, acquisitions and leases is utilised as a guide to decision making on future land disposals.

Council is also committed to providing a network of buildings of the appropriate size and quality to support service delivery functions. A programme of upgrading and expansion of facilities has been undertaken over the last few years in response to growth (e.g. library buildings) and this will continue into this ten year plan to reflect demand and in consideration of affordability constraints.

The Council will need to carefully consider the future approach to the following properties to ensure opportunities are maximised and economic and community benefits are realised:

13.2.1 Strategic Land

The Breach Block and Adjacent Land – The Land Use Recovery Plan (LURP) provides for this land to be developed for a combination of community and commercial purposes. Part of this land has been identified for the future extension to the Council's headquarter building and for a 'Park and Ride' facility. It was originally proposed that Lots 3, 5 and 6 (total 3.32 ha of balance of land) would be progressively sold over the 2015 to 2018 period. The Council has sold part of this land to the Ministry of Education for an extension to Rolleston Primary School and the New Zealand Fire Service for a new fire station site to service Rolleston. A land parcel has been leased to St Johns on a peppercorn rental on which they have constructed an ambulance station. St Johns also purchased the former house on the site. The balance of the land had been considered to be offered for sale for commercial purposes, however, Council has recommended the retaining of this land for future use including health hub facilities.

Raeburn Farm – This is a large tract of land that was purchased for a sewage treatment site to service Darfield. A reticulated sewage system may be considered for Darfield and is being consulted on as part of the current LTP process, and therefore the land will be retained for this purpose. Currently the land is leased for farming purposes (grazing). Council has recently indicated investment in irrigating the land under the Central Plains Water Scheme (infrastructure being investigated).

'Vege' Block, Lincoln – The balance of the land (appx 1.4 ha) not required for Lincoln Event Centre or road extension purposes is currently being reviewed by Council. The Council will determine whether the land should be retained for future community use or sold.

Zee Straaten Property, Lincoln – This land was originally purchased for an extension to Southfield Drive in Lincoln with the balance planned to be sold. It has been identified as a future site for a primary school to service Lincoln and negotiations are in progress with the Ministry of Education in relation to this proposal. Some land will be retained for esplanade reserve, road connection (Russ Drive) and residential housing purposes.

Former Rolleston Reserve Land – Council undertook a reserve exchange process in 2017 to enable part of the land that formed Rolleston Reserve (4 ha) to become freehold status so that it could be used for commercial development as part of creating a town centre for Rolleston. The exchange has been approved by the Minister of Conservation and the underlying zone for the land changed via the LURP process to enable commercial and community activities to occur as envisaged under the Rolleston Town Centre Master Plan. This will also be the site of the planned Library/Community Facility for Rolleston. Note that proceeds from the sale of this land are to be used for re-developing the reserve and is covered in the Recreation Reserves section of this plan.

13.2.2 Buildings

Former Lincoln Country Club – It was intended that, when the lease to Environment Canterbury expired in 2016/2017, the property along with the adjoining Council owned house at 80 Moffat Drive would be sold. However, the Ministry of Education (MoE) has leased this property since May 2016 using the site as a school campus until a new facility is constructed in Lincoln. The lease does not expire until May 2019 and disposal is now being planned for 2019/20. There has been suggestions from the community that this site and building could be used as an arts centre. An area of the land has already been surveyed off for reserve purposes to provide access alongside Millstream. Council has recently purchased the right of way that provides access to the site from Edward Street.

Rolleston Library/Community Facility– The requirement for a larger facility to service the growing population in Rolleston is identified in the Libraries for Life Strategy. A new facility is planned for Rolleston Town Centre and this building will have extended functions to cater for a variety of community, cultural and technology uses. Planning for this project is in train with the building planned to be completed by the end of 2019.

Selwyn District Headquarters – Council has considered the requirement for an additional accommodation space (including a customer centre) and car park to meet growth requirements and increased demand on Council headquarter services in Rolleston. The building extension will be carried out in the period 2018-2020 at a cost of \$2.675M, the carpark extension will be completed in 2019/20 at a cost of \$744K. The building extension includes \$100K to address the temperature control of the building (particularly cooling).

13.2.3 Depots

Darfield Depot/Office and Adjoining Land - This entire property is now in freehold title following a successful reserve exchange process. The depot site is currently leased to SICON Ltd. who have been considering re-location to another site. Council will consider disposal of the office (2019/20) or redevelopment for business purposes.

Other Depots – These sites at Hororata, Leeston and Southbridge are no longer used as works depots. Hororata and Southbridge Depots are located on land held under the Reserves Act and sale may be difficult. The Leeston site has now been leased to a community trust for development as a “Heritage Park”. At the Hororata Depot the County House has been demolished and the depot workshops / sheds are currently being demolished. The Southbridge Depot building has been demolished to make way for a pump station. Revocation of the reserve status on the Southbridge and Hororata sites may be explored or potential for exchange.

13.2.4 Heritage Buildings

The Council has a small portfolio of heritage buildings and it is intended to retain these and ensure they are maintained in an acceptable condition. Uses for these buildings are encouraged where it is complimentary to the heritage values. Cyclical maintenance programmes are in place and conservation plans may be developed for key buildings.

13.2.5 Fire Stations / Sites

Selwyn District Council used to be responsible for rural fire management in the district. Following the merger of rural and urban fire services on 1 July 2017, Fire and Emergency New Zealand (FENZ) is now responsible for all firefighting. Council has several fire station sites throughout the district to support the rural fire management service which is now provided by FENZ. Where Council owns the land and buildings the options of either leasing or transferring ownership to FENZ has been arranged. In addition where Council has a leasehold interest (Arthurs Pass, Leeston) the leases are being reviewed to determine if they are required.

13.2.6 Land/Property Holdings Identified in the Surplus Land Report

It is intended to follow a measured approach in investigating each property to determine whether they are definitely surplus before considering disposal. It is clear from initial analysis that some properties have very limited value to Council or the community and are in a location where they are unlikely to be needed in the future. Council staff have been working through a disposal programme of the small freehold properties that have been confirmed as surplus.

13.2.7 Property and Building Management

Impact of Canterbury Earthquakes

After the Canterbury Earthquakes, CERA directed Council's to undertake Detailed Engineering Evaluations (DEE) of all public buildings to ascertain their structural strength and to identify any structural issues that could mean they were unsafe for occupation in the event of further earthquakes. The Council has undertaken an assessment of public buildings to produce DEEs on a priority basis. Although the current Council Policy Earthquake Prone, Dangerous & Insanitary Buildings does not require strengthening work to be undertaken until 15 to 20 years, Council's stance on this has been to progressively undertake seismic strengthening works to all buildings identified as 'earthquake prone', to make these compliant to the new Building Standards (NBS).

There will be on-going impacts in relation to new Building Code requirements and potential cost escalations. This will need to be taken into account for all new buildings, upgrades and renewals.

Currently Rolleston Headquarters is undergoing further structural assessment to ensure it meets structural building standards to ensure it can continue to function as Council's main operation centre for civil defence emergencies.

As a result of the DEE and in terms of Council's Policy on Earthquake Prone, Dangerous & Insanitary Buildings the Glentunnel Library, Tai Tapu Library and Darfield Library / Service Centre were identified as earthquake prone. Strengthening and repair works have been completed on the Glentunnel Library, and the Darfield Library / Service Centre. The Tai Tapu Library is not directly owned by Council and it may decide to assist with strengthening work within a 20 year time frame (or as part of building repairs).

Asbestos

Under the Health and Safety at Work (Asbestos) Regulations 2016, Council, as a person conducting a business or undertaking (PCBU) is required to develop an Asbestos Management Plan. The plan is to include identification of asbestos and ACM (asbestos containing materials) within all Council owned buildings, assessment and mitigation decisions relating to the managing of asbestos risk, detailed emergency procedures, and information, guidelines, protective equipment and health monitoring available to those required to work with asbestos on our property.

Council is carrying out presumptive investigations to identify buildings which potentially contain asbestos. This includes all Council owned buildings under the activity of Property and Buildings, Swimming Pools, Community Centres and Halls and Recreation Reserves. Rental Housing will be covered in the future. The initial inspections are to be completed by April 2018. The investigations can be then reviewed and assigned a risk grade based on a risk assessment matrix which will help define a programme for actual asbestos testing and remediation methods for inclusion in the Asbestos Management Plan.

Property Management Systems

The Council is currently developing an asset management system (AMS) that will be used in the future as a tool to manage property and building assets. As part of this overall project Council will be reviewing the existing approach to managing building maintenance and operational activities. An option that will be considered is a comprehensive facility maintenance model which will bring maintenance for all buildings under the management of a single contract.

The Asset Management System (AMS) has a Lease Management module which allows all property and land leases and licences to be recorded. The bulk of Council leases relating to Lease or Licence to Occupy Land is managed under the Recreation Reserves activity. Lease or Licence to Occupy Buildings and some land managed under the Property and Buildings activity accounts for around 5% of the total council leases. The Lease Management module captures information such as lease type, lease duration, lease terms and conditions and financial rates. This has been in operational use since 2015/16 and allows for the improved management of Property and Buildings leases.

Strategic Land Acquisition – Town Centre Development

Council will continue to acquire land and properties that it requires to meet strategic objectives. This particularly relates to properties that may be required as part of the Rolleston and Lincoln Town Centre developments. Council may purchase land to enable the Master Plans for these town centre developments to be implemented. This is likely to include land for car park development. Council has already initiated purchases in both Rolleston and Lincoln for this purpose. In some cases the properties may include a house which would generally be rented until required for development purposes. In such cases the house rental would be managed under the Rental Houses service (Section 14 of this plan).

Eastern Selwyn Community Spaces Plan

This plan was adopted by Council in 2016 and is aimed at addressing deficiencies in community space provision in this part of the district which have occurred as a result of the rapid growth of townships. This plan sets out to ensure that the concept of community space is integrated into design and implementation of key building and development projects such as Rolleston Town Centre development. The concept involves creation of integrated and activated community focal points that bring together community buildings, public space and commercial activities to create vibrant and inclusive spaces. The plan includes a Best Practice case Study on how this could be achieved with the planned community facilities and associated commercial activities in the Rolleston Town Centre.

The Eastern Selwyn Community Spaces Plan sets out a number of actions that can help to provide high quality community spaces for the community which includes opportunities within existing Council buildings such as allowing greater after hours community use of the Council Headquarters which could be achieved with little cost input.

13.3 Levels of Service

This section defines the levels of service (LOS) for Council's Strategic Properties and Buildings that are required to meet customer expectations. It also sets out the performance targets identified for each LOS to enable achievement to be measured.

13.3.1 Customers and Stakeholders

Customers and stakeholders with an interest in Council's Strategic Properties and Buildings include the following:

- Selwyn District residents
- NZ Historic Places Trust
- Local Historical Societies
- Schools, Universities and other education groups
- Community groups e.g. toy libraries.
- Visitors and tourists
- Campground users
- Local Iwi/Ngai Tahu
- Township Advisory Committees
- Council staff
- Service Centre customers
- Library users
- SICON Ltd and other building lessees
- Property maintenance contractors and suppliers
- Lessees and tenants of Council property

13.3.2 Contribution to Community Outcomes

The following table sets out the community outcomes that are relevant to the Council Property and Buildings and describes how the service contributes to outcomes.

Community Outcome	How Council Property and Buildings Contribute
<i>A Healthy Community</i> <i>Selwyn people have access to appropriate health, social and community services</i>	<ul style="list-style-type: none">• Provide buildings that support delivery of community information, advice and services• Provide facilities for the delivery of community health services• Provide facilities to encourage community participation in regular physical activity
<i>An Educated Community</i> <i>Our District provided a range of quality, lifelong education and training opportunities</i>	<ul style="list-style-type: none">• Provide library buildings at Darfield, Lincoln, Leeston and Rolleston• Provide facilities to support early learning
<i>A community which values its culture and heritage</i> <i>Our District provides a range of arts and cultural experiences and facilities</i>	<ul style="list-style-type: none">• Support preservation of heritage buildings

Table 13-1: Property & Buildings Contribution to Community Outcomes

13.3.3 Service Drivers

The key service drivers for Council Property and Buildings are primarily related to meeting customer expectations and compliance with statutory requirements. Service objectives specific to these assets include the following:

- Ensure there are sufficient buildings to accommodate current and future Council operational and customer service delivery functions
- Provide buildings of adequate capacity and quality to support current and future service needs of libraries, service centres, and to house Council staff
- The location and distribution of buildings across the district needs to reflect service objectives in terms of customer accessibility
- Provide for the sustainable management of property and buildings and consider sustainability concepts with the design and operation of new buildings or improvement works
- Ensure the sustainable development of property assets and facilities by continuing to provide the required community building infrastructure to support the life styles of current and future residents in the district
- Creation of functional and integrated community spaces as part of developing or renewing building and public space
- Manage the property and building portfolio to optimise economic sustainability
- Ensure the communities' investment in property and buildings is protected
- Ensure the usefulness and availability of property and buildings is maintained
- Ensure the provision, operation and maintenance of property and buildings complies with all legal requirements, New Zealand Standards, Selwyn District Council Policies and Bylaws
- Ensure the heritage values of property and buildings are protected
- Ensure buildings provide a safe and hygienic environment for users
- Ensure the environment is protected and that any adverse impacts on the environment resulting from the management and maintenance of buildings and properties is minimised
- Act as a responsible landlord for property and buildings that are leased
- Respond to issues and complaints in an efficient and timely manner

Legislation, Standards and Policies

Specific legislation, standards and planning documents that apply to the Property and Buildings service are described in the tables below. This also explains the implications for levels of service.

Legislation / Standard	LOS Implications
Building Act 2004 (and amendments)	Building standards and requirements to obtain consents for specific works.
Building Regulations	Requires a building to achieve the performance criteria set out in the New Zealand Building Code (NZBC).
Camping-Grounds Regulations 1985	Sets out minimum standards for facilities to be provided in camping-grounds.
Health Act 1956	This Act places the responsibility on every territorial authority for improving, promoting and protecting public health within the authority's district. This includes the regulation of cultural and social facilities.
Heritage New Zealand Pouhere Taonga Act 2014	The purpose of this Act is to promote the identification, protection, preservation, and conservation of the historical and cultural heritage of New Zealand.
Land Transfer Act 1952	Property transactions (acquisition/disposal).
Local Government Act 2002 (and amendments)	This Act gives the Council the power to undertake any business within the district provided that the activity is consistent with the requirements of the Act, and the appropriate community consultation and engagement has been carried out.

Legislation / Standard	LOS Implications
Occupiers Liability Act 1962	Duty of care to ensure that visitors will be reasonably safe in using an area for the purpose/s for which they are permitted or entitled to be there or likely to be injurious to health.
Property Law Act 2007	Covers matters related to property including transfer, ownership, conveyance, leasing and tenancies, covenants, easements.
Public Works Act 1981	Covers the process and the powers and entitlements of the Crown and landowners when Crown agencies have to acquire private land when required for public works.
Reserves Act 1977	Covers the process for the change classification or purpose or revocation of reserves
Resource Management Act 1991	The Resource Management Act 1991 (RMA), New Zealand's main piece of legislation which sets out how we should manage our environment
Ngāi Tahu Claims Settlement Act 1998	Right of first refusal when considering disposal of Crown derived land
New Zealand Building Code 1992	Sets out building performance criteria in the following areas, structural stability, fire safety, access, moisture control, durability, services and facilities, and energy efficiency.
Health and Safety at Work (Asbestos) Regulations 2016	Covers the duty required to create an asbestos management plan to manage asbestos and ACM on Council property.
NZ Public Library Standards 2004	Standards that provide clear guidelines for buildings to meet community / social needs
NZS 4512:2010 - Fire detection and alarm systems in buildings	Provides requirements to enable a fire warning from a fire alarm system in a building to operate at the earliest practicable time.
NZS 4510:1998 - Fire hydrant systems for buildings	Specifies the design, installation, commissioning and testing of fire hydrant systems within buildings.
NZS 4541:2013 - Automatic fire sprinkler systems	Provides rules for design, installation and maintenance of sprinkler systems in order that such systems reliably achieve their fire control function.
NZS 4503:2005- Code of practice for the distribution, installation and maintenance of hand operated fire-fighting equipment for use in buildings	Deals with the suitability, installation and maintenance of hand operated fire-fighting equipment which can be used by one person; and the distribution of such equipment.
AS/NZS 2311:2017 - Guide to the painting of buildings	Provides guidelines on products and procedures for the painting of buildings for domestic, commercial and industrial use.
AS/NZS 3666.2:2011 - Air-handling and water systems of buildings - Microbial control - Operation and maintenance	Specifies minimum requirements for the operation and maintenance of air-handling and water systems of buildings.
NZS 4121:2001 - Design for access and mobility: Buildings and associated facilities	Gives requirements for making buildings and facilities accessible to and useable by people with physical disabilities.
NZS 4220:1982 - Code of practice for energy conservation in non-residential buildings	Offers guidance to building designers and operating staff on the targets for energy use and conservation for the design and operation of buildings.
NZS 4302:1987 - Code of practice for the control of hygiene in air and water systems in buildings	Provides guidance to building and building services designers and operating staff responsible for running the services of a building in relation to the control of hygiene in its air and water systems.
AS/NZS 2293.2:1995 - Emergency evacuation lighting for buildings - Inspection and maintenance	Sets out periodic inspection and maintenance procedures for emergency evacuation lighting systems for buildings.

Table 13-2: Property & Buildings Legislation & Standards`

Plan / Policies	LOS Implications
Selwyn District Council Surplus Land Report 2007	Identifies properties to be investigated for future disposal.
Eastern Selwyn Community Spaces Plan 2016	Provides guidance on the elements needed to create functional community spaces when designing and building public spaces and buildings
Selwyn District Council District Plan (RMA)	Rules, policies and objectives relating to Community facilities. Zone rules related to buildings. Rules related to heritage features (trees, buildings, structure or sites). Rules related to further community development.
Land and Water Regional Plan (2014)	Rules on protecting ground and surface water from contamination Requirements to obtain discharge permits for septic tanks
Selwyn District Council Policy Manual	Sets out Council policies in relation to activities, including buildings, consultation, council property, insurance, land banking, leasing, public facilities and libraries.
Libraries for Life - A Strategic Plan 2008-2018 (SDC)	SDC objectives for libraries within the SDC region.
Selwyn District Community Development Strategy	Objectives to support local healthcare organisations, (e.g. local medical centres) and libraries and local historical and cultural organisations.
Selwyn District Council Policy on Earthquake Prone, Dangerous & Insanitary Buildings	Requirements to ensure public use buildings meet seismic strength requirements.

Table 13-3: Property & Buildings Plans & Policies

13.3.4 Customer Expectations and Consultation

In general terms Council's knowledge of customer expectations is based on:

- Public enquiries and complaints received via Service Request System
- Feedback from elected members, general public, community boards and township committees
- Consultation via the LTP/Annual Plan process
- Feedback from the building lessees and occupiers e.g. SICON and Council staff
- Feedback from maintenance contractors
- Libraries Strategy consultation
- Consultation on the Eastern Selwyn Community Spaces Plan

No specific consultation exercise on levels of service has been undertaken for this activity in the past apart from the general approach described above. In the future it is intended to determine performance for Council Property and Buildings through user and lessee's "customer surveys" covering service needs and expectations.

IP: 11-202 Develop internal service level agreements for Properties/Buildings, to cover cleaning frequencies, maintenance responsibilities; responsiveness to building faults etc.

Information derived from previous engagement with customers indicates the following key service expectations:

- Community service buildings need to be conveniently located for easy access with enough parking
- Buildings and facilities should be clean, safe and functional
- Building maintenance programmes required to keep the buildings in a serviceable condition
- Problems with buildings need to be addressed as quickly as possible, especially health and safety issues
- Keep service buildings to a "modern" standard internally
- Retain and preserve heritage features of buildings
- Public buildings and associated spaces need to contribute to creating community focal points that are activated, vibrant, safe and accessible

13.3.5 Present and Future Levels of Service and Performance

This activity is primarily an internal service to support delivery of other Council services and has an indirect impact on the wider district customers and stakeholders. Nevertheless it is important to identify levels of service for the provision and management of these assets that meet the needs of direct users as well as the wider community.

The Council provides a portfolio of buildings and properties to support service delivery. Six core customer values have been identified for these types of properties which reflect key customer expectations. These are:

- Quality
- Provision/Distribution
- Legal Compliance
- Sustainability
- Responsiveness and
- Affordability

The Council intends to measure and monitor the levels of service (detailed below) in the future and this will reflect the expectations of customers. It is Council's intention that the core council services supported by properties and buildings will continue to be provided for the district, therefore it will be necessary to maintain and improve the asset network to continue to support this service. The table below provides a performance framework that will be utilised in measuring and monitoring on-going performance.

Community Outcomes	Objectives/ Rationale	Core Value	Current LOS	Planned LOS Yrs 1-3	Indicative LOS Yrs 4-10	Performance Measures	Current Performance	Target Performance			Indicative Performance Yrs 4-10
								Yr 1	Yr 2	Yr 3	
<p><i>A community which values its culture and heritage</i> <i>Our district provides a range of arts and cultural experiences and facilities.</i></p> <p><i>A Healthy Community</i> <i>Selwyn people have access to appropriate health, social and community services</i></p>	<p><i>Buildings are required to house Council staff and support delivery of Council services</i></p> <p><i>Buildings support access to community and health services</i></p> <p><i>The Council requires strategically located properties to meet future service delivery requirements</i></p>	Primary									
		Quality	Buildings are provided to meet functional requirements	The quality & capacity of buildings meets functional requirements and user expectations	The quality & capacity of buildings meets functional requirements and user expectations	% of buildings that meet capacity and functional performance criteria	93%	≥90%	≥90%	≥90%	≥90%
		Customer									
		Responsive-ness	Urgent customer/user issues are recorded and handled as required	Urgent customer/user issues are rectified within 48 hours of notification	Urgent customer/user issues are rectified within 48 hours of notification	% of recorded issues rectified within 48 hours of notification	Not measured	90%	90%	90%	≥90%
		Technical									
		Legal Compliance	Provision of safe, functional buildings that meet the required performance and legal requirements	Provision of safe, functional buildings that meet the required performance and legal requirements	Provision of safe, functional buildings that meet the required performance and legal requirements	% of buildings that meet compliance schedule/WOF requirements	89%	100%	100%	100%	100%
		Affordability	A satisfactory return on investment is achieved through commercial rental revenue	A satisfactory return on investment is achieved through commercial rental revenue	A satisfactory return on investment is achieved through commercial rental revenue	Average annual gross return on investment of at least 5%	6.03%	≥5%	≥5%	≥5%	≥5%

Table 13-4: Property & Buildings Present & Future LOS

13.3.6 Asset Performance

The service standard provided to users is determined, to a significant extent, by the quality and location of the assets employed. This section explains these aspects of asset performance. Reliability (frequency of faults) is also a performance factor, but since it is determined by the maintenance and renewal plans, reliability is covered in the lifecycle management section 13.5.4.

Some buildings were not specifically designed to suit the purposes they are currently used for. Design performance deficiencies are covered in Section 13.3.6.

Historical Level of Service Performance

Specific performance related to level of service targets initially set in the 2009 Activity Management Plan is disclosed in the following table.

Target LOS	Performance Measures	Target 2014/15	Actual 2014/15	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17
The quality & capacity of buildings meets functional requirements and user expectations	% of buildings that meet quality, functional and capacity requirements	>80%	87%	>80%	80%	>80%	73%
Urgent customer/user issues are rectified within 48 hours of notification	% of recorded issues rectified within 48 hours of notification	90%	Not measured	90%	Not measured	90%	Not measured
Provision of safe, functional buildings that meet the required performance and legal requirements	% of buildings that meet compliance schedule/W OF requirements	>95%	88%	>95%	89%	>95%	89%
A satisfactory return on investment is achieved through commercial rental revenue	Average annual return on investment of >5%	5%	6.3%	>5%	Not measured	>5%	6.03%

Table 13-5: Property & Buildings LOS Historical Performance

Information shown in the above table indicates that performance targets over the last three years have, in some instances, not been met. This mainly relates to building compliance where there have been issues with keeping the BWOFF current. This generally only relates to one building and has been addressed for 2017/18. The capacity and functionality of buildings is presenting an issue with Rolleston Library and the Council headquarters which are not large enough to meet usage and accommodation requirements and there are performance issues with a number of buildings and facilities. However this is being rectified with the following projects planned:

- A new Library/Community Facility planned for Rolleston in 2018/19
- A new roof for the Leeston Library, Service Centre, Medical Centre 2020
- SDC Rolleston Headquarter Extension and Carpark Upgrade 2019/20
- Effluent system upgrade planned for Glentunnel Holiday Park 2017/18

13.3.7 Level of Service Issues and Gaps

A number of levels of service issues are evident from customer feedback, condition surveys and property inspection reports. These indicate that there are some gaps in terms of current performance compared with customer and user expectations. The issues identified and Council's response to resolving issues or addressing gaps is described in the following table.

LOS Issues/Gaps	SDC Response	Timing
A number of buildings are of poor quality and/or do not meet the expected standard	<ul style="list-style-type: none"> A new roof is planned for Leeston Library/SC/ Medical Centre A new building is planned for Rolleston Library Maintenance Programme developed for Heritage Buildings Roof upgrade planned for Darfield Library/SC Lincoln Toy Library floor rebuilt Amenity block upgrade for Glentunnel Holiday Park SDC HQ Building temperature control issues will be addressed during building extension project 	2020 2018/19 Developed 2025/26 2016 2019/20 2018/2019
Accessibility issues with the Lincoln Library for people with disabilities	<ul style="list-style-type: none"> Plan for installation of automatic doors for the rear entry which is in closer proximity to the main car park and disabled parking spaces 	2020/21
There is no formal reporting mechanism and inspection programme to deal with building issues that arise	<ul style="list-style-type: none"> A formal reporting system has been put in place to respond to issues as they arise Facility managers assigned to each building Undertake six-monthly inspections of all buildings to identify issues and ensure lease conditions are being met 	In place In place To be formalised form 2018
No scheduled maintenance programmes have been established for buildings	<ul style="list-style-type: none"> Develop a contract to provide inspections and scheduled maintenance works for all buildings Include a building wash down programme 	Maintenance programme to be developed & implemented in 2018/19
Effluent disposal systems do not meet capacity requirements and are non-compliant	<ul style="list-style-type: none"> Upgrade waste water system at Glentunnel Holiday Park 	2017/18
The level of return on investment is low for some properties with commercial lease arrangements	<ul style="list-style-type: none"> Review lease arrangements as they come up for renewal and/or as required under lease conditions to ensure market rentals are being obtained 	On-going
Some buildings do not meet earthquake strength requirements	<ul style="list-style-type: none"> Upgrade to required code strength during improvement works as required by Building Consent process Consider economic viability of retaining some buildings Check seismic rating of SDC HQ against IL4 standard 	As part of building renewal or improvement works Seismic strengthening of Darfield Library / Service Centre and Glentunnel Library completed Assessment in 2018

Table 13-6: Property & Buildings LOS Issues/Gaps

13.3.8 Changes in Levels of Service

There are no significant changes to levels of service planned except for improvements outlined in Table 13-6 above. This includes:

- Improvements to the quality and capacity of some buildings to meet standards as part of renewal or upgrading programmes
- Development of scheduled maintenance programmes to ensure buildings are retained in a serviceable condition and to extend service life (e.g. wash downs extend paint life)
- Provision of formal contracts with target response times to deal with issues in a timely and effective manner

13.4 Growth and Demand

This section covers the growth and demand implications for the provision of property and buildings in the district to support Council service delivery. This includes an assessment of the demand influences and how these will impact on the future provision of property and buildings to meet desired levels of service.

Demand issues related to services delivered that are not a direct component of the properties activity will be considered under the relevant Activity Management Plan for those services (e.g. Libraries).

Decisions on meeting and managing demand for these services does not form part of this plan but the consequences of those decisions such as new asset creation and land purchase will impact on the properties activity in terms of future maintenance and renewals and property transaction requirements.

13.4.1 Demand Influences and Impacts

The key factors influencing demand for provision of property and buildings are:

- On-going population growth in the District
- Changes in population demographic
- Changes in technology
- Changes in service delivery methods
- Increasing public expectations for higher quality facilities
- Leisure activities and social trends

Population Growth

Selwyn District's population is predicted to continually increase over the planning period with concentration in growth occurring in the areas allocated growth through the Land Use Recovery Plan (LURP) and identified in the Selwyn Growth Model. Growth will be focused in Rolleston and the Eastern Selwyn area, with moderate rates elsewhere. Some more remote communities are likely to experience limited growth. The influencing factors of population growth are described fully in Chapter 4, Managing Growth.

It is likely that, with a growing number of people in the District, there will be increased demand for access to Council services. With property and buildings this particularly relates to service centres, libraries and medical facilities. Information on past visitation of Council offices and service centres shows that the level of use has not increased dramatically nevertheless a steady increase over time is predicted. This may be offset to some extent by the improvements in technology (see below) whereby increased electronic communication is likely.

In addition, Council will need to provide sufficient staff resources to deal with an increased volume of enquiries and work activities generated by an expanding customer base. It has been necessary to increase staff numbers to respond to customer demands and meet levels of service. This has resulted in staff accommodation space at the SDC headquarters building being filled and temporary arrangements have had to be made. It is therefore planned to expand the Council offices to provide adequate staff accommodation to meet current deficits and future requirements.

The population growth has generally not resulted in increased numbers of people using libraries, with the overall foot-counts decreasing by 8.6%. The exception is the new library facility at Lincoln, having an increase in users. Library users from other surrounding townships may be choosing to utilise the new library rather than their local library. The decrease in utilisation of the Rolleston Library maybe a reflection of it being under capacity in relation to size and, therefore, not providing an adequate service.

The following table provides an indication of the decrease in library visitation over the last few years which is expected to continue for libraries in their current format.

Library	Foot-count 2013/14	Foot Count 2016/17	% Change
Darfield	56,776	53,441	-5.9%
Leeston	68,333	37,996	-44.4%
Lincoln	63,365	112,871	78.1%
Rolleston	122,302	72,808	-40.5%
Mobile	-	7,313	-
Total	311,046	284,429	-8.6%

Table 13-7: Library Visitation

Population Demographics

Changes in the age structure of the population are occurring, with the most important trend being the general ageing of the population, represented by an increasing number and share in the older age groups. The population aged 65 years and over is likely to grow fastest in the future. Similarly the population in the older working ages (40–64 years) is also likely to increase in the short-term. Conversely, the number of children (0–14 years) and the younger working age population (15–39 years) are expected to remain stable or decline. It is, however, likely that the populations in the higher growth areas such as Rolleston will continue to have a generally younger population than the remainder of the district.

With the predicted demographic change to a higher proportion of the district population in the older age groups it is important that Council provides and designs its buildings to enable easy use and access for older residents.

Changes in Technology

Changes in technology and, in particular, information technology will impact on the way people use library services and communicate with Council. Survey data indicates that the households with Internet access have risen to over 80% and the quality of service provision continues to grow with ultra-fast broadband being recently installed in Rolleston.

This is both the result and on-going sign of a more informed and information-literate population than ever before – rapid connection with high quality information and with communities is increasingly important. This move to electronic forms of communication and information seeking may result in fewer people directly using Council services and may moderate the speed at which additional building capacity is required.

Changes in Service Delivery Modes

This factor would primarily influence the provision of works facilities (depots). There are no current proposals to provide alternative modes of service delivery, however the possibility of this occurring in the future should not be discounted. Therefore it may be prudent to ensure a degree of flexibility is available in terms of sites and facilities that could be utilised if the need arose.

Public Expectations

The information obtained through consultation with customers (such as the Eastern Selwyn Community Spaces Plan) has indicated a strong desire to improve the quality of the existing buildings. An improvement programme has been implemented over the last five years and it is expected that demand for improved standards will continue with consequential implications for future provision and upgrading of facilities.

There is also a demand for community buildings that provide access to a range of different services. The Eastern Selwyn Community Spaces Plan noted that:

- Most traditional community spaces are not fit for purpose
- There is an opportunity to create integrated and inclusive community spaces as part of building development programmes
- To be effective community spaces need to embody the concept of “community development”

This provides the opportunity to create some activated, integrated and inclusive spaces as part of planned development programmes such as Rolleston Town Centre and the proposed Library/Community Facility

particularly in the way this functions with the adjacent open space, public square and surrounding commercial development.

Leisure Activities and Social Trends

There is an increasing trend with libraries toward socialising, as the modern library is viewed as a community space; somewhere which welcomes groups, encourages joint study and conversations. This creates demands for a different type of building to accommodate a mixture of uses. Libraries are generally being designed to incorporate community areas which can be used for socialising, as teaching spaces for local groups, and for holding hobby and learning sessions.

13.4.2 Asset Capacity

Council buildings must be able to provide for current demand as well as allowing for future needs of the district. As a result it is prudent for Council to plan and purchase property to meet current and future demand. In this section building asset capacity is examined where relevant. Each property type has different requirements for asset use and capacity, for example, the libraries have the NZ Library Standard to guide building design and capacity requirements.

Through the preparation of SDC Library's for Life Strategic Plan 2008 – 2018 the current level of utilisation and capacity of Libraries in the district has been analysed. The NZ Library standard guides what floor areas should be applied per head of population in New Zealand. The standard states that for every 3,000 head of population 210 square metres in floor area should be provided to meet the population catchments numbers. The table below indicates the current capacity measured against the national standard.

Library	Estimated Current Population Catchment	Required Building size @ 210m ² per 3,000 head of popn	Actual library size (m ²)	Issue/Action
Darfield	10,799	750	700	Close to capacity requirements - Building remodelled & extended in 2009/10
Leeston	8,444	590	650	Meets capacity - Building remodelled for Library purposes in 2008/09
Lincoln	14,365	1,000	700	New building constructed and opened 2014 (designed to enable future extension)
Rolleston	21,565	1,510	270	Significantly under capacity – new building planned (2,200 m ²) programmed for 2018-2019

Table 13-8: Libraries Building Capacity

Darfield, Leeston and Lincoln libraries also provide general customer service functions and the current building capacities are adequate to deliver this service.

The Rolleston Council headquarters building (3,300m² in floor area) was completed in late 2007 and currently accommodates 220 staff as well as Council meeting requirements. The building layout provides “pods” for sectional groupings. The demand for Council services has increased and further staff have been employed. A temporary portacom building has been placed next to the Headquarters building to accommodate staff until the additional pod is constructed in 2019/20.

Depots Utilisation

These sites have, in recent years, mainly been used by Council maintenance service providers. The current contractor (SICON Ltd) has tended to reduce the number of sites that it operates over the last few years and have consolidated activities to the Darfield site. SICON have indicated that they may vacate the Darfield Depot and it is therefore likely to be surplus to requirements. As no final decision on this matter has been made the plan assumes continued occupancy of the current buildings and site. However this will be reviewed as new information comes to hand and this may result in the buildings and site being sold or redeveloped as it has an underlying Business Zone.

From a strategic perspective it may be prudent for Council to retain some dis-used sites if contract and maintenance arrangements change in the future. This would enable some flexibility for alternative maintenance contract service delivery approaches to be considered. However it is planned to continue to rationalise Council ownership of sites over time.

The table below gives some information as to how the depot sites are used currently and options for future use:

Depot	Building Occupancy and Utilisation	Terms of Lease	Future Options
Darfield	Leased to SICON Ltd (Council's main maintenance contractor). The property includes SICON's offices.	Lease holding over from December 2017	<ul style="list-style-type: none"> SICON Ltd have indicated they may vacate the site (no firm date as yet) Indicatively planned for disposal in 2019/20 Office building could be used for other purpose if vacated by SICON or sold
Hororata	No longer used as a Council Depot. Depot buildings and County Building demolished 2017/18. Part leased to the FENZ & replacement fire station constructed in 2010/11. Council House (Blackberry Patch) also on site.	Ground lease agreement with FENZ for fire station area	<ul style="list-style-type: none"> Continue FENZ lease Investigate lease on balance in short term & assess future options Land is crown reserve and therefore sale is problematic but should be considered for revocation given underlying Living Zone. Potential to use part land (2,000 m²) for Playcentre relocation
Leeston	Leased to Ellesmere Heritage Trust	Lease term 20 years from May 2016	<ul style="list-style-type: none"> To be developed as a "heritage park" as community site for historical machinery etc. Some land has potential for other community uses
Southbridge	No longer used as a depot & land lying vacant Part to be used for a water supply installation to service Southbridge Depot building demolished	Vacant	<ul style="list-style-type: none"> Part is being developed as a water supply site (well and pump station) Possible future recreation reserve area for the township or reserve exchange Possible lease for alternative business use Crown reserve therefore sale difficult

Table 13-9: Depots Utilisation

13.4.3 Forecast Property and Buildings Requirements

Community demand for property and buildings to support delivery of services is expected to continue into the future and will be influenced by the factors mentioned above. In order to determine future capacity and provision requirements the following process has been used:

- Identify current deficiencies in building/property provision (against standard criteria where applicable)
- Determine future requirements for the 10 year planning in consideration of applicable demand factors
- Build in "future proofing" in terms of capacity

The outcome of this process has defined the need for a number of new or extended buildings. This information is set out under Section 13.4.5 – Meeting Demand through Asset Growth.

13.4.4 Demand Management

'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.

As mentioned, the population in Selwyn District is predicted to increase and this growth will place increasing pressure on the district's property assets and facilities. In addition there are other demand factors to consider associated with specific services.

The Council moved its HQ to Rolleston in order to house the growing number of staff resources needed to service increased customer demands that is directly related to the growth of the District. As the District continues to grow the Council will need to plan how it can best deliver and support the required services.

Meeting the future properties demand requirements and the cost of provision and ongoing 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 Approach

The demand management initiatives that are being used or can be considered for this activity are:

- Work interdependently with other agencies, businesses and the community to provide community facilities
- Co-locate services to optimise building and supporting infrastructure requirements
- Re-use and remodel existing buildings for alternative uses where this is functionally and economically practical
- Regulate demand and use through application of District Plan rules, SDC Bylaws and Policies
- Improve the serviceability and utilisation potential of existing facilities through implementation of annual capital improvement programmes
- Create new assets and facilities or carry out extensions to accommodate demand
- Review service provision to reflect customer demand preferences
- Developing policies to provide effective controls on uses
- Promote community involvement and stewardship of properties e.g. heritage buildings
- Actively seek investment and partnerships with the private sector or other public agencies on property projects
- Investigate lease of buildings rather than developing new buildings or purchase
- Review and renegotiation of commercial lease arrangements
- Review current land and property holdings with a view to disposal of those identified as surplus to requirements

13.4.5 Meeting Demand through Asset Growth

Demand for additional or improved properties and buildings to support service delivery will continue as the population continues to increase. This means there will be a need for Council to develop new, extended or refurbished buildings.

In order to meet projected demand a number of existing buildings (especially libraries/service centres) have already been replaced or extended to provide additional capacity.

Overall, the current distribution of buildings/properties to support services (libraries, service centres, depots) across the district is adequate and correlates with the main concentrations of population. As the population growth is predicted to occur in these same localities there are no plans to build completely new facilities in other locations. Prebbleton is expected to grow but this is in relatively close proximity to Lincoln and will be adequately serviced from the facilities provided there. This situation should be reviewed during the planning period to ascertain community views on this issue.

The following table sets out information on demand issues that may be met through provision of additional assets.

Location/Building	Demand Issue	Asset Requirement
Rolleston Library/ Community Facility	Extra capacity	New Community Facility building (minimum 2,200 m ²) planned for 2018-19
Rolleston HQ	Extra capacity to accommodate staff	Building extension new pod planned for 2019-20 (385 m ²)
Rolleston HQ	Insufficient car park spaces for staff and visitors	Build an extension to the car park in 2019-20 (122 spaces)
Health Hub - Rolleston	Demand to accommodate integrated health services in conjunction with private health service providers and CDHB	Council has proposed as part of its Commercial Property Portfolio to provide a building for delivery of health services to meet community needs. The planned building will be leased to the service providers. Initial building size is 2,000 m ² with 80 car parks

Table 13-10: Property & Building Assets Required to Meet Demand

Building facilities with the capacity to add or move services as needs change has become known as 'future-proofing' and is very desirable for the Council as it looks at new premises and in purchasing strategic land sites.

Further details on actual new asset requirements resulting from growth and demand are set out in Section 13.5.7.

13.5 Managing Assets

This section explains how property and building assets are managed and operational service delivered. It also covers the strategies employed for managing the assets and identifies maintenance, renewal, new asset and disposal programmes.

13.5.1 Management Strategy

The Council has adopted a variety of arrangements for management of property and building assets which is generally based on the property type and use. The current management situation for each building/property is outlined in Table 13-12. The general approaches adopted are as follows:

Heritage Buildings – Council provides overall support and administration and in some cases day to day management is via local community/historical groups. Council provides a budget for maintenance and renewal works. Some uses may be regulated by a lease agreement.

Depots – Overall management by Council with occupation subject to commercial lease agreements. Basic maintenance works are the responsibility of the tenant and the Council undertakes major renewal and refurbishment work as required.

Libraries/Service Centres/HQ – Council is responsible for all management, maintenance and asset planning requirements.

Darfield Medical Centre – Overall management by Council with occupation subject to a lease agreement. Basic maintenance works are the responsibility of the tenant and the Council undertakes major renewal and refurbishment work as required.

Glentunnel Holiday Park – Overall management by Council with occupation subject to a lease agreement. Basic maintenance works are the responsibility of the tenant and the Council undertakes major renewal and refurbishment work as required and expects to fund this from rental returns.

Raeburn Farm – Overall management by Council with farming use subject to a lease agreement.

Other Strategic Properties – Council manages all these properties. In some cases they may be leased for land management purposes e.g. grazing license.

The District's properties and buildings portfolio is managed by the Council's Property and Commercial Department. Strategic planning is the responsibility of the Manager Open Space and Property. Service delivery functions such as arranging maintenance and inspections and dealing with tenancy matters are undertaken by the Facilities and Community Projects Team. The Property Acquisitions, Disposals and Leasing Team is responsible for other property services including lease and licence administration.

It is intended to develop a formal strategy to help with decision making on property assets particularly in relation to disposal and sustainable management.

Maintenance and renewal work programmes on properties and buildings are currently carried out by contractors on an as required basis. Initial work has commenced on reviewing the contract arrangements with a view to establishing either a facility management approach or "packaging" contracts for particular services or asset types. A combined cleaning contract is in place for Council buildings.

Procurement decisions including maintenance and operations contracts are made in accordance with the Council's Asset Delivery Procurement Strategy 2010 which sets out guidelines for procurement in the Community Facilities area.







13.5.2 Asset Description





This section covers a description of the facilities and assets that support the Council's Property and Buildings Activity. The buildings/properties are divided into the following categories for management purposes:

- Heritage Buildings – 13 sites
- Depots – 4 sites
- Community Service Buildings – 5 sites Service Centres/Libraries/Council Offices (most are combined facilities)
- Miscellaneous Buildings – 7 sites
- Strategic Land– 6 sites
- Other Properties – mainly freehold (vacant) land

A physical description of each of the properties and buildings is set out in the following tables.

Heritage Buildings and Historic Sites

Building	Location	Built	Description / Valuation	Projects	Managed By / Strategic Issues	Overall Condition	Photograph
Prebbleton Cottage	Blakes Rd, Prebbleton	c. 1890	Early weatherboard building of about 100 m2 that was occupied by the Prebble Family. To be used for community purposes	Painting - \$14,350 (2022)	Managed via Prebbleton Community Association	Very Good	
			Land: \$340,000 Improvements: \$155,000		Refurbishment to be completed and trust established to run the facility		
Coronation Library	Corner of Liffey Pl & James St, Lincoln	c. 1880	Early building with weatherboard cladding & iron roof Chimney damaged in earthquake and replaced	Painting - \$6,240 (2021), \$12,460 (2023); Heat pump - \$6,200 (2025)	Managed by SDC. Leased to Lincoln Art Group	Very Good	
			Land: Not valued Improvements: Not valued		Listed heritage site		
Pioneer Hall	Kildare Tce & Gerald St, Lincoln	1874	Weatherboard cladding & iron roof. First library for Lincoln. Houses a collection of historical material	Painting - \$2,300 (2020), \$7550 (2025)	Managed by the Lincoln & Districts Historical Society	Good	
			Land: Not valued Improvements: \$60,000		Listed heritage site Earthquake damage – now repaired		
Liffey Cottage	James St, Lincoln	1875	Early building with weatherboard cladding & iron roof. Restored as a working man's cottage.	Painting - \$6,700(2020)	Managed by the Lincoln & Districts Historical Society	Good	
			Land: \$150,000 Improvements: \$90,000				
Darfield Jail	South Terrace, Darfield		Weatherboard building of about 60 m2 that was previously used as a police holding cell	Painting - \$7,125 (2022)	Managed by Darfield Township Committee	Good	
			Land: Not valued Improvements: Not valued		Listed heritage site Earthquake damage to repair		
Homebush Railway Hut	Westview Reserve, Darfield		Weatherboard cladding with iron roof. Railway wagon, Points Lever, Railway track	Painting - \$3,000 (2027)	Managed by SDC	Very Good	
			Land: Not valued Improvements: Not valued				

Building	Location	Built	Description / Valuation	Projects	Managed By / Strategic Issues	Overall Condition	Photograph
Glentunnel Library	Homebush Rd, Glentunnel	c. 1910	Small brick building with iron roof. Run as a library by local volunteers.	Path Reseal – \$7,000 (2028)	Managed by Glentunnel Public Library Trust	Good	
			Land: Not valued Improvements: Not valued		Listed heritage site Identified as earthquake prone		
Malvern Museum	Philip St, Glentunnel	1909	Early building with weatherboard cladding & iron roof. Used for museum. Recent extension.	Painting - \$10,420 (2019), \$15,965 (2024); Heat pump - \$9,200 (2020); Floor covering - \$500 (2026)	Managed by Malvern District Historical Society	Good	
			Land:\$70,000 Improvements:\$223,500				
Lake Coleridge Post Office	Hummocks Rd, Lake Coleridge	1954	Weatherboard clad building with iron roof. Ex post office now not used. 36m ² floor area.	Painting - \$6,500 (2025)	Managed by SDC (and NZ Post?)	Average	
			Land:\$155,000 Improvements: \$68,000		Not currently used apart from Post Office boxes		
Tarling Common Railway Hut	Whitecliffs,		Weatherboard cladding and iron roof.		Managed by SDC	Good	
			Land: Not valued Improvements: Not valued				
Tai Tapu Library	Old Tai Tapu Rd, Tai Tapu	1932	Local stone construction with tile roof. Run by volunteers as a community library. Conservation plan prepared.	Painting - \$8,400 (2020), \$10,000 (2026)	Managed/owned by Tai Tapu Library Trustees	Very Good	
			Land: Not valued Improvements: Not valued		Listed heritage site. Identified as earthquake prone.		
Southbridge Memorial Library	Southbridge		Plaster over brick/concrete with iron roof		Managed by local committee	Good	
			Land: Valued as part of Community Centre Improvements: \$63,000				


Building	Location	Built	Description / Valuation	Projects	Managed By / Strategic Issues	Overall Condition	Photograph
Bankside WWII Fuel Depot	Breadings Rd, Dunsandel	1942	Brick blast pit (97,000 bricks) for fuel tank (40mtrs diameter, 9-12mtrs deep), and remnants of the pumping station, shafts and gate posts survive.	Council awaiting proposal outlining options for allowing public access to the site through LTP process (2018)	Managed by SDC	N/A	
			Land: Not valued Improvements: Not valued		Historic Place Category 2. Most intact example in NZ of blast wall aviation fuel depot.		

Table 13-11: Description of Heritage Property & Buildings

Depots







Building	Location	Built	Description / Valuation	Projects	Managed By / Strategic Issues	Overall Condition	Photograph
Darfield Depot and SICON Offices	Depots Mathias St, Darfield	1970s, Office 2004	Depot comprises 4 buildings of concrete block or corrugated iron construction. Includes implement shed, workshop, roading building, offices, lunch room & toilets. Office is a modern brick building with colour steel roof. 400m ² floor area	Disposal costs - \$20,200 (2020)	Managed by SDC under lease to SICON Ltd	Depot Good Office Very Good	
			Land: \$350,000 Improvements: Workshop - \$273,000 Sicon Building: \$725,000 (valued annually as part of investment portfolio)		Land now freehold SICON may relocate		 
Hororata Depot	Bealey Rd, Hororata	1920s	No longer used as Depot County House and Depot sheds/workshops demolished. FENZ Fire Station on site. Council House (Blackberry Patch) on site	Not actively maintained	Managed by SDC with part maintained by FENZ (NZFSC)	Poor	
			Land: \$265,000 Improvements: \$62,500		Land is Crown reserve. Lease and disposal options being pursued		
Leeston Depot				Not actively maintained	SDC – leased to Leeston Heritage Park Group	Average	
			Land: \$285,000 Improvements: \$331,000				
Southbridge Depot			No longer used as Depot Depot sheds demolished	Not actively maintained	SDC – vacant but partial use for well and pump station	N/A	
			Land: \$275,000 Improvements: \$5,000		Land is Crown reserve		

Table 13-12: Description of Depot Property & Buildings






Community Buildings

Building	Location	Built	Description / Valuation	Projects	Managed By / Strategic Issues	Overall Condition	Photograph
Darfield Library and Service Centre	South Tce & Mathias St, Darfield	1968	Timber frame with brick cladding & metal roof. Building extended in 1984 & refurbished in 2000. Library extension in 2011.	Painting - \$32,900 (2021), \$18,300 (2022); Sealed - areas \$27,300 (2023); Metal roofing - \$41,700 (2026) Carpet - \$75,000 (2018); Vinyl - \$5,400 (2020); Appliances - \$5,600 (2020)	Managed by SDC	Good	
			Land: \$400,000 Improvements: \$1,786,400		Issues with roof leaking Seismic strength – upgrade work completed in 2016/17		
Leeston Library, Medical Centre and Service Centre	High St, Leeston	1969 extension 2000	Brick construction with Butynol roof. Floor area of 1,310m ² . Building was extended and refurbished in 2000. Building remodelled for Library, Medical Rooms, Archive storage, History room, Plunket Rooms, & Community Care in 2008.	Painting - \$26,600 (2021); Replace Roof - \$296,000 (2020); Flooring - \$8,450 (2021), \$9,450 (2026)	Managed by SDC	Good	
			Land: \$500,000 Improvements: \$1,850,949		Roof system is failing		
Lincoln Library and Service Centre	Gerald St, Lincoln	2013	700m ² building constructed from metal with stone cladding around the base. The building is surrounded by green space.	Painting - \$34,000 (2023), \$27,600 (2024), \$9,100 (2026); Automatic doors \$50,000 (2021)	Managed by SDC	Very Good	
			Land: \$1,500,000 Improvements: \$2,404,802		New facility 2014		
Rolleston Library	Rolleston Dr, Rolleston	2000	Part of the Rolleston Community Centre Complex. Pre-cast concrete wall construction & metal roof. Library floor area is approximately 270m ²	Rolleston Library included in Rolleston Centre development - \$17.5 million (2018-2020)	Managed by SDC	Good	
			Land: \$1,000,000 Improvements: \$2,910,000		Library space is too small for expanding population & new library required		

Building	Location	Built	Description / Valuation	Projects	Managed By / Strategic Issues	Overall Condition	Photograph
Selwyn District Council HQ Building	Norman Kirk Dr, Rolleston	2007	Architectural design single story building using variety of materials & based on "green" building principles. 3,300m ² floor area.	Internal redecoration - \$88,000 (2019, 2024); Furniture - \$3,800 (Annually);	Managed by SDC	Very Good	
			Land: \$4,500,000 Improvements: \$13,726,255	Building Extension - \$2,674,500 (2018,2019); Carpark Addition - \$743,500 (2019); Carpet Renewal - \$60,600 (2019, 2025,2028); Butynol Roof Replacement - \$128,600 (2022)	Requires extension for additional staff needed in response to District growth. Issues with roof leaking and temperature control, particularly in warmer conditions. Potential additional strengthening work to ensure can function as a civil defence operations centre (IL4).		

Table 13-13: Description of Community Property & Buildings

Miscellaneous Property and Buildings

Building	Location	Built	Description / Valuation	Projects	Managed By / Strategic Issues	Overall Condition	Photograph
Darfield Medical Centre	Horndon Street, Darfield	2014	Newly built concrete block and plaster facility offering General Practitioner and nursing services	Painting - \$14,100 (2022)	Managed by SDC. Leased to Medical Practice	Very Good	
			Land: Leased from CDHB Improvements: \$750,000 (valued annually as part of Investment Portfolio)		Car park redevelopment required – carpark is too small		
Lincoln Toy Library	North Belt, Lincoln	c. 1960	Converted existing concrete block shed of about 32 m ² in area	Painting - \$11,420 (2020), \$6,200 (2027)	Managed by SDC and leased to Lincoln Toy Library	Good	
			Land: On LEC land Improvements: \$67,000		Nil		
Lincoln Play Centre	North Belt, Lincoln	2010	Modern building with colour steel cladding and long run roof. Floor area is 158 m ²	Nil	Managed by SDC and leased to Playcentre Association	Very Good	
			Land: On LEC land Improvements: \$253,000		Nil		
Lincoln Plunket	North Belt, Lincoln	Relocated 2010	Metal powder coated cladding and colour steel roof. Relocated to site. Floor area is 86 m ²	Painting - \$850 (2020), \$8,050 (2026)	Managed by SDC and leased to Plunket Society	Very Good	
			Land: On LEC land Improvements: \$126,000		Nil		
Lincoln Country Club	Edward St, Lincoln			Disposal Costs- \$33,500 (2019)	Managed by SDC and leased to MoE for temporary Lincoln Primary campus	Good	
			Land: \$900,000 Improvements: \$257,000		Had been planned for disposal 2019/2020		
Glentunnel Campground	Glentunnel Domain, Homebush Rd	1988 & 1965	Consists of an amenities building of concrete block construction with colour steel roofing (203m ²) & an older toilet building (28m ²)	Amenities block fit out - \$60,000 (2020); Asphalt - \$34,000 (2021)	Managed by SDC. Leased to Camp ground operator	Camp: Good House and Office: Good Cabins: Good	
			Land: \$195,000 Improvements: \$359,000		Sewage disposal system upgrade required.		


Building	Location	Built	Description / Valuation	Projects	Managed By / Strategic Issues	Overall Condition	Photograph
Leeston Fire Garage	Station St, Leeston		3 bay garage with coloursteel cladding and roof, concrete slab foundation. 3 Roller doors	Painting \$4,000 (2025)	Managed by SDC	Very Good	
			Land: Owned by Telecom, SDC leasehold Improvements: Not Valued				

Table 13-14: Description of Miscellaneous Property & Buildings

Strategic Land

In addition to the buildings identified in Section 13.5.2 above, the Council also has some other strategic properties (mainly land) that are managed as part of this portfolio. These properties are described in the following table.

Site	Land Area	Description	Strategic Issues
Breach Block & Adjacent Council owned land, Rolleston	9.3 ha	Site of SDC HQ balance is vacant land. Mostly Business 2 Zone.	<ul style="list-style-type: none"> Part used for Kidman St Some land tagged for future extension of Selwyn District Council HQ Council may retain land for strategic purposes or sale Part sold to Rolleston Primary School House leased to St Johns Ambulance and adjacent land sold to NZ Fire Service for fire station development \$9M allowed for 2018-2019 to build a Health Hub
Raeburn Farm, Darfield	139 ha	Farm land – leased for farming purposes	<ul style="list-style-type: none"> Purchased for location of sewerage treatment facility Leased for grazing CPW irrigation application to increase productivity and return
Vege Block, Lincoln	3.4 ha	Former Crop & Food Research land	<ul style="list-style-type: none"> Purchased for Lincoln Event Centre location Adjoins Lincoln Domain Part for used for road (Meijer Drive) Decision on future use of balance block to be confirmed
Zee Straaten Property, Lincoln	5.4 ha	Bare land (house demolished and sheds sold)	<ul style="list-style-type: none"> Purchased for Southfield Drive extension Part to be sold to MoE for new primary school site 20 metre width on stream edge to be retained for esplanade reserve Balance for road and small residential subdivision
Wrights Block, Kirwee	26 ha	Farm land acquired from former Selwyn Plantation Board	<ul style="list-style-type: none"> Part (2 ha) occupied by Kirwee Domain at time of purchase Total of 6 ha has been surveyed off and added to the Domain Balance land is grazed under lease agreement Balance identified for future rural residential use in Malvern Area Plan & will be retained pending the outcome of the District Plan review
Former Rolleston Reserve Land	4 ha	Part of Rolleston Reserve that was subject to a reserve exchange process to enable land to be used for Rolleston Town Centre development	<ul style="list-style-type: none"> Land has been re-zoned under the LURP for business and community key activity centres Part (approximately 9,500 m²) will be used for the site of the new Library/Community Facility with associated community and business development Part used for road extension (George St) Balance of site for commercial development (sold or leased) Proceeds from sale to be used for reserve development

Table 13-15: Strategic Properties

Other Properties

The Council has a small number of other properties covered by this plan that are generally vacant land areas held in freehold title that have been purchased for an earlier purpose or had ownership transferred to Council. These are, in most instances, relatively small in area and are not used by Council for any specific purpose or as part of another service. A number of these properties have been identified as being surplus to Council requirements and will be disposed of over the next few years.

Timeframe for Provision of Property and Buildings Assets

Many of the buildings and properties are required to support key Council services and will be required for the foreseeable future (libraries, service centres, council offices, depots). It will be necessary to maintain and improve the asset network to continue to support these services. There are some buildings and properties that are now surplus to Council requirements and these will be either redeveloped or disposed of during the 10 year planning period.

Property & Buildings Asset Valuation

A valuation conforming to IAS16 has been carried out for buildings included in this service area. The table below sets out a summary of the asset valuation as extracted from the Fixed Asset Register at 30 June 2016 plus adjustments for 2016/17.

	Asset Replacement Value (\$)	Asset Depreciated Replacement Value (\$)
All Property & Buildings	22,061,583	21,221,242

Table 13-16: Property & Buildings Asset Valuation

13.5.3 Asset Condition

A condition assessment of all property and building assets was carried out in 2014 and updated in 2017. This project involved capture of all assets to component level and applying a condition grade based on NAMS criteria. The grades were given from 1 to 5; 1 being very good and 5 being in very poor condition.

Asset condition is an assessment of the structural integrity of the building and alongside its age provides an indicator of its position within its lifecycle. When combined with performance results, risk and economic factors, it provides the necessary information to produce a renewal and improvement programme.

The series of tables below summarise the condition scores assessed for each building by totalling each individual component score by the total number of components for that building (total condition component score/total number of building components = average condition score for building). Grade 3 is an average score and also a minimum overall acceptable grade for Council.

Where grades assigned to individual component are 4 (Poor) or worse this triggers the need to undertake remedial maintenance work or renewal.

In addition, remaining useful life (RUL) for all asset components was determined based primarily on condition compared with industry standard useful lives. This information has been used, in conjunction with risk and economic factors, to identify timing and costs for future renewal and maintenance works.

Depots

Only two of the Depots owned by SDC are currently under their management. SICON lease the Darfield Depot and offices but these properties remain under SDC management. These properties were assessed as having condition scores of very good and good. The other depots, Hororata, Leeston and Southbridge are either leased out, or remain vacant in preparation for land disposal.

Heritage Buildings

Most of the heritage buildings scores range in the "good" to "very good" condition range. The Lake Coleridge PO Building has a score of "average" and requires some internal upgrading.

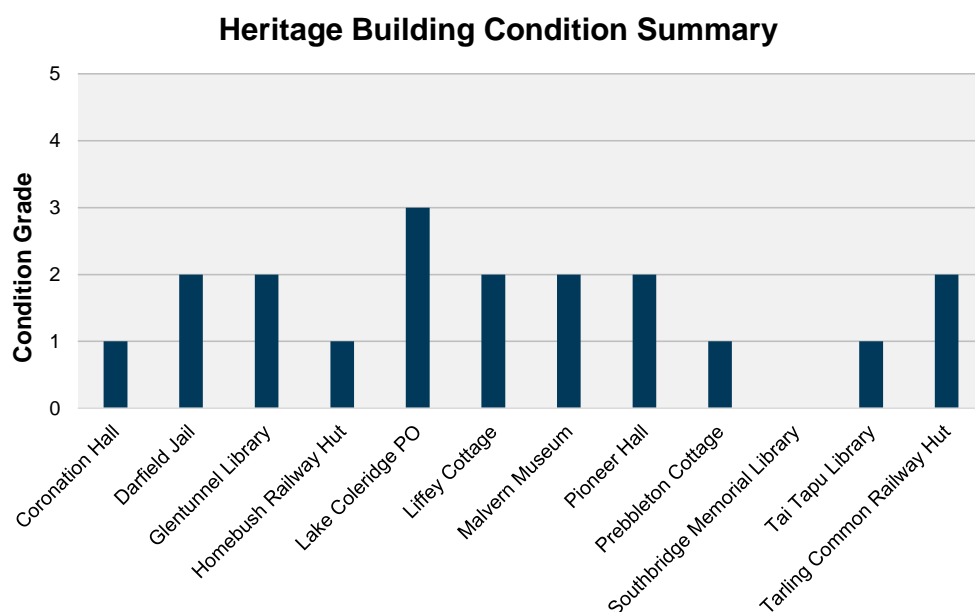


Figure 13-1: Heritage Buildings Condition Summary

Community Buildings

The library and service centre buildings overall are in good to very good condition. This indicates that most of these buildings are in a sound and serviceable condition and there are no serious issues that signal the need for extensive renewal work, except for the roof replacement required at Leeston Library. Lincoln Library is a new facility, which opened in 2014.

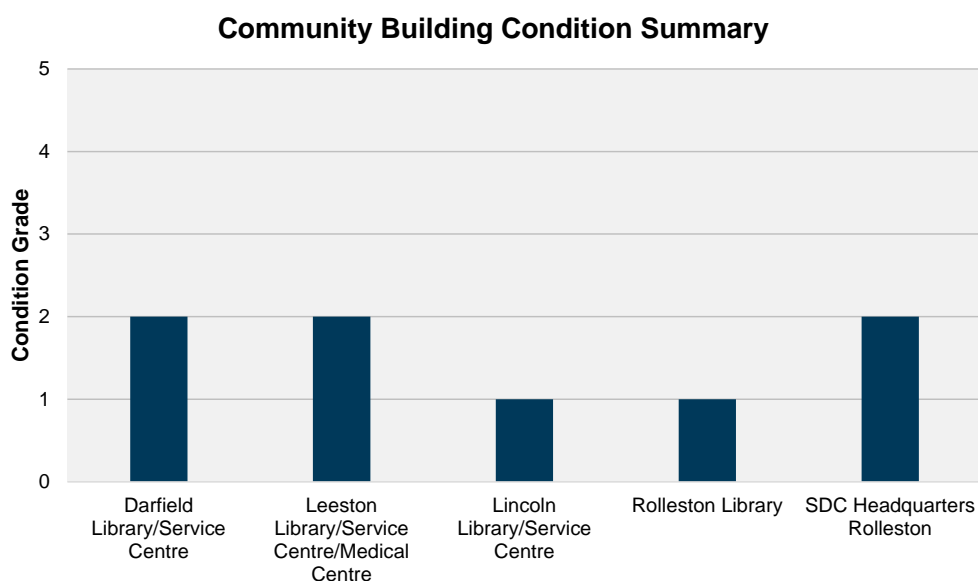


Figure 13-2: Library & Service Centre Buildings Condition Summary

The graph below shows the breakdown of condition grade by asset count. There were very few poor or very poor grade assets. These grades relate to the butynol roof at SDC Headquarters Rolleston, carpet floor covering at Leeston Library and the roof at Darfield library. These assets have been incorporated into the renewal programmes.

Community Buildings Condition Summary by Asset Grade

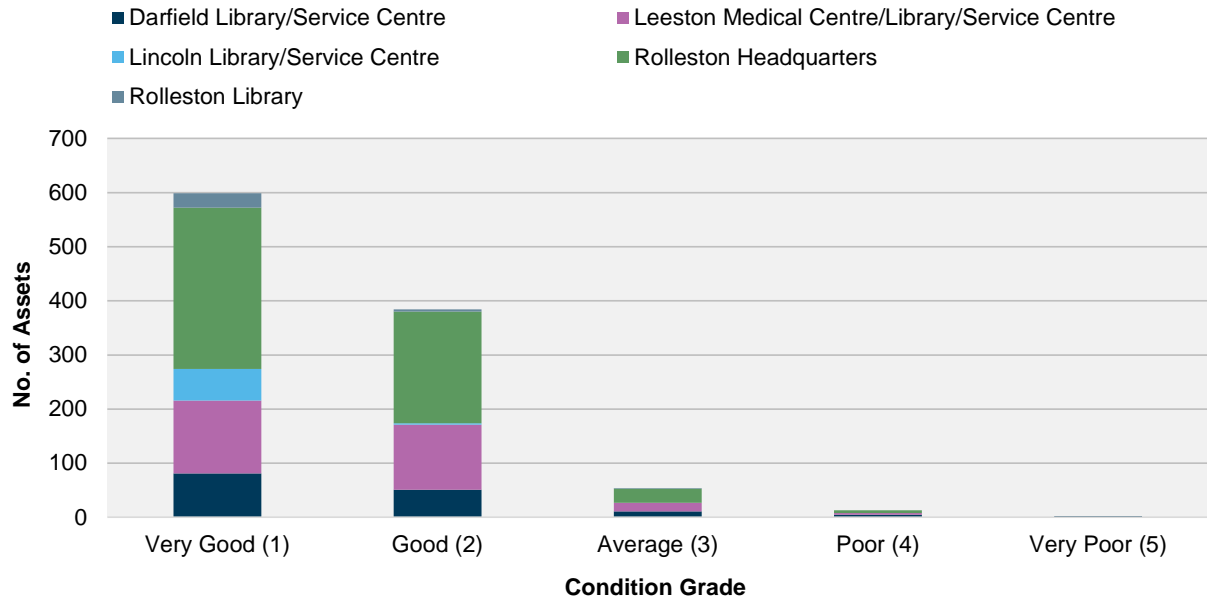


Figure 13-3: Library & Service Centre Buildings Condition Summary

Miscellaneous Buildings

Figure 13-4 shows that these properties are in a reasonable condition with most viewed as 'good' or 'very good' overall. The Darfield Medical Centre was built in December 2013. The Lincoln Playcentre, Plunket, and Toy Library are all relatively new or upgraded facilities, with the Toy Library being a refitted 1960's building. The Toy Library had the floor re-laid in 2016/17.

Miscellaneous Buildings Condition Summary

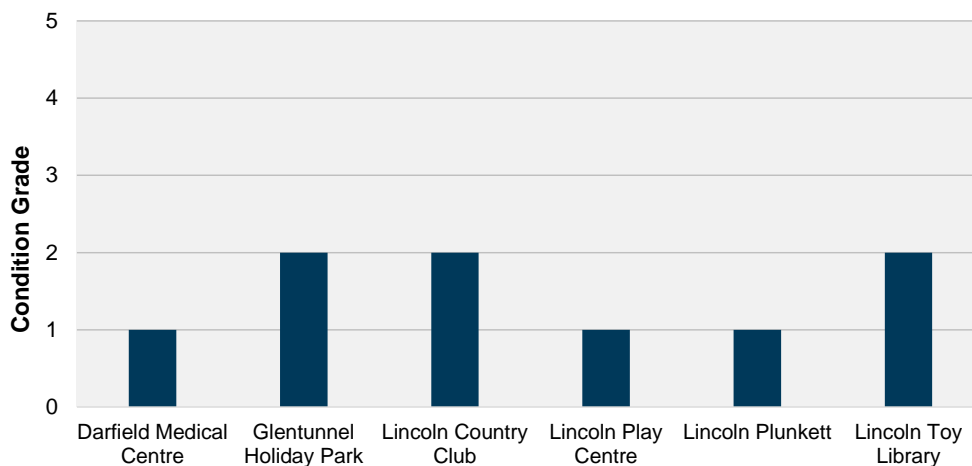


Figure 13-4: Miscellaneous Buildings Condition Summary

Property and Buildings Car Parks

A separate condition assessment was undertaken to determine the condition of the car parks that service the property and buildings. This is used to calculate future sealing and reconstruction works as well as identifying any repairs needed to maintain these assets to a serviceable standard. The results of this assessment are depicted in the graph below. The "poor" grade relates to a section of the Leeston Library

car park which is planned for re-sealing in 2018/19. Darfield Library/SC is planned for a re-seal in 2022 and currently has an “average” condition grade with some potholes that need attention.

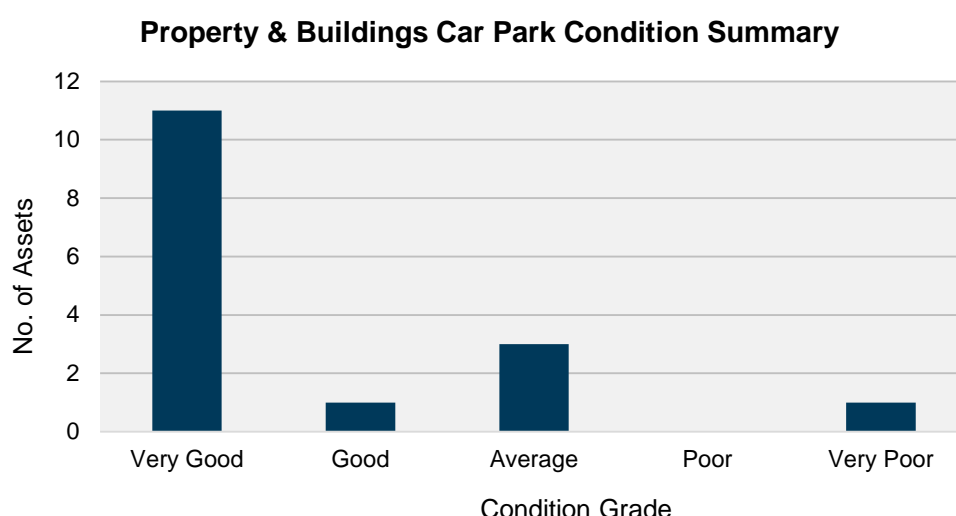


Figure 13-5: Property & Buildings Car Park Condition Summary

13.5.4 Asset Reliability

Asset performance for the property and buildings portfolio has not been formally assessed. Building reports have been prepared for a number of the key buildings that provide information on performance issues. Observing maintenance history on each site indicates that these assets generally fulfil their functions adequately to an acceptable standard. By examining maintenance records over the last three years and from building reports prepared, a number of issues relating to performance have been identified. These are recorded in the table below.

Building	Performance Issue	Proposed Action (5 years)
Darfield Library & Service Centre	The tray roof and storm water system has periodically malfunctioned. This has resulted in minor internal damage from water intrusion. Part of the building was identified as earthquake prone via DEE	<ul style="list-style-type: none"> Regular maintenance programme to clear gutter & spouting Part roof planned for renewal/repair in 2025 Strengthening completed in 2016/17
Leeston Library, Service Centre & Medical Centre	Roof leaking and water intrusion	<ul style="list-style-type: none"> Regular maintenance programme to clear gutter & spouting Roof system repairs programmed for 2020/21
Selwyn District Council HQ	Weather tightness – roof, parapets	<ul style="list-style-type: none"> Butynol roof replacement 2022 Weather tightness budget in 2017/18
Selwyn District Council HQ	Performance of heating/cooling system	<ul style="list-style-type: none"> \$100K included in HQ extension to address this issue
Selwyn District Council HQ	Seismic strength to meet IL4 standard for Emergency Operations Centre	<ul style="list-style-type: none"> Seismic strength assessment in 2017/18 and any work required to be undertaken with extension in 2019 (budget to be reviewed)
Rolleston Library and Service Centre	Issues with the roof system failing (for the entire Community Centre building)	<ul style="list-style-type: none"> Report prepared on extent of issues and remedial action – work to address this issue has commenced and will be on-going until new library is constructed.
Glentunnel Holiday Park	Effluent disposal system does not operate effectively & is not compliant	<ul style="list-style-type: none"> New system planned for completion in 2017/18
Tai Tapu Library	Building has been identified as Earthquake Prone	<ul style="list-style-type: none"> Will require strengthening in 20 year time frame or as part of building repairs Council may assist with this work as it is owned by a Trust

Table 13-17: Property & Buildings Asset Performance Issues

13.5.5 Operations and Maintenance

Maintenance for properties and buildings has, in the past, primarily been undertaken on a reactive basis in response to a particular issue that has arisen or identified through inspections. Operations such as cleaning have been based on individual arrangements to suit specific situations. This is, in part, due to the dispersed location of the property assets. The future strategy is to develop a more planned approach and to undertake regular property inspections via the assigned facility/building manager.

Operations

The main operations activity related to buildings/property is cleaning. Buildings that are directly managed by Council (i.e. not subject to lease agreement or managed by a volunteer group) have a variety of cleaning arrangement in place. These are undertaken by local contractors and the cleaning frequency is commensurate with the level of utilisation.

Cleaning of buildings that are managed under lease agreements are the responsibility of the lessee.

Maintenance Strategies

Three categories of maintenance are performed on property and building assets and these are outlined below.

Reactive Building Maintenance - Repair of assets required to correct faults referred to Council by building users or found during inspections. The Rolleston Headquarters maintenance issues are logged on an electronic system and passed on for action. The approach is to respond to maintenance issues on a priority basis in consideration of the following factors:

- Safety/health of building users/occupant
- Building functionality is comprised or affected
- The repairs are needed to protect assets from further deterioration and cost

The necessary repair work will be arranged by the Facilities Officers who will engage a suitable contractor from the "Approved Contractors List" (Site Wise health and safety approved contractors).

Reactive maintenance required on leased properties is arranged by the lessee. Similarly with heritage buildings the management committee/group will directly organise work but this may be paid from the budget allocated by Council.

Planned Building Maintenance – Also defined as preventative or programmed maintenance. Typical work includes repainting of external surfaces, repainting and redecoration of building interiors, building wash downs.

The programme and priority for work is based on condition inspections and reporting to monitor asset condition, identify emerging risks, and identify the need for maintenance and repair work. Priority also considers the consequences of asset failure on levels of service, costs and safety.

The planned maintenance programme will be regularly reviewed and updated at least every three years based on condition inspections, maintenance trends and risks. This activity will be implemented by contracts with specialist tradesmen depending on the nature of the work.

Condition surveys and developing the building maintenance plan is undertaken as part of reviewing Asset management Plan on a three yearly cycle.

As with reactive maintenance, lessees are responsible for arranging and meeting the costs of planned maintenance works.

Planned maintenance works for heritage buildings are generally organised by Council staff in consultation with the management committee/group. A schedule of planned maintenance work has been prepared based on condition information.

Grounds Maintenance – This work covers the maintenance of any grounds and car parks directly associated with the building. Where the properties are directly managed by Council and with most heritage

buildings the grounds maintenance is carried out under the Reserves Maintenance Contract (Contract Number 1202) which is currently undertaken by SICON Ltd.

Contract Number 1202 includes the following activities:

- Grass maintenance on a programmed frequency depending on the specified cut height
- Garden maintenance - weeding, edging
- Litter removal
- Tree and hedge maintenance and specialist arboriculture services
- Spraying edges
- Maintenance of any structures – fences, seats etc.
- Grounds maintenance for leased properties is the responsibility of the lessee.

Inspection and Reporting

An inspection and reporting programme is a critical aspect of ensuring that managers are aware of the condition of assets and services that are provided to the required standard on a reliable basis.

Five general categories of inspection and reporting apply to properties and buildings:

1. Routine service inspections and reporting by cleaning contractors;
2. Regular (six-monthly) inspections of leased properties;
3. Independent audit and inspection of grounds maintenance as part of Contract No. 1120;
4. Formal periodic building condition inspections and report;
5. Building Warrant of Fitness and compliance inspections.

Service inspections are undertaken by the cleaning contractor as part of the cleaning service to identify any immediate issues that require rectification.

Annual inspections of leased properties have not been formally undertaken to date but it is planned to initiate this process from 2017/18 as part of developing new contracts for maintenance and operational work.

Audits are planned to be carried for all sites included in the Reserves Maintenance Contract once this is set up in 2018, and this may include grounds around buildings/properties. Results of the audits will record any aspects that have failed to meet specification requirements and will be addressed via the contractor.

The formal periodic condition inspections are planned to be undertaken every three years by qualified personal with expertise in building structures and maintenance, the development of long term maintenance programmes and an understanding of building service and quality requirements.

For buildings requiring a Building Warrant of Fitness (those with compliance schedules) an independent contractor is engaged to undertake the necessary inspections and ensure the building is compliant. This is monitored by an assigned Council Facilities Officer. The provider undertakes the following:

- Monthly defect report
- Annual IQP inspection, annual report, issue of BWOF certificates
- Annual test of Backflow preventers
- Annual audit of Air conditioning service records
- Annual inspection of Electromagnetic Auto doors
- Annual audit and inspection of Audio Loops
- Liaise with contractors to audit records and obtain necessary IQP documentation and 12A certificates for the annual report.
- Supply a copy of the building warrant of fitness to the Selwyn District Council
- Supply a logbook for the site for the inspection records
- BWOF certificate renewal notices

Operations and Maintenance Issues Identified

Specific maintenance and operating issues that have been defined and the Council's management response is set out in the following table.

Issue	SDC Response	Timing
The previous reactive only approach to maintenance has led to a deterioration of some assets	<ul style="list-style-type: none"> Undertake catch up maintenance on buildings Implement a planned maintenance programme for the future based on condition reporting Undertake regular building wash downs to extend external finish lives Carry out regular property inspections to identify maintenance requirements Develop contract specification for building maintenance services for all buildings directly managed by SDC and engage a contractor 	<p>On-going</p> <p>Planned maintenance programme in place for some buildings In place from 2018</p> <p>To be developed in 2018</p> <p>Partly in place via facility managers and to be progressively developed from 2018</p>
No system in place to effectively manage leases, licences and property administration tasks	<ul style="list-style-type: none"> Develop a system to manage property administration functions (via AMS) 	Lease database has been operational from 2015/16
Ensuring lessees are meeting their maintenance obligations in accordance with lease agreements	<ul style="list-style-type: none"> Commence a formal inspection programmes on a regular basis 	As part of lease management when flagged in system
Ensuring heritage buildings are maintained and that the historical integrity of buildings is not compromised	<ul style="list-style-type: none"> Develop a planned maintenance and renewal programme for these buildings Follow conservation plan guidance when undertaking works (where in place) 	<p>In place</p> <p>On-going</p>
No standard specifications or contracts for cleaning services	<ul style="list-style-type: none"> Develop a standard specification and contract for cleaning services and modify as required for each building 	Community Buildings (and LEC, RCC) now covered under Cleaning Contract No: 1142
Miscellaneous building maintenance and repairs has not been budgeted	<ul style="list-style-type: none"> Develop maintenance plans and provide a budget going forward for this work 	Provisional budget in place from 2017/18 and maintenance plans for buildings have been prepared on a priority basis

Table 13-18: Property & Buildings Operations & Maintenance Issues

Deferred Maintenance

It is likely that maintenance works will be deferred on buildings where disposal or major refurbishment is imminent. Only work necessary for health and safety purposes, to maintain the serviceability of the building and to prevent further deterioration will generally be carried out. This includes the following buildings:

- Darfield Depot (likely to be sold or re-developed)
- Lincoln Country Club

Historical Operations and Maintenance Costs

A summary of historical operations and maintenance costs for Council owned buildings over the previous eight years is presented in the graph below. This information shows that maintenance and operations costs have tended to trend upwards in last few years. This is mainly attributable to more scheduled maintenance work being undertaken and the cost of operating larger building areas.

Property & Buildings Historical Operations & Maintenance Costs

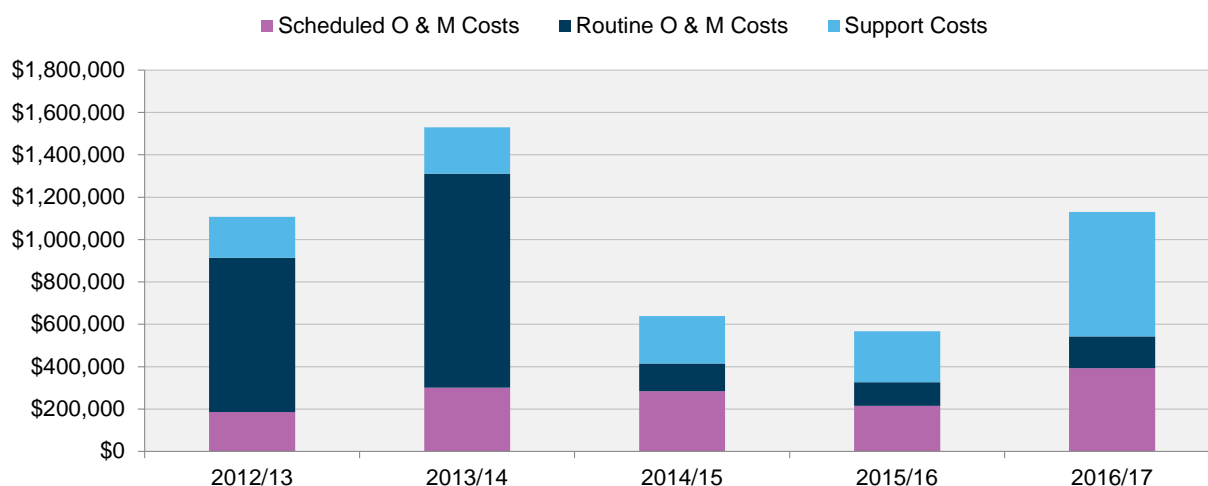


Figure 13-6: Property & Buildings Historical O & M Costs

Forecast Operations and Maintenance Programme

Future operations and maintenance cost projections for the 10 year planning period are summarised in Table 13-19 below. The costs shown assume no change in the method of service delivery and take no account of inflation. They are based on an analysis of historical costs, current contract rates and estimated costs for maintaining and operating new or upgraded assets resulting from future capital programmes. The forecast also incorporates costs associated with addressing operations and maintenance issues identified in this plan.

Detailed cost estimates are prepared for each building/property taking into consideration specific asset and operational requirements. Scheduled maintenance work is also included that provides for works necessary to extend the life and serviceability of assets and manage them in a sustainable manner.

Note that the operations and maintenance plan assumes that some buildings (Lincoln Country Club) will be disposed of during this period.

Operations & Maintenance Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Routine Operations & Maintenance											
District Wide	175,578	269,165	269,113	268,872	268,004	267,529	267,493	266,814	265,972	265,711	264,942
Selwyn DC Headquarters	509,006	531,963	536,098	582,488	586,130	589,986	594,067	598,389	602,974	607,809	612,942
Breach Block	4,000	865,259	1,094,024	1,084,070	1,064,618	1,069,584	1,054,060	1,041,961	1,042,513	1,029,173	1,015,166
Darfield Medical Centre	13,628	19,928	19,967	20,008	20,051	20,096	20,053	20,192	20,244	20,298	20,355
Lincoln Country Club	50,204	39,990	19,690	0	0	0	0	0	0	0	0
Glentunnel Holiday Park	2,531	800	800	800	800	800	800	800	800	800	800
Library & Service Centre Buildings	131,788	137,388	224,581	237,708	221,064	235,823	245,791	237,675	230,280	249,915	246,390
Depots	16,530	14,012	13,716	14,269	14,802	15,360	15,961	16,591	17,260	17,968	18,718
Total Routine O & M	903,265	1,878,504	2,177,989	2,208,214	2,175,469	2,199,178	2,198,226	2,182,422	2,180,043	2,191,674	2,179,312
	903,265	1,878,504	2,177,989	2,208,214	2,175,469	2,199,178	2,198,226	2,182,422	2,180,043	2,191,674	2,179,312
District Wide O & M											
Support Costs	635,791	352,480	360,528	378,189	389,109	395,279	404,609	417,203	427,405	437,593	450,941
District Wide Building Costs	51,533	62,558	62,598	62,636	62,672	62,710	62,750	62,793	62,838	62,886	62,936
Asset Management Costs	12,869	6,300	28,270	11,800	6,600	18,200	12,100	7,300	24,050	14,500	6,600
Total District Wide O & M	700,193	421,338	451,396	452,625	458,381	476,189	479,459	487,296	514,293	514,979	520,477
	700,193	421,338	451,396	452,625	458,381	476,189	479,459	487,296	514,293	514,979	520,477
Scheduled Operations & Maintenance											
All Property & Buildings	283,894	118,620	127,100	111,540	65,575	86,540	69,365	105,490	30,400	13,800	10,800
Total Scheduled O & M	283,894	118,620	127,100	111,540	65,575	86,540	69,365	105,490	30,400	13,800	10,800
	283,894	118,620	127,100	111,540	65,575	86,540	69,365	105,490	30,400	13,800	10,800
Total O & M	1,887,352	2,418,462	2,756,485	2,772,379	2,699,425	2,761,907	2,747,050	2,775,207	2,724,736	2,720,453	2,710,589
	1,887,352	2,418,462	2,756,485	2,772,379	2,699,425	2,761,907	2,747,050	2,775,207	2,724,736	2,720,453	2,710,589

Table 13-19: Property & Buildings Operations & Maintenance Cost Projections

13.5.6 Asset Renewal

Identification of Renewals

The identification of renewal works for properties and buildings has been largely based on a detailed condition assessment undertaken in 2014 and updated in 2017. This exercise also identified remaining useful life (RUL) to component level for all assets. Information was aggregated to provide an overall condition assessment for each building. In addition to this a number of factors were used to develop a forecast renewal programme:

- Age profile
- On-going maintenance requirements and costs (economics)
- Overall condition
- Performance issues identified
- Capacity issues
- Continued district benefit (obsolescence)
- Risks
- Criticality of building
- Maintaining serviceability
- Bundling like works for efficiency

The general tactics applied in managing renewal of building assets is to continue to replace asset components and undertake maintenance and refurbishment work to keep the building serviceable and extend its life. Renewal of components will also be carried out where there is a technical requirement to replace the asset and/or where performance is adversely affected. A “poor” condition grade (below 3) is used as a trigger for action as well as considering the factors listed above. This enables assets to be renewed prior to imminent failure and reduces the likelihood of increasing maintenance costs and safety issues.

Where safety or building functionality is not a significant concern some renewal work will be deferred beyond the identified renewal timing to “smooth” expenditure peaks.

The trigger for total facility building renewal is where imminent failure of the structure is evident through condition reports. Total renewal will also be considered when the facility has reached a state where it is no longer economic to continue rehabilitation work or where the building can no longer fulfil its function adequately.

Earthquake Prone Building Policy

Section 131 of the Building Act 2004 requires territorial authorities to adopt a policy on earthquake-prone buildings by 31 May 2006. SDC has prepared an Earthquake Prone, Insanitary and Dangerous Building Policy in response to this requirement. This policy reflects the Council’s determination to reduce earthquake risk over time in a way that is acceptable in social and economic terms to its ratepayers. The policy (updated in 2011) will be superseded by the changes to legislation. This is likely to result in buildings identified as earthquake prone (<34% of NBS) needing to be assessed within 5 years and strengthened or demolished within 15 to 20 years.

Strengthening may also be required when triggered by a Building Consent or future upgrading programmes. In some cases it may not be economically viable to carry out the strengthening work if it is unaffordable to the community and the facility has other building condition, performance and utilisation issues.

Asset Coverage

All building components are included in capital renewal programmes. Replacement of minor fittings will generally be undertaken as part of reactive works or routine maintenance programmes. Renewal of asset components may occur as part of building improvement programmes where it is more efficient to renew at that time.

Renewal Forecast

Renewal forecasting based on the approach outlined above for the various asset components comprising properties and buildings has been carried out for a 10 year horizon and is presented in the following graph. As new buildings are constructed as planned it is intended to prepare a longer term renewal forecast for these assets.

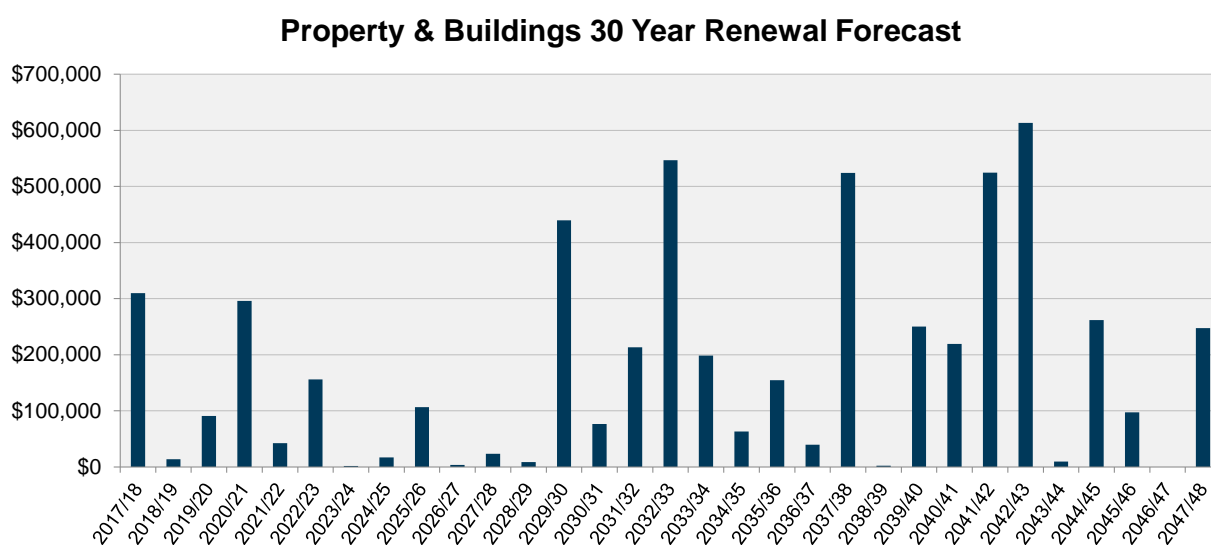


Figure 13-7 : Property & Buildings 30 Year Renewal Forecast

Renewal Cost Projections

Planned renewal requirements for the next 10 years are scheduled in Table 13- below, which identifies estimated costs for works. More details on actual renewal projects are available in the Appendices. The renewal expenditure programme reflects both the ageing of some buildings (depots) and the planned improvements and new buildings that will mean building assets will be in new or as new condition.

Renewals	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
District Wide	0	0	9,200	0	0	0	0	6,200	0	0	7,000
SDC HQ	62,134	5,400	10,800	0	0	128,600	0	0	52,300	0	7,200
Glentunnel Holiday Park	149,502	0	60,000	0	34,000	0	0	0	0	0	0
Leeston Library & SC	10,000	5,100	0	295,800	8,450	0	1,800	5,400	9,450	1,800	7,600
Darfield Library & SC	88,162	3,200	11,000	0	0	27,300	0	5,500	44,700	1,800	1,800
Total Renewal Projects	309,798	13,700	91,000	295,800	42,450	155,900	1,800	17,100	106,450	3,600	23,600

Table 13-20: Property & Buildings Renewal Cost Projections

Depreciation

Buildings are depreciated on a straight line basis. Depreciation is calculated on the key components based on standard useful lives. These are building structure/envelope, building fit-out, building services. The Council's current policy is to fund depreciation on library and service centre buildings. Generally investment properties and heritage buildings are not depreciated.

Forecast depreciation requirements for property & buildings over the next 10 years are identified in Figure 13-8 below, based on the current valuation and projected capital programmes. The anticipated increase in depreciation requirements is mainly attributable to new buildings commissioned during the planning period (Rolleston Library and SDC Rolleston HQ extension).

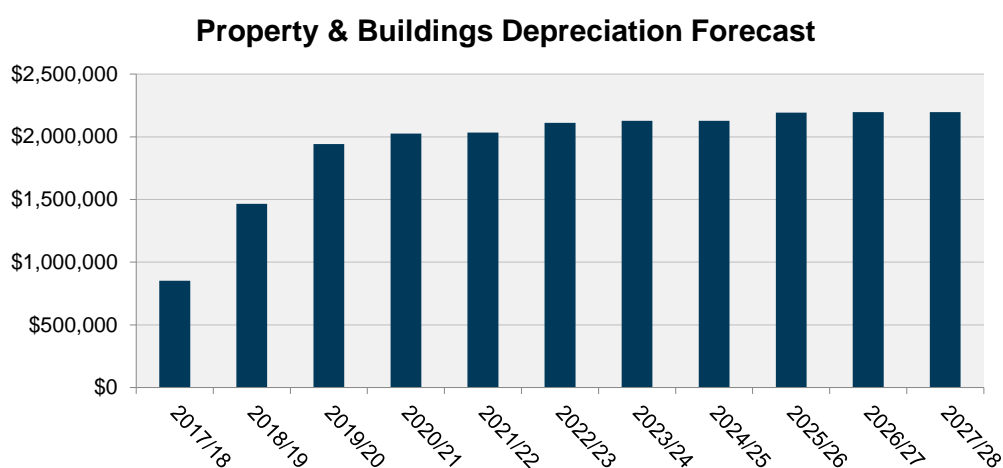


Figure 13-8: Property & Buildings 10 Year Depreciation Forecast

13.5.7 New Asset Requirements

As indicated in the Growth and Demand section there will be a requirement for Council to respond to continued growth of the district population and demands for improved community facilities to support service delivery. In some instances it will be appropriate for Council to construct new facilities or extend and/or refurbish existing buildings.

New capital assets may be required in response to the following:

- Addressing performance gaps in the current levels of service
- Providing for the development of additional facilities to meet demand
- Meeting increases in levels of service
- Providing new technologies or innovations to improve efficiency/sustainability

Key new capital requirements relating to property & building assets are set out in Table 13-21 below.

New Assets Driver	SDC New Asset Requirements	Estimated Quantity	Timing
Increased LOS	Property purchase to meet strategic needs	\$650,000 per year (provisional sum for opportunistic purchases)	From 2018/19
	Auto door upgrade at Lincoln Library/SC	One new door	2020/21
Growth and Demand	New Rolleston Library	Minimum 2,200 m ²	2018-19
	Selwyn District HQ – New car park	122 spaces	2019/20
	Selwyn District HQ – Accommodation Space & to house a customer centre	385 m ²	2018-20
	Health Hub Building (part to meet increased levels of service)	2,000 m ² (plus 80 car park spaces)	2018-2019

Table 13-21: Property & Buildings New Assets Requirements

As well as the properties planned for extension or development there may be opportunities that arise during the planning period to acquire land or buildings that will meet future needs not yet identified. It is therefore prudent to ensure sufficient funds are available for acquisition when opportunities are presented. To this end a budget of \$650,000 is provided in each year from 2018 to enable opportunistic land/property purchases to be achieved.

Prioritisation and Timing

The timing of new capital works has been determined on the basis of existing demand pressures and the predicted growth and demand thresholds that will trigger the need for additional assets. Information from work already undertaken such as the Libraries Strategic Plan has also been used to gauge timing and prioritisation of works. It is clear that some buildings are significantly under capacity (Rolleston Library and SDC HQ) and this situation needs to be addressed with some urgency given the on-going growth pressures.

In some cases work timing is influenced by other contributing factors such as adjacent commercial development.

The prioritisation process used the following criteria:

- Priorities defined in strategic plans
- The condition and functionality of existing buildings
- Availability of suitable buildings for re-use
- Commercial factors (e.g. demand from lessees)
- Commercial/business opportunity
- Opportunity for service co-location

Selection and Design

The Council generally engages the services of professional architects to prepare designs for new buildings. The project design briefs will highlight the particular requirements needed for each building. Service, functionality, price, availability, reliability, aesthetics, safety, sustainability, robustness and maintenance requirements are assessed when consideration is given to constructing new facilities.

The Council has, in recent times, adopted an approach to ensure buildings are designed to accommodate the principles of sustainability. The Council Headquarters has been built on “green” building principles and incorporates energy efficiency and recycling technologies. This building won an Architectural Award in the “sustainable buildings” class. Generally “green” building elements will be considered where they are supported by cost-benefit analysis.

In addition the Council is committed to re-use of buildings where this is economically practical. Where buildings have been vacated they are assessed for other potential uses rather than construct entirely new buildings. This has been achieved with the remodelling of the Leeston Council Offices for a variety of community uses. This approach saved approximately \$1 million compared to constructing a new building from scratch. The same approach has been used with the refurbishment of the former Darfield Service Centre as a Library and the re-use of buildings in Lincoln to house the Toy Library and Plunket.

Forecast New Capital Assets Costs

A number of new capital works are planned over the 10 year planning period. These capital projects will allow Council to continue to provide services to the desired standards and to meet the needs of additional capacity requirements that are forecast to occur. These projects are listed in Table 13- below.

New Capital Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
New Capital - Improved LOS											
Strategic Land Purchases	644,244	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Zeestraaten Land Subdivision	35,805	647,824	0	0	0	0	0	0	0	0	0
Lincoln Library Automatic Doors	0	0	0	50,000	0	0	0	0	0	0	0
New Capital - Growth											
Health Hub	2,494,000	6,555,497	0	0	0	0	0	0	0	0	0
Rolleston Library Design	4,000,000	520,000	96,000	0	0	0	0	0	0	0	0
Rolleston Library Construction	0	11,529,550	3,200,000	0	0	0	0	0	0	0	0
Rolleston Library Fitout	0	652,000	1,579,900	0	0	0	0	0	0	0	0
SDC HQ Additional Carpark	0	743,500	0	0	0	0	0	0	0	0	0
SDC HQ Building Extensions	0	850,000	1,824,500	0	0	0	0	0	0	0	0
Total New Capital	7,174,049	22,148,371	7,350,400	700,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000

Table 13-22: Property & Buildings New Assets - Forecast Costs

13.5.8 Disposal Plan

The Council intends to dispose of property assets that are no longer required for their intended purpose and has undertaken a review of all properties to ascertain those that are surplus to requirements.

The Council has previously purchased properties with the intention of use for a civic purpose that has not come to fruition (e.g. Lincoln Country Club) and for other strategic requirements. This has resulted in a number of properties being surplus to requirements.

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. The Council needs to be sure that a short-sighted approach is not adopted whereby longer term strategic opportunities are lost for short term financial gain. This particularly needs to be emphasised in the context of demands for land resources. A formal strategy will be developed in the future to guide the disposal process.

When properties are identified for disposal best practice procedures are followed as recommended by SOLGM in the property sales, acquisitions and leases document. This includes compliance with Council’s memorandum of understanding with Ngai Tahu (which aligns with the Nga Tahu Claims Settlement Act 1998) and the agreed process for land disposal.

The following table sets out properties that may be sold during this period and the estimated potential gross revenue that will accrue from sales. In some cases decisions on disposal are yet to be finalised.

Property	Estimated Sale Price	Net Gain on Sale	Timing
Lincoln Country Club site	\$1,200,00	\$41,100	2019/20
Russ Drive Extension	\$1,680,000	\$672,900	2018/19
Various Small freehold Properties - Group 2	\$600,00	\$125,000	2019-2024
Total	\$3,480,000	\$839,000	

Table 13-23: Property & Buildings Disposal Schedule

13.5.9 Sustainable Management

As described in Chapter 17, Council has made a decision to integrate more sustainable management approaches into the way it works, manages assets and delivers services. It is intended to incrementally introduce sustainable practice where this can be readily achieved as well as incorporating sustainability into decision-making processes.

Approaches to be considered in relation to properties and buildings include the following:

Wellbeing	Sustainable Approach
Environmental	Installation and management of effluent discharge systems that provide good environmental outcomes.
Environmental	Use and selection of materials and products where sustainability is given significant weight in decision-making.
Environmental	Consideration of sustainable initiatives for buildings provided they are economic. This could include reuse of water, passive heating to reduce energy costs, environmental management systems.
Environmental	Landscape designs for grounds that require minimum maintenance inputs.
Social	Co-location of services within buildings to provide easy access for the public and enhance community connections.
Social	Continue to provide and plan for future provision of buildings to support service delivery functions in an equitable manner for both current and future district residents.
Economic	Design for building robustness and utilisation of long lasting materials.
Economic	Design buildings for ease of maintenance and cleaning.
Economic	Future proof buildings to enable easy extension or to take account of future space requirements.
Economic	Develop layouts and designs that provide for more efficient use of space.
Economic	Convert, extend or refurbish existing buildings where this is economically viable.
Economic	Site civic buildings in commercial precincts to support local businesses.
Cultural	Ensuring heritage features are preserved to provide on-going representation of the social and cultural history of the district.

Table 13-24: Property & Buildings Sustainable Management

13.5.10 Risk Management

A risk assessment has been undertaken for property and building assets and this process has identified a number of key risks. Mitigation and action measures to address risks have also been determined. Risk has been considered in the development and prioritisation of forward capital programmes. Risk mitigation measures have been built into maintenance practices and inspections as required.

Property and building assets have been assessed in terms of criticality (assets which have a high consequence of failure). The Council headquarters and the operating depots have been identified as critical assets as these are required to support staff and contractors in delivering essential services to the district community. The Council headquarters also acts as the emergency operations centre for disaster and civil defence management.

A comprehensive risk assessment is attached to this plan in Annex 13C. Further information on risk management is contained in Section 6 of this plan.

13.6 Financial Programmes Summary

This section provides a summary of historical financial variances and the financial forecasts for the property and buildings activity over the 10 year planning horizon. Additional detail on financial forecasts and projects is contained in Annex 13A and 13B.

13.6.1 Historical Financial Performance

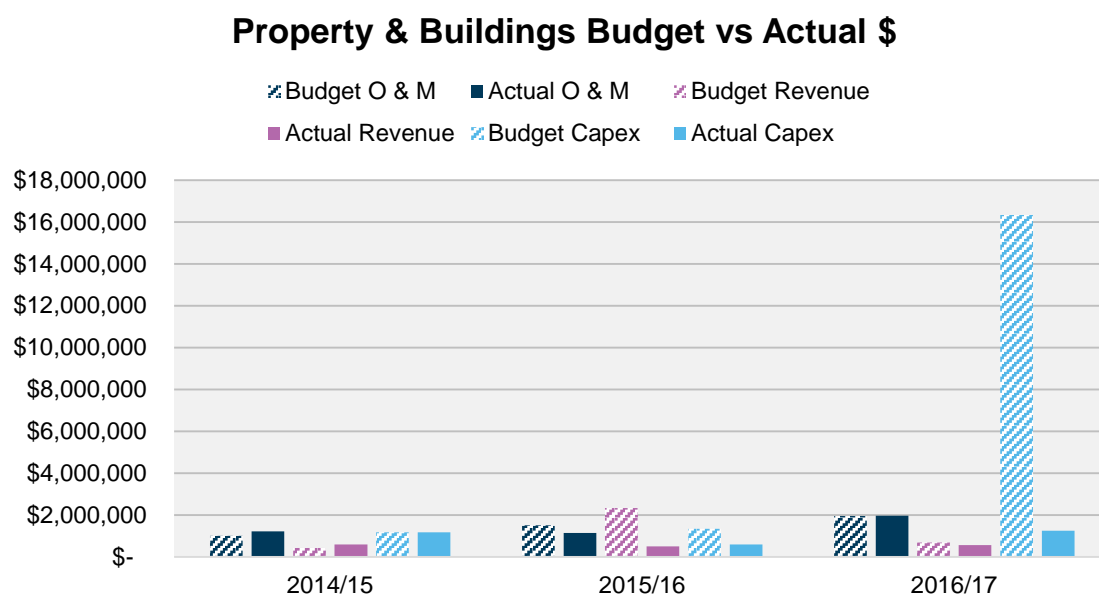


Figure 13-9: Property & Buildings Historical Variances between Budget and Actual Spend.

The graph shown in Figure 13-9 shows the variances between Property and Buildings, operations, revenue and capital budgets and actual spends for the past three years. The variances can be explained as follows:

- 2014/15 Opex is over budget mainly due to building maintenance and repair costs
- 2014/15 revenue exceeds the budget due to an unexpected gain on sale of asset
- 2015/16 Opex is under budget mainly due to deferral of minor projects and land disposal costs
- 2015/16 revenue is under budget due to the hold put on sale of Breach Block land and consequent gain on sale (\$1.8 M)
- 2015/16 capex is under budget as a result of three projects not proceeding (Glentunnel Holiday Park effluent system, Rolleston Library & Leeston building air condition upgrade)
- 2016/17 Capex is significantly under budget as a result of the Health Hub building (\$14.4 M) being deferred
- 2016/17 revenue is below target as expected revenue from the Health Hub did not eventuate.

13.6.2 Operations and Capital

Internal charges for managing the library buildings have been included in the operational expenditure represented in Table 13-25 below.

Financial Summary	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Operating											
Total Operating Revenue	1,134,219	595,941	764,803	880,628	880,628	1,037,553	1,037,553	1,012,553	1,012,553	1,012,553	1,012,553
Total Opex	1,887,352	2,418,462	2,756,485	2,772,379	2,699,425	2,761,907	2,747,050	2,775,207	2,724,736	2,720,453	2,710,589
Depreciation	853,012	1,465,778	1,941,844	2,025,402	2,034,688	2,110,679	2,127,981	2,128,405	2,193,673	2,196,606	2,197,074
Internal Recharge	-705,994	-937,861	-1,240,006	-1,318,309	-1,318,669	-1,392,343	-1,417,632	-1,426,084	-1,462,608	-1,482,736	-1,478,979
Operating Surplus/Deficit	900,151	2,350,439	2,693,521	2,598,844	2,534,816	2,442,691	2,419,846	2,464,976	2,443,248	2,421,770	2,416,131
Capital											
Capital Renewals	309,798	13,700	91,000	295,800	42,450	155,900	1,800	17,100	106,450	3,600	23,600
New Capital - Improved LOS	680,049	1,949,824	2,229,900	700,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
New Capital - Growth	6,494,000	18,805,047	6,514,000	0	0	0	0	0	0	0	0
Total Capex	7,483,847	20,768,571	8,834,900	995,800	692,450	805,900	651,800	667,100	756,450	653,600	673,600

Table 13-25: Property & Buildings Financial Summary

Figure 13-10 below sets out the summary forecast for total expenditure (operations and capital) for the 10 year planning period.

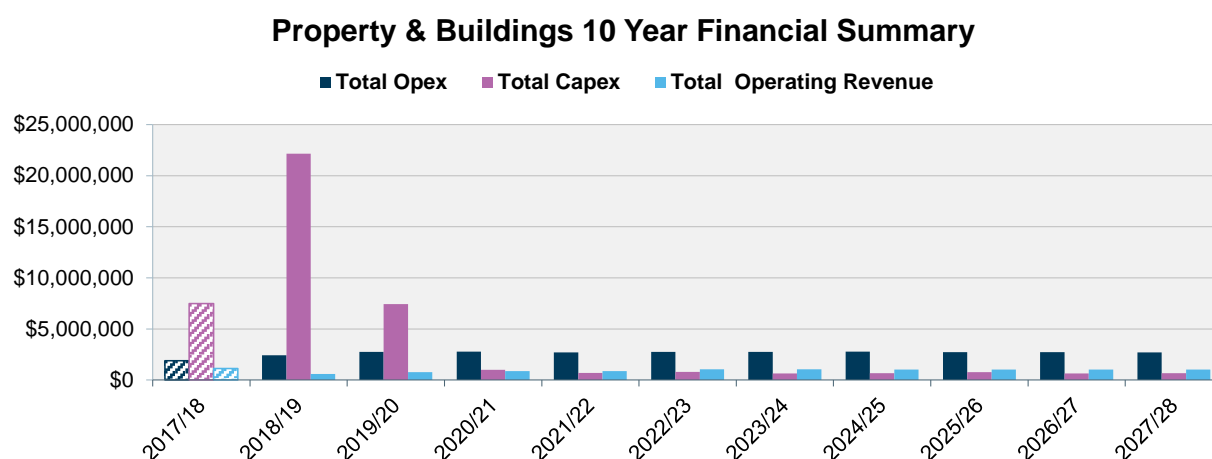


Figure 13-10: Property & Buildings 10 Year Expenditure Summary

Property and Buildings Key Projects and Programmes

The table below summaries the key projects and programmes scheduled for completion during the forward 10 year planning period.

Location / Facility	Project Description	Timing	\$	Comment
District Wide	Total Property Renewals	From 2018	751k	Total renewals over 10 year period
Leeston Library & Medical Centre	Roof Renewal	2020	296k	Roof leaks and is at end of useful life
District Wide	Heritage Building Maintenance	From 2018	181k	Total maintenance requirements over 10 years
District Wide	Strategic Purchases	Per year	650k	Contingent amount for opportunistic purchases (unfunded)
Breach Block	Health Hub	2018	6.56m	Total \$9.06m build costs - \$2.5m budgeted in 2017/18 Funded from borrowing with loan met from commercial lease returns
Former Zeestraaten Block (Lincoln)	Land Subdivision	2018	648k	Sale of 8 sections expected to provide \$1.68m revenue
Rolleston Community Facility	Rolleston Library/Community Facility	2018 - 2019	17.58m	Total estimated project cost is \$19.1m some costs for design expected in 2017/18
SDC HQ	Additional Carpark	2019	744k	Additional 122 car park spaces

Location / Facility	Project Description	Timing	\$	Comment
SDC HQ	Building Extensions – Customer Centre	2018 - 2020	2.67m	Extra space planned for customer centre & work stations,

Table 13-26: Property & Buildings Key Projects and Programmes

13.6.3 Funding

The general approach to funding property and buildings is set out below:

Community Service Buildings (Services Centres, Council Offices) Operating Expenses (excluding depreciation) – Funded from General Funds in recognition of the wider community benefits provided by these facilities. Accommodation costs are recovered through internal charges.

Community Service Buildings (Services Centres, Council Offices) Capital Expenses – Funded from General Funds in recognition of the wider community benefits provided by these facilities and other revenues.

Libraries Building Operating Expenses (excluding depreciation) – Internal recovery from the Libraries Account. Council levies a uniform targeted library rate and charges fees where appropriate to recover the costs of this service.

Libraries Building Capital Expenses – Funded from a uniform targeted library rate. Where new buildings are constructed the cost will be funded by loan and repaid via the libraries rate. The library service must fund the on-going depreciation expense via targeted rates and user charges which over time will provide the capital funds to replace and enhance buildings without requiring a call on general reserves. For new builds the Council may provide funds from reserves or investment portfolios if sufficient funds are available.

Medical Centres Operating Expenses (excluding depreciation) – Funded from revenue from rentals in recognition of the benefit the centre operators and users derive from this service.

Medical Centres Capital Expenses – Funded from rental revenues. New buildings may be funded by a loan with repayment via rental revenues and a targeted rate to recognise the benefit to the community that is serviced by the facility.

Heritage Building Operating Expenses (excluding depreciation) – Basic maintenance expenses funded from general rates. The apportionment of general rates recognises the wider benefits in preserving the district's heritage features.

Heritage Building Capital Expenses – Funded from General Funds, special accounts (where available), grants, loans or external revenues secured by management committees.

Depots Operating Expenses (excluding depreciation) – Funded from commercial rentals received or from general rates where there is no rental income. The lessees receive the primary benefits from these facilities.

Depots Capital Expenses – Funded from accumulated funds from commercial rentals received.

Strategic Properties Operating Expenses (excluding depreciation) – Funded from revenues received (where generated) or from the general rate.

Strategic Properties Capital Expenses – Funded by revenues generated from investment activities, general funds, general rate and sale of land.

Annex 13A

Property & Buildings 10 Year Financial Forecast

Property & Buildings 10 Year Financial Forecast

Property & Buildings 10 Year Financial Forecast												
	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	10 Yr Total
Operating Revenue												
Operating Revenue	1,134,219	595,941	764,803	880,628	880,628	1,037,553	1,037,553	1,012,553	1,012,553	1,012,553	1,012,553	9,247,318
Total Operating Revenue	1,134,219	595,941	764,803	880,628	880,628	1,037,553	1,037,553	1,012,553	1,012,553	1,012,553	1,012,553	9,247,318
Opex												
Staff Costs	0	0	0	0	0	0	0	0	0	0	0	0
Other Operating Expenditure												
Routine Maintenance & Operations	875,905	1,357,753	1,668,023	1,709,573	1,688,718	1,724,913	1,737,070	1,735,031	1,747,106	1,773,913	1,777,486	16,919,586
District Wide Operating Costs	51,533	62,558	62,598	62,636	62,672	62,710	62,750	62,793	62,838	62,886	62,936	627,377
Interest Costs on Loans	27,360	520,751	509,966	498,641	486,751	474,265	461,156	447,391	432,937	417,761	401,826	4,651,446
Total Other Operating Expenditure	954,798	1,941,062	2,240,587	2,270,850	2,238,141	2,261,888	2,260,976	2,245,215	2,242,881	2,254,560	2,242,248	22,198,409
Support Costs	635,791	352,480	360,528	378,189	389,109	395,279	404,609	417,203	427,405	437,593	450,941	4,013,336
Operating Projects												
Scheduled Maintenance Projects	283,894	118,620	127,100	111,540	65,575	86,540	69,365	105,490	30,400	13,800	10,800	739,230
Asset Management Projects	12,869	6,300	28,270	11,800	6,600	18,200	12,100	7,300	24,050	14,500	6,600	135,720
Total Operating Projects	296,763	124,920	155,370	123,340	72,175	104,740	81,465	112,790	54,450	28,300	17,400	874,950
Total Opex	1,887,352	2,418,462	2,756,485	2,772,379	2,699,425	2,761,907	2,747,050	2,775,207	2,724,736	2,720,453	2,710,589	27,086,695
Internal Recharge	-705,994	-937,861	-1,240,006	-1,318,309	-1,318,669	-1,392,343	-1,417,632	-1,426,084	-1,462,608	-1,482,736	-1,478,979	-13,475,225
Operating Surplus/Deficit (excl. deprn)	47,139	884,661	751,677	573,442	500,128	332,012	291,865	336,571	249,575	225,164	219,057	4,364,153
Depreciation												
Depreciation	853,012	1,465,778	1,941,844	2,025,402	2,034,688	2,110,679	2,127,981	2,128,405	2,193,673	2,196,606	2,197,074	3,527,119
Operating Surplus/Deficit (incl. deprn)	900,151	2,350,439	2,693,521	2,598,844	2,534,816	2,442,691	2,419,846	2,464,976	2,443,248	2,421,770	2,416,131	5,313,880
Capex												
Capital Renewals	309,798	13,700	91,000	295,800	42,450	155,900	1,800	17,100	106,450	3,600	23,600	751,400
New Capital - Improved LOS	680,049	1,297,824	650,000	700,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	7,197,824
New Capital - Growth	6,494,000	20,850,547	6,700,400	0	0	0	0	0	0	0	0	27,550,947
Total Capex	7,483,847	22,162,071	7,441,400	995,800	692,450	805,900	651,800	667,100	756,450	653,600	673,600	35,500,171
Capital Revenue												
Development Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Vested Assets	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Growth Opex	0	20,000	0	66,661	0	0	0	0	0	0	0	0
Capital Revenue	2,895,000	1,680,000	1,320,000	120,000	120,000	120,000	120,000	0	0	0	0	3,480,000

Annex 13B

Property & Buildings Projects

Property & Buildings Projects

Property & Buildings Projects Summary												
Site	Project Description	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Planned Operational Programmes												
District Wide	Property Condition Assessment	0	0	8,100	0	0	8,100	0	0	8,100	0	0
District Wide	Property Asset Management Plan	5,369	0	3,800	5,500	0	3,800	5,500	0	3,800	5,500	0
District Wide	Heritage Buildings Maintenance	23,003	17,420	24,400	13,240	28,475	19,640	22,965	21,050	17,500	10,000	7,000
District Wide	Surplus Land Investigation	38,081	20,000	20,000	0	0	0	0	0	0	0	0
District Wide	Property Disposal Costs	43,206	50,400	15,000	15,000	15,000	15,000	15,000	0	0	0	0
District Wide	Building DEE Assessments	26,189	0	0	0	0	0	0	0	0	0	0
District Wide	Security Systems Upgrades	10,000	0	0	0	0	0	0	0	0	0	0
District Wide	Asbestos/PCB Management Plan	95,000	20,000	20,000	20,000	0	0	0	0	0	0	0
District Wide	Miscellaneous Building Maintenance	7,500	6,300	16,370	6,300	6,600	6,300	6,600	7,300	12,150	9,000	6,600
Darfield Library/Service Centre	Painting	0	0	0	32,900	18,300	0	0	0	0	0	0
Darfield Medical Centre	Painting	0	0	0	0	0	14,100	0	0	0	0	0
Leeston Community Building	Roof System	3,000	3,000	3,000	0	0	0	0	0	0	0	0
Leeston Community Building	Painting	0	4,000	0	26,600	0	0	0	0	0	0	0
Lincoln Library/Service Centre	Painting	0	0	0	0	0	34,000	27,600	0	9,100	0	0
Lincoln Country Club	Property Disposal Costs	31,427	0	33,500	0	0	0	0	0	0	0	0
SDC HQ	Internal Redecoration	0	0	7,400	0	0	0	0	80,640	0	0	0
SDC HQ	Furniture Purchase	3,758	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800
SDC HQ	Watertightness Repairs	10,230	0	0	0	0	0	0	0	0	0	0
Total Operational Projects		296,763	124,920	155,370	123,340	72,175	104,740	81,465	112,790	54,450	28,300	17,400

Property & Buildings Projects Summary												
Site	Project Description	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Renewal Projects												
District Wide	Heritage Building Heating	0	0	9,200	0	0	0	0	6,200	0	0	0
District Wide	Glentunnel Library Path	0	0	0	0	0	0	0	0	0	0	7,000
SDC HQ	Appliance Replacement	5,369	5,400	0	0	0	0	0	0	0	0	0
SDC HQ	Carpet Replacement	56,765	0	10,800	0	0	0	0	0	48,100	0	1,700
SDC HQ	Roof Replacement (Butynol)	0	0	0	0	0	128,600	0	0	0	0	0
SDC HQ	Outdoor Furniture Replacement	0	0	0	0	0	0	0	0	4,200	0	0
SDC HQ	Central Heating	0	0	0	0	0	0	0	0	0	0	5,500
Glentunnel Holiday Park	Renewal of Effluent Disposal	149,502	0	0	0	0	0	0	0	0	0	0
Glentunnel Holiday Park	Amenities Block - Fit Out	0	0	60,000	0	0	0	0	0	0	0	0
Glentunnel Holiday Park	Campground - Asphalt/Sealed	0	0	0	0	34,000	0	0	0	0	0	0
Leeston Library & SC	Carpet Replacement	0	0	0	0	5,450	0	0	0	9,450	0	0
Leeston Library & SC	Roof Replacement	0	0	0	295,800	0	0	0	0	0	0	0
Leeston Library & SC	Vinyl Floor Covering	0	0	0	0	3,000	0	0	0	0	0	0
Leeston Library & SC	Airconditioning Unit	0	0	0	0	0	0	0	0	0	0	0
Leeston Library & SC	Kitchen Appliances	0	2,100	0	0	0	0	1,800	0	0	0	0
Leeston Library & SC	Carpark Upgrade and Reseal	10,000	3,000	0	0	0	0	0	0	0	0	3,800
Leeston Library & SC	Smoke Detectors	0	0	0	0	0	0	0	0	0	0	3,800
Leeston Library & SC	Outdoor Furniture Replacement	0	0	0	0	0	0	0	5,400	0	1,800	0
Darfield Library & SC	Reseal Carpark	0	0	0	0	0	27,300	0	0	0	0	0
Darfield Library & SC	Metal Roofing	0	0	0	0	0	0	0	0	41,700	0	0
Darfield Library & SC	Kitchen Appliances	0	1,700	5,600	0	0	0	0	0	0	0	0
Darfield Library & SC	Canopies	13,000	0	0	0	0	0	0	0	0	0	0
Darfield Library & SC	Carpet Replacement	75,162	0	0	0	0	0	0	0	0	0	0
Darfield Library & SC	Vinyl Floor Covering	0	0	5,400	0	0	0	0	0	0	0	0
Darfield Library & SC	Seismic Upgrade	0	0	0	0	0	0	0	0	0	0	0
Darfield Library & SC	Outdoor Furniture Replacement	0	1,500	0	0	0	0	0	5,500	0	1,800	1,800
Darfield Library & SC	Fence	0	0	0	0	0	0	0	0	3,000	0	0
Total Renewal Projects		309,798	13,700	91,000	295,800	42,450	155,900	1,800	17,100	106,450	3,600	23,600
New Capital - Improved LOS												
District Wide	Strategic Land Purchases	644,244	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
District Wide	Zeestraaten Land Subdivision	35,805	647,824	0	0	0	0	0	0	0	0	0
Lincoln Library & SC	Automatic Doors	0	0	0	50,000	0	0	0	0	0	0	0
Total New Capital - Improved LOS		680,049	1,297,824	650,000	700,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
New Capital - Growth												
Breach Block	Health Hub	2,494,000	6,555,497	0	0	0	0	0	0	0	0	0
Rolleston Centre	Rolleston Library Design	4,000,000	520,000	96,000	0	0	0	0	0	0	0	0
Rolleston Centre	Rolleston Library Construction	0	11,529,550	3,200,000	0	0	0	0	0	0	0	0
Rolleston Centre	Rolleston Library Fitout	0	652,000	1,579,900	0	0	0	0	0	0	0	0
SDC HQ	Additional Carpark	0	743,500	0	0	0	0	0	0	0	0	0
SDC HQ	Building Extensions	0	850,000	1,824,500	0	0	0	0	0	0	0	0
Total New Capital - Growth		6,494,000	20,850,547	6,700,400	0	0	0	0	0	0	0	0

Annex 13C

Property & Buildings Risk Management

Risk Identification and Assessment For Properties & Buildings

Jan-18

Asset category	Risk	Core Value	Area of Impact							Risk Rating				Current Controls	Future Control Action
			Reputation	Health & Safety	Environmental	Legal	Loss of Service	Financial Cost	Loss of Income	Max. Consequence	Likelihood	Rating	Grade		
Assets	Damage to facilities from vandalism	Asset Protection	1	1	1	1	2	1	1	2	3	6	L	Reactive repairs, alarm systems, security lighting, security cameras for problem areas	Consider vandal resistant design & continue current controls
	Damage or loss of facilities by fire	Asset Protection	1	1	1	1	5	5	1	5	1	5	L	Fire compliance inspections carried out regularly for all buildings as required, Compliance Schedules, IQP inspections and Building WOF, insurance	Continue current controls. Audit buildings for vegetation creating a fire hazard and rectify issues identified.
	Break in and theft of assets	Asset Protection	1	1	1	1	3	1	1	3	2	6	L	Reactive repairs, alarm systems, security lighting, insurance	Continue current controls
	Building damage or loss from natural disaster e.g. earthquake or extreme weather event	Asset Protection	1	5	1	1	5	5	1	5	2	10	M	Design to Building Codes. Natural disaster insurance cover for buildings. Prepare DEEs for all buildings to ascertain level of seismic strength and to identify any strengthening requirements	Continue current controls plus design to reduce impact of weather events. Undertake seismic strengthening work as required
	The facilities have insufficient capacity to meet demand	Quality	3	1	1	1	2	1	1	3	3	9	M	Undertake demand assessment & regularly update; Plan for new builds or extension in 10 year Plan	Continue current controls
	The quality of facilities provided does not meet the service expectations of users	Quality	3	1	1	1	2	1	1	3	2	6	L	Quality assessment information being captured	Analyse quality data to identify issues and use information as a driver for improvement programmes
	Failure to have a building WOF	Legal Compliance	1	1	1	3	1	1	1	3	2	6	L	Compliance Schedule, IQP inspections and BWOF for buildings as required & work with Building Control personnel to ensure compliance	Continue current controls
	Building does not meet fire compliance requirements	Legal Compliance	1	1	1	4	1	1	1	4	1	4	L	IQP inspections & Building WOF for all buildings. Inspection by NZ Fire Service with recommendations actioned.	Continue current controls & ensure building changes are picked up via the Building Consent process and a Fire Report prepared.
	Building does not meet Building Act and Regulation requirements	Legal Compliance	1	1	1	2	1	1	1	2	1	2	VL	Rectified as part of building consent process for upgrades and extensions	Continue current controls
	Building is identified as 'Earthquake Prone' under the Council's Earthquake Prone Building Policy and requires remedial work to comply	Legal Compliance	1	1	1	4	1	5	1	5	2	10	M	Earthquake prone buildings identified on a schedule. Compliance with Earthquake Prone Building Policy. Seismic strengthening work undertaken as required.	Continue current controls and carry out further inspections on critical buildings (SDC HQ)
	Failure of facilities from poor condition	Asset Protection	3	2	1	1	4	1	1	4	1	4	L	Prepare condition profiles and identify failure modes and develop optimised maintenance and renewal programmes as part of AM Plan	Continue current controls
	Failure of building/building components from poor maintenance/renewal	Asset Protection	3	2	1	1	4	1	1	4	2	8	M	IQP and Building WOF inspections. Informal inspections with repairs carried out as required	Develop scheduled maintenance & renewal programmes and integrate programme & inspection regime with Building Management process
	Failure of building/building components from poor design/construction	Asset Protection	3	2	1	1	4	2		4	2	8	M	SDC design and construction standards. Construction monitoring. Quality Assurance system required for significant building projects.	Continue current controls
Management	Lack of asset information prevents good management	Asset Protection	1	1	1	3	1	1	1	3	1	3	VL	Asset data captured to component level	Establish systems to continually review & update data for quality and confidence
	Prosecution of Council under the Health & Safety at Work Act as a result of injury/death to a volunteer or contractor working on a property or building site.	Legal Compliance	1	1	1	5	1	1	1	5	1	5	L	Approved maintenance contractors to be used that are "SiteWise" accredited; Site Specific Health & Safety Plans required for project work. All accidents & near misses recorded in Vault system and followed up; Hazard Registers prepared and updated	Continue current controls
	Non compliance with HSW Asbestos Regulations for identification of Asbestos and ACM	Safety & Security	2	5	2	4	3	2		4	2	8	M	Undertake inspection of buildings in accordance with regulations and develop Asbestos Management Plans	Continue current controls and add new properties purchased to the Asbestos Management Plan
	Loss or degradation of heritage/cultural values through work carried out on the building or surrounds	Heritage Protection	3	1	1	3	1	1	1	3	1	3	VL	Process to identify heritage listing/ values prior to work commencing; Protocol in place under the Heritage NZ Pouhere Taonga Act and District Plan; Consents required for work on listed buildings/structures.	Continue current controls. Prepare conservation plans if necessary.
	Risk of tenancy disputes	Legal Compliance	1	1	1	3	1	3	1	3	1	3	VL	Tenancy agreements in place for all occupants	Continue current controls.

Asset category	Risk	Core Value	Area of Impact							Risk Rating			Current Controls	Future Control Action	
			Reputation	Health & Safety	Environmental	Legal	Loss of Service	Financial Cost	Loss of Income	Max. Consequence	Likelihood	Rating			Grade
Health & Safety	Injury or loss of life from building fire	Safety & Security	4	5	1	5	1	1	1	5	1	5	L	Fire evacuation schemes, procedures, notices and signage in place. Fire evacuation guide prepared for tenants and policy for safety officer to be appointed by the tenants to manage fire evacuation requirements. Fire suppression systems where required.Regular inspection of fire fighting equipment. IQP inspections, Building WOF	Continue current controls & comprehensive fire compliance monitoring required on a regular basis and process to maintain records
	Injury or loss of life from building damage/collapse caused by a natural event e.g. earthquake	Safety & Security	4	5	1	5	1	1	1	5	2	10	M	Identify buildings that are "earthquake prone" via DEE process. Undertake Engineering inspection following event to identify issues & arrange remedial work. All new building constructed to seismic strength requirements. Building evacuation schemes in place.	Continue current controls & continue programmes to strengthen buildings to required standard as required under the Building Act. Prohibit access to buildings that are identified as "earthquake prone" and noted as unsafe for occupation.
	Accident or injury to volunteers undertaking work on a building or site	Safety & Security	4	4	1	4	1	1	1	4	2	8	M	Provide guidance document for volunteer groups setting out H & S responsibilities; Prepare site specific H & S management plan; Training provided by SDC Health & safety Manager	Continue current controls
	Injury to a contractor working on the site	Safety & Security	4	4	1	5	1	1	1	5	2	10	M	Approved maintenance contractors to be used that are "SiteWise" accredited; Site Specific Health & Safety Plans required for project work	Continue current controls and undertake spot audits of contractors.
	Injury to facility user/visitor (tripping/falling hazards etc)	Safety & Security	4	4	1	5	1	1	1	5	3	15	H	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
	Injury to facility user/visitor from equipment or asset failure	Safety & Security	4	4	1	5	1	1	1	5	1	5	L	IQP and Building WOF inspections. Informal inspections with repairs carried out as required. Condition assessments	Continue current controls plus regular inspection programme as part of Building Management process
	Health risk to facility users or environment from poor sanitation or facility operations	Health and Hygiene	4	4	1	1	1	1	1	4	1	4	L	Reticulated sewerage in place for some. Regular cleaning programme and repairs undertaken where issues identified	Current controls plus regular inspection programmes of septic tanks
	Health risk to facility users from materials (asbestos, treated timber etc)	Health and Hygiene	4	4	1	1	1	1	1	4	1	4	L	Follow Standards procedures for identification & handling. Asbestos identification inspections	Continue current controls and complete development of Asbestos Management Plans.
	Health risk to users from poor maintenance practices (paint preparation etc)	Health and Hygiene	4	4	3	1	1	1	1	4	1	4	L	Contractors are required to be SiteWise accredited prior to engagement and to follow standard procedures/guidelines	Continue current controls.
	Health risk to users from poor drinking water quality	Health and Hygiene	1	4	1	1	1	1	1	4	1	4	L	Community water supplies in place. Water testing programme.	Continue current controls.
	Building and associated facilities cannot be accessed by people with disabilities	Accessibility	2	3	1	1	1	1	1	3	3	9	M	Rectified as part of building consent process for upgrades and extensions	Continue current controls & carry out accessibility audit and upgrade access to meet standards on a priority basis
	Environmental contamination from facility maintenance activities (herbicides & pesticides, cleaning products etc)	Environmental Protection	3	2	4	4	1	2	1	4	1	4	L	Contractors are required to be SiteWise accredited prior to engagement and to have GroSafe certification if using agrichemicals	Continue current controls.
	Environmental contamination from building operations (effluent disposal, storm water disposal from car parks)	Environmental Protection	3	2	4	4	1	2	1	4	2	8	M	Resource consents in place & conditions monitored	Continue current controls. Review septic tank performance and upgrade with ECAN approved systems (obtain consents) or reticulated connection
Financial	Council cannot afford to undertake required building renewal or improvement works	Affordability	1	1	1	1	1	2	1	2	1	2	VL	Renewal programme in 10 year plan	Continue current controls and consider funding depreciation
	Very low return on the Council's capital investment in Property and Building	Affordability	1	1	1	1	1	2	1	2	2	4	L	Calculate ROIs and set minimum target taking consideration of social and community benefits	Continue current controls.
	Significant over expenditure by SDC on project/capital allocations	Affordability	1	1	1	1	1	2	1	2	1	2	VL	Accurate QS prior to commencement of larger building projects to reduce risk	Continue current controls
	Loss of income from non-payment of rent.	Legal Compliance	1	1	1	3	1	3	3	3	1	3	VL	Tenancy agreements in place, mediation, Tenancy Tribunal to resolve disputes.	Continue current controls.