



2: Community Facilities Activity

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2 Community Facilities Activity

2.1 Activity Description

The Community Facilities Activity encompasses a diverse range of Council services aimed at providing recreation, leisure and community facilities as well as supporting the accommodation needs of other Council services. In addition, this activity includes services that contribute to the amenity of both rural and urban environments. Overall these services are aimed at making Selwyn District a great place in which to live, work and play. The Community Facility services covered in this AcM Plan are the asset-focussed areas that form the major part of the Community Services and Facilities Significant Activity described in the LTP.

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

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

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

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

2.2 Activity Goal and Objectives

The primary goal for this activity is:

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

Specific Goals are set out below:

Our goals

Grow public satisfaction with the services Council provides
Grow participation in events and programmes
Grow opportunities for meeting and socially connecting with people
Grow love of reading
Grow our community’s health, fitness and wellbeing
Grow the quality of the living environment for our residents
Grow opportunities to preserve and enhance biodiversity
Grow love and awareness of arts, culture and heritage
Grow children’s skills to stay safe in water
Contribute to growing Selwyn’s economy
Grow confidence and capacity of community sector
Grow community spirit
Grow love of volunteering

The key objectives for this activity are to:

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

2.3 Summary of Issues Affecting Community Facilities Activity

This section summarises:

- The key issues, challenges and drivers that influence the strategic direction of the activity.
- Key aspects carried through from the 2018-2028 Long Term Plan.
- Key initiatives to achieve sustainable development.

2.3.1 Key Issues and Drivers

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



The following table sets out the issues, the impact on this activity and the response outlined in this Activity Management Plan. The table also indicates strategic issues that were identified in the 2018-28 LTP and the 2018 version of the Community Facilities Activity Management Plan that remain relevant and will continue to influence the direction of this activity.

Issue	From 2018 LTP	Impact	Response	Relevant Plan Section
Local				
Growth Rate: One of the highest population growth rates in New Zealand, with associated high resource needs	✓	Revised growth model used as a basis for defining future community facility asset and service provision and timing. Capture and assess information on sports and recreation participation rates. Selwyn 2031, Area Plans and Structure Plans provide a basis for direction on future requirements.	Revised growth model used as a basis for defining future community facility asset and service provision and timing. Selwyn 2031, Area Plans and Structure Plans provide a basis for direction on future requirements.	Section 4 & Growth Parts of Sections 7-16
Funding Provision of New Community Facilities: There is demand to provide new or expanded facilities including: a new swimming pool for Darfield, a community centre at Prebbleton, a new library and community centre at Leeston, a centre for arts and culture.	✓	Capability of Council to fund these facilities within a constrained fiscal environment.	Develop sustainable funding approach (intergenerational) for these facilities including exploring commercial partnership opportunities. Feasibility studies to determine and support actual requirements. Look for temporary interim solutions to gauge demand and confirm requirements prior to major investment.	Sections 7, 10, 11, 12 & 13
Increasing Asset Base: The asset base and complexity is incrementally increasing placing demands on management requirements & operating costs.	✓	Impact of proposed new facilities & planned reserve developments in terms of management & cost implications. Increase in streetscape and local reserve assets generated through land development has a direct increase in operational costs.	Implement more sophisticated management systems. Provide sustainable financial plans for new assets. Ensure capital investment decision-making includes whole of life costs. Maintain asset data to ensure annual funding impact is appropriately forecast and managed. Manage provision from subdivision activity via resource consent applications and adherence to the Reserves Development Contribution Policy and Engineering Code of Practice. Consider non-replacement of assets where they are no longer required.	All sections

Issue	From 2018 LTP	Impact	Response	Relevant Plan Section
Funding of Structure Plan Initiatives: Structure plans or similar documents have been prepared for a number of townships.	✓	The plans make reference to provision of community facilities with public expectations that they will be provided.	Identification of indicative costs and timing of community facilities in financial plans. Develop sustainable funding approach (intergenerational) for these facilities.	Sections 7-11
Changing Communities: Diverse and rapidly changing communities of interest, with changing expectations for levels of service	✓	Demand for increased levels of service particularly as townships become more urbanised. Higher standards for assets vested from subdivision. Increases in revenue requirement.	Improved consultation to ensure ratepayers make informed choices based on personal financial impact. Guide provision via Engineering Code of Practice.	Sections 7-12
Changing Demographics and Changes in Demand Preferences for Recreation and Services: The population is generally ageing but there are higher numbers of young people in growth towns and trends in recreation demand and community requirements are changing.	✓	Changes in recreation and leisure demands and the need to provide a range of facilities that meet changing needs. A more diverse community requires Council to consider how to meet the needs of an expanding range of cultural celebrations and events, and, religious requirements of cemetery operations.	Provide additional land to meet active recreation needs. Develop a network of reserves that balances both active and passive needs as well as providing opportunities for walking and other informal recreation activities. Build flexibility into future provision plans to ensure facilities can be easily adapted for changing needs. Actively monitor recreation trends in demand and maintain professional sub regional networks to ensure facilities and services are flexible, appropriate, and well managed, and, planning is timely and appropriate. Focus resources on activating community spaces so they are well used by all sectors of the community. Develop a cemetery strategy that evaluates and provides for future needs.	Sections 7-12
Biodiversity Preservation: The nation's biodiversity is in a fragile state and there is a need to take action to preserve and enhance it.	✓	Continued loss and degradation of the district's bio-diversity and natural areas.	Take opportunities to preserve important ecosystems via land acquisition in subdivisions & along waterways. Implement indigenous plant restoration programmes on Council land Implement specific actions identified in the Open Spaces Strategy	Sections 7, 8 & 17
Voluntary Management Committee Sustainability: Decline in volunteerism and increasing complexity of management responsibilities especially around matters such as health and safety.	✓	Disparity in the resources and capabilities available to various committees. Assets may not be managed to the required standard with associated risk to Council. Shift of work from volunteers to contractors needs extra funding.	Review of management committee structure with likelihood of rationalisation. SDC provides more technical resources. Transfer of work to be managed directly by SDC. Provide additional budgets to cover shift to contract.	Sections 7, 11 & 12
Sports & Recreation Park Maintenance/Management: Currently have a variety of approaches across the district with varying levels of service and costs.	✓	Cost in some areas is very high and quality inconsistent. Inconsistent approach makes it difficult for sports clubs/users. New hub parks require efficient service. Sport allocation across the network is not always appropriate to asset capability and utility services provided.	Progressively introduce a new management and maintenance approach with transfer to comprehensive maintenance contract. Move to a network management approach. Implement a consistent charging and field allocation policy.	Section 7
Sports Clubs Asset Renewal Costs: Many clubs with assets on Council owned land (such as sports ground lighting) can no longer afford to maintain these assets and meet the cost of renewals.	x	Unsafe assets on Council land. Increasing requests for funding assistance. Varying levels of service between sports parks.	Inspect assets and advise clubs of remedial requirements. Remove unsafe assets and structures where repairs cannot be undertaken. Work with clubs and codes to define priorities for replacement.	Section 7

Issue	From 2018 LTP	Impact	Response	Relevant Plan Section
Community Centres, Halls and Libraries Network Plan: This plan provides direction on the future form and requirements of the Council's network of community spaces. The plan emphasises the need to focus on quality, fit for purpose facilities that will meet current and future needs.	x	Guides investment decisions for the network. Identifies facilities that are no longer required to meet network objectives and proposes alternative operating and ownership models. Promotes measures to increase use and activation of facilities.	Incorporate capital investment requirements identified in the plan. Provide for some facilities to be retired overtime (non-renewal strategy) or transferred to alternative entities. Provide activation support from keystone and hub facilities.	Section 11
Asset System Implementation: Xivc asset management system is being progressively implemented for reserves & property assets.	✓	Key improvement initiative that will impact on business processes.	Provision of funding and resources to support the system and undertake continued improvements. Put in place business processes and undertake training to ensure data is maintained.	Sections 19 & 20
Comprehensive Asset Valuation: It is planned to undertake a full valuation of all property and reserves assets which has not been carried out previously.	✓	Will provide a full schedule of asset values to meet IAS 16 requirements. Better understanding of future renewal programme requirements.	Provision of funding to undertake valuation. Ensure data in the Xivc asset management system is actively developed and maintained through ensuring both resourcing and service delivery is appropriate.	Sections 19 & 20
Rolleston and Lincoln Town Centre Master Plan Implementation: These plans have a number of project components affecting Community Facilities.	✓	Contribute to funding developments. Opportunities for creating integrated community spaces.	Include budgets to support the Rolleston Town Square development and the redevelopment of Rolleston Reserve to a high amenity park. Apply the principles of place making to both the implementation and operation of the spaces created.	Sections 7, 8, 11, 13
Eastern Selwyn Community Facilities Provision: High demand for range of facilities to meet growth and address capacity issues.	✓	Existing facilities are over-subscribed. New facilities required – arts, culture (performing arts), additional sports space, new community spaces	Make the Rolleston Community Centre and former library space available for new uses (with no significant capital investment). Gauge the impact of new facilities on community space as they come into operation (Te Ara Atea, Selwyn Sports Centre). Plan and budget for a new community centre to service Prebbleton. Provide an artificial hockey turf at Foster Park. Commence development of the 'Large Scale Park' to provide for a range of sport and recreation activities. Develop the new sports park in Prebbleton.	Sections 7, 11
Open Spaces Strategy Impacts: The strategy incorporates an implementation programme for acquisitions and development.	✓	Funding for initiatives identified in the strategy. Provision of space for sport and recreation activities marginalised by urban sprawl. Provision of space for recreation in natural areas and measures to reduce loss of biodiversity.	Continue to develop land that has already been acquired for sports and recreation purposes. Continue to work with ECan on development opportunities in the Waimakariri River Regional Park. Develop walking links including a track alongside the Hallswell River in Rhodes Park Work with partners and support projects to enhance Yarrs Lagoon.	Section 7 & 8
Earthquake Prone Buildings: DSAs indicate that Council has a number of earthquake prone buildings. Some of these have or are planned to have seismic work undertaken.	✓	The need to undertake seismic strengthening of buildings within the specified time frame. Further strengthening work will be required and this will need to be funded.	Budget to replace key facilities that have been identified as earthquake prone (Leeston Library and Medical Centre). Strengthen Mead Hall Set aside provisional budgets for seismic strengthening.	Sections 11 & 13

Issue	From 2018 LTP	Impact	Response	Relevant Plan Section
Insurance Cover for Natural Disasters: Cover for community facilities have been secured but includes deductions for natural disaster events based on the age of the asset	✓	Cost of meeting deductions in the event of a natural disaster especially if multiple assets are damaged.	Sum insured is \$314 million for material damage Limit risk of damage by following new building code requirements, obtaining geo-tech reports & moving facilities away from susceptible sites.	Section 6
Manage Investment Properties and Land: Manage Council's property portfolio to maximise economic and community benefits.	✓	Potential to improve cash flow and funding.	Continue with surplus land disposal process. Implement the Commercial Property Strategy.	Section 13
Building Age, Condition and Quality: A number of the existing Council buildings are ageing with condition deteriorating.	✓	Potential for high costs to renew or upgrade. Poor quality leads to lower use and buildings not fit for purpose.	Prepare comprehensive renewal plans for facilities. Rationalisation of provision – disposal or alternative uses. Continue upgrading programme for facilities where supported by demand and community desire.	Section 11, 12, 13 & 14
Implementation of Gravel Management Strategy: The Gravel Management Strategy adopted by Council has set a new course for the future management of these sites.	✓	Council will incrementally withdraw from direct involvement in the gravel supply market. Future management of Council owned resources. Future gravel supply for the road maintenance contract.	Continue with approach to management of sites and resources (potential leasing/partnership). Road Maintenance Contract has been revised to ensure gravel supply secured from alternative sources.	Section 15
Health and Safety at Work (Mining Operations and Quarrying Operations) Regulations 2016: These regulations require Council to ensure a safe environment is provided for workers and the public.	✓	Council needs to undertake health and safety remediation at all operating gravel pits to ensure compliance with this legislation.	Continue to engage a certified quarry operator to manage Council gravel pits. Continue with site remediation programmes.	Section 15
Implementation of Aquatic Facility Network Plan: The plan has been supplemented in 2019-20 with demand analysis information and provides guidance on the future network requirements and investment (based on demand modelling).	✓	Focus on investment in sub-district community pools (Darfield and Southbridge Pools). As pools are upgraded some facilities may not continue to be supported.	Major upgrade for pool facilities in Darfield is signalled and has been included in the LTP. Improvements to heating at Southbridge Pool are provided for. Proposals to ultimately close some facilities over time as part of overall strategy (Halkett Pool, Killinchy Pool, Sheffield Pool).	Section 12
Health and Safety Compliance at Community Pools: Health and safety requirements have focused attention on risks at community pools. Health and safety audits have identified a level of non-compliance at some facilities.	✓	Council needs to ensure that health and safety risks at its community pools are minimised and good practice is put in place to provide safe environments for pool users.	Programme implemented to address health and safety risks with regular health and safety audits undertaken and actions followed up. Closure of pools where the risk cannot be adequately mitigated and communities are no longer willing to support operation of the pools.	Section 12
Sustainability of Forestry Operations: A significant portion of SDC forests were lost due to wind storms and have been replanted to avoid carbon unit payments for deforestation. Council needs to ensure that continuing with forestry activities will provide sustainable outcomes.	✓	Forestry operations on the plains are proving to be uneconomic and will continue to require funding support. This needs to be considered alongside the returns from otherwise unproductive land and the carbon sink benefits.	Look for the most expedient and lowest cost option to withdraw from forestry operations overtime. Look for alternative uses of land such as grazing or native re-vegetation where appropriate. Consider sale of land and forests.	Section 16

Issue	From 2018 LTP	Impact	Response	Relevant Plan Section
Playground Compliance: Council has adopted a play policy including compliance with the New Zealand Standard NZS 5828:2015 'Playground Equipment and Surfacing'.	x	Inspection are required to ensure compliance with the standard. Compliance issues are evident that will require rectification. The safety surface needs to comply with the standard and bark chip as a loose fill product has been used. This material has a limited life for achieving the required impact absorption from a fall and is replaced on a 5 year rolling cycle which is costly.	All playgrounds are inspected and managed via the reserves maintenance contract and an annual safety assessment is undertaken by a qualified surveyor (RoSPA level 3). Compliance issues are addressed on an urgent basis if they pose an immediate risk to public safety and other are built into playground renewal and upgrading programme. Budget for 5 year soft fall replacement cycle and investigate different soft fall products and techniques for extending the replacement time. Undertake a critical review of playground provision to identify sites where decommissioning/removal may be a possibility at end of asset life.	Section 7 & 8
Accessibility Charter Actions: Council has given support to the vision and purpose of the Accessibility Charter and has agreed to implement a series of commitments and actions.	x	Implementing charter aspirations by ensuring facilities and spaces can be readily accessed by all users.	Undertake an accessibility audit to obtain a benchmark of the current situation and identify improvement opportunities that can be implemented on a priority basis.	Sections 7-14
Asset Renewals: The overall requirements for renewal expenditure are expected to increase over the 10 year period as a result of the increasing asset base and many asset types reaching the end of their economic lives.	x	Increasing financial requirements to meet the cost of asset renewals especially with building internal fit outs and heating systems, playgrounds, court facilities, pool plant and equipment, car park/driveway surfaces, reserve toilet facilities.	Undertake renewals at the scheduled time to ensure services continue and to reduce repairs and maintenance costs but review on-going asset requirements at the time of renewal and decommission/remove those that are no longer needed.	Sections 7-16
Reserve Charging Policy: A policy is planned to be implemented that delivers a consistent charging approach for the use and occupation of reserves.	x	Some users/occupiers will pay more and other less but the overall impact on revenue streams will be minimal	Implement the reserves charging policy based on the indicative charging approach and fee levels outlined in the draft "Reserves Charging Policy" and include in the LTP	Section 7
Heritage Buildings: As part of the District Plan Review process some additional Council owned buildings were recommended to be listed in the District Plan as 'Heritage' items.	x	A number of Council owned buildings have been identified as heritage items that are in poor condition and need significant expenditure to bring them to a serviceable standard.	Prioritise work programmes and adopt a minimal maintenance strategy for low priority buildings that are not required for service.	Sections 13 & 14
District Plan Review: The Council's District Plan is under review which will impact on community facilities.	x	Policies, objectives and rules related to recreation spaces and community facilities will impact on activities and projects.	Incorporate designations for reserves and cemeteries into the District Plan process to enable these activities to occur without unnecessary controls.	Sections 7-17
Risk of Wildfire: Climate change is creating a higher chance of wildfires occurring in natural reserve areas and plantations	x	The risk of wildfire events is increasing with the potential to cause extreme damage to property, natural areas and endanger life.	Remove vegetation where it could increase risk to property. Plant more fire resistant species in risk areas.	Sections 7 & 17
Regional				
Natural Resources Regional Plan: The plan requires resource consents for many activities and is now fully operative.	✓	Consenting requirements for various activities including effluent discharges and new cemetery provision.	Incorporate budgets for resource consent applications and condition monitoring.	Sections 7-17
Uncertainty of Regional Tourism Market: The effects of COVID-19 on international travel and tourism in the Canterbury Region present a level of uncertainty around the numbers of visitors to the District.	x	Council has made a substantial investment in freedom camping sites and facilities for visitors and it is unclear whether the high level of use will return and/or be supplemented with internal visitors. This means Council may need to rethink its strategy and resourcing for meeting the demands of visitors to the district.	Continue to monitor use patterns and adjust resourcing and programmes accordingly.	Sections 3, 4, 7, 10

Issue	From 2018 LTP	Impact	Response	Relevant Plan Section
Canterbury Spaces and Places Plan - A Regional Approach to Sporting Facilities: Provides a snapshot of the current and planned sporting facilities network in the region.	x	Provides a regional perspective on sports facility provision that assists in understanding the use and demand implications of neighbouring TLAs. Provides supporting rationale for SDC facility projects.	Take account of the plan recommendations as part of decision-making in planning for new or extended facilities	Sections 7, 11 & 12
Our Space 2018-48: This plan has been adopted as the future development strategy for Greater Christchurch.	x	The document outlines land use and development proposals to ensure there is sufficient development capacity for housing and business growth across Greater Christchurch to 2048 and has implication for where development in Selwyn District will occur.	Settlement patterns indicated in the plan will help to determine where development will occur and can be used to guide planning for community facility investment	Sections 7-17
National				
Drinking Water Standards Compliance: Changes to the Drinking Water Standards NZ (DWSNZ) under the Health Act mean that more stringent management of water supplies is required to ensure compliance and protection of public health.	x	A number of reserve and community hall water supplies come from non-secured bores and are regarded as "small drinking-water supplies" or "neighbourhood drinking-water supplies" (depending on the number of people being served and the duration of supply). To achieve compliance these supplies will need to have an approved water safety plan, appropriate treatment (determined by the catchment assessment), monitoring of water quality and remedial actions in place if water quality or treatment processes are not met.	Additional water treatment will be installed for some supplies and the water quality monitoring processes implemented (in accordance with the Water Safety Plans). This is likely to affect around 6-8 sites.	Sections 7 & 11
Global				
Climate Change: There is a recognised link between human activity and increasing variation to and level of climatic effects.	✓	The potential for hotter temperatures and droughts, strong winds, and heavy rain events, could have detrimental effects on vegetation and lead to increased pest incursion and vegetation damage/loss. Potential for increased wildfire risk and damage to property and assets. Potential for restrictions on water availability. Flooding in low lying areas or on river/lake margins	Climate Change Policy developed. Use of drought tolerant plant species. More efficient use of irrigation and less reliance on ground water. Planning and designing any new community facilities and public spaces to be climate-resilient e.g. location selection, landscaping and building material selection. Management and design of assets that are exposed to flooding. Incorporate climate change into council biodiversity/conservation management plans and activities. Managed withdrawal from unsustainable practices. Build climate change scenarios into planning/policy reviews to focus on reducing risks and developing resilience.	Sections 6 & 17
COVID-19 Impacts: The COVID-19 pandemic has had a marked effect on social and economic wellbeing across the globe.	x	COVID-19 has affected, and will likely continue to affect, household and business finances as well as Council revenue and costs for some time. Given this scenario and clear anxiety in the community around financial uncertainty it is important that a constrained approach is taken to expenditure programmes.	Economic strategy aimed at addressing impacts of COVID-19. Focus financial programmes on essential services and projects. Ensure protocols and procedures are in place to respond to changing alert levels (if required).	Sections 4 and 7-16
Carbon Emissions Reduction: There is an urgent need to reduce carbon emissions as a primary mechanism in reducing the onset and severity of climate change	x	Council needs to consider the actions required to reduce carbon emissions and create opportunities for increased carbon sink.	Transition Council fleet to more efficient vehicles (electric, hybrid, more fuel efficient). Prepare a base-line for carbon emissions and identify key areas for reduction. Undertake and facilitate sustainable planting programmes as carbon sink initiatives.	Sections 7 & 17

Issue	From 2018 LTP	Impact	Response	Relevant Plan Section
Global Financial Markets: There is continued uncertainty in international financial markets.	✓	Direct impact on projected growth, increased costs of raw (imported) materials and council's debt levels.	Revised growth model for Selwyn. Capex budgets to reflect costs. Guided by SDC Revenue & Financing Policy & Liability Management Policy.	Section 18

Table 2-1 Community Facilities Key Issues for Asset Management

2.3.2 Achieving Sustainable Development

Under section 14(1) (h) of the Local Government Act 2002 in taking a sustainable development approach, a local authority should take into account:

- i) the social, economic, and cultural well-being of people and communities; and
- ii) the need to maintain and enhance the quality of the environment; and
- iii) the reasonably foreseeable needs of future generations.

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

- Meeting anticipated district growth through provision of assets/facilities to sustain an acceptable quality of life to current and future residents.
- Understanding the impact provision of community assets and facilities has on the natural environment and ensuring any negative effects are mitigated.
- Funding growth related projects through a combination of development contributions and loans that reflect a balanced approach to inter-generational equity.
- Planning and funding for asset renewals to ensure continuing service provision.
- Investment in capital projects and initiatives that support economic growth and sustainability for the district.
- Delivering levels of service that provide a balance between affordability and community preferences.
- Expressing sustainability principles in maintenance contracts in the context of procurement, delivery and outcomes.
- Understanding the impacts of climate change on community facilities assets and service and putting in place the required plans and adaptation measures to mitigate impacts.
- Delivering projects and services that maintain social and recreational sustainability for communities.
- Co-ordinating provision of community facilities with other providers to ensure duplication and over supply does not occur.
- Obtaining consents and monitoring conditions to ensure required environmental outcomes are achieved.
- Balancing and prioritising asset and facility provision with long term affordability.
- Obtaining and developing land for reserves that creates opportunities for preserving and enhancing natural environments.
- Ensuring land and property management deliver optimal outcomes for the Council and community and that all dimensions of welfare are considered in a balanced way as part of decision making.
- Providing community assets from a network perspective, creating hubs to consolidate assets and ensuring they are designed in way that enables flexibility as use demands change over time.
- Building sustainable practice and principles into design process and to implement these where clear benefits can be demonstrated.
- Developing and maintaining systems and knowledge that support good decision making.
- Meeting key legislative requirements that support sustainable outcomes including the Resource Management Act 1991 (via District and Regional Plans) and the Local Government Act 2002.
- Ensure ongoing participation in developing public transport options and alternatives to promote community use and enable access to recreation facilities.

2.4 Rationale for Council's Involvement

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2.5 Role of Council

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

- (a) To enable democratic local decision-making and action by, and on behalf of, communities; and*
- (b) To meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.*

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

- (a) efficient; and*
- (b) effective; and*
- (c) appropriate to present and anticipated future circumstances.*

The role the council plays in each Council outcome are set out in Table 2- below.

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

Table 2-2: Council's Role in Community Facilities

2.6 Contribution to Community Outcomes

The Council outcomes listed in the table below have evolved over time and have been modified to reflect the changing face of the community. Table 2- shows how the Community Facilities Activity contributes to the Community Outcomes.

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

Table 2-3: Contribution of Community Facilities

2.7 Scope of Assets and Services

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

2.7.1 Services Covered by This Plan

This AcM Plan has been developed to align with the Community Facilities services that form part of the Community Services and Facilities Significant Activity described in the 2021-31 Long Term Plan. More specifically it covers the range of community services/facilities that are supported by extensive networks or portfolios of assets that are generally managed by the Council's Property Group with the Community Services and Facilities Group having responsibility for operational delivery at Community Centres/Halls, Libraries and Swimming Pools. These services covered by the plan are as follows:

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

Library services, community development and economic development also form part of the Community Services and Facilities Significant Activity in the Long Term Plan. This AcM Plan covers the building and associated maintenance requirements that accommodate library services but does not include details on the delivery of that service and the specific assets required (e.g. books) to support the service. This AcM Plan does not cover community development or economic development. Information on these service areas is provided in a separate AcM Plan developed by the Community Services and Facilities Group.

2.7.2 Summary of Community Facilities Assets

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

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



Figure 2-1: Summary of Community Facilities Assets

2.7.3 Summary of Community Facilities Assets Valuation

A summary of the valuation for Community Facilities Assets is shown in the following table. This information is extracted from the Fixed Asset Register and is current as at 30 June 2019 plus adjustments for new assets and depreciation for 2019/20 and 2020/21. The Forestry valuation is derived from the Selwyn District Council Plantations Valuation Report 2020. Note that the valuation information does not include land and the replacement values are based on the 2019 revaluation of assets plus new assets added.

Activity Area	Replacement Cost (\$)	Depreciated Replacement Cost (\$)
Recreation Reserves	57,697,032	56,627,259
Township Reserves & Streetscapes	4,063,817	4,063,817
Cemeteries	417,838	403,838
Public Toilets	4,366,399	4,250,425
Community Centres & Halls	27,266,878	26,518,721
Swimming Pools	24,290,419	23,430,810
Property & Buildings	56,214,476	55,359,508
Rental Housing	913,699	890,098
Gravel Reserves	-	5,408
Forestry	213,032	213,032
Total	175,433,590	171,762,916

Table 2-4: Summary of Community Facilities Assets Valuation

2.8 How the Activity is delivered

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

2.8.1 Organisational Structure

The Council's organisational structure for the Executive Team is shown in figure 2.8.1 below. This diagram shows the key departmental divisions for delivery of Council services. The Community Facilities Activity (as covered by this plan) is primarily delivered through the Property Group with some operational services provided through the Community Services and Facilities Group.

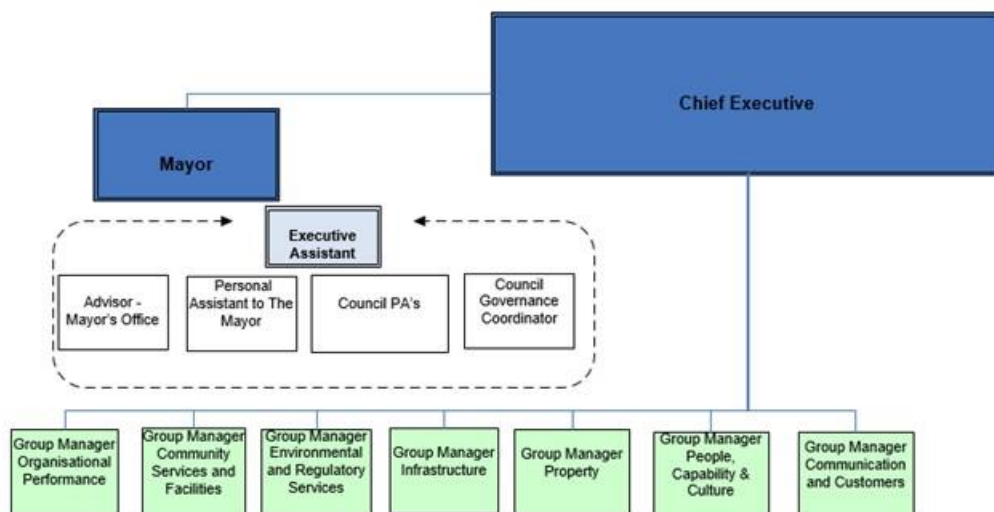


Figure 2-2: Executive Team Organisational Structure

The following diagram shows the organisational structure for the Property Group. The Property Group has primary responsibility for the planning and service delivery functions related to the Community Facilities Activity with some operational services related to swimming pools, community centres/halls and libraries provided by the Community Services and Facilities Group. The split of responsibilities generally relates to the Property Group managing the assets and the Community Facilities and Services Group managing the operations and use although some areas are shared. The Organisational Performance Group handles cemetery use and records. Specific responsibility is shown in Table 2-5 below.

The Strategic Team is responsible for strategic and tactical planning for this activity and service delivery is provided via the Reserves Operations, Major Projects and Facilities and Community Projects Teams as well as the Community Services and Facilities Group.

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

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

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

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

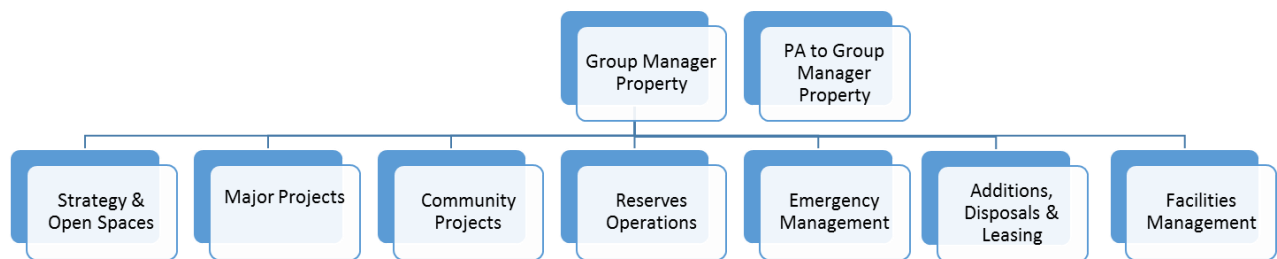


Figure 2-3: Property Group Organisational Structure

Organisational Development

Council has embarked on a process to improve organisational performance over the period to 2023 with a focus on:

- Improving digital capability
- Driving efficiency, engagement and improvement
- Keeping our people safe, well and empowered – living the organisational values
- Attracting, retaining and growing people who make a difference.

The framework is shown in the following figure:

Journey to 2023 – Our Future Self

We are here to create a vibrant, sustainable community, enabling a high quality of life, by delivering smart and innovative services, facilities and infrastructure. This is our purpose.

Our internal strategic focus is on

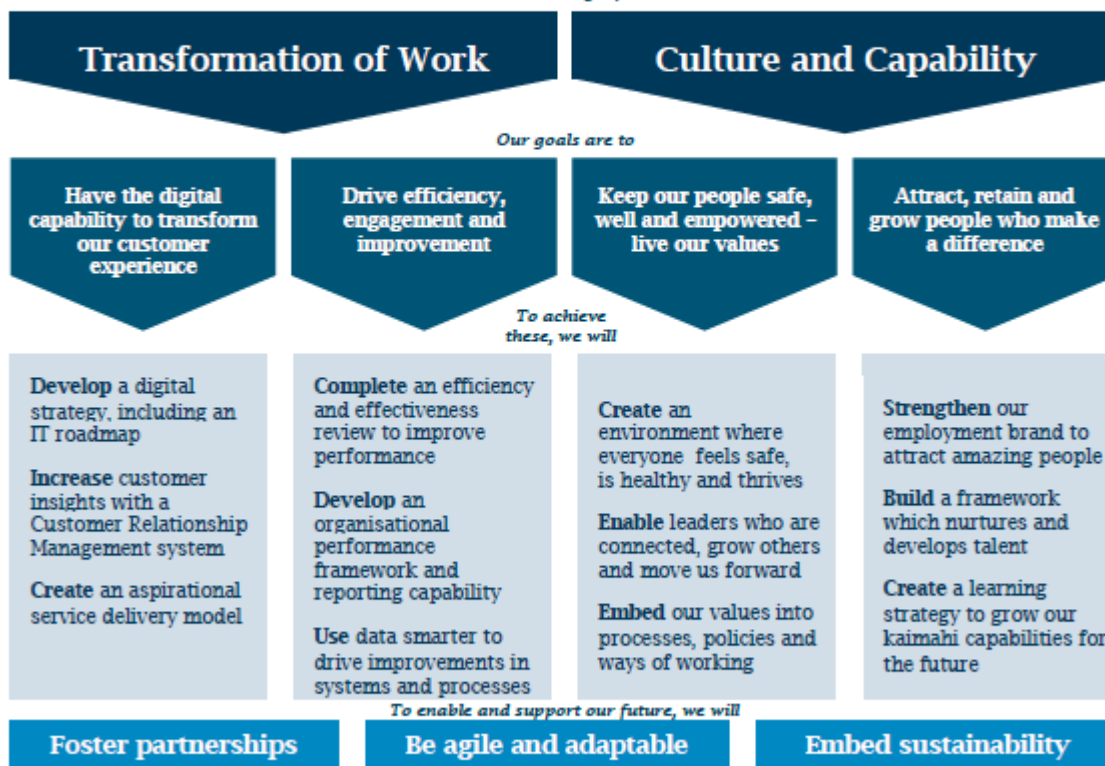


Figure 2-4: Organisational Performance Improvement Framework

2.8.2 Service Delivery Methods

Service Delivery Objectives

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

- Ensure the health and safety of the community is protected.
- Optimise asset service capacity and ensure it is not reduced.
- Ensure assets are maintained and renewed to provide continuous service and availability.
- Undertake maintenance and operations activities to standards that retain and enhance the district's image.
- Ensure service delivery is consistent with and meets defined levels of service and performance measures.
- Manage operational activities in accordance with customer service requirements and expectations.
- Manage assets and services to ensure compliance with the relevant legislative and regulatory requirements.
- Follow the Council's Procurement Strategy to obtain and manage resources for the delivery of services to achieve the best outcomes for the district's residents.

- Develop effective and successful relationships with contractors to deliver smooth, efficient and uninterrupted service.
- Capture and maintain data to enable effective management of Community Facility assets.
- Provide a cost efficient service balanced against customer preferences and willingness to pay.
- Meet technical requirements by ensuring compliance with standards and policies.
- Provide acceptable financial returns to Council for commercial/investment properties.
- Provide quality areas of open space that enhance the visual appearance of neighbourhoods.
- Preserve and enhance existing landscape features, ecological systems and heritage items.
- Provide for the long term, sustainable management of assets.
- Ensure the environment is protected and that any adverse impacts on the environment resulting from the management and maintenance of Community Facilities is minimised.
- Include local communities in planning and decision making processes.
- Respond to customer issues in a timely and efficient manner.
- Ensure use of assets and facilities is controlled and managed effectively.
- Ensure the communities' investment in Community Facilities assets is protected.

Service Delivery Review

A review of the service delivery model for this activity was undertaken in accordance with Section 17A of the Local Government Act 2002. The review was undertaken as an initial phase for reviewing the primary maintenance service contract for this activity.

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

The scope of services covered under the review includes the following that form part of the existing maintenance contract (C1202) or are to be added as part of the review process:

- recreation reserves and sports parks
- townships passive and streetscapes
- cemeteries
- public toilets
- grounds maintenance and toilets in community centres, libraries and halls, swimming pools, iZone
- trees, utility reserves and other natural assets.

The consultant engaged to undertake the review worked with staff to deliver an understanding of how the current delivery model is performing and importantly, what changes are required to meet SDC's future requirements. The review has been undertaken alongside staff using an iterative process as follows:

1. background information gathering - including current contract and the 2018/28 LTP
2. staff and supplier interviews and staff outcomes workshop
3. staff options workshop
4. current market practices
5. review findings and recommendations

The review confirmed that Council should develop a new contract (replacing contract C1202) that simplifies service delivery scope and accountability. The specific recommendations were as follows:

New contract - that SDC establish a new contract with:

- Simplified and clear accountability for scope
- An optimised, flexible and responsive supply chain
- Collaborative working including transparent cost and productivity management
- Robust contract and performance management

and that:

- SDC negotiates with Sicon in the first instance
- Prepares a plan for an open market procurement should negotiations with Sicon fail or do not cover all required services

Service Delivery Approach

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

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

These are outlined below:

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

This situation has seen a shift of service delivery from volunteers/committees to paid workers and consolidation of tasks into the reserves maintenance contract. This has included:

- Council taking over bookings and caretaking duties at 12 halls;
- Additional support for operation of community swimming pools in terms of water treatment, water testing and supervision;
- Toilet cleaning on recreation reserves included in the maintenance contract or undertaken by caretakers managed by Council to ensure consistent level of hygiene standards is achieved;
- Play equipment inspections now incorporated in to contracts to reduce health and safety risks;
- Mowing at an additional nine recreation reserve sites is now covered under the reserves maintenance contract.

In terms of community centres and halls Council has implemented district-wide programming as well as a centralised community facilities bookings system. The focus is increasingly on promoting, increasing and coordinating programme delivery and bookings. With opportunities for district-wide programming there is a further opportunity to leverage the strengths and interests of the different geographical communities by encouraging "lead" community centres for various programmes.

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

Service	Strategic & Tactical Planning		Operations & Maintenance		Capital Works	
	Management	Service Delivery	Management	Service Delivery	Management	Service Delivery
Recreation Reserves	SDC Property	SDC Property and some consultant support	Most by SDC Property; Some via Local Management Committee	Combination of formal contract (C 1419), paid caretakers, one off contracts and volunteers depending on specific requirements	SDC Property	Contractor (often local) engaged by quotation if < \$40,000. Formal contract or three quotes for work > \$40,000 in value
Township Reserves & Streetscapes	SDC Property	SDC Property and some consultant support	SDC Property	Contractor via C 1419.	SDC Property	Either day work under C 1419 if covered by contract or by quotation if < \$40,000. Formal contract or three quotes for work > \$40,000 in value
Cemeteries	SDC Property	SDC Property and some consultant support	Maintenance - SDC Property Bookings – SDC Organisational Performance	Maintenance & Sexton services – contractor via C 1419.	SDC Property	Either day work under C 1419 if covered by contract or by quotation if < \$40,000. Formal contract or three quotes for work > \$40,000 in value
Public Toilets	SDC Property	SDC Property and some consultant support	SDC Property	O & M for most via contractor (C 1419), some locations have sub-contractors for cleaning services	SDC Property	Either day work under C 1419 if covered by contract or by quotation if < \$40,000. Formal contract or three quotes for work > \$40,000 in value
Community Centres & Halls	SDC Property & Community Services & Facilities	SDC Property & Community Services & Facilities and some consultant support	SDC Property - building maintenance SDC Community Services & Facilities - operations and bookings for keystone facilities and 12 others Local Management Committee - operations and bookings for smaller/remote facilities	Bookings by in-house staff at SDC managed facilities; Programme delivery by in house staff or contractor at SDC managed facilities; Cleaning/caretaking services by paid caretakers, one off contracts and volunteers depending on specific requirements; Building maintenance by specialist contractors; Contracts in place for IQP/BWOF inspections.	SDC Property Specialist project manager may be engaged for new builds/renewals	Contractor (often local) engaged by quotation if < \$40,000. Formal contract or three quotes for work > \$40,000 in value
Swimming Pools	SDC Property & Community Services & Facilities	SDC Property & Community Services & Facilities and some consultant support	Local Management Committees for community pools with support from SDC professional staff. SDC Community Services & Facilities - Selwyn Aquatic Centre	A combination of volunteers & one off contracts; Darfield, Sheffield, & Southbridge have paid lifeguards; SAC staff support volunteers with technical advice; Selwyn Aquatic Centre operated by SDC staff.	SDC Property Specialist project manager for new builds/renewals	Contractor (often local) engaged by quotation if < \$40,000. Formal contract or three quotes for work > \$40,000 in value
Property & Buildings	SDC Property	SDC Property and some consultant support	SDC Property or lessee (where commercial lease in place)	Tendered contract in place for cleaning of key Council buildings (service centres); One off contracts for operations (cleaning etc.); Maintenance via works order to specialist contractor; Single contract for BWOF inspections etc.; Like work bundled for efficiency; Grounds maintenance via contractor under C1419.	SDC Property; Large projects may have Project Manager appointed	Contractor engaged by quotation if < \$40,000. Three quotes for work > \$40,000 in value and for large projects formal contract process used

Rental Housing	SDC Property	SDC Property and some consultant support	SDC Property	Maintenance via works order to specialist contractor – some work bundled for efficiency; Property management company looks after tenancies and property inspections.	SDC Property	Contractor engaged by quotation if < \$40,000. Three quotes for work > \$40,000 in value and for large projects formal contract process used
Gravel Reserves	SDC Property	SDC Property and some consultant support	Lease arrangements are used to formalise both extraction and fill operations. Consents to enable works to occur is the responsibility of the lessee. Outside of lease provisions, maintenance arranged by SDC Property	Leases approved with the following operators: - Road Metals Company LTD - HEB LTD Further lease arrangements for remaining sites may be established; Compliance inspections undertaken by independent contractor with 'Level B' quarry certification; Maintenance services on as required basis by specialist contractors (e.g. weed spraying).	SDC Property	Contractor engaged by quotation if < \$40,000. Three quotes for work > \$40,000 in value and for large projects formal contract process used
Forestry	SDC Property	SDC Property & Consultant – Ashburton DC	Operations managed under agreement with Ashburton DC; Maintenance arranged by SDC Property	Specialist contractors engaged via works order or contract process.	SDC Property	Contractor engaged by quotation if < \$40,000. Three quotes for work > \$40,000 in value and for large projects formal contract process used

Table 2-5: Summary of Service Delivery Approaches

2.8.3 Procurement Strategy

The Council developed a revised Procurement Strategy in 2019 that replaced the original strategy adopted in 2010. This document provides guidance to decision making on procurement of goods and services and has been endorsed by NZTA to cover procurement of goods and service related to the Transportation activity.

The key elements of the strategy related to Community Facilities are described below:

Key Attributes and Value for Money Strategy

Council has identified the need to plan effectively and deliver quality in a sustainable manner; lowest cost options are not necessarily the best. A robust strategic and asset management planning regime is a priority to ensuring an effective work programme is developed. A whole-of-life approach relies on asset management planning including lifecycle management planning and modelling.

Suppliers are expected to understand the drivers of Council's planned approach and the commitment made to deliver the agreed Levels of Service.

The key components of value for money are regarded as:

- robust planning to identify an effective work plan
- appropriate and efficient supplier selection procedures
- successful delivery of works and services (the right outcome on time and within budget).

Proposed Delivery Models and Supplier Selection Methods

For Community Facilities, Selwyn District Council will utilise the direction provided in the Procurement Policy (2019). Council expects to continue delivering services through negotiations with SICON. Further guidance can be sought from the NZTA Procurement Manual Procurement Procedure 1 - Infrastructure for Physical Works and Procurement Procedure 2 Planning and Advice for Professional Services.

Risk Identification and Management

The keys risks associated with the Community Facilities procurement programme relate to funding and the capacity of Council and the sector to undertake the required work in an efficient and cost effective manner. This reinforces the importance of effective asset management and planning.

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

Activity	Delivery Model	Bundling	Supplier Selection	Form of Contract
Maintenance - minor	Staged	Individual assignments	Direct Appointment if approval obtained	Works Order
Maintenance - term	Design and build	One or more Term Maintenance Contracts (services may be split)	Public Tender (RFP) to select suppliers or supplier panel Price Quality Method	Formal Contract NZS3910:2013 based
Renewals	Staged	Individual Contracts or Multiple Projects per Contract Minor renewals may be included with the Term Maintenance Contract(s) or improvements	Public Tender (RFP) to select suppliers or supplier panel Price Quality Method Direct Appointment if approval obtained	Formal Contract NZS3910:2013 based
Improvements	Staged or design and build	Individual Contracts or Multiple Projects per Contract Design and build for complex projects Minor improvements may be included with the Term Maintenance Contract(s) or renewals	Public Tender (RFP) to select suppliers or supplier panel Price Quality Method Direct Appointment if approval obtained	Formal Contract NZS3910:2013 based

Activity	Delivery Model	Bundling	Supplier Selection	Form of Contract
Professional Services (Asset Management Planning, Design and Other Services)	Staged	Individual assignments or complementary projects	Direct Appointment Public Tender (RFP) to select suppliers or supplier panel Price Quality Method	IPENZ Short Form Agreement for Consultant Engagement CCCS (2012) based
Information Technology	Design and build	Individual assignments	Direct Appointment if approval obtained	Formal Contracts
Electricity supply	Design and build	Tendered or negotiated with other Council services such as bulk supply	Direct Appointment, joint negotiation or Public or Selected Tender (RFP) Price Quality Method	Formal Contracts (maybe supplier format)

Table 2-6: Community Facilities Procurement Approach

The current version of the **Procurement Policy (P 301)** was approved in 2019 and outlines the approach that the Council will take to planning, sourcing and managing its procurement. The objectives of the policy are:

- To ensure purchasing is transparent, fair, consistent and lawful
- To achieve value for money in procurement activities
- To facilitate an efficient and effective approach to procurement
- To minimise financial, and reputational risk

The policy covers:

- The requirement to prepare a procurement plan
- Compliance with expenditure authorities outlined in the Delegations Manual
- Requirement to raise purchase orders
- Contracts to comply with Contract Administration Manual
- Procurement procedures for various levels of expenditure
- Non-standard procurement procedures
- Consideration of value for money and whole of life costs
- Local supplier preference including consideration of SICON Ltd (CCO)
- Contract extensions, variations and renewals
- Employee responsibilities and adherence to other policies
- Managing and keeping records related to procurement
- Health and safety requirements

Electricity Supply

The Council undertakes a corporate approach to procurement of electricity supply to meet Council's needs. Typically Council tenders the supply and goes to the market mid-year prior to expiry. There are currently two contracts in place:

- For large usage sites (Time of Use billing) – a Four year contract with Mercury Energy (Jan 2019 – December 2022)
- For smaller sites (Non Half Hour billing) – a three year contract with Meridian Energy (Jan. 2021- December 2023)

2.8.4 Governance, Management and Decision-Making

Local Management Committees

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

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

The committees generally have an "advisory" function but in some cases do provide volunteer support for delivery of work. This approach is currently under review by Council because of issues related to health and safety, financial transparency and consistency with levels of service (as documented in section 2.8.2). There is also a diminishing interest from communities in being involved with committees and in providing voluntary services. This has seen much of the work previously undertaken by committees now incorporated into contracts or being carried out by paid staff. It is likely that consolidation of committees will continue to occur and they may ultimately be discharged of responsibilities.

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

The Council also has a "Township Advisory Committee" structure whereby all settlements and townships throughout the district have a committee in place. The committees provide advice and input to the development and upkeep of their townships. These committees may, in the future, no longer be committees of Council and could be established as separate legal entities such as a residents association with incorporated society status. It is noted that some "committees" already operate as incorporated societies under the current structure.

The following diagram explains the current governance structure noting that this is likely to change in the future.

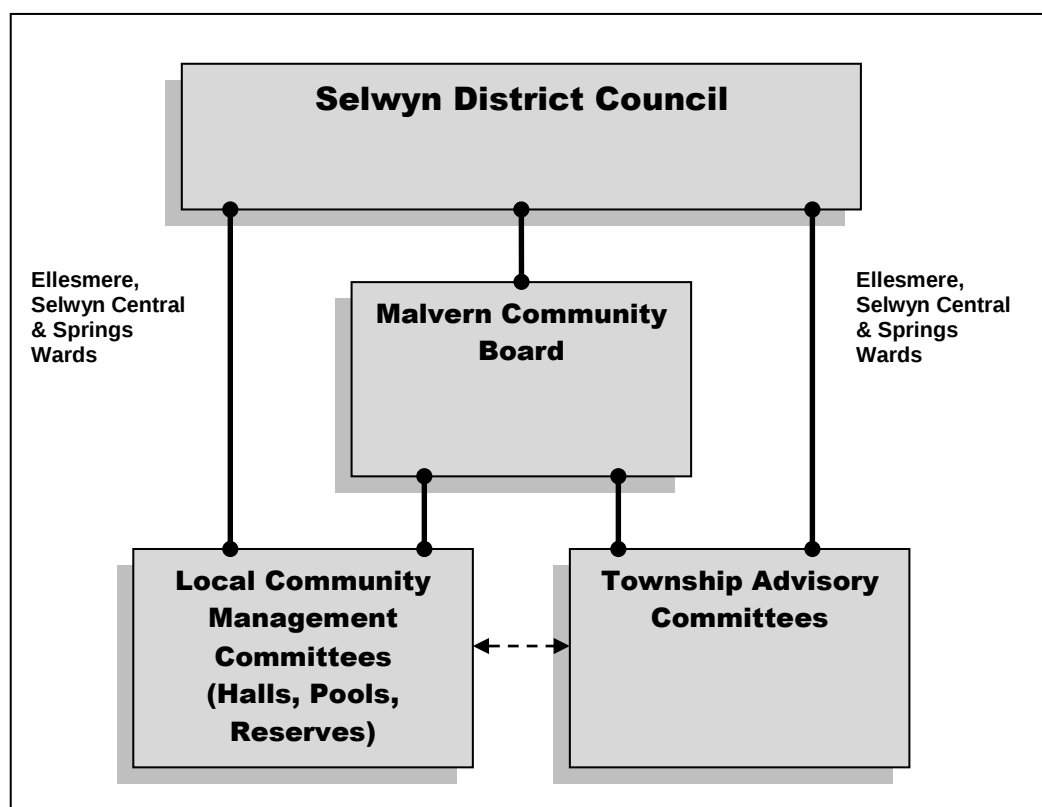


Figure 2-5: Governance & Decision-Making Structure

In townships where rapid growth has occurred and reserve and community facilities have expanded significantly the current model of management by volunteer committees is no longer viable. The complexities, time commitments and level of technical input required are beyond the resources available on a voluntary basis. Larger community facility complexes such as Rolleston Community Centre, West Melton Recreation and Community Centre, Lincoln Events Centre and the Selwyn Aquatic Centre are managed directly by Council via centre managers. Many of the other halls and community centres are now being managed by Council staff via centralised delivery of programmes and bookings. Foster Park in Rolleston is managed directly by Council and Council now directly provides services for other recreation reserves via contracts or by caretakers. Council intends to continue with the direct management model as new facilities are completed and as committee involvement declines.

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

Management and Decision-Making Approach

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

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

Community Consultation

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

Council will follow an 'engagement spectrum' approach to determine the most appropriate processes and methods for engagement with affected and interested communities on particular decisions or issues. This approach is based on a framework (IAP2) and the methods indicate the spectrum of engagement opportunities that may be useful for Council and our communities. The methods are:

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

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

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

2.8.5 Accounting and Financial Systems

Financial Management System

The Council currently operates the Napier Computer Systems (NCS) financial management system. Budgets can be loaded directly into the NCS system while being prepared. Outputs are defined within the budget structure and linked to a unique ledger code.

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

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

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

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

Expenditure Types

Operations

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

Maintenance

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

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

Renewals

This expenditure is defined as:

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

New Works

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

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

Asset Disposals

Costs associated with the removal or disposal of decommissioned assets.

Accounting Standards and Guidelines

The following accounting standards and guidelines govern financial management practice:

- Section 111 of the Local Government Act 2002
- The Financial Reporting Act 1993
- Generally Accepted Accounting Practice in New Zealand (NZ GAAP)
- Pronouncements of the New Zealand Institute of Chartered Accountants
- New Zealand Equivalent to International Financial Reporting Standards (NZIFRS)
- New Zealand Equivalent to International Accounting Standard (NZ IAS)
- Public Benefit Entity International Public Sector Accounting Standard 17 Property, Plant and Equipment (PBE IPSAS 17)
- New Zealand Infrastructure Asset Valuation and Depreciation Guidelines

2.8.6 Asset and Document Systems

The Council uses a purpose built Asset Management System (AMS) using *Xivic* software. The system enables asset inventories and asset information to be stored. It has the functionality to record work against assets and has significant reporting capabilities. Community Facilities asset data is recorded in this system.

The Council uses '*Sharepoint*' (DORIS) to hold all Council documentation and to comply with the Public Records Act 2005.

2.9 Significant Negative Effects of the Activity

2.9.1 Introduction and Background

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

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

2.9.2 Significant Negative Effects Identified

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

Table 2-7: Community Facilities Activity – Assessment of Negative Effects

This table records a comprehensive assessment of negative effects related to the community facilities activities.

Negative Effects for Inclusion in the LTP

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

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

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

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation & Monitoring
					• Interments should be spread across a cemetery in space and time • Adequate separation of burials from waterways and drains • Obtain resource consents for new cemetery sites and monitor compliance with conditions
<i>Forestry Operations Environmental Effects</i>	Changes to the visual appearance of landforms through planting and subsequent harvesting of forest trees; De-stabilisation of soils during harvesting leading to erosion and siltation; Fire risk to adjoining properties from forestry activities; Shading of roads and ice Traffic hazards from logging trucks and other machinery.	Forestry	Environmental	Low	• Compliance with the National Environmental Standards for Plantation Forestry (NES-PF) • Carry out landscape assessments prior to planting • Guidance from "Principles for Commercial Plantation Forest Management in New Zealand" and "New Zealand Environmental Code of Practice for Plantation Forestry 2007" • Adherence to Forest Management Plans, leasing conditions and resource consent conditions (if required) • Implementing appropriate fire prevention measures such as fire breaks. • Traffic management plans and health and safety plans required during harvesting • Compliance with District Plan rules
<i>Disturbance of significant cultural, archaeological or heritage sites/features</i>	Council properties may include sites of significance to Maori and cultural and spiritual values may be adversely affected by works or activities. Properties may include heritage features and/or archaeological sites and any work undertaken must ensure their preservation.	All activities	Cultural	Low	• Consultation with local Iwi prior to work starting • Compliance with District Plan rules related to heritage structures, trees and sites • Follow protocols for accidental discovery of archaeological sites (District Plan) • Comply with the Heritage New Zealand Pouhere Taonga Act and obtain prior authority from Heritage NZ for work on archaeological sites • Monitor resource consent conditions or Heritage NZ Authorities • Prepare conservation plans where required
<i>Effects of Quarrying Operations</i>	Negative effects include: - Noise nuisance to nearby properties generated by quarrying plant and machinery; - Vibration in nearby properties from machinery operation; - Contamination of soil, groundwater and water bodies from residual material; - Dust and wind-blown particulate emissions; - Negative visual impact on landforms;	Gravel Reserves	Environmental Social	Moderate	• Obtaining resource consents and compliance and monitoring of conditions • Following industry best practice guidelines. (e.g. Good Practice Guide for Assessing and Managing the Environmental Effects of Dust Emissions – MfE 2001) • Following WorkSafe Best Practice Guidelines November 2015 • Providing a Quarry Management Plan covering all operational aspects • Undertake structural checks of nearby properties prior to quarrying commencement to ascertain current condition and as a benchmark for future measurement. • Provision and implementation of a landscape rehabilitation plan

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation & Monitoring
	- Loss of flora and fauna from quarrying operations; - Increased heavy vehicle utilisation of access roads; - Sites that pose a public safety hazard for unauthorised entry (loose material, significant fall heights, deep water, and dangerous machinery).				• Building appropriate protection measures and conditions into lease and licence agreements • Health and Safety in Employment (Mining Operations and Quarrying Operations) Regulations 2016
<i>Increased built environment and resource consumption</i>	Development of new facilities particularly in "Greenfields" situations will consume land and increase the area of built environment	All activities	Environmental	Low	• Areas consumed are generally not large and in some cases land use is enhanced (reserves) • Controlled by District Plan • Compliance with adopted urban design standards • Monitor impacts via District plan monitoring measures • Re-use of existing buildings is promoted where viable

Table 2-7: Community Facilities Activity – Assessment of Negative Effects

2.10 Legislative and Planning Context

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

2.10.1 Legislative Requirements

Council must comply with any relevant legislation enacted by Parliament. Commentary related to some of the key legislation is provided below. Significant legislation and regulations affecting the Community Facilities activities are provided in Table 2-8. Different legislation has differing levels of impact on the activity; this is indicated under "Impact Range" (Broad ***, Moderate **, Limited *).

Legislation & Regulation	Community Facilities Scope	Impact Range
Biosecurity Act 1993	Recreation Reserves Township Reserves Cemeteries Gravel Reserves Forestry	*
Building Act 2004 (and amendments)	Recreation Reserves Public Toilets Community Centres & Halls Swimming Pools Property & Buildings Rental Housing	***
Burial and Cremation Act 1964	Cemeteries	***
Camping-Grounds Regulations 1985	Property & Buildings Recreation Reserves	**
Civil Defence Emergency Management Act 2002	Recreation Reserves Community Centres & Halls Property & Buildings	***
Climate Change (Emissions Trading and Renewable Preference) Act 2008 (and amendments)	Forestry	**
Climate Change Response Act 2002 (and amendments including the Climate Change Response (Zero Carbon) Amendment Act 2019)	All	***
COVID-19 Public Health Response Act 2020	All	***
Ellesmere Land Drainage Act 1905	Township Reserves Cemeteries Gravel Reserves Forestry	*
Energy Efficiency and Conservation Act 2000	Public Toilets Community Centres & Halls Swimming Pools Property & Buildings Rental Housing	*
Environmental Protection Authority Act 2011	All	*
Epidemic Preparedness Act 2006 (and amendments)	Cemeteries Community Centres & Halls	*
Fire and Emergency New Zealand Act 2017	Recreation Reserves Community Centres & Halls Property & Buildings Rental Housing Forestry	*
Greater Christchurch Regeneration Act 2016	All	**
Hazardous Substances and New Organisms Act 1996	Recreation Reserves Township Reserves Cemeteries Public Toilets Swimming Pools Gravel Reserves Forestry	*

Legislation & Regulation	Community Facilities Scope	Impact Range
Health (Drinking Water) Amendment Act 2007	Public Toilets Community Centres & Halls Swimming Pools Property & Buildings Rental Housing Recreation Reserves	**
Health Act 1956	Cemeteries Public Toilets Swimming Pools Property (Camp grounds)	**
Health and Safety at Work Act 2015 (and amendments)	All	***
Heritage New Zealand Pouhere Taonga Act 2014	Community Centres & Halls Property & Buildings Recreation Reserves Gravel Reserves	**
Land Drainage Act 1908	Township Reserves Cemeteries Gravel Reserves	*
Local Government Act 2002 (and amendments)	All	***
Local Government Act 1974 (and amendments)	All	**
Local Government Rating Act 2002 (and amendments)	All	**
Local Government Rating Act 1979	All	*
Local Government (Financial Reporting and Prudence) Regulations 2014	All	*
Marine and Coastal (Takutai Moana) Act 2011	All	*
National Water Conservation (Rakaia River) Order 1998	All	*
Ngai Tahu Claims Settlement Act 1998	All	**
Public Works Act 1981 (and amendments)	All	**
Reserves Act 1977 (and amendments)	All	***
Residential Tenancies Act 1986	Rental Housing	**
Residential Tenancies (Smoke Alarms and Insulation) Regulations 2016	Rental Housing	**
Residential Tenancies (Healthy Homes Standards) Regulations 2019	Rental Housing	**
Resource Management Act 1991 (and amendments)	All	**
Utilities Access Act 2010	All	*
Water Conservation (Te Waihora / Lake Ellesmere) Order 2011	Recreation Reserves	*
Water Conservation (Rakaia River) Order 1988	All	*
WorkSafe New Zealand Act 2013	All	**

Table 2-8: Community Facilities Activity – Legislation & Regulation

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

Local Government Act 2002

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

“12 (2) for the purposes of performing its role, a local authority has –

- (A) Full capacity to carry on or undertake any activity or business, do any act, or enter into any transaction; and*
- (B) for the purposes of paragraph (a), full rights, powers, and privileges.”*

Other significant requirements of this Act of general relevance include:

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

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

- 30 Year Infrastructure Strategy - Requires that a local authority must prepare and adopt, as part of its long term plan, an Infrastructure Strategy for a period of at least 30 consecutive financial years
- Delivery of Services Review - Requires that a local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory function.

Amendments to the Local Government Act 2002 enacted via the Local Government (Community Well-being) Amendment Act 2019 that impact on Community Facilities are:

- Reinstatement of the 4 aspects of community well-being particularly into the purpose, principles and financial management
- Changes to the interpretation of community infrastructure (broadened definition)
- Repeal of restrictions on power to require contributions for reserves

Local Government (Rating) Act 2002

Key aspects of this Act include:

- The funding companion to the LGA 2002
- Permits councils to strike a rate or charge for any activity they choose to get involved in (Section 16)

Resource Management Act 1991

Key aspects of this Act include:

- Sustainability of natural and physical resources
- Avoid, remedy or mitigate adverse effects on the environment
- Compliance with district and regional plans
- Take into account the principles of the Treaty of Waitangi

Health and Safety at Work Act 2015

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

The HSWA:

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

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

Introduces the “reasonably practicable” concept – focusing attention on what’s reasonable for a business to do

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

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

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

The HSWA identifies four duty holders:

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

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

Building Act 2004 and New Zealand Building Code 2002

The Building Act sets out requirements in respect to:

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

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

Fencing Act 1978

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

Reserves Act 1977

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

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

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

Greater Christchurch Regeneration Act 2016

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

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

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

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

The framework transferred more decision-making powers to local authorities and provided for greater public input. The work of Regenerate Christchurch is now largely completed and this organisation has been wound down.

Civil Defence Emergency Management Act 2002

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

2.10.2 Standards, Codes of Practice and Guidelines

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

National Environmental Standards

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

- National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health
- National Environmental Standards for Plantation Forestry
- National Environmental Standard for Sources of Human Drinking Water

Codes and AS/NZ Standards

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

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

2.10.3 Key Planning Documents

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

Regional Level Plans

Regional Policy Statement (ECan)

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

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

Recent amendments have been made to the Regional Policy Statement to allow additional housing development and sets minimum housing targets for the Greater Christchurch area over the medium and long term. Amendments have also been made to identify future urban housing development areas in Rolleston in order to support the actions of the 'Our Space 2018-48 Greater Christchurch Settlement Pattern Update'.

Canterbury Land and Water Regional Plan (ECan)

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

Land Use Recovery Plan (ECan)

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

It sets a policy and planning framework necessary to:

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

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

Natural Environment Recovery Programme

The natural environment of greater Christchurch is important to the community for multiple reasons that span cultural, social and economic interests and therefore requires a planned and integrated approach to ensure recovery:

- protect vulnerable and valued resources, ecosystems and habitats;
- restore damaged areas; and
- enhance significant environments and overall environmental quality.

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

Biodiversity Strategy (ECan)

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

Regional Pest Management Strategy (ECan)

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

Greater Christchurch Urban Development Strategy (UDS)

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

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

An update of the UDS was completed in 2016. The updated strategy focuses on people - both those already living in Greater Christchurch, and the generations to come - and their social, cultural, economic and environmental wellbeing. It draws on recent strategic work and consultation, and integrates associated resilience work. The updated UDS guides the work of the UDS Partnership until a more thorough review of the UDS is undertaken in the next few years.

A review of the strategic land use planning framework for Greater Christchurch has also been undertaken which resulted in the development of 'Our Space 2018-2048: Greater Christchurch Settlement Pattern Update'. This document outlines land use and development proposals to ensure there is sufficient development capacity for housing and business growth across Greater Christchurch to 2048. It complements the existing UDS and has been prepared in order to satisfy the requirement to produce a future development strategy, as outlined in the National Policy Statement on Urban Development Capacity.

Mahaanui Iwi Management Plan

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

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

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

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

Climate change projections for the Canterbury Region prepared by NIWA for ECan 2020

Environment Canterbury commissioned NIWA to analyse projected climate changes for the Canterbury Region. This report addresses expected changes for various climate variables out to 2100, drawing heavily on climate model simulations from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report. In addition, hydrological and sea-level rise impacts of climate change were assessed. Key findings were:

1. The projected Canterbury temperature changes increase with time and increasing greenhouse gas concentrations.
2. The average number of hot days (days $\geq 25^{\circ}\text{C}$) is expected to increase with time and emission scenario.
3. Projected changes in rainfall show variability across the Canterbury region. Small changes to annual rainfall of $\pm 5\%$ are projected for most of the region by 2040 and 2090.
4. The future amount of accumulated PED (Potential Evapotranspiration Deficit) is projected to increase across most of Canterbury, therefore drought potential is projected to increase.
5. Mean annual low flow generally decreases by late century, with decreases exceeding 20% in many areas of the region.
6. Floods (characterised by the Mean Annual Flood; MAF) are expected to become larger for many parts of Canterbury, with some increases exceeding 100%.
7. Sea-level rise will continually lift the base mean sea level on which the tide rides, which means there will be an increasing percentage of normal high tides which exceed a given present-day elevation.

Canterbury Climate Change Risk Screening - Interim Report 2019

This screening assessment prepared by Tonkin and Taylor is the first part of a more detailed risk assessment process, which also involves a detailed risk assessment and development of a Canterbury adaptation plan. This report identifies a number of risk areas that are likely to impact on the Community Facilities activity. These include:

1. Community spaces (venues, halls, libraries, leisure facilities etc.) - fluvial and pluvial flooding, increasing coastal erosion, sea level rise and salinity stresses
2. Parks and Reserves - drought including prolonged dry weather, change in mean annual rainfall
3. Cemeteries - climate change -generic
4. Forest crops - storms and wind, increased fire-weather, higher mean temperatures
5. Native terrestrial biodiversity (flora & fauna) - drought including prolonged dry weather, increased fire-weather, reduced snow & ice

District Level Plans

Selwyn District Plan

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

A review of the Selwyn District Plan is currently in progress. As part of the district plan review process Council owned recreation reserves and cemeteries will be designated. It is considered that this approach will achieve the following:

- allow more flexibility for local authorities to develop long term projects (consistent with the long term plan) with the capability of modifying the activities and facilities to suit changing community needs;
- allow the land needed for the works to be identified in the District Plan, clearly indicating the intended use of the land; and
- provide ongoing protection for the designated purpose and restrain other land uses or developments that could hinder the works.

Selwyn 2031 - District Development Strategy

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

Selwyn 2031 puts forward three key growth concepts being:

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

Ellesmere and Malvern Area Plans

The purpose of the plans is to provide high-level planning direction to guide the growth and sustainable management of each township in the Ellesmere and Malvern areas through to the year 2031. The plans identify initiatives to assist in the delivery of the Selwyn 2031: District Development Strategy (Selwyn 2031) vision, which is: *“To grow and consolidate Selwyn District as one of the most liveable, attractive and prosperous places in New Zealand for residents, businesses and visitors.”*

The Area Plans will help to inform:

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

Selwyn District Council Long Term Plan 2021-2031

The Long Term Plan (LTP) is the key document that sets out the service and financial direction of Council over the 10 year planning period and underpins the realisation of community outcomes. This AcM Plan is a key feeder document into the LTP and provides the basis for the financial programmes and funding requirements for the Community Facilities activity outlined in the LTP.

Selwyn District Council 30 Year Infrastructure Strategy 2021-2051

The Infrastructure Strategy is an integral part of the long term planning process. It sets out a long term (thirty year) view about the services Council provides and how they will be provided in the future. This is the view through the telescope while the LTP itself is a close up of the next ten years. The outcomes sought by the community and the Selwyn lifestyle are central to the Infrastructure strategy. It maps out how the infrastructure will support the district's cultural, economic, environmental and social wellbeing going forward and provides a framework for decision making to ensure the Council is heading in the right direction.

Aquatic Facilities Plan (2017)

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

Aquatic Facilities Demand Analysis Study 2020 (Draft)

This study provides a demand analysis and assessment of district wide community pool and water play space requirements and options to meet these requirements. The purpose of the study is to help inform investment decision making for future aquatic facility provision in the District and, in particular, to provide direction for the future facility requirements in Darfield (a separate feasibility study focusing on Darfield has also been produced as part of the planning exercise).

Walking & Cycling Strategy (2018)

This Strategy is intended to guide the people and Council of Selwyn district as they make walking and cycling an integral part of their daily lives and Selwyn a more pedestrian and cycle friendly district. While it does focus on the Council's projects, it is also intended to help guide other organisations in their efforts to improve conditions for walking and cycling for transport and recreation.

Selwyn District Council Community Development Strategy 2006

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

Selwyn District Council Economic Development Strategy 2020

The Economic Development Strategy sets out key initiatives to make Selwyn an attractive place to live, work and play and to encourage business growth. Many of the services within the Community Facilities Activity contribute to the overall quality of the district and support business such as tourism. This plan has now been updated to help guide long-term priorities once the economy emerges from the COVID-19 pandemic and immediate recovery phase. This plan is needed to validate and steer what Selwyn District Council is doing for economic development and communicate these actions to when consulting with stakeholders.

Selwyn District Council Open Space Strategy (2015)

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

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

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

Key Principles are:

- Build on what we have
- Recognise cultural significance
- Maintain our District identity
- Recognise the wider network
- Create linkages
- Provide a diversity of spaces
- Value local themes
- Create quality living environments
- Build community connectivity
- Enrich community health and wellbeing
- Practise sustainability
- Preserve biodiversity
- Adopt flexible provision principles

The OSS undertakes an analysis of open space by functional categories:

- Sport and Recreation
- Neighbourhood Reserve
- Public Gardens
- Civic
- Cultural Heritage
- Nature
- Outdoor Adventure
- Recreation and Ecological Linkages

Community Centres & Halls Strategic Plan (2013)

The Strategic Plan for Community Centres and Halls provides guidance to Council and stakeholders on the future provision and management of these important community facilities. The primary purpose of the Plan is to increase the value of the community centres and halls to the communities they serve. The Strategic Plan is focused on ensuring the network of community centres and halls deliver appropriate services in a sustainable manner. A review of this plan has recently been undertaken which seeks to focus on managing the facilities on a network basis that integrates the current approach and provides for future direction on how facilities, including libraries will be developed and delivered across the network. The revised plan is entitled: **"Selwyn Community Centres, Halls and Community Libraries Network Plan 2020"** and is currently in draft form.

Eastern Selwyn Community Spaces Plan 2016

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

Reserve Management Plans

Reserve Management Plans prepared under the Reserves Act 1977 set out the policies and objectives for the management of reserves. The status of Reserve Management Plans as at December 2020 is shown in the following schedule. Draft plans awaiting further research, consultation or approval, and intended future plans not yet commenced, are included. These will be progressed as Council's resources permit. Their effect on Asset Management decision-making is discussed in Chapter 19.

SDC Reserve Management Plan Completion / Progress Schedule									
Reserve	Consultant Engaged	Plan Preparation by Consultant	Preliminary Draft Completed	Final Draft Reviewed by Committee & Council	Reserve Classification by DOC (if required)	Draft Released for Public Comment (2 months)	Council Hearing (if required)	Final Review by Committee / Council	Council/Comm Board Adoption
Coalgate									
Glentunnel									
Liffey Reserve									
Rhodes Park (Tai Tapu)									
Coes Ford									
Chamberlains Ford									
Lakeside									
Darfield									
Lincoln									
Hororata									
Kirwee									
West Melton									
Courtenay									
Dunsandel									
Prebbleton									
Southbridge									
Springston									
Weedons									
Castle Hill									
Rolleston Rec Reserves									
Neighbourhood Reserves									
Leeston									
Doyleston (Osborne)									
Greenpark									
Broadfields Community Ctr									
Greendale									
Halkett									
Sheffield									
Whitecliffs									
Springston South									
Kimberley									
Mead									
Rakaia Huts									
Lake Coleridge									

Figure 2-6: Status of Reserve Management Plans

Climate Change Adaptation Planning 2020

The Canterbury Climate change workgroup (RCCWG) has carried out Climate Change Risk Screening Assessment for Canterbury – known as the Canterbury Climate Change Risk Screening (CCCRS) based on the National Climate Change Risk Assessment (NCCRA) guidelines. This screening assessment is the first part of a more detailed risk assessment process and identifies the priority risks and opportunities for the Canterbury region.

As part of this process, Climate change workgroup is compiling a list of existing actions in the region that support adaptation to climate change impacts. A survey was established to obtain information on the priority risks identified for the region and what Councils were doing to address the risks.

The survey covered the risks associated with the built environment and natural environment and the aim of this survey for SDC's perspective was to get an indication of:

- Actions that SDC is taking to adapt to climate change, and
- The information that SDC and other local government organisations in Canterbury have which may be useful to inform adaptation planning

The survey response will also be used for the following two purposes at the regional level.

- To provide the Mayoral Forum with a companion report on actions being undertaken on the priority risks and opportunities identified in the interim report (focused on the built environment and natural environment).
- To help scope the next stage of the Canterbury climate change risk assessment.

The following is the road map that guides the Council's efforts in the process of climate change mitigation and adaptation action.

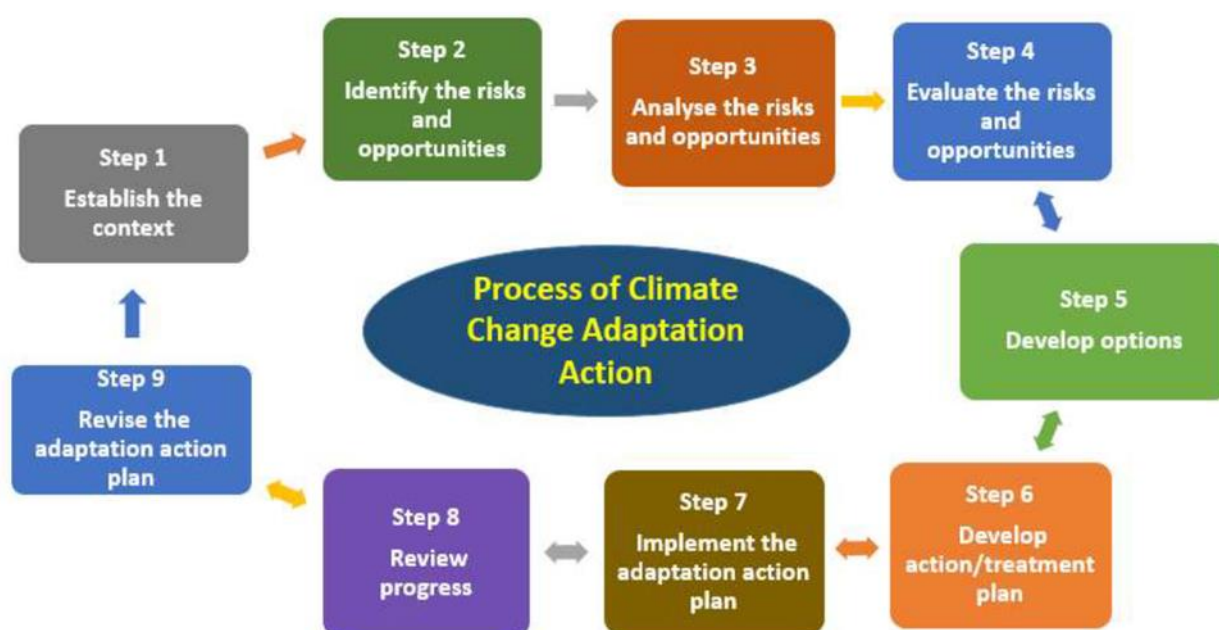


Figure 2-7: Climate Change Adaptation Action Process

To date Council has:

- Established the context which has included defining the climate change objectives for the organisation, getting buy-in from the senior management and Councillors and creating an environment within organisation to encourage work on Climate change-related actions.
- Initiated a carbon footprint mapping of all its functions to baseline the carbon emissions and to initiate a targeted approach to reduce emissions.
- Undertaken the adaptation action survey as a stock take exercise for SDC to help with future adaptation planning and climate change strategies. The survey responses indicate that the Council has done work towards identifying and analysing the climate change-related risks/opportunities and in few cases has initiated or completed the adaptation actions.

In terms of the Community Facilities Activity, work has progressed on identifying impacts of climate change and adaptation actions needed to manage the risks for both the built and natural environment. This has included:

- Increased maintenance, repair and replacement costs for public assets that are exposed to coastal hazards;
- Planning and designing any new community facilities and public spaces to be climate-resilient e.g. location selection, landscaping and building material selection;
- Increased maintenance, repair and replacement costs for public assets that are exposed to flooding;
- Reduced reliance on irrigation systems and ground water sources for community/public facilities;
- Incorporate Climate Change into council biodiversity/conservation management plans and activities
- Arrangements for new reserves/refuges for species protection;
- Manage water abstraction to retain environmental levels of groundwater in times of drought, low rainfall;
- Identify most vulnerable aspects of these environments – storm, wind events (e.g. forest crops)

Accessible Selwyn Te Arataki Taero Kore (2019)

This is the Council's accessibility charter that lays out the Council's commitment and actions in line with Ministry of Social Development's accessibility charter. The charter and its accompanying action plan set out what the Council will do to ensure Selwyn is a place that is accessible to all people regardless of their different abilities.

2.10.4 Council Bylaws

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

The table below lists the Bylaws that Council has in place related to the Community Facilities Activity and presents the current status of each. A link to current Council Bylaws is here: [Current Council Bylaws](#)

Bylaw Name	Purpose	Status
Dog Control Bylaw	To give effect to the Selwyn District Council's Dog Control Policy and to provide for matters set out in the Dog Control Act 1996.	Adopted 2012
Cemetery Bylaw	Management of cemeteries, sale of plots, interments and plot maintenance.	Adopted 2017
General Bylaw	Broad including serving of notices.	Adopted 2009
Parks and Reserves Bylaw	Defines activities on parks and reserves and inappropriate behaviour.	Adopted 2009 – and reviewed in 2020
Public Places Bylaw	Commercial activities such as static and mobile traders, those advertising goods and services and busking and street performers in public places must obtain a permit from Council to trade.	Adopted 2018

Table 2-9: Council Bylaws

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

2.10.5 Key Policies

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

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

Policies are reviewed regularly by Council. Their review considers:

- The continued relevance of the policies against Bylaws, regulations Regional rules and local issues
- What, if any changes are required to maintain its relevance

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

Climate Change Policy

The purpose of this policy is to outline a blueprint to achieve a cohesive and comprehensive response to Climate Change at Selwyn and take a leadership role to prepare the Council functions, businesses, and its communities, to be responsive, resilient and ready for a carbon-neutral future.

Climate Change response forms an integral part of the Council's decision-making process. This policy has been developed to encapsulate both the moral and legal responsibilities of the Council in relation to incorporating Climate Change response into its day to day business and the decision making for its communities and businesses.

To achieve a comprehensive Climate Change response at Selwyn District Council:

- Council will align its activities to reduce carbon emissions across all its areas of influence to create the conditions for a smart, innovative, low-carbon economy that meet or exceed the targets set within the Climate Change Response (Zero Carbon) Amendment Act -2019.
- Council will carry out regular risk/opportunities assessment related to Climate Change and its impact/benefits to the Council's assets, businesses and its communities.

- Council will make Climate Change mitigation and adaptation a core component of its planning and decision making and mainstream it into the Council's function and activities.
- Council will provide consistent and timely information related to Climate Change across its key processes like long term financial planning, assets development and management, strategic planning, service delivery, emergency response, governance, communication, and other community engagement functions, and provide required resources to implement the actions planned to mitigate/adapt to the impacts, harvest the opportunities, and to increase long-term resilience to Climate Change.
- Council will engage with our Iwi (Te Rūnanga o Ngāi Tahu), the local hapū(s) and Tangata Whenua to exchange knowledge of Climate Change, develop understanding of Māori perspective in relation to climate risks/opportunities and collaborate on works related to Climate Change response and community resilience. This recognises the requirement to consult with Māori in relations to 'Te Tiriti O Waitangi'.
- Council will engage with its communities to increase awareness of Climate Change impacts and opportunities and lead the community resilience planning and Climate Change adaptation.
- Council will engage with the regional and national level authorities, Climate Change forums, workgroups and other stakeholders to actively contribute to the Climate Change related understanding and work, at the local, regional and national level.

Development Contributions Policy

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

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

Significance and Engagement Policy

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

- a) The local authority's general approach to determining the significance of proposals and decisions in relation to issues, assets or other matters.
- b) Any criteria or procedures that are to be used by the local authority in assessing the extent to which issues, proposals, decisions or other matters are significant.
- c) How the local authority will respond to community preferences about engagement on decisions relating to specific issues, assets or other matters, including when use of the special consultative procedure is desirable.
- d) How the local authority will engage with communities on other matters.

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

Public Consultation Policy

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

Further information on this is included in section 2.8.4 of this plan (Governance, Management and Decision-making).

Revenue and Financing Policy

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

2.11 Key Relationships

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

Selwyn District Residents

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

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

Selwyn District Councillors

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

Community Boards

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

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

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

The Council has established positions to support management committees and ensure appropriate communication channels are in place. It is noted that the local committee structure is currently under review.

Local Iwi

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

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

Ngai Tahu Property

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

Businesses in the District

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

Land Developers

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

Local Community Interest Groups

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

Department of Conservation (DoC)

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

Environment Canterbury (ECan)

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

Sport Canterbury (The Canterbury West Coast Sports Trust)

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

Heritage NZ

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

Ministry of Education Schools and Educational Institutions

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

Lessees of Council Property (Commercial and Community)

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

Principal Maintenance Contractor

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

Council's Insurers

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

Audit NZ

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

Adjoining Local Authorities

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

Waihora Ellesmere Trust (WET)

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