17: Sustainability Management

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17 Sustainable Management for our People, Environment and Economy

17.1 Regulatory Framework

17.1.1 Sustainability, Four Wellbeing's, and Levels of Service

Selwyn District's four wellbeing's and sustainability principles (see Annex 17A) are to be referred to and as far as possible built in to the Community Facilities activities and asset management approach.

Asset management practises include actions that recognise the need for Environmental, Economic, Social and Cultural sustainability, that is:

- The natural environment needs to be preserved for future generations and not degraded as a result of Council's asset management operations and development projects
- Financially, there is a limit to what ratepayers, developers, and therefore Council, can afford. Expenditure needs to remain within this limit and the costs need to fall equitably on the generations which derive the benefits
- Social relationships between individuals, interest groups and local government are valuable, and Council needs to facilitate and encourage this by providing infrastructure
- Our history, customs and creativity are valuable to us. Their preservation and enhancement over time is facilitated by providing venues where they can be practiced, preserved and displayed

SDC has incorporated sustainable design principles into new Council buildings and will consider using these principles for other new facilities including buildings, swimming pools and reserves.

The Sustainability Principles adopted by Council are inherent in the Levels of Service developed for the Community Facilities Activity. The connections and interactions are many and complex, and occur on different levels.

Specific initiatives to make current operational energy consumption sustainable are listed in the 'Sustainable Management' sections of Chapters 7 to 23. The energy-sustainability aspect of renewed and new assets is an integral part of the Capital Investment Options process applied to renewal and new works options as described in Chapter 19, Asset Management Practises, where environmental and economic efficiencies are identified and form part of the multi-criteria analysis.

IP: 09-1206 The 'Sustainable Management' sections for each service will be extended to provide further practical applications of ANNEX 17A principles, and cross-references to Chapter 19 on asset management decision-making.

17.1.2 Statutory and Regulatory

In taking a sustainable approach to service delivery Council must also ensure that they and their contractors comply with:

- Local Government Act (2002) Amendment Act (2014)
- Resource Management Act (1991)
- Reserves Act (1977)
- Building Act (2004)
- Environment Canterbury (ECan) Regional Policy Statement (2013), Land & Water Regional Plan (2016)
- Council's own District Plan and policies.

Other acts and regulations also apply to these activities, including the:

- Health Act (1956)
- Health and Safety in the Workplace Act (2015))
- Climate Change Response Act (2002)
- Hazardous Substances and New Organisms Act (1996)

- Health and Safety in Employment (Mining Operations and Quarrying Operations) Regulations 2013

Council is also responsible for, as far as possible, ensuring that facility users and individuals comply.

17.2 Social and Cultural Considerations

17.2.1 Overview of Society and Culture

Activities associated with Council's community facilities have the potential to have both positive and negative environmental effects on community and individual health and wellbeing. This section provides a summary of those potential effects and a description of the management of current and likely future activities. The overall aim is to provide sustainable outcomes for the well-being of the district's communities and also, closely allied with our care of the natural environment, the physical health of each community.

Selwyn District has a mixture of societal characteristics which can be described in terms of the predominant occupations as follows:

- 'Satellite towns' whose residents work in Christchurch or in the local communities
- 'Service towns' whose residents are employed in providing labour and services to farming and other businesses
- Small farming communities which are more remote from Selwyn's townships and Christchurch

Work undertaken as part of the *Selwyn 2031, District Development Strategy* (2014) identified that there is a trend in population growth where 80% of growth in the District will occur within identified urban boundaries, as opposed to the rural area.

Further, it is anticipated that 80% of the urban growth will occur within the Greater Christchurch area, which includes Rolleston, Lincoln, Prebbleton and West Melton (Satellite towns).

This results in varied expectations of the Community Facilities provided by Council:

- Satellite towns with a high proportion of residents who commute to Christchurch are more likely to expect provision by Council or by businesses, of facilities and attractions comparable in activity and standard to those in the city
- Some townships and small communities retain a pioneering background, with a strong desire and ability to create their own leisure opportunities, attractions and activities, making them almost self-sufficient with strategic support from Council
- With changes in desired lifestyle and choice of places to live, new residents tend to 'dilute' these characteristics so that the existing modes of provision of recreational activities may become less viable
- People who spend longer commuting and working may not have the time to contribute to voluntary to the community
- People with no background of practical involvement may not have the confidence or skills to contribute
- Despite the differences between urban and rural perspectives the research completed to inform the Eastern Selwyn Community Spaces Plan (2016) confirms the strong community interest in 'community' and 'belonging'.

Some parts of the Selwyn District have cultural history and character that create diversity and result in support for various interests, as follows:

Tangata Whenua

Ngai Tahu Whanui, represented by Papatipu Runanga and Te Runanga o Ngai Tahu, comprise people of Ngai Tahu, Ngati Mamoe and Waitaha descent, and hold customary tribal authority over an area that includes the entire Selwyn District.

The Tangata whenua have cultural, spiritual, historic and traditional association with, and customary rights to, the land and resources of the Selwyn District. The District has an extensive history of Maori settlement, particularly in the coastal areas where food resources were abundant, and consequently there are many places throughout the District which have been used and occupied by Tangata whenua. The area is spiritually and culturally important to Tangata whenua, who have specific concerns for the integrity of the District's natural environment. These concerns include but are not limited to:

- Recognition of the rights of Tangata whenua to be involved in all aspects of natural and resource management in the District, including on-going involvement in decision making processes
- Identification and protection of those natural and physical resources of importance, such as coastal and inland water bodies and areas of indigenous vegetation

- Protection and, where necessary, restoration of the overall integrity of the District's natural environment
- Protection of waahi tapu, waahi taonga and mahinga kai (food gathering sites) from any use or development which may threaten the values of these areas, in particular avoidance of water body contamination by human, industrial or animal wastes
- Protection and, where necessary, restoration of continued access to waahi tapu, waahi taonga and mahinga kai sites
- Protection of culturally significant sites and areas, such as urupa (burial sites) and occupancy sites

European Settlement

European settlement in what is now Selwyn District occurred from around the 1850's and was primarily based around farming activities. Many small towns grew throughout the district to provide services to the rural community. The townships and localities have, in many cases, strong links to the past with descendants of the original settlers still living in the towns, farms and rural communities

Some towns were developed to meet specific needs such as Lake Coleridge which was originally built to service the power station. Burnham Military Camp was established in 1920 and has been a significant feature in the district since that time. It has its own community and associated infrastructure.

Lincoln University (formerly Lincoln College) has been established on its site near Lincoln Township for 125 years initially as an agricultural college and more recently as a modern university facility. It has made a substantial contribution to the formation of the district and the people that have lived here. The Crown Research Institutes at Lincoln have also been a key aspect in the district's history.

17.2.2 Negative Social and Cultural Effects

The table below provides a summary of activities managed under the Community Facilities Activity with potential social and cultural effects, which may be positive or negative, as signified by P or N. Management of these effects is discussed in the following sections. The effect of activities on Public Health and Safety is discussed in Section 17.4.6 together with related natural environment effects.

Activity	Potential Social or Cultural Effects (N – negative; P – positive)				
	Diversity	Pride in Community or District	Enrichment of Experience	Health (Physical, Mental)	Other/Comment
Recreation Reserves	P	P	P	P	
Passive Reserves & Streetscapes		P	P	P	
Cemeteries		P	P		
Public Toilets				P	
Community Centres & Halls	P	P	P		
Swimming Pools		P		P	
Properties & Buildings	P	P	P	P	P: Libraries – Education; Historic – Diversity, Pride, Experience; Medical Centre – Health. P: Offices – accountable & accessible staff
Rental Housing				P	
Gravel Reserves				P/N	Negative impact on society and possibly culture until restored.
Forestry				P	Where walking access is provided.

Table 17-1: Social and Cultural Effects

17.2.3 Demand Changes

Changes in historical community activity use patterns have occurred, from localised and relatively informal uses to increasing numbers of organised events with more participants. Increased demand on local and centralised facilities is expected as population numbers grow and as increased urbanisation of townships occurs. Demand changes and increases will be managed by monitoring and planning to maintain and develop facilities which preserve the current service levels.

Council has a Physical Activity Strategy (2007) and an Open Space Strategy (2015). These strategies identify additional requirements for recreation and the subsequent reserve provision and improvements/infrastructure needed.

While the district has a strong economy and population growth in several areas, statistics also show that some smaller communities are declining.

Changes in the level of interest for different social and cultural activities may also be expected as the district's population ages and a greater diversity of ethnic groups come into the District. This means that Council needs to manage its facilities to accommodate changing uses (declining use by some sectors of the community and increasing use by others). It also means Council needs to partner with other facility providers to jointly deliver a range of accessible spaces that suit an increasingly diverse population.

17.2.4 Management for Social and Cultural Sustainability

Where compensating demand exists, the facilities may require reconfiguration to accommodate different activities. New buildings are designed as multi-use facilities, with such long-term variations in mind. In the absence of compensating demand, the need for some existing facilities may decrease to the point where they are no longer viable.

These changes are monitored as part of the core asset management discipline; however it may be expected that residents are reluctant to see any facility closed, until it is demonstrated that 'sustainability' includes both social and economic factors.

The Capital Investment Options process applied to renewal and new works options as described in Chapter 19, Asset Management Practises, includes cultural and social sustainability considerations as part of the multi-criteria analysis.

Examples of typical management initiatives that help to sustain the District's Society and Culture are given in the following table. Further initiatives specific to asset groups are given in similar tables, found in Chapters 7 to 16.

Wellbeing	Sustainable Approach
Social	Provide facilities and opportunities for people to engage in activities and social interaction to promote health and wellbeing and community connectivity.
Social	Develop attractive and safe open space areas that encourage use and help to create liveable environments that support stable and strong communities.
Cultural	Ensuring heritage features are preserved to provide ongoing representation of the social and cultural history of the district.
Cultural	Ensure that services and facilities respond to the changing cultural and ethnic needs of the community.

Table 17-2: Sustainable Management Initiatives - Social and Cultural Effects

17.3 Economic Considerations

17.3.1 Overview of Economy

The Selwyn District economy is the best performing in New Zealand according to the 2013 BERL Regional Performance Report.

BERL (Business and Economic Research Ltd) is a leading economics consultancy based in Wellington that publishes an annual report ranking New Zealand's 72 Territorial Local Authority's (TLA) by nine key performance indicators. The latest report considers each authority for the year ending March 2013 against short-term and medium-term performance in population growth, employment growth, Gross Domestic Product growth and the number of new businesses in each district.

According to the report, "Selwyn District remained in the top spot in the 2013 rankings. In 2013, the resident population of the District grew by 4.5 percent, while employment grew by just over six percent. The District also had the highest rate of population and employment growth in the broader Canterbury Region during this period". The District has remained within the top five districts since 2008.

Activities associated with Council's community facilities have the potential for both positive and negative economic effects on the community. The provision of excellent community facilities will attract people to live in the district, and additional facilities required to service growth may be provided by developers through Council's financial contributions process. If contributions are too onerous, new dwellings and businesses will not eventuate. The cost of operating, maintaining, and renewing the facilities also has to be met by the district's ratepayers.

This section provides a summary of the potential effects. The overall aim is to provide sustainable outcomes for the economic well-being of the district's people and communities, through keeping costs within what is affordable in the long term.

17.3.2 Negative Economic Effects

The tables below provide a summary of activities managed under the Community Facilities Activity with potential economic effects, which may be positive or negative, as signified by P or N in the tables. Management of those effects is discussed in the following sections.

Activity	Potential Economic Effects (N – negative; P – positive)				
	Attract Population	Affordability for Ratepayers	Attract Employment	Attract Tourism	Other/Comment
Recreation Reserves	P	N		P	
Passive Reserves & Streetscapes	P	N	P	P	N: may also limit parking and affect retail business.
Cemeteries					
Public Toilets		N		P	
Community Centres & Halls	P	N			Potentially unsustainable by community directly served.
Swimming Pools	P	N			
Properties & Buildings		P	P		Depots optimise operational costs.
Rental Housing			P		Staff houses encourage people to move and try working for SDC.
Gravel Reserves			P		P: Support for Infrastructure
Forestry		P			Assumes positive cash flow.

Table 17-3: Economic Effects

17.3.3 Demand Changes

The different types of community present in Selwyn District also result in varied ability to pay for Community Facilities provided by Council:

- Residents who commute to Christchurch for regular employment are more likely to be able to afford to pay for attractions comparable in activity and standard to those in the city
- Townships and small communities which have a significant proportion of agricultural support workers may experience variable incomes due to seasonal and economic changes. As a result they may have difficulty affording the funding of local facilities. As increases in fuel costs continue, they may also have difficulty affording transport and entry costs for centralised facilities

17.3.4 Infrastructure Management for Economic Sustainability

Future Initiatives (Growth/Decline)

The growth of population in some areas of the district and the possible decline in population in others provides an opportunity, and possibly an imperative, to rationalise facilities (remove, replace, build new where there is demand). Rationalisation of assets must, however, consider the economic factors for ratepayers mentioned in 17.3 above as well as those for the asset management financials.

Clarity for Future Development and for Developers

The public and private economy of the district, the long term financial sustainability of the infrastructure, and the financial impacts on individual ratepayers must all be analysed and balanced by Council in order to provide the optimum climate for continued growth. The scope of this is beyond that of an AcMP; however, this Plan provides the information on long term costs of infrastructure as an input to high level analysis. Factors that need to be considered include:

- The build standard of Community Facilities is established to optimise whole of life costs. The Council intends, in most cases, to provide the facilities for the long term, and will manage them to preserve them indefinitely. This means that the quality of public buildings will typically be higher than that of normal residential ones
- Council is expected to show leadership. For infrastructure management, this may mean that some facilities are designed to combine and exemplify environmental and cultural sensitivity, energy-efficiency; flexibility of use; and other intangible sustainability features which may be difficult to fully justify on an economic basis
- Conversely, Council understands that the economics of property development are shorter-term and that development will not flourish, providing the ratepayer base that makes the district economically sustainable, if development contributions are set at a higher level than elsewhere. In effect, Council is competing with its neighbouring districts for the investment of developers
- It is imperative that the standard of public infrastructure contributed by developers is adequate and comparable to the existing assets, so that the lifetime costs of operation and maintenance are also comparable to costs for existing infrastructure
- This Plan forecasts the required additional Community Facilities infrastructure to service growth to 2028, on the basis of existing service levels, forecast population, and development in accordance with the District Plan. Given that most developer-funded Community Facilities are procured by Council, it is considered that the developer's costs are quite clearly indicated. Council has the task of providing additional assets that meet its specifications, within the funding available from developer contributions

Impact of other Activities

The co-location of Storm-water detention or treatment areas within reserves, with maintenance generally undertaken as part of parks asset management, reduces the maintenance cost for these assets.

Funding – equity and district approach

The means of funding each group of Community Facilities is covered in sections 7 to 16. Previously, local facilities have, at least in part, been funded locally, and district-wide facilities, located in larger towns, are funded on the basis of their catchment area. However, a proportion of most facility budgets are funded by general rates to recognise any benefits that accrue to others beyond the local catchment. With the change in use patterns and broadening of user catchments, Council is considering a wider funding approach for facilities and reserves that have been funded from locally defined catchments. A district wide or broader

approach recognises the wider public good provided by these facilities and ensures a more equitable match between those who benefit and those who pay.

If a facility becomes economically unsustainable for the community or catchment served, this will trigger disposal of the asset and the transfer of any activity still hosted by the facility, to an alternative venue. Disposals are not currently foreseen, but where population is decreasing, Council must plan for this step.

This planning includes establishing a process for deciding when disposal is necessary. It is noted that in practice, these decisions are often triggered by the need for maintenance or renewal of an asset component whose failure renders the facility inoperable or exposes further components to risk of deterioration. A decision to fund the repair results in the deferment of a decision on disposal until the next failure, and so on, while the facility as a whole continues to be economically unsustainable.

Intergenerational equity is a higher-level issue, considered by Council when setting depreciation funding and borrowing policies.

Changes to Procurement

There is a potential for the voluntary operation and maintenance of some recreational reserves and community facilities to revert to Council-managed provision, due to diminishing voluntary involvement, less consistent levels of service, need for skilled inputs, and Council's potential exposure to liability (e.g. Health and Safety). The existing arrangement has been a means of keeping costs down as well as a potential source of social wellbeing through the community working together. Council is aware that a change will result in additional cost, and must balance the social and economic sustainability and service/liability issues.

Examples of typical management initiatives that help to sustain the District's Economy are given in the following table. Further initiatives specific to asset groups are given in similar tables, found in Chapters 7 to 16.

Wellbeing	Sustainable Approach
Economic	Look for opportunities with other agencies/businesses for provision of facilities to consolidate supply.
Economic	Look for opportunities to meet multiple demands to reduce the likelihood of duplication.

Table 17-4: Sustainable Management Initiatives - Economic Effects

17.3.5 Economic Sustainability within Council

In addition to managing the assets in an economically sustainable way, Council will also manage its internal operations to optimise their cost, efficiency and effectiveness, so that in the long term the costs of administering the infrastructure are sustainable. While the overall view of this is not a subject for this plan, the management of the asset services delivery unit is relevant.

Human Resource Management – Staffing Levels vs Asset Inventory

Currently the Property and Commercial Unit has approximately 28 full time equivalent employees and 22 are associated with the management of Community Facilities including Property and Reserves.

Significant increases in population and associated facility and property infrastructure are currently occurring. Because of this, assessment of staffing requirements will be required on an annual basis to ascertain the appropriate requirements for the increased workload. Assessment needs to consider the level of staffing coverage required to implement all of the asset services delivery unit's functions including internal management, information systems management, project management, design, supervision, construction, operations and maintenance.

Human Resource Management – Skills

In addition to staffing numbers, assessment of staffing levels needs to consider the skill requirements to meet the demands of the infrastructure that Council does and will own and operate.

Increases in the complexity of facilities such as event centres, aquatic centres and council's own accommodation are occurring. This will require skilled and trained staffs for operation, maintenance and

supervision. A review of Council policy on resourcing the operations and maintenance is required to ascertain the most appropriate method for delivery of the required levels of service.

IP: 09-1102, 09-1103, 11-1101 put in place a more reliable maintenance and management method for voluntarily-managed infrastructure.

Human Resource Management – Training

Training of staff is presently on an ad-hoc basis with no structured long term development plans for the individual staff members in the asset management field. The link between asset life, and the ability to deliver levels of service with the skills of the people who plan, design, install, operate and maintain the assets is inevitable. It is crucial that the skill gaps of staff, contractors and service providers are identified; that there are structured training programmes to close these gaps; and that the effectiveness of the training provided is evaluated. Training programmes should be designed and reviewed for each individual – not for a business unit, contractor or service provider as an entity.

IP: 11-901 Asset management and planning training received will be recorded, staff development needs programmed, and a succession plan developed.

Human Resource Management – Succession Planning

Succession planning is considered necessary to reduce the risk associated with staff leaving the organisation. This discipline ensures that institutional knowledge is passed on, and assists in ensuring continuity, both within the organisational culture and in the long-term asset management and planning.
Succession planning techniques that Council has considered appropriate are:

- Sourcing suitable replacement staff from within the organisation wherever possible
- Developing personal career development plans for all relevant staff. This can include identifying weaknesses in training and experience and attempting to address those weaknesses by use of mentoring, relevant projects and continuing professional development programme
- Identifying likely staff retirements, promotions, resignations or position changes on an annual basis
- Identifying potential internal staff to fill positions becoming vacant, providing those staff with projects that extend them and give them relevant experience for filling the positions

Human Resource Management – Specialist and Peak Workload Approach

External consultant and contractor services are procured where Council expertise or resources are not available, either in the required time or to the required degree. It is not sustainable to engage permanent staff where there is no on-going requirement for specialist expertise or for intermittent peaks in workload. In these circumstances, Council seeks additional temporary assistance at rates which are economic giving consideration to the intermittent duration and/or specialist knowledge required.

Procurement of consultants is by professional services brief. Procurement of contractors is by contract conditions of engagement.

Energy Management – General

The Community Facilities and Property Activity is energy intensive, accounting for a high proportion of Council's total energy consumption. This consumption impacts on economic sustainability as well as on the natural environment. The direct use of fossil fuels is generally limited to repetitive maintenance, intermittent construction projects, and staff transport. Electrical energy is consumed in the heating, ventilating, and air-conditioning and lighting of buildings, and the treatment of swimming pools.
Indirect use of energy occurs during the manufacture of materials used in construction, operation and maintenance of assets. Carbon emissions for many current energy sources contribute to climate change.
Energy prices have increased significantly over recent years, impacting on operational costs for Community Facilities. This trend is expected to continue.

Council will manage its energy consumption as follows:

- Monitor current and forecast fossil fuels prices and associated effects on its asset management and operation annually
- Identify effective and efficient opportunities to reduce usage and reliance on this energy source
- Seek reliable and sustainable alternatives as they arise. New buildings may be provided with energy-efficient systems where affordability and an acceptable return in the short to medium term can clearly be demonstrated for the additional investment

- Look for opportunities through procurement of energy resources to deliver appropriate savings and benefits
- Minimise use of and conserve energy, as far as practicable while still meeting agreed levels of service
- Identify and reduce carbon emissions where a benefit is shown, through more efficient use of materials and services
- By factoring 'Green Star' or other applicable principles into facility and open space design to minimise energy consumption.

Energy Management - Electrical

Power to all Councils services is supplied via Orion. Selwyn District Council is included with Christchurch City Councils electricity supply contract.

An initial Electricity tariff review was completed in 2005. This made a number of recommendations for electricity tariff changes. Some of these have been implemented. A further review of these was carried out in 2008 confirming that further costs savings could be achieved by tariff and time of use changes. This exercise was again repeated in 2017 which resulted in further annual savings (of more than $145,000) being achieved.

Detailed site audits will be required to review efficiency of specific items and identify improvements. For example, there is potential for solar power to be used in remote public toilets. This approach has been used with success in a temporary toilet on Foster Park.

Some preliminary work has been undertaken to identify and evaluate alternative energy sources. This initially focussed on the potential to use solar panels and wind turbines to power low demand sites, e.g. telemetry installations. Capital costs far outweigh the very low annual energy cost savings making conversion of existing sites unattractive. Solar panels may be a viable option for new installations without an existing mains power supply.

In 2016 a business case was developed for the use of LED lighting on Foster Park. The technology was introduced as a trial and has proven to be successful both from a user point of view (quality) and cost of operation outcome. As a result LED lighting will continue to be included as an option in park development projects.

In addition, 'Green Star' principles are being factored into the design, fixtures and fittings of facility new builds, particularly in respect to efficient electricity demand for heating, cooling, insulation, and lighting. Council owns a number of diesel powered generators installed as standby emergency power supplies.

There is potential to utilise these systems during peak power demand periods and take advantage of lower tariff structures. Another option under consideration is to use the generation capacity to supply the main grid at peak times when the electricity spot price is high.

These options may provide net cost savings for SDC, but need to be considered in a wider context for alignment with the Sustainability Principles. Any use of diesel generation capacity consumes non-renewal fossil fuels contributing to greenhouse gas emissions. A significant capital investment would be required to modify the existing equipment to supply power to the grid, and supply contracts would need to be negotiated that did not compromise the ability to use the generation capacity for the purpose for which it was originally intended.

Further investigation is required in this area. IP: 11-104 A review of electrical energy efficiency is included in the Improvement Plan.

Energy Management – Petrol and Diesel

A brief analysis of liquid fossil fuel usage, including the component of Councils Service Delivery supervisory personnel travel related costs, is included in the Improvement Plan.

As part of the process to procure the vehicle fleet for the Council a multi-criteria assessment is undertaken. This includes looking at fuel economy, CO2 emissions and pollutants as an input to ranking vehicles.

17.4 Natural Environment Considerations

17.4.1 Overview of Natural Environment

Activities associated with Council's community facilities have the potential to have both positive and negative environmental effects on air, land and water resources, with results that may also affect physical health. This section provides a summary of those potential effects and a summary of the management of current and likely future activities to provide sustainable environmental and community health outcomes.

17.4.2 Activity Summary and Negative Environmental Effects

The tables below provide a summary of activities managed under the Community Facilities Activity with potential environmental effects, which may be positive or negative, as signified by P or N. Management of those effects is discussed in the following sections.

17.4.3 Demand Changes

Changes in historical community activity use patterns have occurred, from localised and relatively informal uses to increasing numbers of organised events with more participants. Increased demand on local and centralised facilities is expected as population numbers grow and as increased urbanisation of townships occurs. Increased local demand may also result from changes in travel patterns, as increases in fuel costs continue. Demand changes and increases will be managed by monitoring and mitigation to manage local environmental effects at sustainable levels.

Council has completed a Physical Activity Strategy (2014) and an Open Space Strategy (2015). Additional requirements and management decision-making guidance for recreation and other reserves are identified through this strategy work.

As communities grow, stormwater treatment systems including wetlands, rain gardens, and planted flood storage areas are being extended. These areas offer passive recreation opportunities and so fit within the township reserves and streetscapes service group.

Gravel extraction is an activity undertaken by Council for a very long period with many pits now dis-used. Aftercare and end use of extraction areas as passive or recreation reserves will require careful design and management.

17.4.4 Climate Change

A report prepared for Selwyn District Council by Aqualinc Research LTD in September 2016 (Climate Variation Report – Impact of Climate Cycles and Trends on Selwyn District Council Water Assets) provides a snapshot on the potential change in climate patterns over the next 32 years.

Alongside the report produced by Environment Canterbury in 2007, that looks at the entire region and with an 83 year forecast, (**Climate Change** – An Analysis of the Policy Considerations for Climate Change for the Review of the Canterbury Regional Policy Statement), and the publication from the Royal Society of New Zealand "Climate Change Implications for New Zealand", the converging opinions that have relevance to the Community Facilities activity area include:

Increase in Mean Temperature

The following table indicates the projected temperature change for the Canterbury region.

	Summer	Autumn	Winter	Spring	Annual
From 1990 to the 2040s	01 to 2.2	0.2 to 2.2	0.4 to 2.0	0.2 to 1.8	0.2 to 1.9
From 1990 to the 2090s	0.8 to 5.2	0.7 to 4.9	0.8 to 5.1	0.4 to 4.7	0.7 to 5.0

Table 17-5: Projected changes in mean temperature (in °C) for Canterbury, climate change effects and impacts assessment: A guidance manual for local government in New Zealand, 2008.

Seasonally, the greatest warming is projected in the winter months. The limited or even slight cooling of the summer months to the 2040s might be due to natural variability, an increase in southerlies, or an increase in westerlies. Overall, on average, temperatures are projected to be 0.8°C warmer compared with the period 1995 to 2015. This will correspond with an increase in evapotranspiration rates, expected to be around 3% by 2048.

Changes in Rainfall

Overall, projections indicate that the Canterbury region will experience increasing rainfall in the Southern Alps (possibly over 5%), and no long term change in rainfall on the plains. In addition there is not expected to be a change in the number of extreme rainfall events on the plains but in the Alpine environment this is expected to increase by 6 to 8%.

This has particular significance for groundwater recharge and foothills-fed rivers such as the Waipara, Ashley, Selwyn, Opuha, Opihi, Orari, Pareora, Waihao and Hakataramea, amongst others.

Modelling indicates that the application of irrigation water from the Central Plans Water scheme will restock the groundwater reserves on the plains. This will artificially but significantly compensate for the effects increasing evapotranspiration and a static average rainfall forecast.

Extreme rainfall events are not expected to increase in frequency or severity despite the national recommendation to allow for an 8% increase in extreme rainfall magnitude for every 1°C increase in temperature.

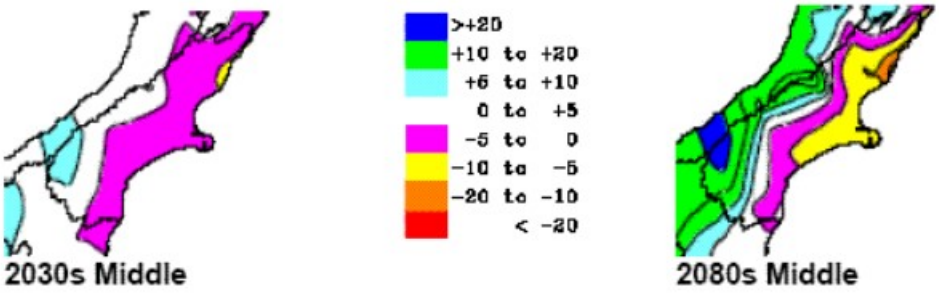


Figure 17-1: Projected annual precipitation change (in %) relative to 1990

Eastern parts of the region are projected to have less annual rainfall overall, particularly in the winter months. Mountain ranges in the north of the region are also projected to have less annual rainfall overall. However, significant increases in precipitation are projected for the Southern Alps, particularly in the winter. As winter rainfall is the largest contributor to groundwater recharge, climate change is likely to induce lower overall recharge and lower groundwater levels.

Evapotranspiration

Increased evapotranspiration is linked closely to an increase in temperature. Evapotranspiration is expected to increase by about 3% by 2048.

Wind and Snow

Modelling data shows there will be little to no change in the average wind speed across the district. There is a possibility that the number of windy days per annum will increase by 1-2% by 2048.
Snow fall is likely to occur at increasingly higher elevations and in greater quantities. Lower level snow fall (outside of exceptional weather events) are not expected to change in regularity or scale.

River Flows

Increased annual alpine snow falls and rainfall will correspondingly increase average river flows. This is forecast at an 8% increase in flow and is likely to impact on river paths and flows downstream. The impact downstream will be moderated by the increase in evapotranspiration on the plans.

Sea Level Rise

Sea level change will be consistent with national and global changes. Local sea levels have risen 0.19m over the last 100 years and are expected to continue to rise by a further 0.08 to 0.23m by 2048. Sea level rise may accelerate in the future as oceans warm and ice sheets become increasingly unstable.

Daily temperature extremes: Modelling suggests a significant decrease in the number of frost days experienced in the region, and an increase in the number of hot days, or those days exceeding 25°C.

Extreme rainfall: A warmer atmosphere can hold more moisture (about 8% for every 1°C increase in temperature). Therefore, there is likely to be increased rainfall depth and intensity associated with climate change. In addition, the heat that comes from the condensation of this increased moisture will make storms more intense.

Drought: The modelling indicates that by the 2090s, there will be a significant increase in the average water deficit across Canterbury, with increases of between two weeks and over six weeks of pasture deficit as an average climate condition. By the 2040s, current drought events that are so severe that they only occur in 1 out of 20 years are projected to occur more frequently.

Fire: Studies and modelling suggest that there is likely to be an increased fire risk. This will include longer fire seasons, increases in fuel drying, easier ignition, and faster fire spread due to wind. Potential increases in thunderstorms and lightning may also play a role.

17.4.5 Climate Change Effects

Specific effects that may impact on the Community Facilities Activity are set out below along with potential mitigation options.

Land and vegetation: Hotter temperatures and associated drought conditions could have detrimental effects on existing vegetation (including turf) on sites managed under the community facilities activity. This may mean that future planting schemes will need to consider more drought tolerant species. The Code of Practice for Development chapter on streetscape and reserve assets has been edited to reflect this requirement for both climatic and best practice reasons.
There may also be a need to install additional irrigation but this will be dependent on water availability.

Some plains plantations (forestry) may not be sustainable with the current cropping regimes and different land management approaches may be required for these sites. There is also likely to be increased fire risk for forestry plantations which will require more intense management to reduce the risk.

Natural Ecosystems: Climate change, particularly temperature increases and sea-level rise, would alter the geographical distribution of habitats and the distribution of species. Where distribution shift cannot easily occur the effects of climate change are likely to put considerable stress on these ecosystems.

Pest Incursion: Hotter temperatures would allow a distribution shift of pest species, resulting in new and increased incursions of pests. This could include both plant and animal pests. It is likely that further monitoring and eradication programmes will be required in the future particularly on forestry and rural reserve sites.

Water availability: Increasing demand for water is currently an important issue for Canterbury. This increased demand is likely to become increasingly critical in a future characterised by drier average conditions, and an associated increase in both drought frequency and intensity. This may mean, as an example, that it will be more difficult to obtain the required water to irrigate playing surfaces. SDC will need to be prudent about how it designs and builds assets, and, manages water allocations in the future.

The potential for less groundwater recharge may also affect the reliability of existing wells that service community facilities.

Physical resources: Extreme weather events can have devastating effects on physical resources, both individual property and strategic infrastructure. Any increase in the frequency, and particularly severity would increase the risk to people, and physical resources. Consideration will need to be given to design and location aspects for council buildings and properties to reduce the risk of damage or loss of service due to extreme weather events.

Community effects: Increased extreme weather events could have a detrimental effect on society through injury and loss of life. While some extreme weather events would be an intensifying of natural hazards which we are used to, heatwaves and new disease vectors such as mosquitoes carrying Ross River virus

and dengue fever would require a new response. This may have implications for services such as cemeteries in terms of ensuring capacity to respond to deaths resulting from natural disasters or spread of disease.

17.4.6 Changes in Environmental Requirements

Changes in legislative and community environmental and health requirements are expected to continue. Activity environmental management will be updated and modified as these changes occur.

Activity	Potential Effects on Natural Environment (N – negative; P – positive)						
	Landscape and Visual	Fire	Pests	Water Contamination		Water Resources	Land Contamination
				Surface	Ground		
Recreation Reserves	P/N	N	N	N	N	P/N	N
Passive Reserves & Streetscapes	P/N	N	N				
Cemeteries	P/N	N	N		N		N
Public Toilets	P/N			N	N		N
Community Centres & Halls	P/N			N	N		
Swimming Pools	P/N				N	P/N	
Properties & Buildings	P/N			N	N	P/N	N
Rental Housing	P/N				N		
Gravel Reserves	P/N		N	N	N	P/N	N
Forestry	P/N	N	N	N	N		

Table 17-6: Activity Natural Environment Effects

Activity	Potential Effects on Public Health and Safety (N – negative; P – positive)												
	Recreation Water Contact	Drinking Water	Effluent Disposal	Light Spill	Noise	Traffic	Dust	Odour	Litter	Vehicles	Exercise	Hazardous Substances Release	Personal Environment Safety
Recreation Reserves	P/N	P/N	P/N	N	N	N	N	N	N	N	P	N	P/N
Passive Reserves & Streetscapes	P/N			N					N	N	P	N	P/N
Cemeteries						N						N	P/N
Public Toilets		P/N	P/N					N				N	P/N
Community Centres & Halls		P/N	P/N	N	N	N			N		P		P/N
Swimming Pools	P/N	P/N	P/N	N	N	N			N		P	N	P/N
Properties & Buildings		P/N	P/N	N	N	N							P/N
Rental Housing		P/N	P/N		N								P/N
Gravel Reserves					N	N	N					N	
Forestry					N	N	N					N	

Table 17-7: Activity Public Health & Safety Effects

17.5 Resource Consents

A schedule of current resource consents issued to Council under the Resource Management Act is provided in Annex 17B. Additional consents will be sought as required for future activities, including continuing and upgrading existing services/assets.

There are gaps in consent coverage of all services covered under this AcM plan. It is intended to develop a comprehensive set of consents relating to this activity as an improvement action.

17.6 Property Designations

Council's property designations, including those for Community Facilities, are issued under the Resource Management Act and are recorded in Council's District Plan. The Council may use designations to control activities in the following areas:

- Gravel Reserves (gravel extraction)
- Recreation Reserves
- Swimming Pools
- Cemeteries
- Plantations
- Halls
- Council Buildings

Other activities are generally controlled under applicable rules in the District Plan.

Additional designations will be sought for new activity areas and where existing uses require designation. Variations or new designations will also be required if ownership, management and use of existing areas is changed. The matter of continued use of designations or provision of zones is being considered as part of the District Plan review.

17.7 Management Initiatives

The following section sets out initiatives that SDC is implementing or considering to manage the Community Facilities Activity sustainably. SDC is committed to undertaking business in more environmentally sustainable manner and these initiatives indicate Council's intention.

Initiatives specific to asset groups are also listed in Chapters 7 to 16.

The Capital Investment Options process applied to renewal and new works, described in Chapter 19, Asset Management Practises, considers the sustainability of the natural environment as part of the multi-criteria analysis.

Further information on sustainable environmental practice is provided in each of the service sections (Sections 7 to 16).

17.7.1 Recreation Reserves and Township Reserves and Streetscapes

Potential environmental effects related to recreation reserves include:

- Effects on groundwater from effluent disposal
- Use of surface or groundwater for irrigation and drinking water
- Use of agrichemicals for weed control and turf management
- Use of chemicals for building maintenance
- Traffic effects
- Litter
- Adverse effects from development on ecosystems and biodiversity

Effluent disposal operations, apart from those reserves where facilities connect to the public sewerage system, are of varying quality. The condition of some septic tank effluent drainage systems is unknown. Many septic tank systems, while operating under existing use rights, do not have consents and would not meet current LWRP standards. There is a need to have a programme of investment to bring all effluent disposal operations up to LWRP compliance.

Water resources are used for irrigation on a number of reserves for summer sport operations. Approximately 10% of summer water use via community supplies is for reserves irrigation. Irrigation systems operate at varying water use efficiencies. Turf management regimes can allow for limits on irrigation.

Use of irrigation is subject to ECan requirements for a Water Supply Strategy. Council has undertaken a review of irrigation and other water uses, costs and demand management options to develop a demand management plan. A five step water demand plan has been put in place to manage water during periods of low rainfall/drought.

Water quality at reserves not connected to municipal water supplies is variable and in some cases not suitable for drinking. Department of Health "Small Community Supply" criteria generally apply. Warning signs are posted. Future upgrading is being considered on a risk basis.

High occupancy reserves (Coes Ford and Chamberlains Ford) have swimming holes where contact recreation water quality is compromised by upstream agricultural activities. SDC and ECan carry out recreational quality monitoring and ECan will sign post these sites during periods when quality is likely to be lower than contact recreation requirements.

Youth facilities have been or are being planned to be added to some parks (community parks). These raise issues relating to noise, traffic, litter and safety. Elements of environmental safety design are to be applied. Noise levels will be managed to comply with the District Plan.

Vehicle use on reserves is managed by a combination of structural measures (e.g. bollards) and community vigilance. Additional surveillance is carried out as required at the more remote reserves. Vehicle parking at and near reserves is managed by appropriate design, by providing signs and by events scheduling. The effects of peak traffic flows will be monitored to identify any need for additional measures. SDC has also developed a Parks and Reserves Bylaw that includes a section on traffic management and vehicle control.

Fire risk is managed by vegetation control. Fire breaks are prepared where this is necessary depending on adjacent land uses.

Litter is managed with provision of bins and skips particularly during high use periods. Litter enforcement is carried out in accordance with Council Bylaws.

The use of agrichemicals and other chemical products used for reserve maintenance tasks is applied in accordance with industry standards. The maintenance contractor, SICON Ltd, has attained ISO 14001 (Environmental Management Systems) accreditation. This means that they have in place operating procedures and policies that take consideration of environmental impacts.

Development of land for new residential or commercial subdivision or increased human occupation can lead to the loss of existing natural features including ecosystems and indigenous plants. Council's response is to review subdivision plans and, through the resource consent process, protect natural areas that are considered to be important as esplanade strips/reserves or as land contributions for reserves. Council promotes protection and enhancement of natural features on existing sites by arranging and supporting a variety of indigenous re-planting initiatives.

17.7.2 Cemeteries

Contamination from human remains is a potential concern. This includes chemicals, radio activity (from bodies that were treated by radiotherapy) and organic load, all potentially affecting ground water. The concern is managed by maintaining adequate separation distance between the base of burial areas and the upper surface of groundwater. This is in accordance with the proposed LWRP and NRRP rules.

Extension of existing cemeteries and development of new cemeteries will require resource consents and compliance with the proposed LWRP and NRRP rules will be required.

Planting of deep rooting trees is seen as a partial solution to potential groundwater contamination, as trees tend to absorb some contaminants by root uptake.

While not strictly an environmental concern, design and layout to allow for specific ethnic groups is being considered by SDC for future cemetery development. Council is also considering the provision of a "natural burials" area on trial basis in the first instance to gauge demand and practical aspects.

Use of agrichemicals for weed control is a potential environmental issue for all grassed and planted areas including cemeteries. SDC contractors are required to be certified Growsafe operators and have attained ISO 14001 (Environmental Management Systems) accreditation.

17.7.3 Public Toilets

Many of the existing public toilets are old and their sewage treatment and disposal systems are outdated. Environmental effects can occur from public toilets not connected to municipal sewerage systems. Ngai Tahu have expressed concern over possible inadequate separation distances between effluent disposal and surface or ground water resources.

In order to comply with the proposed LWRP conditions, effluent disposal systems must maintain a 1 metre vertical separation distance to groundwater. In general the effects are minor and localised provided the effluent drainage systems have adequate separation from groundwater upper surfaces. Additional consents are required and an upgrading programme is in progress with a new systems installed at Chamberlains Ford toilets, Springfield toilets and system upgrades at Arthurs Pass toilets. The programme will be further enhanced with funding support from Government's Tourism Infrastructure Fund for the construction of a new public toilet at Castle Hill Village and containment system expansion at the Springfield facility in 2018.

17.7.4 Community Centres and Halls

Many of the existing community centres and halls are old, dating back to the 1950's and earlier. Many have non-reticulated waste water systems that give rise to similar concerns to those discussed above for public toilets. Funding of sewerage and other improvements under the present local committee structures is a specific concern being considered by Council.

The use and disposal of cleaning chemicals as well as paint stripping and disposal of old paint (because of potential concerns from lead based paints) are given specific attention in cleaning and painting contracts.

17.7.5 Swimming Pools

Environmental effects related to pools include taking of water, either via municipal systems or specific groundwater bores, or surface water takes. The effects also include discharge of filter backwash water into municipal sewer systems or into onsite disposal systems. These effects are understood to be generally minor and localised.

Pool heating is being reviewed, not only for possible longer operating periods and compliance, but also for more environmentally sustainable heating methods including greater use of solar heating or other alternative methods as opposed to direct burning of fossil fuels or the use of electrically driven systems that consume high levels of power.

Pools make use of hazardous chemicals, in particular sodium hypochlorite for disinfection. Hazardous chemical safety management programmes and training are in place at each of the pools.

Integration of sustainability principles into designs for swimming pool facilities and assets is considered as part of the design process. Specialist advice is sought to ensure the most suitable heating system is installed to meet energy efficiency, performance and operating requirements.

Decisions on incorporation of sustainable or green building principles are guided by economics, real benefits and practicality. Selection of design options also considers the length of the payback period through operational savings/efficiencies from capital investment.

17.7.6 Properties and Buildings

This activity group includes equipment and machinery depots. Current and old depots are typically contaminated sites. Contaminants include hydrocarbons (spilt fuel and oil and waste oil). Agricultural chemicals and road construction and maintenance chemicals, including bitumen and other additives, are also likely to be present on these sites.

Council maintains an active programme of site containment including stormwater management systems to minimise potential contamination of surface or ground water.

Any proposal to dispose of or change the use of land that has previously been a depot is expected to include a contaminated site assessment and report including remedial measures if required.

Service buildings such as Council Offices and Libraries/Service Centres consume energy to operate and utilise water resources. Where new buildings are being constructed or as part of refits or refurbishment Council will consider "green" building technologies. 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.

17.7.7 Rental Housing

Council's existing housing stock is old and in the main, subject to a disposal programme. Should the Council decide to extend or rebuild houses in the future, sustainable design principles (eco housing) will be used where this is practicable. Council also has a duty to ensure all rental houses comply with the standards introduced in respect to insulation, via the Residential Tenancies (Smoke Alarms and Insulation) Regulations 2016, by 2019.

17.7.8 Gravel Reserves

Council owns over 220 sites that have been used for gravel prospecting and extraction mainly for road building and maintenance. Most sites are designated. Some of the resulting shallow pits have been used for hard fill disposal. A smaller number of those may contain some contaminated material.

Council is investigating possible disposal of approximately 60 of the old gravel pits subject to approval from the Department of Conservation.

Co-management and redevelopment of some of the old gravel pit areas is expected to result in development of passive reserves (e.g. Cemetery Pit at Leeston).

On the 24th September 2014 Council resolved to implement its current gravel resources through the recommendations of the *Gravel Management Strategy for Selwyn District* (September 2014). The key shift for Council as a result of adopting this Strategy is to work towards eventual withdrawal from direct Council involvement in management and supply of gravel by 30th June 2016, this being subject to several criteria discussed in the Gravel Management Strategy – Report to Council (9th September 2014).

In parallel, Council has offered existing suitable gravel pits for lease for gravel extraction and/or clean filling and is in the process of confirming arrangements with three operators. Consent to operate is the responsibility of the operators with the expectation that upon conclusion of each lease, the sites are returned to Council in a fully restored condition to enable future recreation use or disposal as is appropriate.

This programmed shift in focus for Council in relation to the 'Gravel Reserves' activity has resulted in a number of new measures and initiative that ensure this new direction is implemented.

Quarry Management Plans will continue to be developed to manage site requirements whilst quarries are in operation and reduce environmental effects such as dust, noise from crushing plant and heavy traffic use.

Development, extraction, processing, end use and monitoring of existing extraction sites are governed by the provisions of the proposed LWRP and the NRRP. End use as passive or recreation reserves or as clean fill sites will be managed by conditions on designations or consents. Conditions are expected to include progressive post – extraction site design, construction, planting and management regimes.

17.7.9 Forestry

Council's forestry holdings are typically small blocks and are managed under a consultancy agreement with Ashburton District Council. Potential environmental issues include post-harvest dust generation (until sites are either replanted or remediated), and visual effects.

During harvest operations contractors are required to have a traffic management plans in place to reduce effects of heavy traffic on local communities.

Plant and animal pest control is undertaken on regular cycles to ensure adequate control. Herbicides are used at planting and during maintenance and thinning operations. These are applied by Grosafe-certified operators and in accordance with industry standards.

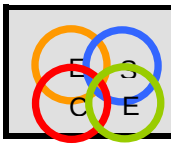
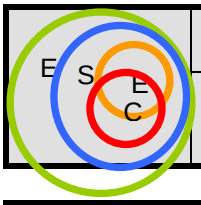
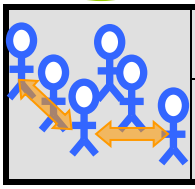
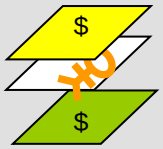
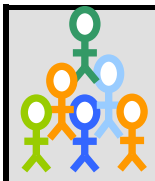
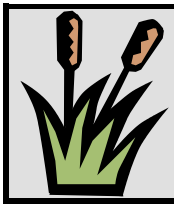
Council's forestry blocks are small, are generally in rural surrounds and operations on them are infrequent. Environmental effects are minor.

Following the substantial loss of forests as a result of wind events in 2013 Council has now decided to reduce involvement in this activity over time. As forests are harvested they will not be replanted in forest stock and alternatives will be considered including return to pasture for grazing lease, redevelopment for passive reserves or indigenous planting or disposal.

Annex 17A

SDC Sustainability Principles and 4 Wellbeing's Definitions

In order to move towards sustainability, SDC should act according to the following principles:

	Principle 1: Make decisions based on the four aspects of well-being Integrate environmental, economic, social and cultural considerations within Council decision making. Consider both the short-term and long-term effects of the decision.
	Principle 2: Observe the Precautionary Principle to provide contingency and enable adaptability of our community Err on the side of caution in the face of scientific uncertainty and a risk of serious or irreversible environmental damage.
	Principle 3: Seek "intra-generational" and "inter-generational" equity Improve quality of life and create opportunity for all of the current generation, without compromising the quality of life and opportunity of future generations.
	Principle 4: Internalise environmental and social costs Develop and adopt a system that recognises the true costs and benefits of protecting and restoring environmental/ecological, human, social and cultural resources affected as a result of the services that Council provides.
	Principle 5: Foster community welfare Support and encourage the region to prosper socially and culturally. Our assets are not just our built assets but our people, their skills and the connections between them.
	Principle 6: Act to halt the decline of our indigenous biodiversity and maintain and restore remaining ecosystems Conserve, and sustainably use and manage, the district's biodiversity, recognising the various services that ecosystems provide to humans as well as the environment's intrinsic value.
	Principle 7: Consider, and promote the sustainability of our neighbouring communities and work with governing bodies for sustainable outcomes Recognise that we are part of a whole globe system whether we can physically see the impacts of our actions or not.

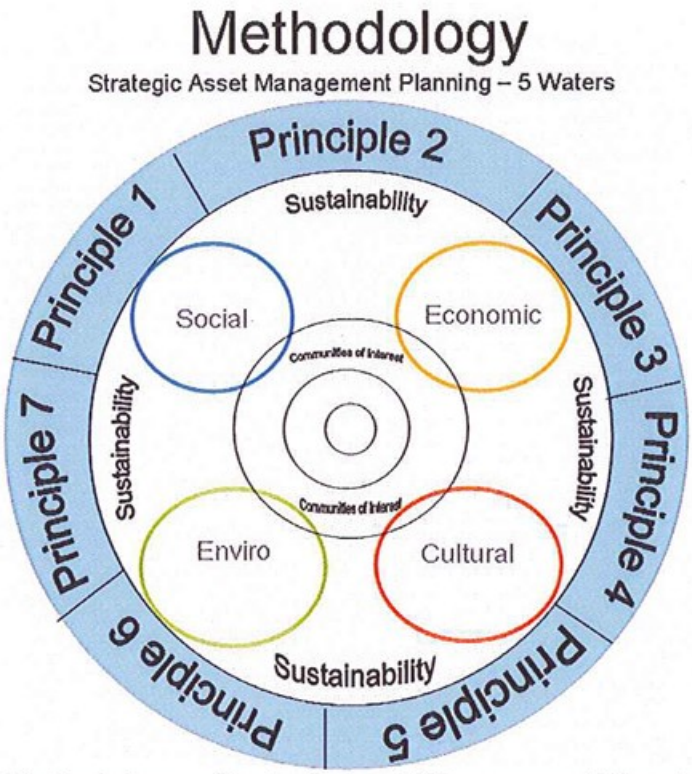


Diagram 1 Methodology – Strategic Asset Management Planning 5 Waters

Social well-being:
Enjoyment experienced by the people from being part of a diverse and co-operative community where they feel there is a fair balance between meeting individual and community needs, while working towards achieving their education, health, security and recreation goals.

Economic well-being:
A state of economic health and capacity which enables people and communities to achieve a standard of living which can meet the costs associated with the achievement of their social, environmental and cultural needs, now and in the future.

Environmental well-being:
Soil water and air, together with associated ecosystems and landscape identity, are sustained in a healthy state, while supporting the reasonable needs of the district and its communities.

Cultural well-being
A satisfying sense of connectedness to the district and community, past and present, through appreciation and free expression of religious, spiritual, cultural and family values, in such a way that respects the differences and richness of our diverse communities.

Annex 17B

Summary of Current (as at October 2017) Resource Consents and Future Requirements

Consents held from Environment Canterbury (Ecan)							
Unique:	**Granted:**	**Expires:**	**For:**	**Permit:**	**Site Description:**	**Location:**	**Conditions:**
CRC000818.1	19/11/01	19/11/34	To erect, reconstruct and use a structure across the LII River, for the purpose of capturing cut weed		LII River, Lincoln	Lii River, Lake Ellesmere	9 Conditions
CRC010757	24/11/00	24/11/35	Discharge contaminants into land	Sewerage	Arthurs Pass Community Centre	School Terrace Road	9 Conditions
CRC021084	23/4/07	19/4/42	Use land - excavation/deposition		Cemetery Pit	Leeston- Southbridge Road	18 Conditions
CRC031429	19/3/03	14/3/38	to discharge treated sewage effluent to ground	Sewerage	Grainshed Reserve Toilet	North Terrace, Darfield	7 Conditions
CRC054151	22/8/05	12/8/40	Discharge contaminants into land	Sewerage	Arthurs Pass Public Toilets	Arthurs Pass Village - Southern entrance	12 Conditions
CRC060903	2/11/05	1/11/40	Discharge contaminants into land		Glentunnel Hall	Homebush Rd, Glentunnel	12 Conditions
CRC064061	21/9/06	21/9/41	Disturb river bed	Water	Coes Ford Public Toilets	Coes Ford, Leeston	15 Conditions
CRC064355	2/11/06	2/11/41	Discharge contaminants into land	Sewerage	Rolleston HQ	Rolleston Drive, Rolleston	33 Conditions
CRC064399.1	24/2/12	19/4/42	Discharge contaminants into land		Cemetery Pit	Southbridge Leeston Road	20 Conditions
CRC070522	2/11/06	2/11/41	Discharge contaminants into air (Diesel generator)		Rolleston HQ	Rolleston Drive, Rolleston	10 Conditions
CRC080003	30/10/07	25/10/42	Discharge stormwater to land x roof etc		Arthurs Pass Public Toilets	SH 73 Arthurs Pass	13 Conditions
CRC084966.1	21/6/11	28/4/20	To discharge contaminants onto land in circumstances where they may enter surface water (e.g Herbicides).		Global Consent	Global Consent - Selwyn District Council	29 Conditions
CRC090427	14/5/08	12/8/39	Take ground water		Lincoln Event Centre	North Belt, Lincoln	8 Condtions
CRC092331			Realignment of water race.		Foster Dog Park	Goulds Road, Rolleston	0 Condtions
CRC101443.1	7/7/10	11/2/45	Discharge contaminants into land		Chamberlains Ford Public Toilets	Chamberlains Ford, Leeston	21 Conditions
CRC101444	1/2/10	1/2/45	To undertake earthworks and to install structures within the bed and banks of the Selwyn River		Chamberlains Ford Public Toilets	Chamberlains Ford, Leeston	22 Conditions
CRC101775.1	24/2/10	22/12/44	To undertake works in a river (Replace Footbridges)		Liffey Creek	Liffey Domain, Lincoln	23 Conditions
CRC102907	9/6/10	8/6/45	Discharge of contaminants to surface water		Lincoln Event Centre	154 North Belt, Lincoln	51 Conditions
CRC102940	22/6/10	22/6/45	Discharge contaminants into land		Kirwee Recreation Reserve	High St, Kirwee	15 Conditions
CRC111066	28/1/11	Expired	To install two bores for recreational use.		Cemetery Pit	Southbridge Leeston Road, Southbridge	12 Conditions
CRC120443	2/9/11		To install a bridge over an artificial water course, between Meijer Dr and Lincoln High School		Lincoln Event Ctr	Meijer Dr, Lincoln	0 Condtions
CRC136795	1/6/07	21/9/41	Discharge contaminants into land	Sewerage	Coes Ford Public Toilets	Coes Ford, Leeston	16 Conditions
CRC140812	27/9/13	Expired	To excavate and deposit material in the bed of a river, to place structures in the bed of a river		Coes Ford Public Toilet	Coes Ford Reserve, The Lake Road, Leeston	23 Conditions
CRC140813	27/9/13	27/9/48	To divert surface water around a structure.		Coes Ford Public Toilets	Coes Ford Reserve, The Lake Road, Leeston	6 Conditions
CRC142595	20/11/13	20/11/28	To discharge contaminants to land	Sewerage	Springfield Public Toilet	21-23 West Coast Road, Springfield	19 Conditions
CRC144155	13/2/14	13/2/49	To erect a structure over the bed of a river, earthworks and vegetation disturbance within the riparian margin		Halswell River	Rhodes Park Taitapu	20 Conditions
CRC146012	1/9/11	16/10/43	To plant trees within 24 feet of a watercourse		Halswell River	Taitapu	12 Conditions
CRC152110	7/10/14	7/10/29	To discharge contaminants to land	Sewerage	Westview Reserve Public Toilet	South Terrace, Darfield	19 Conditions
CRC152641	29/10/14	29/10/17	To use land to install a bore		Foster Recreation Park	1092 Goulds Road, cnr Dynes Road, Rolleston	12 Conditions
CRC154454	21/10/15	21/10/30	To take and use water	Water	Foster Recreation Park	1092 Goulds road, cnr Dynes Road, Rolleston	15 Conditions
CRC174954	(lodged)		Land Use Consent, to use land for excavation activities (car park)		Foster Recreation Park	1092 Goulds Road, Rolleston	15 Conditions
CRC157520	5/6/15	5/06/2018	To install a bore (monitoring)		Springston Cemetery	57 Weedons Rd	12 Conditions
CRC171022	5/9/2016	5/9/51	To discharge contaminants to land	Stormwater	West Melton Recreation Ctr	1163-1167 West Coast Road, West Melton	26 Conditions
CRC172368	26/10/2016	26/10/2031	To discharge contaminants to land	Wastewater	Dunsandel Recreation Centre	1456 Tramway Road, Dunsandel	21 Conditions
CRC950636	23/12/94	20/12/29	To discharge septic tank effluent into land via a disposal system	Sewerage	Rakaia Huts Campground	Jollies Road, Rakaia Huts	6 conditions
CRC980739	7/1/98	23/12/32	Take groundwater x irrigation-6 hectares	Water	West Melton Domain	Rolleston Rd, West Melton	5 Conditions
CRC053162	17/6/98		To discharge contaminants to land - Human Effluent	Sewerage	Dunsandel Public Toilet	Corner Browns Road & Main South Road (SH1), DUNSANDEL	9 Conditions
CRC940971.1	4/8/96	6/4/29	To discharge contaminants to land - Human Effluent	Sewerage	Halkett Pool (Old School site)	Halkett Road, Halkett	4 Conditions
CRC941128.1	23/5/96	13/4/29	To take groundwater	Water	Halkett Pool (Old School site)	Halkett Road, Halkett	4 Conditions
CRC011512	23/3/01		To take groundwater from a bore for domestic supply of the picnic area	Certificate of Compliance. Water	Coes Ford Recreation Reserve	The Lake Rd, Springston South	0 Conditions
CRC011513	23/3/01		To take water for domestic supply purposes at the Lakeside Domain	Certificate of Compliance. Water	Lakeside Recreation Reserve	Timber Yard Road, Lakeside Domain	0 Conditions
CRC020288	37239		To discharge water to ground	Certificate of Compliance. Water	Darfield Pool	Cnr Ross And Cardale Streets, Darfield	0 Conditions
CRC180362	21/08/2017	21/08/2022	To use land to install a footbridge over the Liffey Stream		Liffey Stream, Lincoln	Liffey Stream by Former Lincoln Country Club building	18 Conditions

Future Resource Consent Requirements from ECan		
Location/ Description	**Project**	**Consent required**
Glentunnel Holiday Park	Effluent system upgrade	Discharge contaminants to land
Springfield Toilets	Effluent system upgrade	Discharge contaminants to land
Prebbleton Community Centre	New building - SW disposal	Discharge contaminants to land
Tai Tapu Community Centre	New building - SW disposal	Discharge contaminants to land
Lakeside Community Centre	New building - Holding Tank - Water take for potable supply	Water take, Discharge contaminants to land
Rolleston Town Square & Reserve Development	SW disposal	Discharge contaminants to land
Foster Park - Further Development	New buildings / carparking - SW disposal	Discharge contaminants to land
Cemetery Pit	Develop recreation facilities	Use land - excavation/deposition
Reids Pit	Develop recreation facilities	Use land - excavation/deposition
Gravel Pits (General)	Additional clean fill disposal areas	Use land - excavation/deposition
Leeston Park	Develop recreation facilities	Use land
Springston Cemetery	Develop extension	Cemetery activities
District Park (Rolleston)	Develop recreation facilities	Use land - excavation/deposition

18: Financial Summary

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18 Financial Summary

18.1 Historical Financial Performance Summary

Historical financial performance for the Community Facilities Activity is set out in the following table. This covers the past three financial years and indicates actual costs and revenues compared with budgets. Overall this indicates that operating costs are generally close to budget but consistently under spent (average of 94% spend compared with budget). This is primarily related to under delivery of operating projects (scheduled maintenance) and much of this is in the community centres/halls and recreation reserves areas where there is a reliance on community committees to undertake work programmes.

Revenue targets have generally been exceeded (average of 114% of budget) and this is mainly attributed to unexpected grant funding being received for a number of large projects (Dunsandel Hall, West Melton Community Centre).

The capital programme has been consistently under-delivered with an average of around 48% of the annual programme being completed (although here has been incremental improvement over the three year period). There are a number of factors contributing to this situation:

- Inadequate early assessment of project constraints and consideration of Council process
- Insufficient lead in time for planning, design, consenting, tendering
- Input from the community (committees) extends project time frames and delays defining project scope
- Reliance on external funding sources for some projects (which takes time to attain)
- Inadequate resourcing made available to deliver projects (especially with a 'bow wave' of project carry forwards)

This situation needs to be addressed especially in consideration of the extensive capital programme identified in this plan. Council has set up a dedicated team to focus on major projects and further resources will be deployed to support project delivery. Other delivery modes are also being considered to accelerate project completion such as design-build. There is also resources provided to assist committees with project delivery. It is expected that these measures will help to provide a much improved outcome for capital programme delivery.

Summary Historical Opex Performance	2014/15	2015/16	2016/17
Budget O & M	$ 13,355,389	$ 14,985,799	$ 17,127,062
Actual O & M	$ 12,464,974	$ 14,169,455	$ 15,898,379
Difference	$ 890,415	$ 816,344	$ 1,228,683
% complete	93%	95%	93%
Summary Historical Revenue Performance	**2014/15**	**2015/16**	**2016/17**
Budget Revenue	$ 2,448,202	$ 3,376,760	$ 4,768,921
Actual Revenue	$ 3,125,914	$ 3,184,195	$ 5,694,433
Difference	-$ 677,712	$ 192,565	-$ 925,512
% complete	128%	94%	119%
Summary Historical Capex Performance	**2014/15**	**2015/16**	**2016/17**
Budget Capex	$ 14,770,859	$ 21,091,081	$ 31,812,332
Actual Capex	$ 5,879,858	$ 10,164,227	$ 17,650,072
Difference	$ 8,891,001	$ 10,926,854	$ 14,162,260
% complete	40%	48%	55%

Table 18-1: Community Facilities Historical Financial Performance

18.2 Long Term Financial Forecast

This section provides an overall financial summary for the next ten years. Individual financial programmes have been prepared for:

- Operations and Maintenance
- Operating Revenue
- Cyclic Renewals and Rehabilitation
- Future Asset Development (capital)
- Capital Revenue

All forecasts are based on $NZ as at 1 July 2017 and exclude GST.

A summary of the long term (10 year) financial forecast for this activity is shown in the tables below. Forecast financial information for each service comprising this activity is presented in the individual service sections (Sections 7 to 16). Figure 18-1 presents the overall expenditure summary for the Community Facilities activity (both operational and capital expenditure). Note that it does not include operational costs related to the Libraries Service which are contained in the Community Development Activity Plan prepared for the LTP.

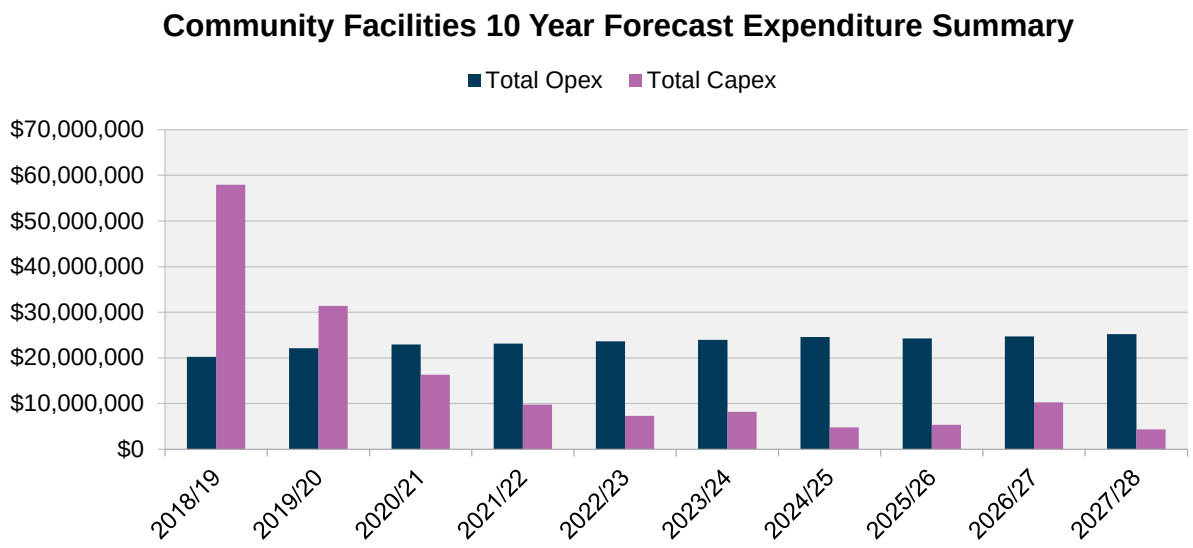

Figure 18-1: Forecast Expenditure Summary

Community Facilities Summary 10 Year Financial Forecast										
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Operating Revenue										
Recreation Reserves	503,441	516,941	502,441	497,941	502,441	497,941	502,441	479,441	480,441	475,941
Township Reserves & Streetscapes	0	0	0	0	0	0	0	0	0	0
Cemeteries	246,895	283,900	283,900	283,900	283,900	283,900	325,399	325,874	325,874	325,874
Public Toilets	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300
Community Centres & Halls	646,340	657,889	980,050	1,092,550	1,092,550	3,092,550	1,104,050	1,104,050	1,104,050	1,124,050
Swimming Pools	1,561,800	2,122,600	2,175,600	2,175,600	2,175,600	2,175,600	2,175,600	2,175,600	2,175,600	2,175,600
Property & Buildings	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
Property & Buildings - Int.l Recharge	550,948	567,731	684,154	897,013	1,059,290	1,068,605	1,055,855	1,099,789	1,105,633	1,106,663
Rental Housing	124,256	188,552	110,900	105,776	96,400	96,400	96,400	96,400	96,400	96,400
Gravel Reserves	46,800	270,713	47,800	170,988	47,800	251,238	47,800	47,800	47,800	47,800
Forestry	0	0	0	9,750	13,650	44,250	67,926	79,514	19,500	19,500
Total Operating Revenue	**4,281,721**	**5,378,429**	**5,670,773**	**6,119,446**	**6,314,484**	**8,553,337**	**6,393,324**	**6,426,321**	**6,373,151**	**6,389,681**
Operations & Maintenance										
Recreation Reserves	4,888,440	4,844,201	4,797,604	4,840,991	4,947,694	4,952,879	5,002,125	4,882,693	4,939,619	5,156,749
Township Reserves & Streetscapes	3,463,333	3,572,412	3,716,464	3,855,112	3,998,358	4,061,967	4,161,881	4,262,088	4,346,870	4,446,093
Cemeteries	582,308	588,009	590,282	606,798	590,731	600,036	642,523	621,990	630,212	647,451
Public Toilets	725,919	744,024	734,740	753,274	786,641	778,321	800,121	844,988	823,077	836,636
Community Centres & Halls	3,473,538	4,278,705	4,916,121	4,883,196	4,947,783	5,105,497	5,304,167	5,175,669	5,359,026	5,433,767
Swimming Pools	3,839,129	4,574,075	4,785,645	4,848,468	4,954,527	5,085,404	5,214,500	5,156,884	5,227,617	5,330,249
Property & Buildings	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
Rental Housing	327,566	264,015	250,090	257,583	285,409	255,272	297,858	268,622	273,576	290,827
Gravel Reserves	325,634	332,786	270,767	274,065	276,333	284,032	283,875	287,785	291,793	299,948
Forestry	199,874	174,076	102,895	96,187	92,904	83,475	84,499	79,897	79,444	75,119
Total Operations & Maintenance	**20,244,203**	**22,128,788**	**22,936,987**	**23,115,099**	**23,642,288**	**23,953,933**	**24,566,756**	**24,305,353**	**24,691,687**	**25,227,429**
Operating Surplus/Deficit (excl. deprn)	**15,962,482**	**16,750,359**	**17,266,214**	**16,995,653**	**17,327,804**	**15,400,596**	**18,173,432**	**17,879,032**	**18,318,536**	**18,837,748**
Depreciation										
Recreation Reserves	1,725,478	1,856,820	2,037,626	2,259,456	2,213,591	2,258,548	2,239,556	2,213,686	2,282,529	2,297,286
Township Reserves & Streetscapes	75,457	118,982	142,208	160,932	189,711	200,431	215,262	257,963	277,553	295,499
Cemeteries	24,957	28,196	31,162	38,099	45,104	47,660	50,438	53,100	53,792	53,454
Public Toilets	147,583	153,152	162,161	170,986	183,541	193,218	196,769	204,477	208,267	209,075
Community Centres & Halls	1,026,931	1,236,135	1,504,657	1,601,592	1,688,862	1,734,423	1,783,071	1,871,417	1,891,198	1,907,105
Swimming Pools	911,835	972,390	985,720	994,131	1,022,808	1,031,195	1,044,872	1,073,170	1,080,187	1,093,602
Property & Buildings	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
Rental Housing	40,037	40,546	40,913	41,304	41,230	41,230	41,230	64,688	65,534	66,414
Gravel Reserves	1,787	2,050	2,211	2,417	2,809	3,032	3,287	3,774	4,144	4,588
Forestry	0	0	0	0	0	0	0	0	0	0
Total Depreciation	**5,419,843**	**6,350,115**	**6,932,060**	**7,303,605**	**7,498,335**	**7,637,718**	**7,702,890**	**7,935,948**	**8,059,810**	**8,124,097**
Operating Surplus/Deficit (incl. deprn)	**21,382,325**	**23,100,474**	**24,198,274**	**24,299,258**	**24,826,139**	**23,038,314**	**25,876,322**	**25,814,980**	**26,378,346**	**26,961,845**

Table 18-2: Community Facilities Operations Financial Forecast Summary

Community Facilities Summary 10 Year Financial Forecast										
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Capital Expenditure										
Capital Renewals										
Recreation Reserves	557,240	463,150	143,650	111,450	78,800	110,100	173,800	148,500	499,550	69,600
Township Reserves & Streetscapes	100,697	49,700	90,300	116,493	153,830	164,207	274,050	264,974	325,224	241,080
Cemeteries	33,700	12,900	12,700	76,200	59,500	6,000	7,100	18,000	14,900	25,050
Public Toilets	0	0	300,000	0	240,000	11,100	22,500	322,700	3,800	12,400
Community Centres & Halls	179,642	149,000	133,930	140,150	125,450	76,600	69,150	62,850	148,650	127,800
Swimming Pools	101,050	301,600	72,000	117,250	66,400	93,550	291,300	70,750	96,800	308,600
Property & Buildings	13,700	91,000	295,800	42,450	155,900	1,800	17,100	106,450	3,600	23,600
Rental Housing	10,600	9,000	2,000	16,250	0	0	0	20,000	7,000	35,000
Gravel Reserves	3,400	2,890	5,117	5,202	4,369	6,800	5,950	6,630	11,900	10,285
Forestry	0	0	0	0	0	0	0	0	0	0
Total Capital Renewals	**1,000,029**	**1,079,240**	**1,055,497**	**625,445**	**884,249**	**470,157**	**860,950**	**1,020,854**	**1,111,424**	**853,415**
New Capital - Improved Level of Service										
Recreation Reserves	828,512	221,252	32,500	58,000	5,000	259,500	5,000	0	0	0
Township Reserves & Streetscapes	1,956,500	782,900	78,000	51,700	37,000	27,000	27,000	27,000	27,000	27,000
Cemeteries	37,300	40,750	122,800	27,300	18,500	44,000	23,400	20,800	20,500	21,500
Public Toilets	4,500	4,500	133,000	0	0	36,500	120,800	4,500	0	0
Community Centres & Halls	3,869,895	560,000	449,000	425,500	213,000	3,800,000	10,000	2,097,950	2,762,500	15,500
Swimming Pools	28,100	34,600	21,500	31,100	20,600	20,600	20,600	20,600	20,600	20,600
Property & Buildings	1,297,824	650,000	700,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Rental Housing	0	0	0	0	0	0	0	0	0	0
Gravel Reserves	0	0	0	0	0	0	0	0	0	0
Forestry	0	0	0	0	0	0	0	0	0	0
Total New Capital - Improved LOS	**8,022,631**	**2,294,002**	**1,536,800**	**1,243,600**	**944,100**	**4,837,600**	**856,800**	**2,820,850**	**3,480,600**	**734,600**
New Capital - Increased Demand										
Recreation Reserves	14,655,438	3,419,200	7,289,500	6,868,325	5,140,000	2,134,250	2,086,750	773,250	4,685,000	2,195,000
Township Reserves & Streetscapes	1,099,030	602,510	1,031,540	757,000	325,400	495,000	561,600	419,400	713,900	537,500
Cemeteries	101,700	0	10,500	70,000	0	0	0	0	0	0
Public Toilets	75,000	50,000	75,000	220,900	25,000	0	25,000	0	25,000	0
Community Centres & Halls	148,704	17,250,000	5,332,000	20,000	20,000	273,000	388,570	311,500	270,000	20,000
Swimming Pools	11,997,270	0	0	0	0	0	0	0	0	0
Property & Buildings	20,850,547	6,700,400	0	0	0	0	0	0	0	0
Rental Housing	0	0	0	0	0	0	0	0	0	0
Gravel Reserves	0	0	0	0	0	0	0	0	0	0
Forestry	0	0	0	0	0	0	0	0	0	0
Total New Capital - Increased Demand	**48,927,689**	**28,022,110**	**13,738,540**	**7,936,225**	**5,510,400**	**2,902,250**	**3,061,920**	**1,504,150**	**5,693,900**	**2,752,500**
Total Capital Expenditure	**57,950,350**	**31,395,352**	**16,330,837**	**9,805,270**	**7,338,749**	**8,210,007**	**4,779,670**	**5,345,854**	**10,285,924**	**4,340,515**
Capital Revenue										
Development Contributions (cash)	6,239,285	5,711,312	6,337,625	5,807,366	6,896,642	1,074,229	2,012,824	3,801,162	3,250,812	3,038,534
Vested Assets	4,356,558	4,884,531	4,258,218	4,788,477	3,699,201	4,372,329	3,433,734	1,645,396	2,195,746	2,408,024
Sale of Property	1,680,000	3,139,475	3,120,000	1,355,375	120,000	968,625	0	0	0	0
Total Capital Revenue	**12,275,843**	**13,735,318**	**13,715,843**	**11,951,218**	**10,715,843**	**6,415,183**	**5,446,558**	**5,446,558**	**5,446,558**	**5,446,558**
Cost of Growth										
Total Cost of Growth	**447,416**	**1,696,564**	**994,552**	**198,418**	**290,666**	**72,850**	**74,270**	**91,500**	**111,953**	**124,687**

Table 18-3: Community Facilities Capital Financial Forecast Summary

18.2.1 Long Term Renewals

Renewal expenditure has been calculated over a 30 year period to provide a longer term view of asset renewal and replacement requirements. This is particularly important given the high number of assets being created as a result of growth and the future need to renew or rehabilitate these assets which will have significant expenditure implications. The 30 year renewal programme is presented in the following graph.

The key service areas requiring significant renewal expenditure are:

- Community Centres & Halls
- Property & Buildings
- Recreation Reserves
- Swimming Pools
- Township Reserves

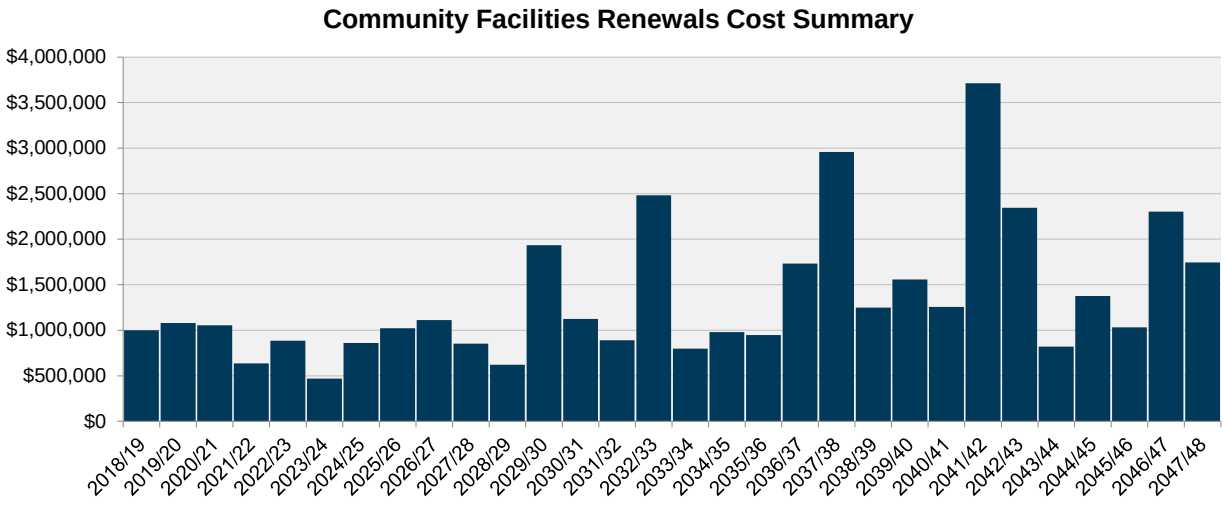

Figure 18-2: Forecast Long Term Renewal Requirements

18.3 Significant Expenditure Requirements

A number of significant projects are signalled over the next 10 years requiring both capital and operational expenditure.

The financial summary indicates a high level of capital expenditure planned for the first three years of the programme. This is attributed to a number of significant projects many of which represent a catch up on growth and level of service requirements. Key projects and financial impacts during the 10 year planning period are set out in following series of tables.

Recreation Reserves				
Location / Reserve	**Project Description**	**Timing**	**$**	**Comment**
District Wide	Playground Compliance	From 2018	385k total	To enable safety inspections of reserve playgrounds
District Park (Rolleston)	Large Scale Park development	2019 - 2027	13.6m	To meet projected demands for recreation space
Kirwee	Irrigation systems	2018 - 2025	390k	Utilise CPW supply to improve sports field irrigation
Kirwee	Develop reserve extension	2019	200k	Extension of fields to meet demand for sports
Leeston	Develop reserve extension	2019 - 2020	294k	Develop 0.8 ha extension
Lincoln	New reserve / sports field development	2018 - 2023	3.44m	Develop 2.8ha site
Lincoln	New toilet facility	2018	450k	Improved facility and capacity for sports users
West Melton	Develop reserve extension	2018 - 2027	470k	Land purchased adjacent to new community centre
Rolleston	Redevelopment with Town Centre	2018 - 2020	4.67m	Development of high amenity / civic greenspace
Rolleston (Reids Pit)	Off-road cycle track development	2018 - 2020	408k	Off-road cycle track and development for passive use
Rolleston (Foster Park)	Sports Hub building	2018	4m	“Spine” building with later extension of indoor courts
Rolleston (Foster Park)	Further development – parking, sports facilities, youth park, homestead	From 2018	3.53m	Includes a number of projects to complete site development
Rolleston (Foster Park)	Land for extension	2018	700k	Adjacent property to provide for additional car park space
Rolleston (Foster Park)	Foster Recreation Park maintenance	2018 - 2027	350k pa	Excludes interest costs
Southbridge	Develop reserve extension	2020 - 2027	500k	Includes $420k in 2027 for development
Prebbleton	Complete perimeter footpath	2018	162k	Asphalt footpath around reserve perimeter
Prebbleton	Resurface tennis courts x 2	2018	125k	Resurface remaining 2 x courts
Prebbleton (Birches Rd)	New Reserve / Sports Field Development	From 2019	8.98m	First stages of development – 15 ha
Dunsandel	Tennis court replacement x 2	2019	232k	Realignment/resurface of two existing courts
Hororata	New toilets	2023	160k	To meet visitor demand
Tai Tapu (Rhodes Park)	New toilet facility	2025	250k	Replacement facility

Table 18-4: Recreation Reserves Major Expenditure Programmes

Cemeteries				
Location / Cemetery	**Project Description**	**Timing**	**$**	**Comment**
Springston	Cemetery Extension	2018	102k	Development of a further 1ha area
Ellesmere Public	Cemetery Extension	2020 - 2021	80.5k	Develop additional burial area within the cemetery site
Shands Rd	Access / Roading Improvements	2020 & 2023	125k	To improve access, circulation and safety

Table 18-5: Cemeteries Expenditure Programmes

Public Toilets				
Location / Facility	**Project Description**	**Timing**	**$**	**Comment**
District Wide	Waste Water Capacity	2018 - 2021	200k	Address capacity in areas of high demand
District Wide	Dump Stations	2018 - 2026	125k	Provision to keep pace with increase in tourism
Lakes Georgina & Selfe	New facilities (x2) TIF Assistance	2018	132k	LOS issue identified (no facility currently)
Lincoln (Liffey)	Upgrade Facility	2020	300k	Poor quality and nearing end of economic life
Dunsandel	Additional Facility / Capacity	2021	171k	Capacity issues identified
Lake Coleridge (Village)	Facility Renewal	2022	240k	Disabled access required
Prebbleton	New Facilities (x2)	2018 & 2020	266k	Address provision gap
Springston	New Facility	2024	116k	To meet demand from visitors
Leeston (RSA)	Facility Renewal	2025	320k	Nearing end of economic life

Table 18-6: Public Toilets Major Expenditure Programmes

Swimming Pools				
Location / Facility	**Project Description**	**Timing**	**$**	**Comment**
Selwyn Aquatic Centre	Facility Extension	2018	9.28m	New 25m eight lane pool for learn to swim and programming plus ancillary facilities
Selwyn Aquatic Centre	Café Development	2018	1.09m	200m^2 café space and outdoor seating to service pool, park and general users
Selwyn Aquatic Centre	Dry Recreation Space	2018	1.63m	Space for fitness programmes, gym & associated services
Selwyn Aquatic Centre	Asset Renewals	2018 - 2027	1.04m	Plant and equipment
Darfield	Asset Renewals	2018 - 2027	342.5k	Plant and equipment, tank re-lining to extend economic life of pool
Southbridge	Asset Renewals	2018 - 2027	90k	Plant and equipment to improve water quality

Table 18-7: Swimming Pools Major Expenditure Programmes

Community Centres and Halls				
Location / Facility	**Project/Programme Description**	**Timing**	**$**	**Comment**
District Wide	Seismic Strengthening	2018 – 2019	500k	Provisional sum for continuation of programme if required
Rolleston	Extend Rolleston Community Centre into former library space	2019 - 2020	482k	To meet demand for additional community space
Prebbleton	New/replacement Facility	2019 - 2020	5.5m	To meet growth requirements & renew aging facility
Leeston	New Facility	2025 - 2026	4.8m	To meet community demand – no current facility
Foster Park (Rolleston)	Multi Indoor Court Facility	2019	17m	Based on 4 indoor courts and 4 covered courts
Hororata	New/replacement Facility	2022 - 2023	4m	New facility to be located on the reserve and replace the old hall (EQ damaged)
Various Facilities	Facility programming and management	From 2018	Up to 191k per year	Additional staff resources to activate and manage spaces as new facilities are completed

Table 18-8: Community Centres & Halls Major Expenditure Programmes

Property and Buildings				
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	Maintenance requirements over 10 years for small heritage buildings
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 –Rolleston Town Centre Anchor project	2018 – 2019	17.58m	Total estimated project cost is $19.1m some costs for design expected in 2017/18
SDC Head Quarters	Additional Carpark	2018 - 2019	744k	Additional 122 car park spaces (includes park and ride)
SDC Head Quarters	Building Extensions – Customer Centre	2019 - 2020	2.67m	Extra space planned for customer centre & work stations

Table 18-9: Property & Buildings Major Expenditure Programmes

Township Reserves & Streetscapes				
Location / Facility	**Project Description**	**Timing**	**$**	**Comment**
District Wide	Playground Renewals	From 2018	870k	Two thirds in last 5 years
District Wide	Other Asset Renewals	From 2018	936k	Park furniture, paths, courts etc.
District Wide	Playground Undersurface Replacement	From 2018	917k	To meet safety requirements
District Wide	Tree Maintenance Programme	From 2018	2.12m	Asset increasing
District Wide	New Reserve Developments	From 2018	4.38m	Development of reserves vested from subdivision - funded by Reserve DC's
Rolleston Town Centre	Public Square Development	2018 - 2020	2.48m	Part of town centre re-development project

Table 18-10 Township Reserves & Streetscapes Major Expenditure Programmes

Gravel Reserves				
Location / Facility	**Project Description**	**Timing**	**$**	**Comment**
Cemetery Pit	Restoration Work	2018 - 2019	150k	To continue planned restoration work ($300k in 2017/18) – funded from the Metal Pit Reserve
District Wide	Remediation/Restoration Works	From 2018	400k	To undertake safety remediation works and general restoration – funded from the Metal Pit Reserve

Table 18-10: Gravel Reserves Major Expenditure Programmes

Forestry				
Location / Facility	**Project Description**	**Timing**	**$**	**Comment**
Various sites	Land Remediation	2018 - 2022	100k total	To continue land remediation following wind damage
All sites	Weed and Pest Management	From 2018	138k total	To maintain sites to an acceptable standard
Deforested sites	Replanting	2018 - 2019	172k	To restock land for on-selling

Table 18-11: Forestry Major Expenditure Programmes

Provision of new assets to address level of service gaps or meet demand will inevitably impact on the need for future operational expenditure to meet costs for on-going maintenance and operations requirements. It is anticipated that the majority of costs related to increased demand from growth will be met from the projected expansion of the ratepayer base over the 10 year planning period.

The following table provides information on major projects and programmes (over $500,000 in value) and how these have been prioritised for inclusion in the LTP. Prioritisation factors include:

- Criticality/risk
- Health and safety
- Capacity requirement from growth and demand
- Level of service and performance deficiencies
- Sustainability and efficiency
- Economics
- Community impact

Priority Assessment - Projects $500,000 +															
Service	Project	Cost $M	Timing	Prioritsation Factor									Strategic Alignment	Comment
				Capacity	LoS /Performance Gap	Sustainability	Health & Safety	Criticality/Risk	Community Impact	Economics	Legal Compliance	Total		Scoring: 0 = No Impact 5 = Significant Impact
Rec Reserves	Large Scale Park development	13.60	From 2021	5	3	3	0	0	4	2	0	**17**	Open Spaces Strategy	Required to meet recreation demands from growth & provide for activities not available elsewhere
Rec Reserves	Lincoln sports park development	3.44	2018-24	5	2	2	0	0	3	0	0	**12**	Open Spaces Strategy	Existing significant deficit in provision
Rec Reserves	Rolleston Reserve redevelopment	4.67	2018-21	3	4	0	0	0	4	3	3	**17**	Rolleton TC MP Reserve exchange decision	Part of Rolleston Town Centre development & required to satisfy exchange condition
Rec Reserves	Foster Park Sports Hub	4.00	2018	5	2	0	2	0	3	1	2	**15**	Rolleston Structure Plan Foster Park MP	Required to service sports park for toilets, change, storage
Rec Reserves	Foster Park Facilities	3.53	2018	5	3	0	0	0	3	1	0	**12**	Rolleston Structure Plan Foster Park MP	To complete park development & meet community demand for facilities
Rec Reserves	Foster Park land acquisition	0.70	2018	5	2	0	2	0	2	0	3	**14**	Foster Park MP	Land for car park to meet requirements
Rec Reserves	Prebbleton sports park development	8.98	From 2019	5	2	2	0	0	3	1	0	**13**	Open Spaces Strategy	Deficit in provision & needed for future capacity
Pools	SAC pool extension	9.28	2018	5	4	1	1	2	5	2	0	**20**	Annual Plan 2017 Aquatic Facilities Plan	Very strong community support via consultation
Pools	SAC Café	1.09	2018	0	4	0	0	0	3	3	0	**10**	Aquatic Facilities Plan	Strong community support via consultation
Pools	SAC dry recreation facility	1.63	2018	0	4	0	0	0	3	3	0	**10**	Aquatic Facilities Plan	Strong community support via consultation
Pools	SAC renewals programme	1.04	2018-27	0	0	3	3	5	2	3	3	**19**	ComFac AcM Plan	Needed to maintain facility to servicible standard
Community Centres/Halls	Prebbleton Community Centre	5.50	2020/21	4	4	1	0	0	3	2	0	**14**	Community Centres & Halls Strategic Plan	To meet growth requirements & renew aging facility
Community Centres/Halls	Leeston Community Centre	4.80	2025-26	2	5	1	0	0	3	2	0	**13**	Community Centres & Halls Strategic Plan Leeston Community Facility Feasibility Study	To meet community demand – no current facility
Community Centres/Halls	Selwyn Indoor Courts Complex	17.00	2019/20	5	4	2	0	0	5	0	3	**19**	Canterbury Spaces & Places Plan 2017	High priority project in the Canterbury Spaces & Places Plan
Community Centres/Halls	Hororata Community Facility	4.00	2023/24	1	3	1	0	0	3	0	0	**8**	Community Centres & Halls Strategic Plan Hororata Community Centre Feasibility Study	New facility to be located on the reserve and replace the old hall (EQ damaged)
Property & Buildings	Property & building renewals programme	0.75	From 2018	0	0	3	2	5	2	3	3	**18**	ComFac AcM Plan	Needed to maintain buildings to servicible standard
Property & Buildings	Health Hub building	6.56	2018	2	4	3	2	0	5	2	0	**18**	Commercial Property Strategy	To facilitate health service provision for the district Total $9.06m build costs - $2.5m budgeted in 2017/18
Property & Buildings	Lincoln Land Subdivision Costs	0.65	2018	0	0	0	0	0	0	5	0	**5**	Surplus Land Report	Sale of 8 sections expected to provide $1.68m revenue
Property & Buildings	Rolleston Library/Community Facility	17.58	2018 –19	5	4	3	0	0	5	3	0	**20**	Rolleston TC MP Libraries for Life Strategy	Total estimated project cost is $19.1m some costs for design expected in 2017/18
Property & Buildings	SDC HQ additional Carpark	0.74	2019	5	2	2	3	1	3	0	2	**18**	Property Committee	Additional 122 car park spaces (includes park and ride)
Property & Buildings	SDC HQ Building Extensions – Customer Centre	2.67	2019	5	3	1	2	2	3	2	1	**19**	Property Committee	Extra space planned for customer centre & work stations Staff currently in temporary accommodation`

Table 18-12: Major Projects Prioritisation

18.4 Asset Value

A comprehensive asset valuation exercise to component level has not been undertaken for this activity. Some components of the activity mainly relating to buildings have had detailed asset valuations undertaken that conform to IAS16. Asset valuations have generally been extracted from the Fixed Asset Register which is re-valued on a three yearly cycle.

Soft assets such as grass, trees and horticultural features are not included in the valuation. Land is also excluded. Forestry assets are valued on an annual basis and follow the procedures set out in accounting standard NZ IAS 41 Agriculture (IFRS) and the "Forest Valuation Standards", NZ Institute of Forestry - May 1999.

The following tables set out a summary of current and forecast values for this activity.

Replacement Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Recreation Reserves	30,164,488	38,496,521	42,623,021	50,065,671	57,220,946	62,444,746	64,987,596	67,301,776	68,230,776	73,415,326	75,714,926
Township Reserves & Streetscapes	2,642,102	5,624,829	7,049,939	8,339,779	9,254,972	9,761,202	10,447,409	11,310,059	12,021,433	12,895,557	13,701,137
Cemeteries	401,124	591,524	641,974	787,074	972,874	1,057,074	1,120,474	1,179,074	1,201,674	1,229,874	1,262,624
Public Toilets	2,895,531	2,975,031	3,029,531	3,404,531	3,625,431	3,890,431	3,938,031	4,106,331	4,433,531	4,462,331	4,474,731
Community Centres & Halls	28,511,018	28,979,818	46,868,818	53,031,348	53,612,498	53,967,448	58,117,048	58,587,768	61,065,068	64,244,418	64,467,118
Swimming Pools	13,104,895	25,231,315	25,567,515	25,661,015	25,809,365	25,896,365	26,020,915	26,332,815	26,424,165	26,541,565	26,870,765
Property & Buildings	28,865,381	48,983,952	57,168,852	57,514,652	57,557,102	57,713,002	57,714,802	57,731,902	57,838,352	57,841,952	57,865,552
Rental Housing	2,164,952	2,175,552	2,184,552	2,186,552	2,202,802	2,202,802	2,202,802	2,202,802	2,222,802	2,229,802	2,264,802
Gravel Reserves	79,136	82,536	85,426	90,543	95,745	100,114	106,914	112,864	119,494	131,394	141,679
Forestry	232,565	232,565	232,565	232,565	214,920	190,216	154,926	119,635	84,345	49,054	13,763
Total	**109,061,193**	**153,373,644**	**185,452,194**	**201,313,731**	**210,566,656**	**217,223,401**	**224,810,918**	**228,985,027**	**233,641,640**	**243,041,274**	**246,777,098**

Table 18-13: Replacement Cost Valuation Summary

Depreciated Replacement Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Recreation Reserves	29,064,488	36,771,043	40,766,201	48,028,045	54,961,490	60,231,155	62,729,048	65,062,220	66,017,090	71,132,797	73,417,640
Township Reserves & Streetscapes	2,642,102	5,549,372	6,930,957	8,197,571	9,094,040	9,571,491	10,246,978	11,094,797	11,763,470	12,618,004	13,405,638
Cemeteries	386,124	566,567	613,778	755,912	934,775	1,011,970	1,072,814	1,128,636	1,148,574	1,176,082	1,209,170
Public Toilets	2,775,531	2,827,448	2,876,379	3,242,370	3,454,445	3,706,890	3,744,813	3,909,562	4,229,054	4,254,064	4,265,656
Community Centres & Halls	27,821,018	27,952,887	45,632,683	51,526,691	52,010,906	52,278,586	56,382,625	56,804,697	59,193,651	62,353,220	62,560,013
Swimming Pools	12,264,895	24,319,480	24,595,125	24,675,295	24,815,234	24,873,557	24,989,720	25,287,943	25,350,995	25,461,378	25,777,163
Property & Buildings	28,012,369	47,518,174	55,227,008	55,489,250	55,522,414	55,602,323	55,586,821	55,603,497	55,644,679	55,645,346	55,668,478
Rental Housing	2,102,540	2,135,515	2,144,006	2,145,639	2,161,498	2,161,572	2,161,572	2,161,572	2,158,114	2,164,268	2,198,388
Gravel Reserves	79,136	80,749	83,376	88,332	93,328	97,305	103,882	109,577	115,720	127,250	137,091
Forestry	232,565	232,565	232,565	232,565	214,920	190,216	154,926	119,635	84,345	49,054	13,763
Total	**105,380,769**	**147,953,801**	**179,102,079**	**194,381,671**	**203,263,051**	**209,725,066**	**217,173,200**	**221,282,137**	**225,705,692**	**234,981,464**	**238,653,001**

Table 18-14: Depreciated Replacement Cost Valuation Summary

The figure below shows forecast total values for the community facilities assets for the next 10 years. This includes an adjustment for three yearly re-valuations. The significant increase in value over the period is attributable to new buildings currently being built or planned and additional reserve areas to be developed. This includes:

- Dunsandel Sports and Community Centre
- New Sports Parks at Lincoln, Prebbleton and Rolleston
- New library/community facility for Rolleston and associated town centre developments
- New indoor sports complex in Rolleston
- New community facilities in Tai Tapu (Rhodes Park)
- Springston Cemetery Extension
- West Melton Community and Recreation Centre
- Prebbleton Community Centre
- Weedons Reserve Pavilion rebuild
- New toilet facilities at various locations
- Selwyn Aquatic Centre extension
- Selwyn District Headquarters extension

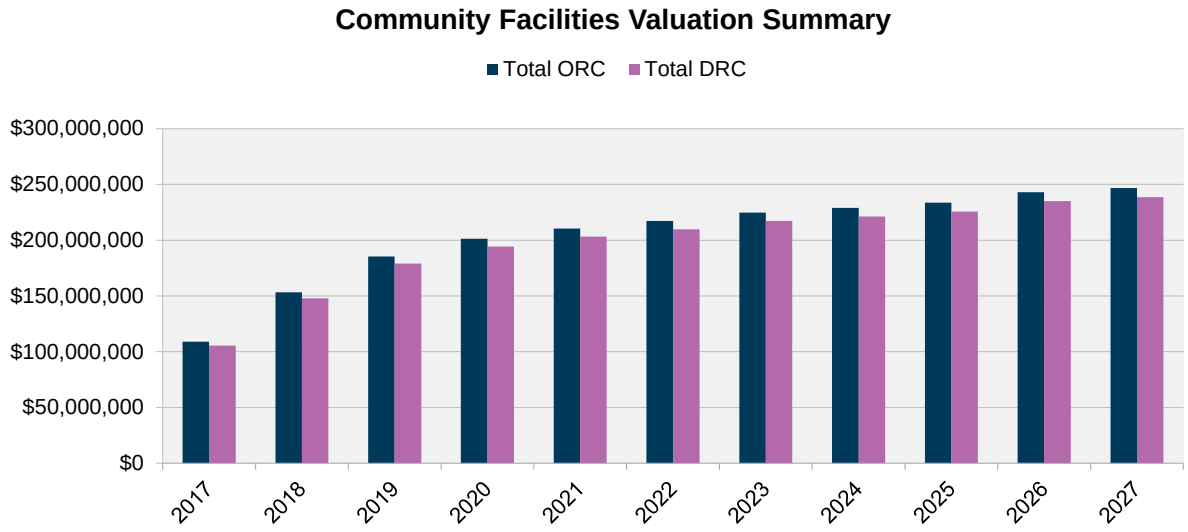

Figure 18-3: Forecast Asset Value

18.5 Expenditure Categories

The standard expenditure categories are defined for this activity and are explained below.

Operations

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

Maintenance

The day to day work required to keep assets operating at required service levels, and falls into two broad categories:
Planned (proactive) Maintenance: Proactive inspection and maintenance works planned to prevent asset deterioration or failure
Unplanned (reactive) Maintenance: Reactive action to correct asset malfunctions and failures on an as required basis (i.e. emergency repairs)

Renewals

This expenditure is defined as:

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

New Works

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

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

Asset Disposals

Costs associated with the removal or disposal of decommissioned assets.
Financial treatment of assets purchased is described in Council's Asset Capitalisation Policy. In general, expenditure will be classified as capital if it:

- leads to the creation of a new asset, or
- increases the level of service the existing asset is able to provide, or
- extends the life of an existing asset, or
- renews and rehabilitates existing assets to their original size and capacity;
- the value of individual items exceeds $1,000 and has a useful life of greater than one year

18.6 Assumptions and Uncertainties

The Local Government Act 2002 requires the Council to clearly identify:

i) All the significant forecasting assumptions and risks underlying the financial estimates;

ii) Without limiting the generality of i) above, the following assumptions on which the financial estimates are based:

   a. The assumptions of the local authority concerning the useful life of significant assets; and

   b. The assumptions of the local authority concerning the sources of funds for the future replacement of significant assets.

iii) In any case where significant forecasting assumptions involve a high level of uncertainty:

   a. The fact of that uncertainty; and

   b. An estimate of the potential effects of that uncertainty on the financial estimates provided.

In August 2017 a report was presented to a Council meeting to identify the significant assumptions and uncertainties that will underpin the 2018-28 LTP and activity management plans (Refer report - "Assumptions and Uncertainties for the 2018-2028 Long Term Plan and Activity Management Plans" dated 12 July 2017 for further details). This report covered Land Transport, Community Facilities, 5Waters and Solid Waste activities, and included identification of planning assumptions. These enable activity planning and prudent decision making to proceed where some uncertainty exists. Some assumptions are generic to all activities and a co-ordinated approach has been taken where appropriate. They are categorised as follows:

- Financial
- Growth
- Asset Lifecycle
- Levels of Service (LoS)
- Sustainability

Note that the significant assumptions and uncertainties that are relevant at an organisational level have been developed and recorded in the Selwyn Long Term Plan for 2018-28 and have not been repeated in this Activity Management Plan.

Significant Assumptions and Uncertainties – Community Facilities Activity

Asset Management Area	Assumption area	Source Of Information	Stated Assumption	Level of Uncertainty	Risk	Potential Impact/Consequence if Assumption Wrong
All Activities						
Financial	**Fees and charges**		Operational revenue is based on current service charges and, in the future, it is assumed charges for services will vary little from present day apart from inflation adjustments.	Low	Fees will be insufficient to meet expenses	Council may review its existing fee structures and charging policy which would affect revenue streams. Adjustments can be made via the Annual Plan process.
Financial	**Investments**	The Council	The funds may be invested externally or internally at the Council's cost of capital.	Low	There is a risk that the Council will revise this policy and allocate these funds differently.	Should the Council allocate or retain these funds differently, there will inadequate funds for roading improvements, or the income available to support the general rate requirement will reduce and the Council may need to increase rates or reduce expenditure.
Financial	**Renewal Funding & Programme**		Property: The renewals programme has been developed from condition assessments to component level for most asset groups. Remaining useful life has been calculated using standard industry lives and input will be sought from management committees where appropriate to refine programmes. It is assumed that this will provide a realistic renewals programme that ensures assets continue to deliver services to required standards.	Low	That renewal planning in inappropriate and there are funding consequences	Condition assessments and deterioration modelling of assets establish renewal needs and programmes. Current users may consume the assets but not contribute their share of the use they have made. Costs would then be carried by future users without the benefit having been received.
Financial	**Resource consents**	The Council	It is assumed that the conditions of Resource Consents held by the Council (requirements and costs) will remain similar to current levels, and that the Council will obtain the necessary Resource Consents for planned projects and ongoing needs in the future.	Moderate	There is a risk that the consent conditions will change or that consent will not be obtained for the Council projects.	If consent conditions change, expenditure may increase to comply with the conditions and this may have an impact on rate levels. If consents cannot be obtained for planned projects, the project may be delayed or may not go ahead.
Growth	**Tourism**		That tourism numbers will increase at a similar rate to population growth and that facilities will be adequate	Moderate	That unexpected tourism growth will put pressure on facilities that was not anticipated	Facilities will be overused and/or pollution occurs
Lifecycle	**Central Plains Irrigation Scheme**	The Council	Following on from the successful completion of Stage 1 of the Central Plains Water Ltd Scheme supplying surface water to 23,000 Ha in the Te Pirita Area; Infrastructure is being constructed to irrigate 20,000 Ha in the Darfield area (Stage 2), and 4300 Ha in the Sheffield/Springfield area.	Moderate	There is a risk that the scheme proceeds more quickly or slowly than assumed	If the impacts of the establishment of the scheme are not understood then planning for ongoing use (or ease of use) will be incorrect.

Asset Management Area	Assumption area	Source Of Information	Stated Assumption	Level of Uncertainty	Risk	Potential Impact/Consequence if Assumption Wrong
Lifecycle	**Data Quality and Management**		Investment in maintaining and developing the required level of quality data to efficiently operate and predict issues.	Low	Insufficient information leads to poor decisions	Incorrect data or inefficient or use of available data may result in relatively poor decisions on investments in operational, maintenance, renewal and capital, projects both in the short and long term.
Lifecycle	**Major Project & Capital Works**		Will be estimated on the basis this work is facilitated by external consultants. Construction Projects costs estimated using the following: a. Estimate +/- 25% b. Where designed +/-10% c. Post tender +/-5%	Moderate	Project scoping and estimates are insufficient for budgeting purposes, or are excessive for potential projects	Conservative funding approach, staff may have capacity to undertake some work. Particular skill sets in high demand may attract higher costs.
Lifecycle	**New Technologies**		There will be no new technologies deployed that will significantly change the demand for or of provision of services.	Low	Service delivery is poorly aligned with community demand	Inefficient of ineffective provision of services in the traditional manner when other alternatives maybe available.
Lifecycle	**Planning Horizons**		It is assumed that the planning horizon for growth (30-45 years) and asset lifecycles (30 years plus) are sufficient to inform the ten year forecasts included in the LTP.	Low	Nil	Planning is less robust for long term decision making.
LoS	**Iwi relationship**		Council will foster and positively develop its relationship with Iwi.	Low	An ineffective relation causes misunderstandings and delays in planning and consent applications	A poor relationship may result in delays and additional costs in completing District Plan variations, Water Conservation Order matters and Structure Planning as delays and resources concentrated or within drawn at critical points in Councils work programmes.
LoS	**Procurement of Services**		Procurement will be provided that delivers the defined LoS within budget, at a similar cost to that presently incurred in accordance with the Asset Procurement Strategy.	Moderate	Service providers cannot be secured and/or costs are greater than expected	A change in procurement model may result in unacceptable reduction in LoS.
LoS	**Service delivery modes & contracts**		It is assumed that there will be no significant changes to current modes of service delivery for each service area or variations in terms of contract prices (above inflation and inventory adjustments) for current operations and maintenance contracts. Council will continue to consider collaboration opportunities and assess changes to service delivery on a case by case basis.	Moderate	That service delivery modes do not demonstrated value for money outcome. That changes to service delivery modes are enforced.	Maintenance contracts may be re-tendered during the plan period. If maintenance and service contracts are consolidated and/or re-tendered there is a possibility contract prices will be higher than anticipated. This would require Council to either increase rates and/or operating revenue if efficiencies cannot be found or it may consider reducing levels of service.
LoS	**Service Delivery**		That reviews of service delivery modes (LGA 2002 s17) will not initiate significant changes to service delivery modes	Moderate	That service delivery modes do not demonstrate value for money outcome. That changes to service delivery modes are enforced.	That there is a drive for a change in service delivery modes affecting management and providers

Asset Management Area	Assumption area	Source Of Information	Stated Assumption	Level of Uncertainty	Risk	Potential Impact/Consequence if Assumption Wrong
Sustainability	**Gravel extraction potential**		It is assumed that sufficient gravel will be available for projects proposed. It is acknowledged that Council's Gravel Management Strategy proposes a wider range of sources than Council managed sites in future, this may be associated with a different cost structure.	Moderate	That there will inadequate supply from commercial or Council sources	If volumes of gravel available from various sources are considerably lower than anticipated, this may necessitate a greater reliance on Council or purchase of alternative sites or consideration of other supply sources/options. Consequently the cost of gravel supply would increase.
Community Facilities						
Financial	**Capital revenue from asset sales**		It is assumed that the programme to dispose of surplus land and properties will continue. Revenue is based on current market values and it is assumed these will not change markedly during the planning period.	High	Revenue will be less than expected	Capital revenue will not be received as estimated and may affect general revenue availability. This can be reviewed via the Annual Plan to reflect any significant changes.
Financial	**Cemetery revenue and usage**		Annual uptake of cemetery plots and burials has been forecast using a combination of historical data, projected death rates and the current ratio of burials to cremation. This information is used to calculate revenue from plot sales and burials as well as modelling cemetery capacity.	Low	Demand differs from expectations	If there is a change in utilisation patterns for the cemeteries the revenue streams will be correspondingly different. Changes in levels of utilisation will either accelerate or delay the need for additional burial space and associated infrastructure.
Financial	**Earthquake Prone Building Policy**		It is assumed that the requirements for Council Buildings will not be extensive and can be addressed within allocated budgets.	Moderate	Requirements are greater than expected	If the requirements are greater than expected, additional resources may be required to complete inspections and any strengthening works.
Financial	**Forestry assets value**		The Council revalues its forestry assets so that the carrying value is maintained at fair value. It is assumed that the value of the investment will be progressively reduced.	Low	Nil	A change in the value of the forestry asset will change the Council's financial performance in the year it occurs, this could occur due to storm damage or market volatility. It will not have a direct impact on the level of rates or expenditure required.
Financial	**Forestry sales**		Revenue targets for forestry operations are based on current log prices for the various grades stocked in Council plantations. It is assumed that log prices will not deviate significantly over the plan period.	Moderate	Revenue will be less than expected	Log prices fall significantly with a consequent reduction in returns. Revenue streams may be lower than estimated necessitating additional funding support.
Financial	**Gravel extraction and royalties**	Gravel Strategy	It is assumed that the volumes of gravel to be extracted from Council gravel reserves will be in accordance with demand predictions developed in the Gravel Management Strategy. (It is noted that Council intends to withdraw from gravel supply in the future). Revenue from royalties is based on these extraction projections.	Moderate	Revenue will be less than expected	Revenue streams from gravel royalties will deviate from estimates and if volumes are lower than anticipated there may be insufficient revenue generated to carry out programmed works (rehabilitation etc.).
Financial	**Rolleston Town Centre**		That funds generated from land sales will be sufficient for Rolleston Town Centre projects	Moderate	There will be insufficient funds to meet project costs	Projects will be delayed or terminated

Asset Management Area	Assumption area	Source Of Information	Stated Assumption	Level of Uncertainty	Risk	Potential Impact/Consequence if Assumption Wrong
Growth	**Demand projections**		It is assumed that the demand for community facilities will increase in proportion to population growth and, in combination with other factors, this will provide a realistic indication of future asset type and capacity requirements. This includes utilisation trends, increasing community expectations, population demographics and the effect of other influencing factors identified for each specific service area.	Moderate	Facilities are not well aligned with community needs	Changing demographics and/or underlying social, cultural and leisure trends may result in different utilisation patterns and community expectations affecting the timing and costs for provision of assets and services.
Growth	**Council Headquarters**		That additional office capacity will proceed in line with staff capacity requirements and sufficient funding will be available	Low	There will be insufficient funds to meet project costs	There will be insufficient capacity for Council functions
LoS	**Future levels of reserve provision**		Standards used for defining the future levels of reserve provision have been derived from NZRA guidance, Open Space Strategy development and analysis of national benchmarking information (*Yardstick*). It is assumed that these standards provide an acceptable indication of open space requirements to maintain desired provision levels.	Low	Facilities are not well aligned with community needs	The level of open space provision is, both too high and costly to sustain, or does not meet community requirements.
LoS	**Social housing**		It is assumed that Council will continue its limited involvement in social housing and that the extent of this provision will progressively reduce. Any demand for additional social housing will be addressed by other community based organisations.	Low	There is a demand for Council to provide social housing	If further investment in social housing is signalled by Council funding will need to be provided.
Sustainability	**Forestry plantations**		It is assumed that the Council will progressively reduce its forestry estate.	Low	Loss of forestry estate affects operational costs	Council may be liable for payment to offset loss of carbon credits.
Sustainability	**Sustainable building options**		Where new Council buildings are constructed designs will incorporate environmentally sustainable features that consider life cycle costs, align with SDC Sustainability Principles and are focussed to minimising the use of water and energy. Green building attributes will be included where proven by cost-benefit analysis.	Low	That sustainable buildings options are not cost effective	Additional capital expenditure would be required if full Green Star ratings are sought.
Sustainability	**Volunteer support**		This activity is reliant to a large extent on input from local volunteers for management and operational services. It is assumed that the local management committees will continue to operate and provide the same level of voluntary support for the duration of this plan.	Low	That volunteer numbers will reduce to a point where services need to be paid for or cease	If there is insufficient volunteer community input to manage the facilities the Council will need to reassess the continued provision and viability of these facilities or find alternative methods and funding to carry out the day to day management and operations.

Table 18-15: Significant Assumptions to be included in the LTP Assumptions with Specific relevance to the Community Facilities Activity

18.7 Confidence Levels

18.7.1 Confidence in Financial Programme Reliability

Confidence in the reliability of the financial programmes developed for this plan has been assessed against the following criteria and is presented in the Table 18-16.

Confidence Grade	General Meaning
A Highly Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment
B Reliable	Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings' for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
C Uncertain	Data based on sound records, procedures, investigations or analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available
D Very uncertain	Data is based on unconfirmed verbal reports and/or cursory inspection and analysis

Table 18-16: Confidence Grades

Service Area	Programme	Confidence Grade	Comment
Recreation Reserves	Operating Revenue	B	Forecast revenue based on analysis of historical income and known lease rentals.
Recreation Reserves	Operations & Maintenance	B/C	Based on current costs and information provided by management committees and historical cost analysis. Estimates for new reserves and assets based on rates for similar reserves assets. Cyclical maintenance programmes prepared for some assets and based on industry rates.
Recreation Reserves	Depreciation	B	Based on Corporate Fixed Asset Register.
Recreation Reserves	Capital Renewal	B	Condition based renewals using standard industry rates but cost of some work is "rough order" estimate.
Recreation Reserves	New Capital	B	Based on rates from recent contracts for new reserve development and QS for some major works. Cost of some work is "rough order" estimate as detailed plans not prepared or provided by committees.
Township Reserves & Streetscapes	Operations & Maintenance	B	Based on current contract rates that may change as a result of re-tendering during the plan period. Based on growth projections for additional areas/assets with square metre rates applied.
Township Reserves & Streetscapes	Depreciation	C	Based on FAR but many assets coded to recreation reserves (2600).
Township Reserves & Streetscapes	Capital Renewal	A/B	Condition based renewals using standard industry rates developed into asset forward expenditure programme.
Township Reserves & Streetscapes	New Capital	B/C	Timing for work is difficult to accurately define but is based on growth assumptions. Cost of some work is estimated from development costs converted to an m2 rate as detailed plans not prepared.
Cemeteries	Operating Revenue	B	Forecast revenue based on some extrapolation of sales & burial projections derived from historical analysis and death forecasts (Stats NZ).

Service Area	Programme	Confidence Grade	Comment
Cemeteries	Operations & Maintenance	B	Based on current contract rates but burial projections have a degree of inherent unreliability which means forecast grave digging costs are less reliable.
Cemeteries	Depreciation	B	Based on Corporate Fixed Asset Register.
Cemeteries	Capital Renewal	B	Condition based renewals using standard industry rates.
Cemeteries	New Capital	B	Cost of works based on unit rates - some work is “rough order” estimate as detailed plans not prepared.
Public Toilets	Operating Revenue	B	Forecast revenue based on assumptions for honesty box returns and historical returns.
Public Toilets	Operations & Maintenance	A/B	Based on known contract rates but cost of reactive maintenance (vandalism) difficult to predict.
Public Toilets	Depreciation	B	Based on Corporate Fixed Asset Register.
Public Toilets	Capital Renewal	B	Cost of work is based on recent build rates for modular toilet system and condition assessment of assets.
Public Toilets	New Capital	B	Cost of work is based on recent build rates for modular toilet system. Effluent system requirements can be more difficult to estimate.
Community Centres & Halls	Operating Revenue	B	Forecast revenue based on analysis of historical revenue. Revenue for new facilities is based on similar sized facilities and likely level of usage.
Community Centres & Halls	Operations & Maintenance	B/C	Based on current costs and information provided by management committees and historical cost analysis. Estimates for new facilities based on rates for similar facilities. Cyclical maintenance programmes prepared for most facilities and based on industry rates.
Community Centres & Halls	Depreciation	B	Based on NZIAS16 asset valuation dated 30 June 2016 plus capital additions.
Community Centres & Halls	Capital Renewal	B	From condition inspections & updated pricing for most. Cost of some work is “rough order” estimate and projects identified later in the programme are less reliable.
Community Centres & Halls	New Capital	B	QS estimate for new builds based on concept plans but “rough order” estimate for those in later years of the programme.
Swimming Pools	Operating Revenue	B/C	Based on analysis of historical revenue for existing pools. SAC revenue forecasts are based on historical analysis and expected income from growth and programmes to be provided with the planned extension.
Swimming Pools	Operations & Maintenance	B	Based on ‘bottom up’ budgets from analysis of historical expenditure. Cyclical maintenance plans developed for all facilities.
Swimming Pools	Depreciation	B/C	Based on Fixed Asset Register for existing assets and “rough order estimate” of costs for proposed new facilities.
Swimming Pools	Capital Renewal	B	Based on condition assessment and detailed analysis of plant and equipment. Building condition assessments completed and renewal programmes developed using standard industry rates.
Swimming Pools	New Capital	B	Cost of minor projects is “rough order” estimate. Major projects have QS based on concept plans.
Property & Buildings	Operating Revenue	B/C	Forecast revenue based on negotiated rentals – time frame is uncertain with some buildings. Gain on asset sales is based on the disposal programme and estimated market value.

Service Area	Programme	Confidence Grade	Comment
Property & Buildings	Operations & Maintenance	B	Based on known contract rates. Estimates for additional costs for new/extended buildings are based on square metre rates.
Property & Buildings	Depreciation	B	Based on NZIAS16 asset valuation dated 30 June 2016 plus capital additions.
Property & Buildings	Capital Renewal	B	Generally based on standard industry rates but likely to be some variations.
Property & Buildings	New Capital	B	QS m^2 rates used for new buildings. Some in later years are "rough order" estimates as detailed plans not prepared.
Property & Buildings	Capital Revenue	B/C	Based on combination of market valuations and "rough order" estimates for returns and timing is uncertain
Rental Housing	Operating Revenue	B/C	Forecast revenue based on assumptions for occupancy levels and disposal programme.
Rental Housing	Operations & Maintenance	B	Based on historical costs and standard industry rates for planned work. Some inherent unreliability in reactive work requirements
Rental Housing	Depreciation	B	Based on NZIAS16 asset valuation.
Rental Housing	Capital Renewal	B	Cost of work is based on standard industry rates and measured asset quantities. Work plan is derived from condition inspections.
Rental Housing	New Capital	NA	No new capital work is planned
Rental Housing	Capital Revenue	C	Based on assumptions that properties identified for sale will be ready for disposal at the planned times and estimated market values will be achieved.
Gravel Reserves	Operating Revenue	C	Forecast revenue is based on projected demand and royalties/lease revenue. This has the potential to fluctuate over time which could affect forecast revenue
Gravel Reserves	Operations & Maintenance	B	Based on known contract rates and historical expenditure. It is assumed that lease agreements will be in place with consequent reduction in opex costs.
Gravel Reserves	Capital Revenue	C	Disposal of reserve sites is problematic which may affect revenue timing. Land value estimates are based on desk top valuations.
Gravel Reserves	Capital Renewal	B	Based on asset condition inspections and standard industry rates.
Forestry	Operating Revenue	C	Forecast revenue is based on current log prices which may fluctuate over time. Forest sales revenue is based on current valuations and assumes land will be 'unlocked' for sale.
Forestry	Operations & Maintenance	B	Based on known contract rates supplied by the Forestry Consultant and historical expenditure.

Table 18-17: Financial Programme Reliability Grades

18.8 Funding Strategy

The funding strategy for this activity involves a variety of approaches depending on service types, benefit evaluation and available funding streams. SDC has used a targeted rating system where the cost of service can be attributed to a specific geographic area and benefits accrue to those ratepayers living within that area. This approach has been historically applied to the following services:

- Community Centres and Halls (district wide rate from 2018/19)
- Swimming Pools (concentric rating areas)
- Recreation Reserves (district wide rate from 2018/19)
- Library and Medical Centre Buildings

User charges have also used to fund the operational costs for these services at a level deemed appropriate by the local community (via local community management committees). Accumulated funds derived from targeted rates have been used to meet capital expenses as well as development contributions where appropriate. District wide costs related to the services described above are funded from general rates or general funds.

As part of developing the 2018-28 Long Term Plan Council consulted on and adopted a broader funding approach of a district wide rating system for community centres/halls and recreation reserves. This is a move away from the localised targeted rate system that has been historically applied within these service areas. The underlying rationale for this change is to recognise that the district has changed and there are now significant urbanised areas where benefits of services accrue to a much wider population catchment than was previously the case. There are also new facilities and reserves (e.g. Foster Recreation Park, Lincoln Events Centre) that are catering for district wide usage and the funding base needs to align with the district wide use. The new system of rating will be introduced from the 2018/19 year.

The Council has historically made general funds contribution to major capital project for community centres and halls. This has generally been a 10% contribution but more recently Council has made more substantial contributions to recognise the wider use of facilities.

Operational expenses for Township Reserves and Streetscapes, Property and Buildings, Cemeteries and Public Toilets are primarily funded from a combination of general rates, general funds and user charges where these can be practically applied. This approach recognises the wider benefits to the district for these services. Capital expenses may be funded from general rates, general funds, general reserves or development contributions (where applicable).

Forestry generates revenue from log sales that offset operating costs. Any deficit will be met from general rates or general funds.

Rental Housing has an income stream from tenant rentals which is used to offset operating expenses. Deficits, should they occur, are met from general rates or general funds. Capital expenses may be funded from general rates, general funds or general reserves.

Gravel Reserves are funded from royalties accrued from gravel extraction activities. Accumulated funds (held in the Metal Pits Special Reserve Account) are used for rehabilitation works and capital expenses. Significant capital expenses such as land purchase may be funded from general funds or general reserves if there are insufficient accumulated funds in the Gravel Reserves account.

Reserve development contributions collected from subdivision activity are used to fund capital expenses for some service areas where specific growth projects are identified. These are taken to fund the growth component of new capital projects and the use is guided by the Local Government Act provisions and the Council's Development Contributions Policy. The contributions are held in ward based accounts to support the projects identified for development contribution requirements in the Councils Long Term Plan. A separate contribution based on a household unit equivalent (HUE) is applied to subdivision development in each ward and this is based on the total project and reserve land requirements related to growth in the respective wards.

The funding strategy for this activity is detailed in the Revenue and Financing Policy which is outlined in the Long Term Plan (LTP). Further information on the specific funding strategy for each of the services covered by the AcM plan is provided in the individual sections (Sections 7 to 16).

The general approach to funding this activity is shown in the tables below (derived from the 2015-25 LTP).

Expenditure Type	General rate	Targeted rates	Fees & charges	Grants & Subsidies
Opex	Medium/Low (20-39%)	Medium/Low (20-39%)	Medium/Low (20-39%)	Low (0-19%)
Capex	Low (0-19%)	Medium/Low (20-39%)	Low (0-19%)	Low (0-19%)

Table 18-18: General Funding Approach

The table below provides an overview of the funding strategy for this activity. The following abbreviations are used:

GRA – General rates
GF – General Funds
UR – User revenues
IR – Internal recoveries
TR – Targeted rates
LN – Loans
TF – Accumulated targeted funds
GRE – General reserves
IIN – Investment income
DC – Development contribution funds
ER – External revenues

Service	Expense Type	GRA	GF	UR	IR	TR	TF	GRE	IIN	DC	ER	LN	Comment
Recreation Reserves	Opex	✓		✓		✓	✓						Mostly TR
	Capex	✓	✓			✓	✓			✓	✓	✓	DC significant
Township Reserves & Streetscapes	Opex	✓	✓										
	Capex	✓	✓							✓	✓		DC for new development
Cemeteries	Opex	✓	✓	✓							✓		50% UR, Grant for RSA areas
	Capex	✓	✓										
Public Toilets	Opex	✓	✓	✓									Minimal user revenue
	Capex	✓	✓									✓	
Community Centres & Halls	Opex	✓		✓		✓	✓						Mostly TR
	Capex	✓	✓			✓	✓			✓	✓	✓	Loans for major projects
Swimming Pools	Opex	✓	✓	✓		✓	✓						Mostly TR (concentric) & UR; GRA/GF for district wide expenses
	Capex	✓	✓			✓	✓	✓	✓	✓	✓	✓	Loan for SAC repaid via TR
Property & Buildings	Opex	✓	✓	✓	✓	✓	✓						TR/TF for library & medical centre buildings only
	Capex	✓	✓			✓	✓	✓	✓		✓	✓	TR/TF for library & medical centre buildings only
Rental Housing	Opex	✓	✓	✓									Partly funded from rental income
	Capex	✓	✓	✓							✓		
Gravel Reserves	Opex			✓				✓					Funded from royalties or special reserve fund

Service	Expense Type	GRA	GF	UR	IR	TR	TF	GRE	IIN	DC	ER	LN	Comment
	Capex			✓				✓					Funded from royalties or special reserve fund
Forestry	Opex	✓	✓								✓		Log sales offsets costs
	Capex	✓	✓								✓		Log sales offsets costs

Table 18-20: Funding Strategy Overview

Development Contributions

The Council's Policy on Development Contributions provides a framework for decision making on both receiving and applying monies derived from this source. Section 7 of the policy covers Reserve Development Contributions which apply to the Community Facilities Activity. The use of contributions received as cash is guided by the following sub-section of the policy:

Use of cash contributions

Cash taken as part or all of a reserve contribution may be used for:

1. *the purchase of land for reserves;*
2. *capital improvements to newly acquired land, or existing Council-owned land, to provide open space and facilities for sports and recreation needed as a result of development;*
3. *the repayment of loans (be they loans to the council from external and/or internal funding sources) taken out for the purchase of land for possible future reserves or for capital improvements;*
4. *any other purposes provided for in section 205 of the Local Government Act 2002.*

The use of reserve contributions is further guided by the statutory obligations under sections 204 and 205 of the Local Government Act 2002.

The Council has reviewed its Development Contributions Policy for the 2018-28 LTP. The key focus of the review for the reserves section was on providing more explicit information on the acceptance of improvement credits and valuation of land.

In developing this Activity Management Plan growth projects have been identified over the planning period and the portion of the project related to meeting additional capacity from growth has been determined. From this process the development contribution requirements have been assessed and the HUE for each locality calculated.

The cash received from reserve development contributions will accumulate in ward based accounts to fund these growth related projects identified in the 10 year plans for respective ward areas.

A schedule of the projects for reserve contribution funding will be incorporated in to the 2018-28 LTP.

Reserve development contribution have been calculated based on the identified needs for growth assets and take consideration of land for reserves, improvements to the land and the funding requirements for growth related projects.

This information is summarised in the following graphs. It is important to note that there are inherent uncertainties in these projections and they will be influenced by the speed and extent of growth. However if growth slows it is anticipated that demand for assets and services will correspondingly reduce.

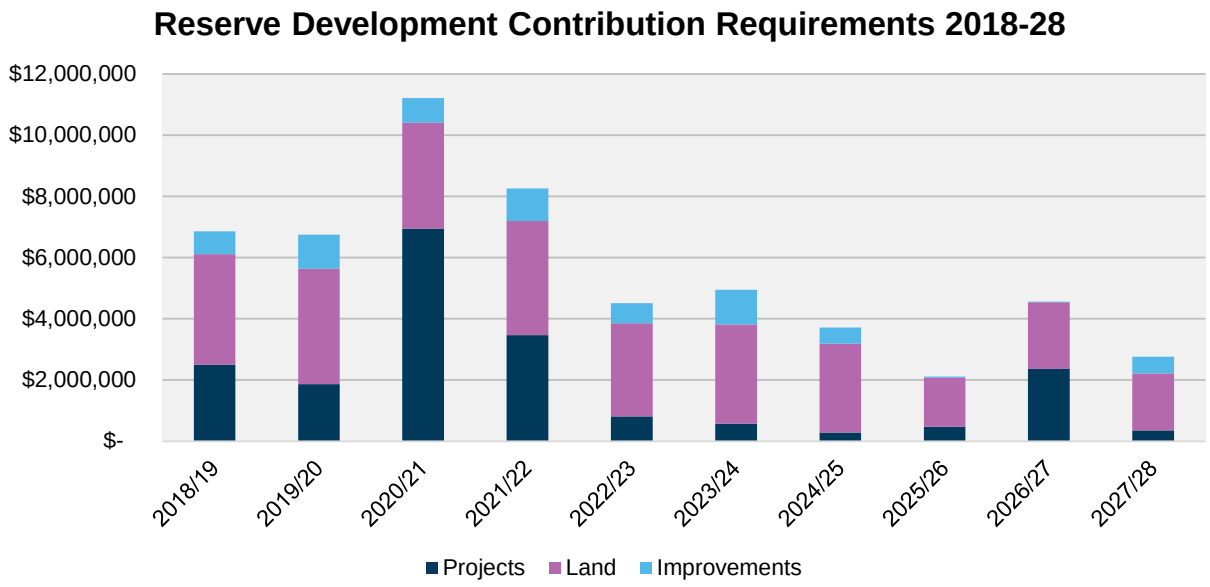

Figure 18-4: Reserves Development Contributions 10 Year Forecast

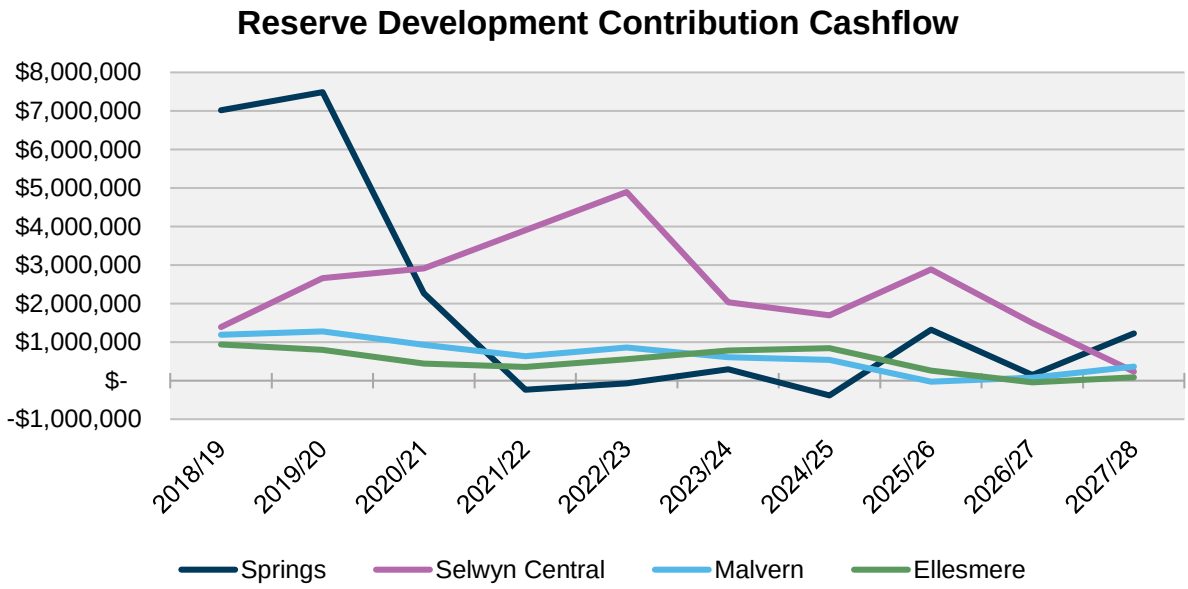

Figure 18-5: Reserves Development Contributions Account Cashflow

Borrowing Requirements

In order to implement a number of the more significant capital projects identified over the next 10 years it is anticipated that borrowing will be required to cover funding shortfalls and to ensure the capital costs are spread on an equitable basis between current and future residents in the district. In some cases the cost of borrowing will be covered by increased rates, development contributions or a combination of the two. Most loans are taken over a 20 or 25 year period. The following table sets out the expected borrowing requirements for this activity over the 10 year planning period.

Project:	Loan Required:	Timing:
Kirwee Reserve Pavilion	$119,210	Existing
Lincoln – New Sports Park Purchase	$100,000	2018
McHughs Plantation Purchase	$1,520,000	Existing

Project:	Loan Required:	Timing:
Foster Recreation Park Purchase	$4,537,414	Existing
Rhodes Park Community Facility	$1,063,131	2018
Weedons Reserve Pavilion	$274,717	2018
Large Scale Park Land Purchase	$2,744,000	Existing
Lincoln Events Centre	$6,230,222	Existing
Broadfield Community Centre Land Purchase & Court Resurface	$59,753	Existing
Dunsandel Sports & Community Centre	$1,013,300	Existing
Rolleston Indoor Sports Complex	$14,800,000	2020
Prebbleton Sports & Community Centre	$1,372,600	2021
West Melton Community and Recreation Centre	$2,395,400	2018
Selwyn Aquatic Centre	$6,991,881	Existing
Raeburn Farm CPW Irrigation Scheme	$1,245,530	2018
Castle Hill Community Centre Extension	$62,975	2021
Hororata Community Facility	$413,000	2024
Lakeside Community Facility	$150,688	2018
Leeston Community Facility	$3,624,375	2026
Health Hub Development	$9,049,497	2018

Table 18-19: Borrowing Requirements

19: Asset Management Practices

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19 Asset Management Practices

19.1 Asset Management Practices

AM practices for the Community Facilities Activity are described in the following four areas:

- Processes
- Information Systems
- Data, Data Improvement and Integrity
- Implementation tactics

19.2 Processes

This section describes the processes adopted in making asset management decisions and the status of associated strategies and plans which are taken into account in making these decisions. It also contains information on key processes that are used to underpin asset management practice for Community Facilities. This includes performance framework, strategies/plans, contract management/ supervision, and expenditure decision-making.

Table 19-1 outlines the assessed (current) and desired practices in asset management processes for the Community Facilities Activity.

AM Area	Current Business Practice	Process Owner	Desired Business Practice
Level of Service	• Levels of Service linked with Community Outcomes and adopted by SDC. • Annual Residents Survey carried out by SDC. • Feedback has been collected from focus groups regarding recreational reserves, cemeteries, halls & public toilets. • Feedback on strategy development – Community centres & Halls, Open Space	Property & Commercial	• Customer preferences well understood • Consultation with the community & stakeholders on LoS options including costs as input to LTP • Performance against the Levels of Service regularly monitored.
Knowledge of Assets	• Most asset inventories migrated to AMS and mainly updated via contract management processes. • Asset data is obtained at component level from field measures, maintenance records and as-built information. • Weak process for capturing vested or new assets.	Property & Commercial	• Integrated process for updating asset information including assets managed by committees. • Robust process for capturing new assets and validating as-built data.
Condition Assessments	• Major condition assessment exercise undertaken in 2007 covering 90 % of assets with updates in 2010/11 and 2014 and 2017	Property & Commercial	• Formal on-going, systematic condition monitoring and ranking process. • Condition monitoring carried out at a regular interval.

AM Area	Current Business Practice	Process Owner	Desired Business Practice
Accounting & Economics	• Carried out through SDC's financial management and job costing system. • Unique number assigned to each project in financial system. • Asset creation, renewal, disposal adjustments made to asset register at the end of each year. • Valuations for building assets carried out every three years. Other assets generally not valued at component level. • Depreciation not funded • Reserve development contributions captured based on growth related project & land requirements	Corporate Services	• Linkage between Financial Information System and Asset Management Information System. • Valuations incorporate other asset groups with remaining useful life calculations assisting renewals forecasting. • Strategy in place for funding renewals of Community Facilities assets.
Risk Management	• Risk assessment and mitigation measures identified for all service areas • Critical assets identified • Some risk management processes included with service contracts and agreements but often not formally integrated with business processes. • Uncertain number of H&S plans in place. • Corporate Risk Management Strategy in place	Property & Commercial	• Process in place to maintain risk register and update risk information. • Integrate with corporate risk management processes when available. • Linkage to disaster recovery and business continuity plans • Formal integration with maintenance and renewal strategies • H&S plans in place for appropriate facilities (e.g. pools). • All critical assets identified, monitored, and failure modes understood.
Asset Utilisation/ Rationalisation	• Capacity/utilisation information has been captured and assessed for a number of service areas. • Rationalisation included as part of AM best practice covered under life cycle and disposal section of AMP • Policy for asset rationalisation for community centres and halls	Property & Commercial	• Process in place for systematically assessing the utilisation/capacity of some assets where this is appropriate. • Policy in place to rationalise provision of assets.
Operations and Maintenance	• Operations and maintenance for some services carried out under performance based contract (Contract 1202 – SICON Ltd) while other services rely on the initiative of local management committees. • Operations & maintenance for buildings managed by SDC carried out under a range of agreements and processes • Operational processes generally not documented. • Some maintenance manuals available (mainly new buildings)	Property & Commercial	• Establish formal & standardised arrangements for all maintenance programmes. • Establish more formal arrangement for exchanging information between local management committees and SDC. • Process in place and documented to ensure the quality of repairs and maintenance are to appropriate standards. • Process in place for recording all maintenance work against assets to provide a maintenance history (via AMS). • Operations and maintenance manuals available for all critical assets e.g. playgrounds

AM Area	Current Business Practice	Process Owner	Desired Business Practice
Performance monitoring	• Monitoring informally through Service Request System, customer surveys, contract audits/reports, and field inspections. • Performance standards contained in contract documents. • Performance data captured and assessed for most service areas by survey or via maintenance records	Property & Commercial	• Contract Performance measures are reflected in technical Levels of Service. • Formal process to update and monitor performance data for critical assets
Optimised lifecycle strategy	• Gaps in service capability identified and incorporated in to forecast programmes • 10-year work programme uses inputs from asset condition assessments, RUL, knowledge of serviceability, and field inspection information. • Modelling for renewal programmes based on a number of factors • Prioritisation based on risk, economics, condition, community preferences, performance, utilisation data as appropriate for larger capital investment • ODM (e.g. multi-criteria assessment) tools used for some complex/high value projects.	Property & Commercial	• Full implementation of a formal approach to consideration of all lifecycle factors (including condition, risk, performance etc.) will provide improved decision-making. • Consistent use of ODM (e.g. multi-criteria assessment) tools for more complex/high value projects. • Develop renewal programme with optimised replacement times in place.
Design/project management	• All projects designed to best meet the needs of the organisation, district and communities. • Consistent design standards not stated or used. • Some projects managed via local committees. • Vested assets from development checked against Engineering Code of Practice.	Property & Commercial	• Ensure designers are aware of lifecycle requirements and consider specific elements and standards, e.g. risk. • Formal support mechanism for projects managed via local committees • Processes to ensure new assets are included in AM Information Systems after maintenance periods or subdivision sign-offs occur.
QA/ continuous improvement	• AM Plan is reviewed every three years in line with LTP cycle. • Improvement plans reviewed and updates. • No formal process to ensure improvements are incorporated into business plans	Property & Commercial	• Improvement plan in place identifying timescales and responsibilities and built into annual Business Plans. • Improvement plan is adopted by Council and monitored

Table 19-1: AM Process Status

19.2.1 Performance Management

To provide the context of asset management within Council's management structure, Figure 19-1 below shows the relationship between Asset Management reporting and the higher-level reports prepared by Council.

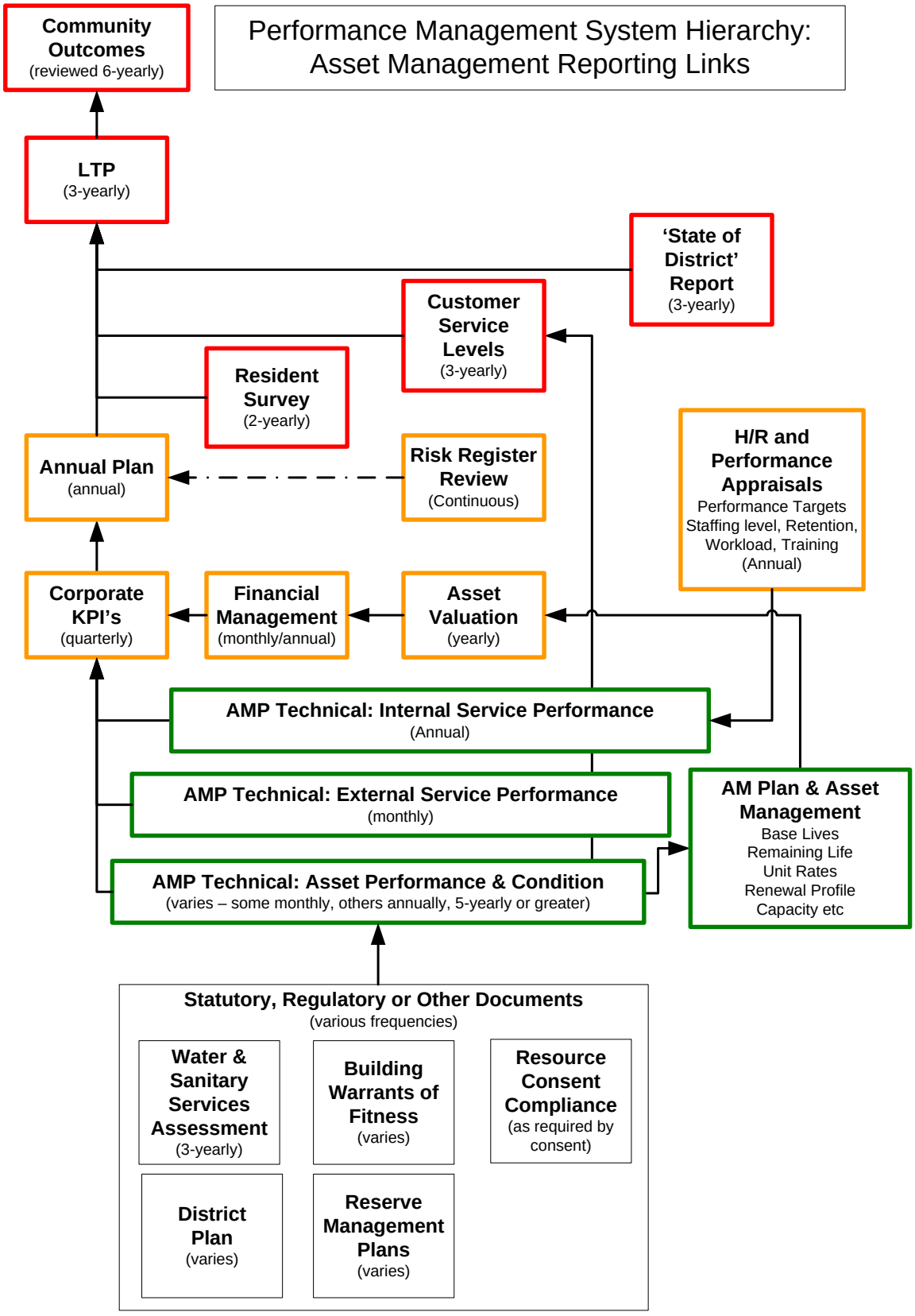

Figure 19-1: Performance Management

19.2.2 District-wide Strategies

Strategy is a sometimes misused term. The Long-Term Plan's list of outcomes desired by the community is a strategic statement of "What" is desired and "Why." It is a high-level description of the position in which the community sees itself and/or desires for the future (e.g. "we want Selwyn District to be a safe place to play" – 'play' in the wider sense of leisure activities for all ages).

Council's Strategic Plans are developed to provide specifics to these descriptions (e.g. "*what* should we do to make Selwyn District a safe place to play").

This AMP is placed at the next (i.e. Tactical) level. Its task is to implement the infrastructure that provides the desired situation (e.g. "*how* do we provide infrastructure that the community can use in a 'safe play' environment?").

Strategic plans that influence community facilities asset management planning include Growth Strategies (Selwyn District's, the Land Use Recovery Plan (LURP) and the Greater Christchurch Urban Development Strategy (UDS), the Open Spaces Strategy, Physical Activity Strategy, Walking and Cycling Strategy, Aquatic Facilities Plan, Eastern Selwyn Community Spaces Plan, Community Centres and Halls Strategic Plan, Gravel Management Strategy, District Wide Strategy – Selwyn 2031, Community Development and Economic Development Strategies. Strategic directions for individual asset groups are reported in the content-specific chapters of this AMP. Decisions made about the development, replacement, and provision of additional assets, are taken in the light of these strategies so that the infrastructure is correctly selected, located and managed to facilitate the original vision.

As an example, the Walking and Cycling Strategy is considered in the process of deciding on development of reserves, to ensure development includes pathways that enable reserves to be used as part of a route between destinations as well as simply for exercise and enjoyment of the parks themselves. Similarly Township structure plans are referred to in providing guidance on the size, type, and location of reserves and community infrastructure.

The performance management process described in Figure 19-1 above needs to monitor carefully-selected variables to enable council and community to judge whether the infrastructure is facilitating the vision.

19.2.3 Reserve Management Plans

Reserve Management Plans are prepared under the Reserves Act 1977 to define the purpose of land held by the Council and the intended use and development of the land. These plans may be specific to a particular piece of land, or may cover a collection of land parcels. They provide more detail than the AMP, including policies on specific issues such as public access, pest and weed control. In planning what assets will be provided, maintained, renewed and disposed of, the asset management plan for a reserve must be consistent with any management plan developed under the provisions of the Act.

Reserve Management Plans that are currently in existence, under preparation, or are awaiting review are listed in 2.8.2 – Key Planning Documents.

19.2.4 Facility Management Plans

Large facilities such as Event Centres may also be managed in accordance with defined rules and objectives which influence asset management planning for the facility. These will be based on a management strategy, to be developed by June 2012. IP: 11-1101.

19.2.5 Maintenance Contract Monitoring

Council sets target specification compliance levels for maintenance of those parks and reserves which are maintained by contractors. (Maintenance of those reserves maintained by voluntary committees is not subject to this monitoring process).

Compliance with the standards is monitored via Contract No. 1202 which requires the contractor to operate a Quality System and have a Contract Quality Plan in place to assure Council's requirements are understood and quality levels in terms of Levels of Service, response times and work standards, are

achieved. Components to be covered in the Quality Assurance System are outlined in the Contract Specifications and include allowance for audit of work to be undertaken.

The Contractor is required to undertake audits on a monthly basis to ensure quality assurance processes are appropriate and implemented correctly. The Council have Contracts Managers who monitor performance standards for the contract. Council may also carry out random audits from time to time for Quality Assurance purposes. The audit process is currently being reviewed to ensure compliance with contractual obligations and to clearly identify key performance requirements. Contract Performance Audits had not been completed for Contract 1202. From March 2018 a mix of independent contract performance audits and joint audit between Council and Sicon using Survey 123 was implemented and will continue monthly.

A report on the audit results is required to be prepared on a monthly basis and included in a more comprehensive report from the contractor covering a range of performance matters related to the contract including response to service requests. The report is discussed at a monthly meeting between the contractor and Council staff and issues that arise are noted for action.

19.2.6 Condition and Performance Inspections

Formal condition inspections form a key part of the asset management practices. During condition inspections asset inventory data can be validated, new assets picked up, photographs collected, maintenance work identified and a condition grade taken. Performance inspections, while focusing on functional aspects of an asset can facilitate the collection of the same information. This information feeds into the next section on renewal decision making.

In general Council does not carry out condition inspections for renewal planning of horticultural features (grass, gardens, hedges, some trees and plantations) and shared boundary fences where exclusion covenants are added. At the present time Council generally uses specialist independent third parties to carry out formal condition inspections. Over time as confidence in routine condition information being collect is verified, this information will also be utilised. The following table outlines the current and future condition assessment programmes focusing on formal condition inspections (as opposed to routine condition inspections as part of contracts). Cyclical maintenance requirements for buildings across differing activities is carried out by Facilities Officers.

Asset Type	Frequency	Carried Out By	Condition Inspection Criteria
Playgrounds	3 yearly condition inspections and performance assessments Annual Flying Fox Inspections Annual Safety Inspections (from 2018)	Reserves Specialist Flying Fox Specialist ROSPA Level 3 Inspector	• IPWEA/NAMS practice note, *Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.* • NZS5828:2015 *Playground Equipment and Surfacing* • ACC Code of Practice for Flying Foxes in New Zealand (1994)
Bridges	6 yearly condition inspection	Civil Engineers	• IPWEA/NAMS practice note, Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1. • Width and side protection was assessed as per SNZ HB 8630:2004 – *Tracks and Outdoor Visitor Structures* (Track Classification Urban Path). • Barrier heights were assessed as per NZ Building Code, *Clause F4, Table 1.*
General Grounds Assets	3 yearly condition inspections	Reserve Specialist	• IPWEA/NAMS practice note, Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.

Asset Type	Frequency	Carried Out By	Condition Inspection Criteria
Public Toilets	3 yearly condition inspections and performance assessment	Reserve Specialist	• IPWEA/NAMS practice note, *Parks Management: Inventories, Condition and Performance Grading: Practice Note 10.1.* • The NZ Building Code, Sections A2, D1, G5, F8, G1-Personal Hygiene and G13-Foul Water • NZS4241:1999 Public Toilets • NZS4121:2001 Design for Access and Mobility • NZS1158:2010 Lighting for Roads and Public Spaces

Asset Type	Frequency	Carried Out By	Condition Inspection Criteria
Key Buildings / Swimming Pool Buildings	3 yearly condition inspections	Engineers, Building specialists	• IPWEA/NAMS practice note, *Buildings: Condition and Performance Assessment Guidelines: Practice Note 3.2.* • The NZ Building Code (appropriate sections)
Hard Surfaces	3 yearly condition inspections	SDC Roading Engineer or Civil Engineer	
Rental Houses	3 yearly condition inspections	SDC Facility Officers	

Table 19-2: Summary of Formal Condition Inspections Frequencies

For the 2018 AcM Plan the following Table 19-3 shows the formal condition inspections and performance inspection that were carried out in 2016/2017.

For township and streetscape sites, condition inspections were carried out on the grounds assets for township and streetscape sites that were older than 5 years, as the assumption was made the assets would be in reasonable condition.

Activity / Asset Type	No Inspected	Total Sites/Asset Type	% Inspected
Recreation Reserves	14	26	54%
Township Reserves	87	219	40%
Cemeteries	19	19	100%
Public Toilets	23 41	56 56	41% (Buildings) 73% (Performance)
Community Centres and Halls	18	29	59%
Swimming Pools	7 5	7 7	100% (Pool Systems) 71% (Pool Buildings)
Property and Buildings	4 3	5 -	80% (SC/Library) -
Rental Housing	2	-	-
Gravel Reserves	11	11	100% (Active Sites)
Forestry	-	-	-
Playgrounds	35	81	43%
Bridges	65	69	94%
Hard Surfaces	101	-	-

Table 19-3: Summary of Sites Condition and Performance Inspected for 2018 AcM Plan.

The following Table 19-4 summarises information collected on assets for the activities sections for this AcM Plan.

Activity	Inspected By	Asset Pickup	Condition Grade	Maintenance Work	Renewal	RUL	Replacement Costs	Performance/Utilisation	Inspection Date
Recreation Reserves	City Care	x	x	x	x				2017
	SDC – Kevin Chappell		x	x					2017
Township Reserves	Greenspace Solutions	x	x	x	x	x	x		July 2017
	SDC – Kevin Chappell		x	x					August 2017
Cemeteries	City Care	x	x	x	x				2016 / 2017
Public Toilets	City Care	x	x	x	x				September 2016
	Greenspace Solutions			x				x	February 2017
Community Centres and Halls	SDC – Kevin Chappell		x	x					2016 / 2017
	Opus	x	x	x	x	x	x		2017
Swimming Pools	SDC – Marcel Van Leeuwan	x	x	x	x				2017
	Opus – Pool Buildings	x	x	x	x	x	x		2017
Properties and Buildings	Opus	x	x	x	x	x	x		2017
	SDC – Kevin Chappell		x	x					2017
Rental Housing	SDC – Kevin Chappell		x	x					2017
Gravel Reserves	SDC – Students	x	x	x					2017
Forestry	-								-
Playgrounds	Greenspace Solutions	x	x	x	x	x	x	x	2017
Bridges	Opus	x	x	x	x	x	x		2016 / 2017
Hard Surfaces	SDC – Graham Huggins	x	x	x	x	x	x		July 2017
	Engineer - Geoff Birss								August 2017
Sports Fields	NZ Sports Turf Institute							x	March 2017

Table 19-4: Summary of Condition and Performance Assessments completed and information collected

19.2.7 Renewal Decision-making

As reported in Chapter 3, Asset Management Overview, ***Renewals Strategies,*** Council applies a considerable range of knowledge about the assets present, the service standard provided, their condition, the current and future demand for them, and the associated risk (criticality) in order to make decisions about renewal investment. Currently, this information is stored in a number of separate files rather than in an Asset Management System (AMS), which is the subject of a major implementation effort. The advantage of an AMS is that the information is held, updated and protected in one database, so that data integrity can be ensured, data queries are much more efficient, and the decision-making process is facilitated. The AMS outputs will include projected renewal requirements, but these will still be thoroughly vetted and alternatives considered, before committing funds.

An example is provided below, of the data employed for deciding the renewal requirements for a community hall:

Data is stored in a series of spread sheets and reports:
Folder: Asset Delivery\AST-08 Property\02 Asset Management Plans\8 Community Centres & Halls.

\1 Asset Data\ SDC Hall CA Data - Condition Calculations.xls

Asset Identification						100%	80%	50%	25%	0%															
Site	Asset Class	Asset Component	Material	Finish	Zone	Very Good (1)	Good (2)	Avg (3)	Poor (4)	V Poor (5)	blank	NA (7)	R1	R2	R3	R4	R5	R6	Assessed RUL	RUL Range	Quality	Quantity nfidence	Quantity	Quantity nfidence	Unit Measure
GreenPark - Community Centre	Building Fitout	Internal Wall Clad	Gib Board	Paint	05 Accessible Toilets	100							45	0	0	0	0		45	30+ yrs	A		20	A	m2
GreenPark - Community Centre	Structures	Fence/Wall	Post & Wire	No Finish	Site	100							25	0	0	0	0		25	21-30 yrs	A		94	A	m
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	04 Toilet Lobby	100							50	0	0	0	0		50	30+ yrs	A		2.28	A	m2
GreenPark - Community Centre	Building Fitout	Internal Wall Clad	Gib Board	Paint	04 Toilet Lobby	100							45	0	0	0	0		45	30+ yrs	A		11	A	m2
GreenPark - Community Centre	Building Fitout	Internal Door	Timber	Paint	04 Toilet Lobby	100							35	0	0	0	0		35	30+ yrs	A		1	A	no
GreenPark - Community Centre	Building Fitout	Floor Covering	Vinyl	No Finish	04 Toilet Lobby	100							20	0	0	0	0		20	11-20 yrs	A		2.28	A	m2
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	05 Accessible Toilets	100							50	0	0	0	0		50	30+ yrs	A		3.34	A	m2
GreenPark - Community Centre	Building Fitout	Floor Covering	Vinyl	No Finish	05 Accessible Toilets	100							20	0	0	0	0		20	11-20 yrs	A		3.34	A	m2
GreenPark - Community Centre	Building Fitout	Toilet			05 Accessible Toilets	100							35	0	0	0	0		35	30+ yrs	A		1	A	no
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	06 Unisex Toilet 3	100							50	0	0	0	0		50	30+ yrs	A		1.87	A	m2
GreenPark - Community Centre	Building Fitout	Internal Wall Clad	Gib Board	Paint	06 Unisex Toilet 3	100							45	0	0	0	0		45	30+ yrs	A		14	A	m2
GreenPark - Community Centre	Building Fitout	Floor Covering	Vinyl	No Finish	06 Unisex Toilet 3	100							20	0	0	0	0		20	11-20 yrs	A		1.87	A	m2
GreenPark - Community Centre	Building Fitout	Toilet			06 Unisex Toilet 3	100							35	0	0	0	0		35	30+ yrs	A		1	A	no
GreenPark - Community Centre	Building Fitout	Internal Door	Timber	Paint	06 Unisex Toilet 3	100							35	0	0	0	0		35	30+ yrs	A		1	A	no
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	07 Unisex Toilet 2	100							50	0	0	0	0		50	30+ yrs	A		1.94	A	m2
GreenPark - Community Centre	Building Fitout	Internal Wall Clad	Gib Board	Paint	07 Unisex Toilet 2	100							45	0	0	0	0		45	30+ yrs	A		14	A	m2
GreenPark - Community Centre	Building Fitout	Internal Door	Timber	Paint	07 Unisex Toilet 2	100							35	0	0	0	0		35	30+ yrs	A		1	A	no
GreenPark - Community Centre	Building Fitout	Toilet			07 Unisex Toilet 2	100							35	0	0	0	0		35	30+ yrs	A		1	A	no
GreenPark - Community Centre	Building Fitout	Floor Covering	Vinyl	No Finish	07 Unisex Toilet 2	100							20	0	0	0	0		20	11-20 yrs	A		1.94	A	m2
GreenPark - Community Centre	Building Fitout	Ceiling	Gib Board	Paint	08 Unisex Toilet 1	100							50	0	0	0	0		50	30+ yrs	A		1.94	A	m2

Figure 19-2: Community Hall Condition-based Renewal Identification

\4 Performance\ Community Halls Performance & Use Analysis 2017.xls

Community Centre/Hall Usage Analysis													
Site	User 1	User 2	User 3	User 4	User 5	User 6	User 7	Actual Usage (Man hrs pa)	Max Capacity	Realistic Potential Annual Usage (% of total capacity x realistic available hrs pa)	Annual usage level	Usage Rating	Use trend (increasing, decreasing, static)
Ladbrooks Hall - 2017	CWI	Indoor Bowls	Karate	Anna Lee School of Dance	Ladbrooks School	Weddings					-5.62%		
Ladbrooks Hall	1440	2880	2400	28800	4000	4800		44320	215	96750	45.81%	Moderate	Static

Figure 19-3: Community Hall Utilisation Analysis

\4 Performance\ Community Halls Performance & Use Analysis 2017.xls

No.	Property Quality Standards	Response Options and Scoring				Desired Score	Criticality	Confidence	Ladbrooks Hall
1.1	Does the building have a current Building Warrant of Fitness?	Yes (5)	No (1)	Don't know (3)	Not required (5)	5	4	C	5
1.2	Does the building have a documented fire service approved plan for an evacuation procedure or scheme?	Yes (5)	No (1)	Don't know (3)		5	4.5	C	5
1.3	Is fire fighting/safety equipment provided and serviced to meet building requirements?	Yes (5)	No (1)	Don't know (3)		5	4.5	C	5
1.4	Is the building compliant with Consents and Code of Compliance requirements relating to Legislation and Regulations? (e.g. Resource Management Act, Building Act, Building Code, District Plans etc)	Yes (5)	No (1)	Don't know (3)		5	4.5	C	5
1.5	Is there a management plan where the site is held as 'Recreation Reserve' under the Reserves Act 1977?	Yes (5)	No (1)	Don't know (3)	Not required (5)	5	3	C	5
							4.1		5

Figure 19-4: Community Hall Asset Performance (Property Quality Survey) Analysis

\5 Risk\Community Halls Risk Assessment.xls

Sub-element	Consequence							Criticality	
	Reputation	Loss of service	Environmental	Health & Safety	Legal	Cost	Loss of income	Total Crticality	Overall Rating
Decking	1	2	0	2	0	1	0	6	moderate
Paint Finish	1	0	0	0	0	2	0	3	low
Verandah - Roof only	1	1	0	0	0	1	0	3	low
Brick Cladding	2	0	0	0	0	4	0	6	moderate
Fibrolite Sheeting (fibre cement)	2	0	0	0	0	3	0	5	moderate
Hardiplank	2	0	0	0	0	3	0	5	moderate
Metal Cladding	2	0	0	0	0	3	0	5	moderate
Paint Finish	2	0	0	0	0	2	0	4	low
Plaster	2	0	0	0	0	4	0	6	moderate
Shiplap	2	0	0	0	0	3	0	5	moderate
Weatherboard - Timber	2	0	0	0	0	4	0	6	moderate
Doors - Hollow-core	1	1	0	0	0	0	0	2	very low
Colour Steel	2	2	0	0	0	4	0	8	high
Dow npipes - Metal	1	1	1	0	0	2	0	5	moderate
Dow npipes - PVC	1	1	1	0	0	2	0	5	moderate
Glass	2	2	0	0	0	3	0	7	moderate
Metal Roofing	2	2	0	0	0	4	0	8	high

Figure 19-5: Community Hall Asset Component Criticality

Renewal work is prioritised using the above information. It is then programmed according to priority and any funding constraints. Minor adjustments are made in timing to provide efficient implementation of required works.

\2 Financials\

Asset Component	Material	Finish	Zone	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Heater			Room 84 Central Heating/power	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Roof Cladding	Butynol	No Finish	Building » Roof » Spine Corridor Roof	$0	$0	$0	$0	$0	$40,186	$0	$0	$0	$0	$0
Roof Cladding	Butynol	No Finish	Building » Roof » Spine Service Rooms Roof	$0	$0	$0	$0	$0	$29,900	$0	$0	$0	$0	$0
Roof Cladding	Butynol	No Finish	Building » Roof » Spine Toilet Roof	$0	$0	$0	$0	$0	$58,500	$0	$0	$0	$0	$0
Air Conditioning			Room 84 Central Heating/power	$5,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Internal Wall Clad	Gib Board	Paint	Room 089/90/91-CAFE Kitchen	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Floor Covering	Carpet	No Finish	Office 040 Executive Suite	$3,349	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Floor Covering	Carpet	No Finish	Office 042/048 Executive Suite	$4,275	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Internal Wall Clad	Gib Board	Paint	Office 050 -Main Reception	$495	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ceiling	Accoustic ceilin	Paint	Office 046 Executive Suite	$287	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Internal Door	Timber	Paint	Room 034 Kitchen Corridor	$400	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Shower			Gents Changing	$4,400	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Internal Wall Clad	Gib Board	Paint	22 MEETING ROOM 2	$1,148	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ceiling	Accoustic ceilin	Paint	15 MEETING ROOM 1A/1B	$6,384	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Floor Covering	Carpet	No Finish	15 MEETING ROOM 1A/1B	$9,330	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ceiling	Accoustic ceilin	Paint	17 TOILET 1	$166	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Internal Wall Clad	Gib Board	Paint	17 TOILET 1	$360	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Figure 19-6: Community Hall Renewal Work Financial Programme

Work that is unable to be completed due to financial constraints may be identified as 'deferred renewal', and the resolution to this problem can be sought by a variety of options:

- Seeking additional funding
- Increasing revenue
- Utilising voluntary, low- or no-cost resources
- Dis-establishing the facility (i.e. developing and implementing a Disposal Plan)

19.2.8 New Capital Expenditure Decision-making

The Asset Management department uses a Capital Investment Options Assessment, including multi-criteria analysis (MCA) and a standard reporting format, to evaluate and recommend proposed new works. This enables evaluation of options according to a range of relevant issues and direction identified in various strategies such as the Open Spaces Strategy (refer to 2.8.2). An example MCA summary is shown below.

Option Analysis for Rolleston Sports Park Land	Assessment Factors														Results	
Scoring Guidelines	Social				Environmental				Economic				Cultural	Customer		
5 = very strong fit with factor 4 = strong fit with factor 3 = moderate fit with factor 2 = some fit with factor 1 = minimal fit with factor 0 = no discernable fit with factor	Meets sports & active recreation needs	Provides a social focus for the community	Accessible, connected & central location	Provides for informal recreation needs of local communities	Minimises environmental affects on community	Promotes sustainable outcomes (land use, travel etc)	Land form compatability	Town amentiy/landscape values enhanced	Affordable to the community	Land Acquisition Cost	Economy of scale, management efficiencies, reduces duplication	Reduces facility duplication	Provides for future educational facilities	Conformity with adopted planning strategies	Total Score	Ranking
Weighting (%)	20.0%	5.0%	5.0%	2.5%	2.0%	2.0%	2.0%	4.0%	15.0%	20.0%	5.0%	5.0%	2.5%	10.0%	100%	
Option																
1. Status quo	2	1	2	2	1	1	0	1	5	5	1	1	1	0		
Weighted Score	40	5	10	5	2	2	0	4	75	100	5	5	2.5	0	**256**	**6**
2. RSP Recreation Precinct	5	5	5	4	4	4	3	4	3	2	5	4	5	5		
Weighted Score	100	25	25	10	8	8	6	16	45	40	25	20	12.5	50	**391**	**1**
3. Helpet Land	3	3	3	4	3	3	2	3	3	3	4	3	5	3		
Weighted Score	60	15	15	10	6	6	4	12	45	60	20	15	12.5	30	**311**	**5**
4. Reduced Recreation Precinct	3	3	4	4	3	3	3	3	3	3	4	3	5	3		
Weighted Score	60	15	20	10	6	6	6	12	45	60	20	15	12.5	30	**318**	**4**
5. Minimal Recreation Precinct	5	2	2	2	4	4	4	2	3	4	5	3	5	2		
Weighted Score	100	10	10	5	8	8	8	8	45	80	25	15	12.5	20	**355**	**2**
6. Helpet + Reduced Recreation Precinct	4	4	4	4	4	4	3	3	3	2	4	4	5	3		
Weighted Score	80	20	20	10	8	8	6	12	45	40	20	20	12.5	30	**332**	**3**

Figure 19-7: Multi-Criteria Analysis Example

19.2.9 Supervision of Contract Work

Works, whether professional services, maintenance, renewal or new construction, receive Council staff oversight as follows:

- Professional services contracts are directly supervised by Council Staff
- Specification, schedules of quantities, contract document preparation and tendering by consultants receive Council staff oversight. Tender recommendations are written or approved and signed off by Council staff
- Physical work supervision is carried out by Council staff or by contracted consultants
- Maintenance contracts are supervised by Council staff. The contractor's performance is evaluated at regular intervals, recorded and discussed with the contractor at regular meetings
- IP: 11-1102 in developing AM system, map business processes including contractor performance monitoring.

19.2.10 Assets to be Vested

The design and approval of details of assets to be provided by developers as part of Council infrastructure contribution, and their construction, receive the same level of supervision as contract works initiated by Council, described above, with the exception of the tendering stage which is at the developer's discretion. The required standard is as per Council's Engineering Code of Practice.

A detailed site inspection is conducted prior to Council's formal acceptance of the infrastructure as part of the 224 certificate sign off. A maintenance period appropriate to the asset type is required before the asset is formerly handed over to the Council.

As-built information with operating and maintenance information is provided prior to formal acceptance and is added to Council's asset information.

IP: 11-1102 In developing AM system, map business processes.

19.3 Information Systems

Table 19-5 outlines the current and desired practices in asset management systems.

System	Current business practice	System owner	Desired business practice
Asset Registers	· Fixed asset registers exist within NCS at high level and not linked · Assets under reserves maintenance contract are loaded in the AMS system. · Comprehensive asset register of 90% migrated from excel spreadsheets to AMS and validated.	Corporate Services Property and Commercial	· Implement an AM Information Management System.
Financial System	· Corporate system (NCS), which records financial expenditure and relies on manual entry of data. · No commitment accounting capability. · Valuation is calculated in NCS but is not at component level · Some integration between FAR and AMS under development	Corporate Services	· Financial Information Management System is linked to AM Information Management System. · Commitments are recorded when expenditure ordered
Maintenance Management	· Contractor records maintenance events but not formally linked to SDC system. · Seven year maintenance history available within NCS but not easily retrievable	Maintenance Contractor Property and Commercial	· Maintenance history recorded against assets utilising Task Management Module. · AM and maintenance management plans incorporated into contract documentation. · Optimised maintenance strategy available for individual assets.
Condition/ Performance Monitoring	· Condition information imputed into AMS by asset for 90% asset types. · Irregular updating of condition information. · Performance information in excel spreadsheets · No capacity/utilisation/condition modelling system in place.	Property and Commercial Information Communication Technology	· System linked to asset register. · Modelling to develop accurate and dynamic renewal and disposal programmes. · AMS linked to booking systems (e.g. LINKS) or toilet counters (SCADA) to capture utilisation data.
Customer Requests	· Service Request system in operation but not linked to AM system.	Corporate Services	· Link Service Request system to AM system or replace Service Request system with AM Task Management module.
Optimised Renewal Strategy	· ODM system not available · ODM undertaken using data in Excel spreadsheets to develop renewal programmes.	Property and Commercial	· When AM system available develop ODM to facilitate optimised renewal programmes. · System to consider asset and non-asset risk treatment options.
Forward Work Programme	· Forward programmes (most projects) have been developed in Excel and are uploaded into the corporate financial system showing the timing and a budget for proposed work. · Projects entered into database to enable planning for implementation	Corporate Services Property and Commercial	· System ensures all proposed projects are captured in budgets. · Items identified in forward work programme based on risk.

System	Current business practice	System owner	Desired business practice
GIS	· GIS allows spatial viewing, searching, manipulating and analysis of database records. · Assets covered in the Maintenance Contract have been located spatially in GIS system and assigned a unique ID.	Information Communication Technology	· Full linkage between spatial and AM information within AMS for all assets and key data. · Mobile GIS capture capability for field officers
Integration of Systems	· Partial linkage between AM data and GIS (ArcView). · Partial linkage between AM Information Management System and Financial Information Management System. · No integration between AM Information Management System and Service Request System.	Corporate Services	· Linkage and/or integration between AM System and other supporting systems.
Plans & Records	· Majority of SDC plans are recorded and stored in hard copy. · Some plans received in CAD format and stored electronically	Property and Commercial Corporate Services	· Effective plan archive and management system in place. · Plans developed in electronic format & vested asset as-built received in standard electronic format
Customer Records	· Service Request System records customer details. · System includes reporting functionality	Corporate Services	· Integrated customer request system with high level of reporting functionality.
Operations and Maintenance	· Customer request system drives unplanned maintenance but the costs are not linked back through the maintenance contractor's claim. · Information in Excel spreadsheets used to develop planned maintenance programmes · 10 year planned maintenance programmes prepared for most service areas	Maintenance Contractor Property and Commercial	· Work Orders are used to track maintenance items. · Customer Service Requests can be reconciled against item in Contractor's claim (by WO number). · AMS used for integrated, dynamic scheduled planned maintenance
Manuals	· Operation manuals available for a limited number of assets/facilities. · Operational guide prepared for swimming pools	Maintenance Contractor Property and Commercial	· Manuals developed for critical assets (e.g. swimming pool operations and cemetery procedures). · Manuals received for all new buildings & facilities as a requirement of contract
Levels of Service	· Corporate Services holds a schedule of all levels of service to be reported in the Annual Plan/LTP.	Corporate Services Property and Commercial	· System developed to monitor and record performance measures to feed into LTP.
Failure Management Plans	· Incident control plans prepared for swimming pools. · No other failure plans in place	Property and Commercial	· Failure management plans developed for critical assets & form part of maintenance contracts where necessary.
AM plans	· Plans reviewed every three years and align with LTP. · Main plan is a MS Word document supported by various Excel files	Property and Commercial	· Plans reviewed every three years and align with LTP. · Plans are structured to enable easy updating.

Table 19-5: AM Systems

19.4 Data Integrity and Improvement

19.4.1 Current and Desired Practices

Table 19-6 outlines the assessed (current) and desired practices in asset management data and information management.

Data	Current business practice	Data owner	Desired business practice
Asset Classification	· Asset classification with unique IDs for all data imported to AMS. · Hierarchy developed for AMS system. · Critical assets for most service areas identified.	Property and Commercial	· All data has unique asset ID within AM Information Management System. · Refine asset hierarchy to meet business needs · Identify critical assets in all data sets.
Asset Attributes	· Major asset data capture exercise undertaken and recorded in Excel spread sheets and now uploaded to AMS · Age and material data may be unreliable in some cases. · Some utilisation data captured.	Maintenance Contractor Property and Commercial	· Continue to update and develop attribute information within integrated AM system. · Establish business rules / workflow for updating data · Establish utilisation data collection programmes for critical assets.
Information Backup	· Data (including spatial) backed up regularly.	Information Communication Technology	· Continue regular backup
Historical Condition & Maintenance Data	· Condition information has been captured for 90% of assets. · Operation and maintenance data currently collected but not in a readily useable format (under contract 909, 1202). · Seven year maintenance history available within NCS and is analysed for AM planning but detail of some work items is unclear	Maintenance Contractor Property and Commercial	· Continue condition assessment programme for assets where gaps exist and review on three yearly cycle. · Implement programme to monitor performance for assets where gaps exist. · Maintenance history recorded via AMS by contractors in the field (Contract works only). · Mobile AMS capability for Council field officers
Future Prediction Data	· Growth model prepared for organisation wide use based on growth drivers · Model to be updated as information changes. · Growth model used to underpin future asset requirements · Trend/demand data derived from other sources e.g. Statistics NZ	Planning	· Update plans as growth & demand projections alter. · Develop improved understanding of the sensitivity of capital requirements to changes in demand.
Lifecycle Costing	· Financial data stored within NCS, (separate from main asset data). Other cost information in separate spreadsheets. Not easily reported on and not to asset level. · Limited information available on risk.	Corporate Services Property and Commercial	· Costs assigned to assets in AM Information Management System via link with Financial system · Record risk rating against critical assets in AMS.
Benchmarking Data	· Participating in survey that monitors key performance indicators and levels of service against comparable local authorities.	Property and Commercial Yardstick™	· Continually improve data to enable accurate submissions to the Yardstick programme

Table 19-6: AM Data & Information

19.4.2 Asset Data Coverage

IP: 11-1201 Develop an asset data strategy identifying what is currently collected, and priorities for additional data capture. E.g. as shown in the following diagram –current and desired position; apply to single or multiple asset groups; extend to specific data elements.

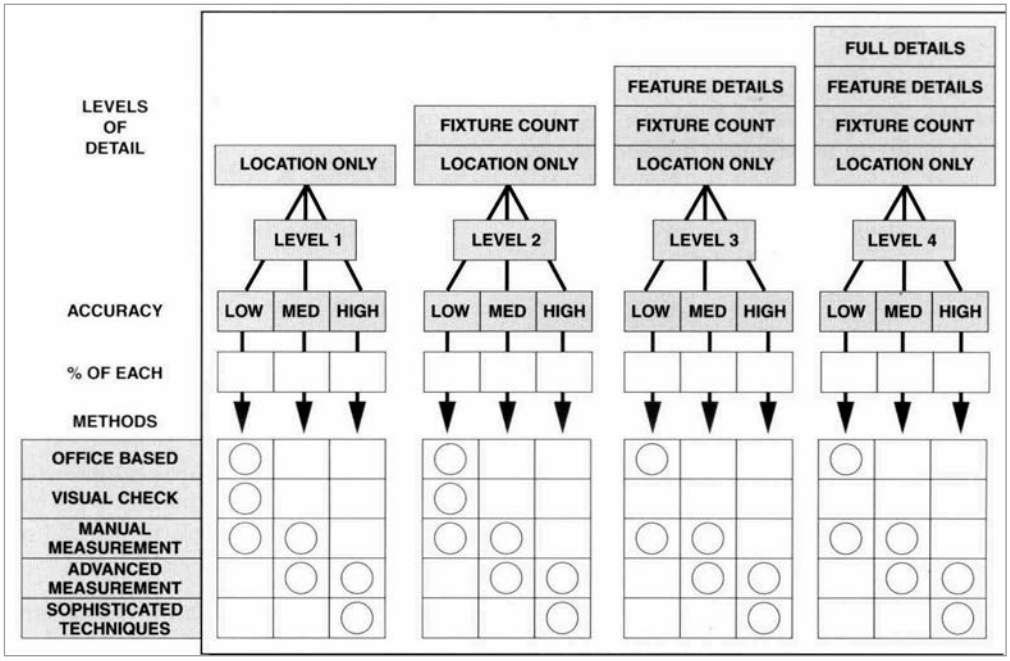

Figure 19-8: Asset Data Coverage Strategy

19.4.3 Data Update Process

IP: 11-1102 Develop a flowchart to describe the updating of GIS, hardcopy plans, contract maintenance schedules, RC monitoring system, O&M manuals, and AMS asset component attributes, triggered by renewal, new works or vested assets.

19.5 Implementation Tactics

Table 19-7: AM implementation tactics outlines the assessed (current) and desired practices in asset management implementation tactics.

Organisational Element	Current business practice	Tactic Owner	Desired business practice
Corporate Sponsorship and Commitment	· AM plans are viewed as key planning documents that underpin the LTP. · Organisation wide team established to develop AM plans and LTP including Accountants, Asset Managers and Planners · AM plans are formally reviewed at Council workshops · Sufficient resources are provide internally and supplemented with external expertise as required	Property and Commercial Manager	· Formal adoption of AM plans including improvement programmes. · Monitor effectiveness of plans against key indicators including delivery of annual programmes. · Formal review of AM plans every three years as part of LTP cycle.
AM Roles and Responsibilities	· AM roles and responsibilities clearly identified with external advice and resources utilised as necessary.	Property and Commercial Manager	· Clear understanding of how the various roles work together to achieve AM planning objectives.
Staff Skills, Knowledge, and Training Programmes	· Training needs identified and addressed. · Key staff have AM training to gain qualifications	Property and Commercial Manager & Human Resources Manager	· Commitment to ongoing training and skill improvement. · Training needs are incorporated into individual performance plans on an annual basis
Commercial Tactics	· Asset Delivery Procurement Strategy adopted as guideline for tendering and procurement.	Property and Commercial Manager	· Standard tendering and procurement procedure in place and adhered to.

Table 19-7: AM implementation tactics

20: Asset Management Plan Improvements

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20 Asset Management Plan Improvement

20.1 Introduction

This section details SDC's commitment to continuous improvement. Improvements achieved to date are outlined below as well as a description of current asset/activity management (AM) practices and a proposed improvement programme to enhance these practices. The improvement programme aims to address the level of confidence in AM plan strategies, project timing and financial projections.

20.2 Improvements Achieved

20.2.1 Activity Management Plans 2000 – 2015 Historical Summary

The table below shows the historical time line of major Community Facilities AcM Plan Improvements made:

Year	Specific AcM Plan Historical Improvements
2000-2003	• Initial AM Plans for Recreation Reserves, Community Centres, Public Toilets and Cemeteries
2006	• Maunsell Ltd review for above plans and improvement action list generated • Open Space Survey carried out to help define customer expectations on service provision
2007	• Morrison Low assessment of asset management practice to define current practice, identify gaps and develop improvement plans
2008	• Review of Levels of Service with Community Focus Groups
2009	• AM Plan updated to incorporate all activities covered by Community Facilities and consolidated into one AcM Plan • Incorporating the gap analysis improvements recommended in the Maunsell Report (2006) and the Morrison Low Report (2007) • Capture of asset inventory to component level with related condition grading, and RUL data. • Implementation of performance assessments for public toilets, swimming pools, community centres and halls and playgrounds • Implementation of capturing utilisation information for public toilets, swimming pools, community centres and halls and recreation reserves. • Generation of 10 year capital renewal and cyclical maintenance programmes (based on condition, RUL, risk, performance and economic factors) for most assets. • Risk assessments for all activity areas. • Development of demand models for cemeteries, recreation and township reserves, and gravel reserves. • Integration of other Council strategic plans (e.g. Aquatic Facilities). • Water and Sanitary Services Assessments incorporated into plan. • Operational audits of swimming pools. • Beginning of improved process for communication with local management committees on changes to assets, financial procedures, budget and funding forecasting. • Assessed and developed improvements for compliance with Schedule 10 of the Local Government Act 2002
2012	• SDC revised it Asset Management Policy Statement for Community Service so that not all elements of the AcM Plan need to meet 'Core Plus'. • Gap Analysis carried out by Waugh Infrastructure Management Ltd (2011) and recommendations incorporated into AcM Plan • Risk Management Overview, Asset Management Overview and Asset Management Practices given own sections and improved content. • Sustainable Management expanded to include environment, social and financial/economic sustainability. • Incorporation of asset performance into the Levels of Service sections, enabling comparison of service available with service required, followed logically by future requirements due to changes in service level, population and demand. • Capture and validation of some asset inventory with related condition grading and RUL and replacement cost unit rates data.

Year	Specific Improvements
2015	• The Christchurch earthquakes, and recovery from them, along with the accelerated subdivision activity had a significant effect on SDC's ability to further improve asset management. • Gravel Reserves, Rental Housing and Forestry sections revised to reflect Councils change in strategic direction for these activities • Extension of Councils Sustainability direction • Integration of information from the following strategic documents; Community Centres and Halls Strategic Plan (2013), the Open Spaces Strategic Plan (2015), Gravel Management Strategy (2014) and Selwyn 2031 – District development Strategy (2014) to guide programme development. • Incorporating of level of service review information from community focus group sessions • Renewal and cyclical maintenance programmes developed for new facilities (SAC, Lincoln Library, Darfield Medical Centre. • Condition information captured, updated and validated for all activities with a focus on critical assets and buildings. • Performance information captured for public toilets and playgrounds. • Delayed implementation of Xivic (AMS) resulting in deferring of some asset planning work.

Table 20-1: Historical Summary of the AcM Plan Improvements

Table 20-2 below lists improvement tasks which were substantially complete from the 2009, 2012, 2015 Improvement Plans.

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete
100	**1. Description/Knowledge of Assets**					
09-101	• Develop a data structure and hierarchy for all asset types to meet AM and contract management requirements.	AM OS & P	2009	2	$5,000	100%
09-102	• Consolidate and transfer existing asset inventories into a single data repository based on SQL platform (Xivic).	AMIS, ICT	From 2015/16	2	$75,000	93% Data transferred.
09-106	• Develop a prioritised programme for data development and capture and transfer new data into system.	AMIS, AM OSP, SD	2015/16 – on-going	2		100% Data improvement Project 2016
09-110	• Review component levels as some may be too detailed for the asset types.	AM OS & P	2011	3		100%
09-117	• Initiate regular capture and analysis of utilisation data where this is relevant (including Medical Centres, Heritage Buildings, Pools, Depots, and Holiday Parks).	AM OS & P	2010/11	3	$5,500	100%
09-118	• Capture and include information on leased reserves (grazing & other purposes).	AM OS & P	2011	3	$4,000	95% - inventory prepared
11-103	• Extend AMP Cemeteries Table 9-6 to show compliance status against the nominated service level (as part of AcMP review).	AM OS & P	2014	3		100%
200	**2. Levels of Service**					
09-201	• Develop a methodology for consultation on LoS options and willingness to pay for the various services to be undertaken on a three yearly cycle to feed into the LTP cycle.	AM OS &P	From 2013/14	3	$10,000	100% Focus Groups, 2013, 2017 consulted

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete
09-202	• State historical performance for measures in plan revisions when available.	AM OSP	From 2011/12	3	3	100%
300	**3. Managing growth**					
09-301	• Review plans on a regular basis to reflect changes in growth indicated by the Berl Growth Model	AM OS & P, Planning	2011/12	3		100% ongoing
09-302	• Incorporate demand trends as they become available through research, publications etc.	AM OS & P	2011/12	3		100% ongoing
400	**4. Risk Management**					
09-404	• Develop Corporate Risk Management Policy	CS	2016	1		100%
500	**5. Lifecycle (Optimised) Decision Making**					
600	**6. Financial forecasts**					
09-603	• Improve information on funding strategies and revenue streams for all service areas.	AM OSP	2014/15	4		100%
15-601	• Review targeted rate funding approach for community centres/halls and recreation reserves to address funding inequities	AM OSP, CS	2014/15	1		100% - review completed
15-602	• Review reserve development contributions policy and allocation model to be consistent with LGA amendments	AM OSP, CS	2014/15	1		100%
700	**7. Planning assumptions and confidence levels**					
09-701	• Review the schedule of underlying assumptions, level of uncertainty and potential risks as part of AM Plan update cycle	AM OS & P, Corp. Services	2011	3		100%
09-702	• Update confidence ratings for data and programmes as improvements are carried out and include in AM Plan revisions	AM OS & P	2011	3		100%
800	**8. Outline improvement programmes**					
09-802	• Improvement achievements noted as plan revisions occur over time.	AM OS & P	Annual on-going	3		100%
900	**9. Planning by qualified persons**					
09-901	• Update the table setting out the personnel (including qualifications, relevant experience) involved in developing the plan.	AM OS & P	2009	1		100%
09-902	• Arrange peer reviews for plans as part of the three yearly revision and improvement cycle.	AM OS & P	2011	3	$5,000	100% – no future requirement if Gap Process followed.
11-901	• Asset management and planning training received will be recorded, staff development needs programmed, and a succession plan developed.	AM, SDM	From 2012/13	2		1 x person with AM qualification
1000	**10. Commitment**					
09-1001	• Maintain AM plans as a "working" document and continuously update.	AM OS & P	On-going	2		On-going

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete
09-1002	• Plan to be formally adopted by Council including the improvement programme.	AM OS & P, Corp. Services	2009	1		100%
09-1003	• Carry out a formal revision at least every three years to feed into LTP cycle.	AM OS & P	2011	3	$30,000	N/A
09-1004	• Report on plan effectiveness against key indicators.	AM OS & P	On-going	3		N/A
09-1005	• AM training needs are incorporated in to individual performance plans on an annual basis.	SAM, SDM	On-going	2		N/A
1100	**11. Service Delivery**					
1200	**12. Strategy and Policy**					
09-1201	• Complete the Open Space Strategy and incorporate relevant information into AM plan revisions.	AM OSP	2014	2	$10,000	100% - adopted 2015
09-1202	• Develop a district wide strategy on the future provision of community centres and halls.	AM OSP, CSM	2012/13	2	$12,000	100% - adopted
09-1204	• Completion and adoption by Council of the Parks & Reserves Bylaw.	AM OS & P, SD	2009	3		100%
09-1205	• Review Cemeteries Bylaw	AM OS & P, SD, Corp. Services	2010	4	$4,000	100%
09-1206	• Integrate sustainability principles more fully into future plan revisions with further practical applications of policy.	AM OS & P	2011	3		100%
09-1207	• Develop future options for management and operation of SDC gravel pits.	ADM	2014	3		100% - report adopted 2014
09-1208	• Develop strategy for future direction of forestry operations	AM OSP, SD	2017	2		Decision to withdraw from this activity over time due to risk
09-1209	• Review existing resource consents and develop comprehensive schedule including conditions and identify gaps	AM OS & P, SD	2010	4		100%

Table 20-2: Improvement Programme 2009-2015: Substantially Complete Items

20.2.2 2009 and 2012 Community Facilities AcM Plan Gap Analysis

Figure 20-1 below shows the efficiency of the 2009 and the targeted result for the 2012 Plan.

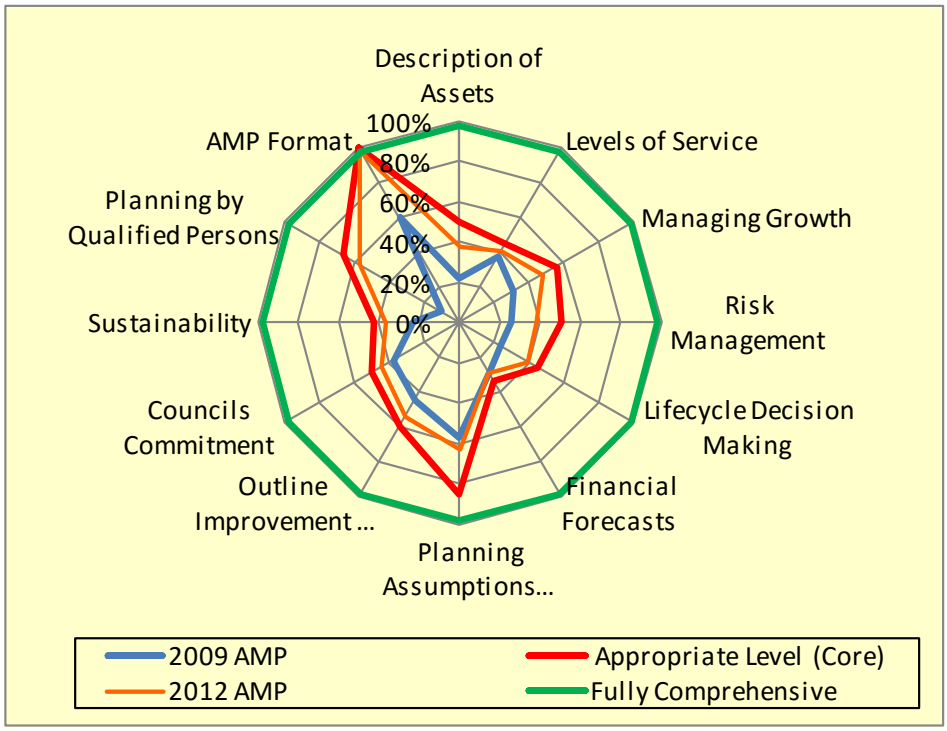

Figure 20-1: Historical Asset Management Gap Analysis 2009-2012

Due to Council's amended AMP development policy for Community Services, adopted prior to the 2015 revision as referred to in Section 1.4.2, Asset Management Policy Statement, it was necessary to modify the gap analysis 'Appropriate Level' in relation to that provided in September 2010.

The 2009 AMP scoring for each of the twelve Plan components had been altered to represent "Core" level only, in compliance with the amended policy, so that the comparison with the 2012 AMP revision was relevant.

In terms of this policy goal, the 2012 AMP exhibited general improvement over the 2009 AMP, particularly in the areas of Decision-making, AMP planning/format and assumptions/confidence levels.

The IIMM 2011 Edition, released after substantial completion of the 2012 AMP update, included amended AMP development guidelines. Should Council's original policy of "Core-Plus" (or an equivalent appropriate level based on IIMM 2011 be reinstated, this Gap Analysis should be reviewed using a revised scoring mechanism.

20.2.3 2015 Community Facilities AcM Plan Review

As discussed in Section 1.4.4 AM Maturity and 1.4.11 Asset Management Plan Revision, Improvement and Implementation the asset management maturity assessment was undertaken on the 2015 version of the AcM Plan with a self-assessment which was reviewed by an independent consultant (AECOM Ltd) using the OAG tool. The assessment was against the 2011 version of the International Infrastructure Management manual (IIMM) Asset Management Maturity Table.

The results are summarised in the overall graph below showing current scores vs appropriate core target.

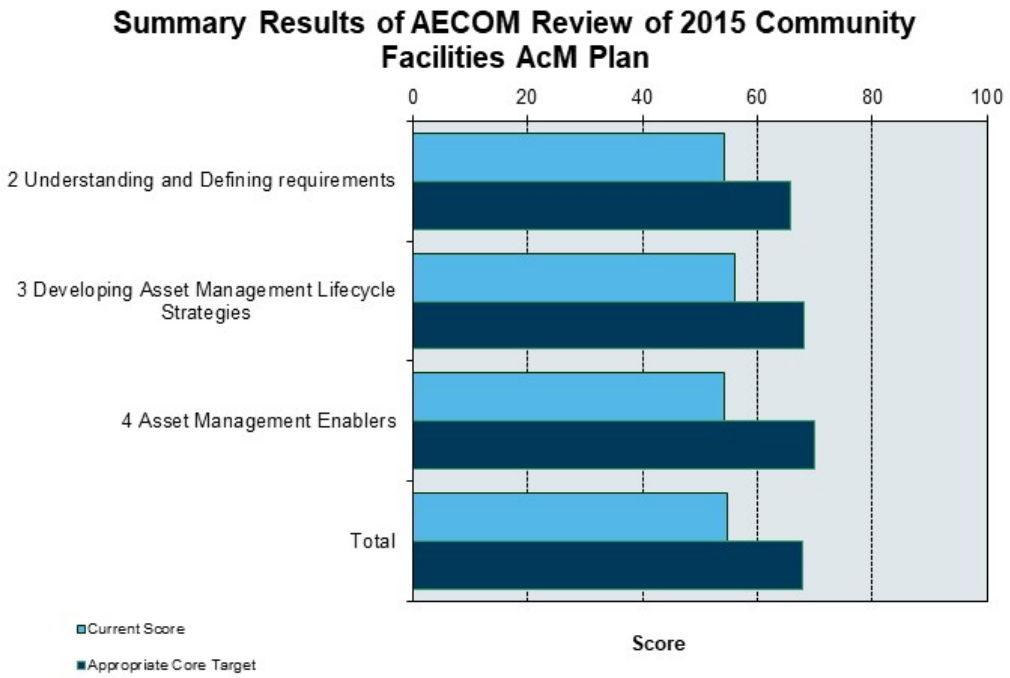

Figure 20-2: Asset Management Gap Analysis of 2015 AcM Plan

The summary results are them broken down by the key areas of Understanding and Defining Requirements of an AcM Plan (Fig 20-3), Developing Asset Management Lifecycle Strategies(Fig 20-4) and Asset Management Enablers (Fig 20-5) showing the current score (2015 AcM Plan) in relation to CORE asset maturity and what AECOM indicated would be an appropriate target. In some areas the AcM Plan is close to the appropriate target, and in others there is room for improvement. AECOM have made recommendations for improvement that have been added to the improvement programme for the 2018 AcM Plan.

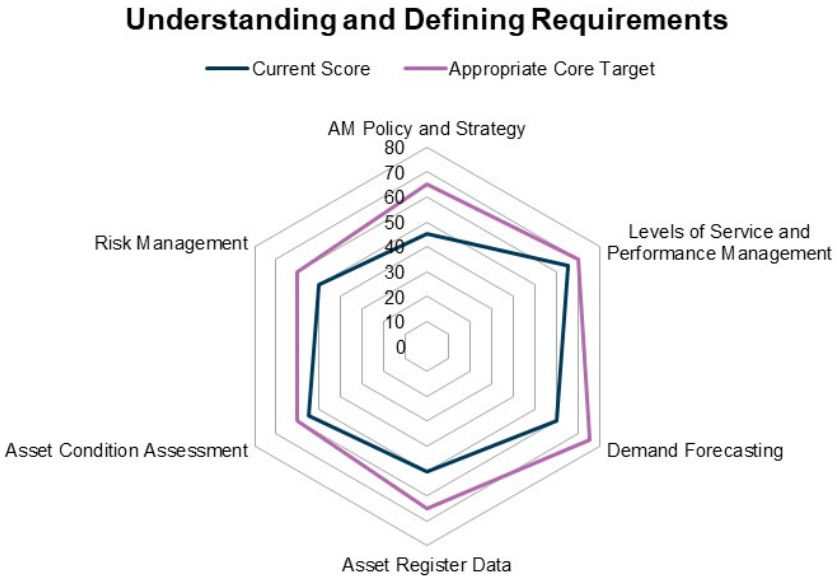

Figure 20-3: Asset Management Gap Analysis 2015 - Understanding and Defining Requirements

The key recommendations for improvement in relation to the areas of Understanding and Defining Requirements were in relation to adopting the Asset Management Policy (which was accepted on the 09th August 2017) and developing organisational AM objectives and an AM Strategy. In addition the recommendations were made to define the key AM processes to support Asset Register data as well as

completing a gap analysis of asset data requirements, with current data to develop a data improvement plan.

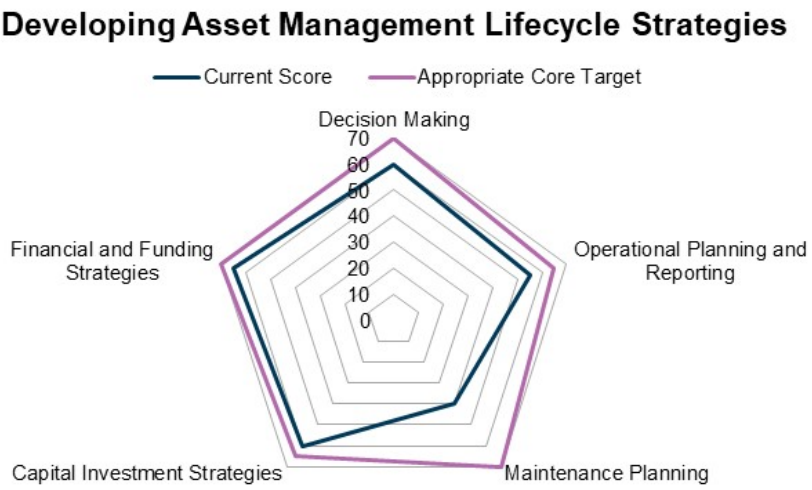

Figure 20-4: Asset Management Gap Analysis 2015 – Developing Asset Management Lifecycle Strategies

The key recommendations in relation to the areas of Developing Asset Management Lifecycle Strategies were in relation to development of systemised asset maintenance plans. This has been dependant on getting asset data into the AMS system and after a substantial data improvement project in 2016/2017 the implementation of maintenance programmes (task management) will be initiated in 2018.

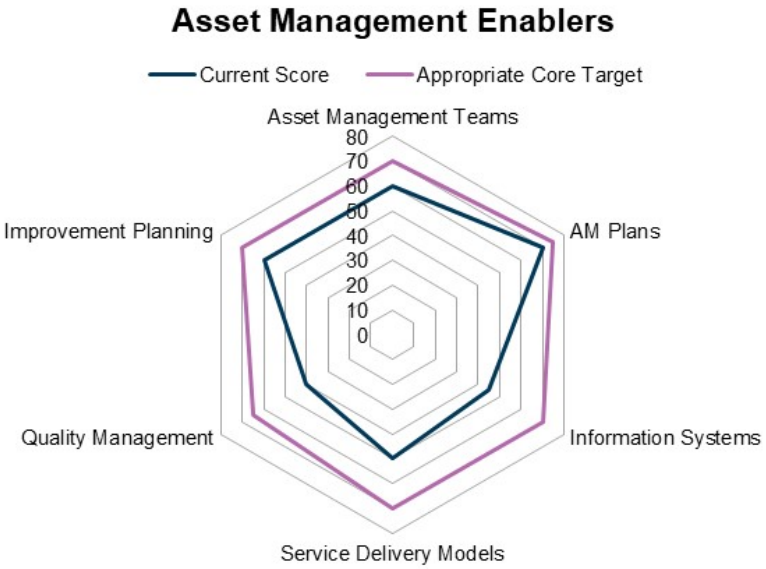

Figure 20-5: Asset Management Gap Analysis 2015 – Asset Management Enablers

The key recommendations in relation to the areas of Asset Management Enablers were in relation to developing AM processes within a Quality Management System (ISO 9001:2016) framework. Additionally a formal Outsourcing Philosophy Statement was suggested and this will incorporated in the Procurement Strategy Review 2018. In regards to Information Systems was the definition and documentation of data requirements, structure, capture, quality and improvement. As well as continued implementation and utilisation of the AM system.

AECOM provided a report identifying areas for improvement in the Review of Community Facilities Activity Management Plan (2017). The overall summary statement was that "staff of Selwyn District Council have succeeded in producing an extremely comprehensive and well written Activity Management Plan". The improvement recommendations are outlined in the table 20-3 below:

	Ref.	Summary Result	Gap Analysis and Improvement Recommendations
Understanding and Defining Requirements	IIMM 2.1	AM Policy and Strategy	• Formal adoption of the organisation Asset Management Policy by the Selwyn District Council. (*this was adopted 09th August 2017*) • Develop organisational AM objective which are aligned with organisational objectives and the AM Policy. • Develop an organisational AM Strategy to give effect to the AM Policy and Objectives.
	IIMM 2.2	Levels of Service and Performance Management	• SDC may wish to consider extending the range of values for which there are KPI's • Ideally, performance results for each KPI would be presented in graphical form which shows historic performance trends, current performance, expected future performance, performance targets and how these are changing over time and an industry benchmark where available.
	IIMM 2.3	Demand Forecasting	• Present demand projections for each service area in graphical form over a longer timeframe than 10 years and show low, medium and high demand projection scenarios.
	IIMM 2.4	Asset Register Data	• Define key asset management processes and data required to support these processes together with required data quality and arrangements for data collection and management. • Carry out an analysis of gaps between data requirements and current data as a basis for a data improvement plan.
	IIMM 2.5	Asset Condition Assessment	• Ensure there is an appropriate emphasis on asset safety in asset condition assessments • State arrangements for formal asset condition assessments for each service area in the AcM Plan.
	IIMM 2.6	Risk Management	• Ensure there is consistency for each service area between the core values used in identifying risks and the core values used in defining levels of service • Ensure risk is more clearly an input to key decision making such as the prioritisation of capital works.
Developing Asset Management Lifecycle Strategies	IIMM 3.1	Decision Making	• NZTA has developed a simplified version of the Treasury Better Business Case approach. It is suggested that the NZTA Business Case Approach (or a modification of that approach) is used as part of the capital works decision making process.
	IIMM 3.2	Operational Planning and Reporting	• Improve contingency and service continuity planning at a service area level • Complete O&M manuals for assets where consequence of incorrect operation or maintenance is potentially significant
	IIMM 3.3	Maintenance Planning	• Ensure that there are planned maintenance programmes in place covering all assets • Develop and implement a methodology to support the optimising of maintenance programmes including optimising the balance between maintenance and capital works.
	IIMM 3.4	Capital Investment Strategies	• Ensure that an options analysis is carried out as part of all significant capital works proposals. • Develop and implement a methodology to apply an appropriate form of benefit cost analysis to capital works proposals
	IIMM 3.5	Financial and Funding Strategies	• Include a long term funding projection in the AcM Plan which show the long term levels of funding that are necessary to sustain the activity over the long term

	Ref.	Summary Result	Gap Analysis and Improvement Recommendations
Asset Management Enablers	IIMM 4.1	Asset Management Teams	• Incorporate asset management responsibilities in relevant position descriptions • Develop asset management objectives and an asset management strategy for Selwyn District Council to give effect to an organisational Asset Management Policy.
	IIMM 4.2	AM Plans	• Consider ways in which the Community Facilities Activity Management Plan could be presented in a more concise manner which is suitable for a more diverse audience without losing the detailed information that has been built up in the plan over years.
	IIMM 4.3	Information Systems	• Define key asset management processes and data required to support these processes together with required data quality and arrangements for data collection and management. • Carry out an analysis of gaps between data requirements and current data as a basis for a data improvement plan • Define appropriate data structures for each of the different service areas. • Continue implementation of the Adapt Solutions asset management system and ensure that staff are trained to use the system effectively.
	IIMM 4.4	Service Delivery Models	• Develop a formal Outsourcing Philosophy Statement which sets out the reasoning behind Selwyn District Council's approach to outsourcing and include a summary of the Outsourcing Philosophy in the AcM Plan. (*this is incorporated in the Procurement Strategy Review 2018)*
	IIMM 4.5	Quality Management	• Identify the key asset management processes which underpin asset management at Selwyn District Council and formally document these processes within the structure of a Quality Management System.
	IIMM 4.6	Improvement Planning	• Consider implementing a "Management Review" process as part of the monitoring asset management improvements, performance of the activity, significant issues that have arisen, customer feedback and any other matters that are relevant to improving the management of the activity.

Table 20-3: AECOM 2015 AcM Plan Improvement Recommendations

20.2.4 This Plan 2018

The Selwyn District has continued to experience rapid growth and subdivision activity is continuing to accelerate. The result of this is an increasing Community Facility asset base for Council to manage and a key focus for the forward plan is the implementation and imbedding of asset management process and systems which will allow for the dynamic and integrated management of the assets both operationally and strategically. Additionally the Selwyn District has communities with an expectation of access to a wide range of community facilities which provide high levels of service as reflected in a number of strategic plans developed within the last three years (Rolleston Town Centre Master Plan, and the Eastern Selwyn Community Spaces Plan (2016)).

There are some changes to the content of this Plan revision. Emphasis has been given to:

- Revising the Gravel Reserves, Forestry and Rental Housing sections to encompass the change of strategic direction by Council for these activities;
- A comprehensive review and expansion of the Risk Management Section to integrate the Corporate Risk Management Policy;
- A review of the Levels of Service Sections to incorporate information from focus groups and the Residents' Survey and revised performance measures with a focus on key facilities;
- A major update of the Growth and Demand Section to reflect the revised growth model, settlement planning for Greater Christchurch and demographic work commissioned by Council;
- Extension of Councils Sustainability direction. In addition to the 2015 treatment of sustainability for the natural environment, this update includes rationale and directions for the contribution of the

Infrastructure to sustaining Selwyn District's Social, Cultural and Economic well-being. These link to the specific initiatives described in the chapters covering management of each asset group

- Revision of the "Protecting the Environment" section to provide more updated and relevant information;
- Integration of information from recently developed strategic level documents including the Lincoln and Rolleston Town Centre Master Plans, the Ellesmere and Malvern Area Plans (2016) the Eastern Selwyn Community Spaces Plan (2016) and the Aquatic Facilities Plan (under review in 2017). Strategic directions from these plans have been used to guide programme development incorporated into the 2018 AcM Plan.
- Development of cyclical maintenance programme for heritage buildings
- Performance assessments carried out for Public Toilets and Playgrounds
- Utilisation information for Public Toilets, community centres and halls, swimming pools and sports fields
- Asset data capture and validation for most activities with a focus on critical and high risk assets and key buildings. RUL and unit rates also captured and updated. For the first time this process was run through AMS resulting in data capture against unique asset no's and GIS locations.
- Integration of AECOM review of the 2015 Community Facilities AcM Plan (2017) and association gap analysis and recommendations for improvements to provide CORE asset management.

20.3 Plan Review and Monitoring

Table 20-4 and Table 20-5 illustrate the activities making up the on-going process required to ensure the AM Plan remains useful and relevant.

Review Activities	Frequency
Carry out quality assurance audits of AM information to ensure the integrity and effectiveness of data collected.	Annually
Revise AM Plan to incorporate any renewals, new/abandoned assets, changes to work programmes, and new knowledge.	Annually
External peer reviews to measure AM performance against best practice (AM expert).	3-yearly
Review and adopt Levels of Service.	3-yearly
Review and update AM Plan.	3-yearly

Table 20-4: AM Plan Review

Monitoring Activities	Frequency
Monitor the completion of renewal/capital/improvement projects against programmed timeframes.	Quarterly
Monitor the actual expenditure of renewal/capital/improvement projects against the budgeted expenditure.*	Quarterly
Measure all Levels of Service.*	Annually
External benchmarking with comparable Local Authorities (*Yardstick*™).	Annually
External audit of reporting information (Audit NZ).	Annually

*Also for Annual Plan/Annual Report/LTP

Table 20-5: AM Plan Monitoring

20.4 Improvement Programme

SDC is committed to continuous improvement of asset management practice. The criteria in the table below is used to prioritise actions identified to meet the desired business practice for AM processes, data and information, information systems, and implementation tactics.

Priority Grade	Priority Description
1	Needs to be implemented urgently to support current LTP process and/or poses a significant risk
2	Needs to be implemented as soon as practicable to meet "core" AM practice
3	Needs to be addressed in developing the next version of the plan for the next LTP cycle
4	No immediate need for implementation but should be addressed over time
5	Desirable to implement at some time but will not adversely affect the quality of the plan or AM practice

Table 20-6: Priority criteria

In Table 20-7: Proposed Improvement Programme below, the progress of improvement projects is indicated. Since the last plan, when a number of projects were unable to progress because of delays to the implementation of Xivic (the Asset Management system), there has been significant improvement around data uploading, data capture and validation and condition inspections being incorporated into AMS. An AMIS team was appointed in 2015/16 and a concentrated data improvement programme for core assets was carried out over 2016/17 which now provides the platform to further implement business processes to integrate asset management into daily operations. In developing the Improvement Programme for this version of the plan a review of priority, timing, assignment of responsibility and resource input has been undertaken and the table updated accordingly.

Explanatory Notes to Improvement Programme

The resource cost shown in the table below relates to estimated costs for external assistance. Internal costs have not been separately identified. The item numbering indicates actions assigned by this and previous Plans, i.e. 09-xxx (from 2009 Plan), 11-xxx (2011 Plan). 15-xxx (2015 Plan), 18-xxx(This Plan 2018) The items are classified according to the list of ten AM planning attributes prepared by the Auditor General in 2005[1] plus "Service Delivery" and "Strategy/Policy" categories.

The following abbreviations have been used for assigning responsibilities:

AMIS	Asset Management Information Systems Team
AM OSP	Asset Manager Open Space & Property
ICT	Information & Communication Technology
SD	Service Delivery
CS	Corporate Services
SDM	Service Delivery Manager
AM	Asset Manager
CSM	Community Services Manager
TLP	Team Leader Property, Facilities & Open Space

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete Comments
100	**1. Description/Knowledge of Assets**					
09-103	• Provide linkage to other data sets where achievable (GIS, FAR and NCS financials).	ICT	2019/20	3		60% Link to GIS Link to Land FAR Link to Blg FAR

1 NAMS International Infrastructure Management Manual – Version 5.0 - 2015

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete Comments
09-104	• Utilise improved asset inventory as a basis for extended asset valuation process.	AMIS, AM OSP, CS	2019	2	$8,000	0% Dependant on 09-102
09-105	• Update and QS asset quantity and attribute information for all asset types.	AMIS	2018 - ongoing	3		40% - City Care, Opus, data, playground, bridges
09-107	• Investigate use of electronic data capture devices. Possible roll out to reserves as part of new contract 2015	AMIS	2019	3		0%
09-108	• Develop processes for data verification, transfer and capture (including assets managed by local committees and vested assets).	AMIS, AM OSP	2019	2		30% - processes under development; progress for vested assets.
09-109	• Develop a procedure & implement for regularly assessing and monitoring asset condition.	AM OSP, SD	2020/21	2	$39,000	85% - condition review in 2017
09-111	• Review standard asset lives used and re-calculate RUL based on condition and reliability data.	AM OSP	2018/19	3		50%, buildings, cemetery, township and rec reserve, playgrounds, bridges, assets
09-112	• Update valuation data in the respective plans with greater detail (ORC, DRC). Consultant providing Unit Rates and Industry life. Aim to run valuation by July 2019	AM OSP, CS	2019	3		0% Data reliability issue until AMIS proceeds.
09-113	• Develop process for capturing and updating performance information for critical assets via maintenance contracts, service requests and/or formal surveys.	AM OSP, SD	From 2019	3		50% - via surveys for toilets, playgrounds, bridges. Building systems to be added.
09-114	• Include maintenance actions against assets to develop history when AM system developed.	AM OSP, SD	From 2018/19	3		0%
09-115	• Record asset criticality in AM system	AMIS, AM OSP	2019	3		20% On hold – reliant on AMIS.
09-116	• Consolidate risk assessment and control measure information and link to AM system and management practice (via contract revision)	AM OSP, SD	2018/19	2		50% Included in contract spec. No IT linkage.
11-101	• Record the fault response performance of contractors	SD	2018/19	2		0% To be included in contract revision.
11-102	• Extend Gravel Reserves AMP inventory to provide complete list (i.e. active, inactive, to be restored and to be developed).	AM OSP	2018/19	4		75% Spread sheet updated
11-104	• Carry out energy efficiency review.	CS	2020	4		As part of corporate energy efficiency review
11-105	• Clean all inventory data after upload to Xivic and incorporate condition data	AMIS, SD	Ongoing	2		50% All assets condition 2016/17 added and data associated data validated
18-101	• Capture missing asset inventory data specifically tree data	AMIS	2018/19	1		0%
18-102	• Define key AM processes and data required, data quality, data collection	AM OSP, AMIS	2018/19	2		20%
18-103	• Develop planned maintenance programmes for all assets	AM OSP	2020/21	2		

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete Comments
200	**2. Levels of Service**					
09-203	• Ensure procedures are in place to enable LOS performance targets to be readily monitored and measured (including those in LTP).	AM OSP	2018/19	1		75% - set up for most
09-204	• Consider developing a "Customer Charter" to communicate LOS to the public.	AM OSP	2020	5		0%
11-201	• Develop LoS and performance measures for all asset groups including reserves (e.g. star rating via auditable method) and housing, (e.g. star rating via PQS)	AM OSP	2018/19	3		10%
11-202	• Develop internal service level agreements for Properties/Buildings, to cover cleaning frequencies, maintenance responsibilities; responsiveness to building faults etc.	SD	2019	2		Trial commenced
11-203	• Integrate performance reporting for KPIs into AMS & in format for uploading to AM plan	AMIS, AM OSP, SD	2018	2		0%
18-201	• Graph KPI results showing historical, current and expected future targets and benchmarking where available	AM OSP	2020/21	3		
300	**3. Managing growth**					
09-303	• Develop sensitivity analysis for effect of growth on capital requirements	AM OSP	2019/20	3		50% Implemented for Development Contributions
09-304	• Improve information & methodology for calculating future vested assets.	AM OSP	2019	3		75% - further analysis of subdivision
18-301	• Present demand projections by service area graphically over a period longer than 10 years showing low, med, high projection scenarios	AM OSP	2020/21	3		
400	**4. Risk management**					
09-401	• Confirm critical assets and failure modes record in AM system and establish monitoring system.	AMIS, AM OSP, SD	2018/19	2		50%- critical assets identified
09-402	• Develop a process/system to maintain risk register and update risk information.	CS, AM OSP	2019	2		0%
09-403	• Show more clearly how risk is taken into account with maintenance, renewal and rehabilitation works & build into contract reviews as required.	AM OSP, SD	2019	2		50% - part in C1202 revision & in 2020 review
09-405	• Reassess Activity risk analysis with the Corporate Risk Tool	AM OSP, CS	2020	3		0%
09-406	• Develop health & safety plans and incident control plans for critical facilities where these are not currently in place. Incorporate into contracts where required.	SD	2019/20	3		20% Contract H&S checklists & audit developed. No incident control except Swimming Pools
09-407	• Develop manuals for critical processes/assets and incorporate into contacts as required.	SD	2019	3		10%
09-408	• Prepare Quarry Management Plans for use on all active gravel pits	SD	2018/19	2	$12,000	50% - for operating pits
09-409	• More thorough analysis of risks associated with climate change and SDC response. Build measures to address issues identified into AM plan sections as required.	AM OSP, SD	2021	4		10% Section 17 improved

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete Comments
18-401	• Ensure consistency for each service area between core values used for risk analysis and core values for LOS	AM OSP	2020	3		
500	**5. Lifecycle (Optimised) Decision Making**					
09-501	• Implement a more comprehensive approach with consideration of all lifecycle factors (including condition, risk, performance etc.)	AM OSP	2019	2		50% Com Centre/Hall Strategic Plan is beneficial to this.
09-502	• Implement more specific application of ODM techniques especially for capex projects over $250,000	AM OSP	2019	2		40% As above – i.e. for halls.
09-503	• Modelling tools to be used to develop more sophisticated renewal forecasts when AM system in place	AM OSP, AMIS	2019	3		0%
09-504	• Improve understanding of lifecycle requirements for assets managed via local community committees.	AM OSP	2018/19	3		25%
15-501	• Establish Park/Reserve Categories and align AM Plan Ch7 and 8, grouping parks by category for common demand, service levels and management policies.	AM OSP	2019	3		40% assigned NZRA category
18-501	• Consider using NZTA Business Case Approach as part of the capital works decision making process	AM OSP	2019/20	3		
18-502	• Develop a methodology to optimise of maintenance programmes including the optimisation of maintenance vs capital works	AM OSP	2020/21	3		
600	**6. Financial forecasts**					
09-601	• Provide a more accurate estimation process for capex projects in years 1-3 to improve programme reliability	AM OSP, SD	2018/19	3		50%, - used QS data & Rawlinsons
09-602	• Review standard industry rates used to calculate renewal and planned maintenance forecasts for relevancy to SDC	AM OSP, SD	2018/19	2		25% - Opus, Greenspace Solutions review, Rawlinsons
09-604	• In developing the AM system provide linkage with the Financial Information System.	ICT, CS	2019	3		50% 'One-off data imports possible.
09-605	• Future valuation to incorporate full range of assets and to be updated as part of three yearly valuation.	AM OSP, CS	2019	2		0%
09-606	• Review funding strategies to consider funding depreciation/renewals for Community Services assets.	CS	2019	2		10% - some key assets to have deprn funded
09-607	• Improve understanding of the cost of deferred maintenance & develop strategies to address this.	AM OSP	2018/19	3		0%
18-601	• Develop an inventory of industry rates (based on our projects) to use for cost modelling	AM OSP	2019	2		
18-602	• Add a long term funding plan into AMP to indicate level of funding required to sustain activity over long term	AM OSP	2020/21	3		
700	**7. Planning assumptions and confidence levels**					
11-701	• Carry out sensitivity analysis for AMP projections (based on analysis of growth projections).	AM OSP	2019	3		Growth/DC model has one scenario only.
800	**8. Outline improvement programmes**					
900	**9. Planning by qualified persons**					
1000	**10. Commitment**					
09-1001	• Maintain AM plans as a "working" document and continuously update.	AM OSP	On-going	2		Ongoing
09-1002	• Plan to be formally adopted by Council including the improvement programme.	AM OSP, CS	2018	1		

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete Comments
09-1003	• Carry out a formal revision at least every three years to feed into LTP cycle.	AM OSP	On-going	1	$30,000	Revision for 2021-31 LTP
09-1004	• Report on plan effectiveness against key indicators.	AM OSP	2018	3		100%
09-1005	• AM training needs are incorporated in to individual performance plans on an annual basis.	AM, SDM	On-going	2		Included in personal training plans
1100	**11. Service Delivery**					
09-1101	• Develop formal contracts for works not currently covered and where work can be effectively bundled (Building maintenance).	SDM, TLP	2019/20	4		35% - project in progress
09-1102	• Establish formal arrangements (service level agreements) to improve information exchange and project support between management committees and Council officers.	AM OSP, SD	2020	4		10% Completed for pools
09-1103	• Develop a number of committee management models that can be applied in the future to reflect the resources available and complexity of assets.	AM OSP, CS	2020	4		50% - CEO review initiated & draft report prepared.
09-1104	• Improved design briefs to cover life cycle requirements, design standards, risk issues and sustainability practises for long-life and/or significant cost assets.	TLP, SD, AM OSP	2019	3		Some included
09-1105	• Review maintenance contracts and include AM reporting requirements (condition, performance, technical LOS).	TLP, AM OSP, SD	2019/20	2	$35,000	C1202 review in progress
09-1106	• Develop process for reconciling service requests against contract claim items.	SD	2019	4		100%
09-1107	• Utilise AM system (when available) to prepare planned maintenance programmes.	AM OSP, AMIS	2019	3		0%
09-1108	• Integrate identified sustainability actions into contracts, operational plans and designs.	AM OSP, SD	2019/20	3		Partly – protection of sensitive areas covered in new contracts.
11-1101	• Put in place a more reliable maintenance and management method for voluntarily-managed infrastructure.	SD	2018-2020	3		Partly – compliance inspection now managed by SDC staff.
11-1102	• In developing AM system, map business processes including contractor performance monitoring.	SD	2018/19	2		
11-1103	• Develop AMS to replace existing Service Request System	ICT, SD, AMIS	2019	3		Being investigated
11-1104	• Implement task manager module of AMS to enable in-field recording of maintenance tasks & train contractor on use	AMIS, SD	2019	3		Contract C 1202 includes provision.
11-1105	• Implement cemeteries management & records system (via AMS)	AMIS, CS	2019	4		0%
1200	**12. Strategy and Policy**					
09-1203	• Prepare an implementation strategy based on building surveys (DEEs) under the Earthquake Prone & Insanitary Buildings Policy.	AM OSP	2012-2016	2		Complete engineers inspections, continue seismic strengthening programme based on priority

Item	Action	Responsibility	Timing	Priority	Resource Cost	% Complete Comments
09-1209	• Review existing resource consents and develop comprehensive schedule including conditions and identify gaps	AM OSP, SD	2013	4		100% Final check req'd
11-1201	• Develop an asset data strategy identifying what is currently collected, and priorities for additional data capture.	AM OSP, SD	2016	2		
11-1202	• Prepare strategy/policy for playgrounds and play spaces & obtain adoption by Council	AM OSP	2017	3		25% in progress
15-1201	• Review the Aquatic Facilities Plan (2008) to gain an understanding of future requirements for pools	AM OSP, CSM	2018	3	$35,000	75% Awaiting Council adoption
18-1201	• Sport and Recreation Strategy to gain an understanding of future requirements for sport areas	AM OSP, CS	2019	3		25% data collated
18-1202	• Review of Community Centres and Hall Strategy	AM OSP	2019	2	$30,000	
18-1203	• Develop organisational AM objective which align with organisational objectives and the AM Policy	AM OSP	2019/20	3		
18-1204	• Develop an AM Strategy to give effect to the AM Policy and Objectives	AM OSP	2019/20	3		
18-1205	• Find alternative ways of presenting the ComFac AcM Plan in more concise form (without losing detail)	AM OSP	2020/21	2		
18-1206	• Develop AM processes and systems within a quality management framework (ISO 9001:2016)	AM OSP	2020/21	3		
18-1207	• Implement an alignment or acknowledgment of ISO 55000 Asset Management	AM OSP	2020/21	3		
18-1208	• Incorporate Management Review process as part of monitoring the AMP improvements, performance of activity, significant issues, customer feedback and other matters that would improve the management of the activity	AM OSP	2020/21	3		

Table 20-7: Proposed Improvement Programme

20.5 Plan Implementation and Performance Measurement

The services comprising the Community Facilities Activity will be implemented by different service delivery mechanisms depending on the particular requirements and idiosyncrasies of each service. These methods of delivery have been chosen to best meet the needs of SDC. Table 20-8 illustrates the differences in roles and responsibilities.

Role/Responsibility	Recreation Reserves	Township Reserves & Streetscapes	Cemeteries	Public Toilets	Community Centres & Halls	Swimming Pools	Properties & Buildings	Rental Housing	Gravel Reserves	Forestry
Asset Owner	●	●	●	●	●/○	●	●	●	●	●
Asset Manager	●	●	●	●	●	●	●	●	●	●
Facility Manager	●/○	●	●	●	●/○	●/○	●	●	●/x	●/x
Determine Strategic Direction	●	●	●	●	●	●	●	●	●	●
Define Levels of Service	●	●	●	●	●	●	●	●	●	●
Develop work programmes	●/○	●	●	●	●/○	●/○	●	●	●/x	●/x
Manage work programmes	●/○	●	●	●	●/○	●/○	●	●	●/x	●/x
Engage contractors	●/○	●	●	●	●/○	●/○	●	●	●/x	●/x
Ensure work completed to standard	●/○	●	●	●	●/○	●/○	●	●	●/x	●/x
Operate facility	x/○	x	x	x	●/○	●/○	●/○/x	●/x	●/x	x
Collect AM Information	●/x	●/x	●/x	●/x	●/x	●/x	●/x	●/x	●/x	●/x
Manage AM plans	●	●	●	●	●	●	●	●	●	●
Legend: ● SDC staff/contractors ○ Local committee x External contractor/consultant										

Table 20-8: Implementation of Plan

It is recognised that often the information flow between the different groups is not well defined leading to a weakened ability to adequately monitor performance. This should be addressed by the proposed development of processes for exchange of information, service level agreements and contracts complimented by strengthening the relationship between SDC staff and the local committees. These improvement actions have been included in the Improvement Programme.

The following key performance indicators (KPI) have been developed to monitor SDC's commitment to excellence in AM planning and practice. The following table records these key performance indicators that are used to assess the effectiveness of the AM plan and improvement programme.

Key Performance Indicator	Measurement Frequency	2014/15	2015/16	2016/17	Source
There is an improvement in the confidence grades that underpin AM Plan financial forecasts as plan versions are updated	3-yearly	NA	NA	Confidence Grade improved in two areas	Comparison of AM Plan versions
There is an improvement in the reliability/accuracy grades for asset data as plan versions are updated	3-yearly	NA	NA	Confidence Grade improved in two areas	Comparison of AM Plan versions
Subsequent peer review reports indicate continued improvement in AM Plans and practices	3-yearly	NA	NA	AECOM review of CF AMP	IIMM V4 2011 review (AECOM)
% of actions recorded in the Improvement Programme implemented within time frames indicated	3-yearly	NA	NA	23%	AM Plans
Number of level of service targets that are achieved	Annually	12/13 achieved	11/13 achieved	12/13 achieved	Annual Reports
Actual overall operational and capital expenditure is within + or – 15% of annual forecasts in the LTP	Annually	Opex:-7% Capex: -60%*	Opex: -5% Capex: -52%*	Opex: -7% Capex: -45%*	Annual Reports
The rating given in the annual Yardstick Report based on key performance indicators used to compare overall performance of Councils remains in top quartile – above 75% (2008 Yardstick Report rating of 44%)	Annually	90%	67%	80%	Yardstick Reports

**Please see Section 18 Financial Summary for explanation of Capex variations between budget vs actual*

Table 20-9: Performance Measurement

Appendix

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Appendices

Appendix A – Glossary of Terms

Appendix A - Glossary of Terms

The following terms and acronyms (in brackets) are used in this Activity Management Plan.

Term	Definition
Activity	As defined in the Local Government Act 2002 - means a good or service provided by, or on behalf of, a local authority or a council-controlled organisation; and includes— a) the provision of facilities and amenities; and b) the making of grants; and c) the performance of regulatory and other governmental functions
Activity Management Plan (AcM Plan)	A comprehensive plan developed for the management of one or more activities. It covers the services comprising the activities and the assets required to deliver services. A significant component of the plan is a long-term financial projection for the activities.
Annual Plan	Means an annual plan adopted under section 95 of the LGA 2002. A document produced annually to inform stakeholders of its objectives, intended activities, performance, income and expenditure for a period of one year.
Annual Report	A report prepared after the end of each financial year to record Council's actual performance in delivery of the Annual Plan.
Asset	A physical component of a facility, which has value, enables services to be provided and has an economic life of greater than 12 months.
Asset Management (AM)	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.
Asset Management System (AMS)	A combination of processes, data and software applied to provide the essential outputs of effective asset management.
Asset Management Plan	A report that summarises the end outcome of the asset planning process. It documents the current and projected asset status and considers options to achieve strategic objectives through using asset solutions.
Asset Management Strategy	A strategy for asset management covering, the development and implementation of plans and programmes for asset creation, operation, maintenance, renewal, disposal and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved at optimum cost.
Asset Management Team	The team appointed by an organisation to review and monitor the corporate asset management improvement programme and ensure the development of integrated asset management systems and plans consistent with organisational goals and objectives.
Asset Register	A record of asset information including inventory, historical, financial, condition, construction, technical and financial information about each asset.
Asset Planning	A process that integrates asset related data, processes, systems and people in the most effective way across a portfolio of facilities to achieve the organisation's objectives.
Base Life	The physical life of a component considering its local environment. The life is measured from its time of installation to its time of anticipated replacement, renewal or disposal.
Benefit Cost Ratio (B/C)	The sum of the present values of all benefits (including residual value, if any) over a specified period, or the life cycle of the asset or facility, divided by the sum of the present value of all costs.
Business Plan	A plan produced by an organisation (or business units within it) which translate the objectives contained in an Annual Plan into detailed work plans for a particular, or range of, business activities.
Capacity	Maximum output that can be provided or delivered by an asset.
Capital Replacement Value (CRV)	The cost of replacing an asset using modern equivalent assets.
Capital Expenditure (CAPEX)	Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of an asset.
Cash Flow	The stream of costs and/or benefits over time resulting from a project investment or ownership of an asset.
Community Infrastructure	Means— a) land, or development assets on land, owned or controlled by the territorial authority to provide public amenities; and b) includes land that the territorial authority will acquire for that purpose

Term	Definition
Community Outcomes	Community outcomes, in relation to a district or region,— a) means the outcomes for that district or region that are identified as priorities for the time being through a process under section 91 of the LGA 2002; and b) includes any additional outcomes subsequently identified through community consultation by the local authority as important to the current or future social, economic, environmental, or cultural well-being of the community
Components	Specific parts of an asset at the lowest level of detail having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.
Condition Grade	A standard grade applied to an asset to describe its current condition. Grade standards are defined in the IIMM manual
Condition Monitoring	Continuous or periodic inspection, assessment, measurement and interpretation of resulting data, to indicate the condition of a specific component so as to determine the need for some preventive or remedial action
Council	Generally used to denote the Council as a corporate organisation.
Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation.
Current Market Value	The amount which the land, if sold on the open market by a willing seller to a willing buyer on the specified date, might be expected to realise.
Current Replacement Cost	The cost of replacing the service potential of an existing asset, by reference to some measure of capacity, with an appropriate modern equivalent asset.
Data	The raw data as initially captured that is yet to be transferred to information via analysis and reporting
Deferred Maintenance	The shortfall in rehabilitation work required to maintain the service potential of an asset.
Demand Management	The active intervention in the market to influence demand for services and assets with forecast consequences, usually to avoid or defer CAPEX expenditure. Demand management is based on the notion that as needs are satisfied expectations rise automatically and almost every action taken to satisfy demand will stimulate further demand.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset after deducting an allowance for wear or consumption to reflect the remaining economic life of the existing asset.
Depreciation	The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted for by the allocation of the historical cost (or revalued amount) of the asset less its residual value over its useful life.
Development Contribution	Development contribution means a contribution— a) provided for in a development contribution policy included in the long-term plan of a territorial authority; and b) calculated in accordance with the methodology; and c) comprising money, land or both
Disposal	Activities necessary to dispose of decommissioned assets.
Economic life	The period from the acquisition of the asset to the time when the asset, while physically able to provide a service, ceases to be the lowest cost alternative to satisfy a particular level of service. The economic life is at the maximum when equal to the physical life however obsolescence will often ensure that the economic life is less than the physical life.
Facility	A complex comprising many assets (e.g. a hospital, water treatment plant, recreation complex, etc.) which represents a single management unit for financial, operational, maintenance or other purposes.
Geographic Information System (GIS)	Software which provides a means of spatially viewing, searching, manipulating, and analysing an electronic database.
Group of Activities	Means one or more related activities provided by, or on behalf of, a local authority or council-controlled organisation.

Term	Definition
Infrastructure Assets	Stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continuing replacement and refurbishment of its components. The network may include normally recognised 'ordinary' assets as components.
Useful Life	A measure of the anticipated life of an asset or component; such as time, number of cycles, distance intervals etc.
Level of service (LoS)	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels are defined in accordance with customer or technical values.
Life Cycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Life Cycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
Long Term Plan (LTP)	A plan prepared on a three yearly cycle that covers a period of at least 10 years. The purpose of a long-term council community plan is to— a) describe the activities of the local authority; and b) describe the community outcomes of the local authority's district or region; and c) provide integrated decision-making and co-ordination of the resources of the local authority; and d) provide a long-term focus for the decisions and activities of the local authority; and e) provide a basis for accountability of the local authority to the community; and f) provide an opportunity for participation by the public in decision-making processes on activities to be undertaken by the local authority.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.
Maintenance Plan	Collated information, policies and procedures for the optimum maintenance of an asset, or group of assets.
Maintenance Standards	The standards set for the maintenance service, usually contained in preventive maintenance schedules, operation and maintenance manuals, codes of practice, estimating criteria, statutory regulations and mandatory requirements, in accordance with maintenance quality objectives.
Objective	An objective is a general statement of intention relating to a specific output or activity. They are generally longer-term aims and are not necessarily outcomes that managers can control.
Operation	The active process of utilising an asset which will consume resources such as manpower, energy, chemicals and materials. Operation costs are part of the life cycle costs of an asset.
Operational Expenditure (OPEX)	Expenses not of a capital nature. Costs directly incurred as a result of being in operation.
Optimised Decision Making (ODM)	A formal process to identify and prioritise all potential solutions with consideration to financial viability, social and environmental responsibility and cultural outcomes.
Parcel of land	An area of land with a unique legal description.
Passive Reserves	Provide areas for relaxation, playgrounds, walkways, beautification plantings, etc.
Performance Measure	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target.
Performance Monitoring	Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.
Planned Maintenance	Planned maintenance activities fall into three categories: (a) Periodic - necessary to ensure the reliability or sustain the design life of an asset. (b) Predictive - condition monitoring activities used to predict failure (c) Preventive - maintenance that can be initiated without routine or continuous checking (e.g. using information contained in maintenance manuals or manufacturers' recommendations) and is not condition-based.
Property Quality Standards (PQS)	A desired level of performance measured by pre-defined factors relating to an overall characteristic of a property or portfolio.

Term	Definition
Recreation Reserve	The plan generally uses this term to identify larger tracts of reserve land used for active or passive recreation purposes and relates to a class of reserve provided for in s.17 Reserves Act 1977.
Rehabilitation	Works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. Generally involves repairing the asset using available techniques and standards to deliver its original level of service without resorting to significant upgrading or replacement.
Remaining Useful Life (RUL)	The assessed remaining service life of an asset or asset component generally undertaken by a surveyor or may be calculated by an analysis considering deterioration, functionality and utilisation.
Renewal	Works to upgrade, refurbish, rehabilitate or replace existing facilities with facilities of equivalent capacity or performance capability.
Repair	Action to restore an item to its previous condition after failure or damage.
Replacement	The complete replacement of an asset that has reached the end of its life, so as to provide a similar, or agreed alternative, level of service.
Reserve	Generally refers to a parcel of land held under the Reserves Act 1977.
Reserve Management Plan	A management plan provided for in s.23 Reserves Act 1977.
Resolution	A formal resolution by Council.
Revocation	The process of reserve revocation under s.24 Reserves Act 1977.
Risk Assessment	The application of processes to identify and evaluate risks associated with ownership and use of assets.
Risk Management	The application of a formal process to assess, control and mitigate risks associated with ownership and use of assets and delivery of services.
Routine Maintenance	Day to day operational activities to keep the asset operating (replacement of light bulbs, cleaning of drains, repairing leaks, etc.) and which form part of the annual operating budget, including preventative maintenance.
Selwyn District Long Term Plan	The name used by Selwyn District for its Long Term Plan.
Service Potential	The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset.
Stakeholder	A person, organisation or agency with a specific existing interest or potential interest in an activity or service area or may be affected by the activity or service area.
Strategic Plan	Strategic planning involves making decisions about the long term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long term survival, value and growth of the organisation.
Streetscape	The amenity part of the street environment including road berms, street trees, planting plots, road entrances etc.
Township Reserve	Generally refers to smaller reserves located in townships used primarily for passive activities (playgrounds, amenity planting, access ways etc.).
Unplanned Maintenance	Corrective work required in the short term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity. Sometimes referred to as reactive maintenance.
Upgrading	The replacement of an asset or addition/ replacement of an asset component which materially improves the original service potential of the asset.
Valuation	Estimated asset value, which may depend on the purpose for which the valuation is required, i.e. replacement value for determining maintenance levels or market value for life cycle costing.
Vested reserve	A reserve which is vested in an administering body pursuant to s.14 Reserves Act 1977.
Vesting	The vesting of a reserve in an administering body pursuant to s.26 or s.26A of the Reserves Act 1977.