



## 2: Community Facilities Activity

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## 2 Community Facilities Activity

### 2.1 Activity Description

The Community Facilities Activity plans for, constructs, operates, repairs and maintains a range of physical infrastructure and land holdings which support a diverse range of Council services aimed at providing places for recreation, leisure and community activities as well as supporting the accommodation needs of other Council services. In addition, the Community Facilities activity contributes to the amenity of both rural and urban environments. Overall this activity is aimed at supporting Council services focussed on making Waikirikiri | Selwyn District a great place in which to live, work and play. The Community Facility activities covered in this AcMP 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. This activity is focused 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
- This AcMP has been developed to align with the Community Services that form part of the Community Services and Facilities Significant Activity described in the 2021-31 Long Term Plan. In support of these services, Council work with the community to plan and manage a range of Community Facility assets including: 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.

These support the provision of key services to our community which have a major impact on both the social and cultural quality of life for the District's residents while contributing to the creation of an attractive living environment, preserving natural areas and protecting heritage features.

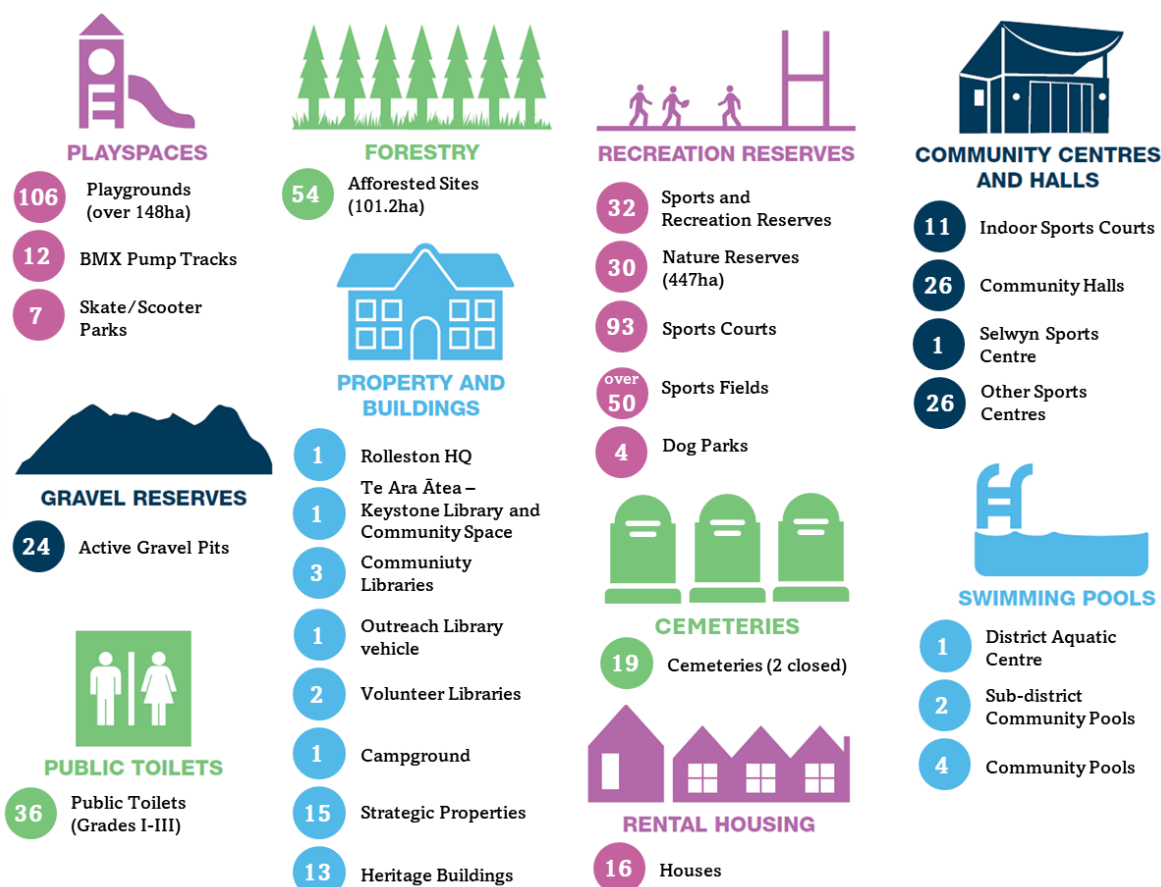
It is noted that Library services, community development and economic development also form part of the Community Services and Facilities Significant Activity in the LTP. This AcMP covers the building and associated maintenance requirements that accommodate library services but does not include details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

### 2.1.1 Asset Overview

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 included within this AcMP in support 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 (Chapters 7-12) covering the individual service areas.

Key assets within Community Facilities totalling \$447.19m (optimised replacement value), consisting of \$286.16m of land value and \$161.03m total improvements value. Community Facilities assets include:



### 2.1.2 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
<b>Total</b>	<b>175,433,590</b>	<b>171,762,916</b>

Table 2-4: Summary of Community Facilities Assets Valuation

## 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
<p>Give the community the opportunity to:...</p> <ol style="list-style-type: none"> <li>1. enjoy, connect, belong, learn together, and participate in Selwyn community life</li> <li>2. be physically active</li> <li>3. engage with, and embrace mana whenua; their history, heritage, te reo Māori, and future aspirations</li> <li>4. contribute to a sustainable Selwyn economy</li> <li>5. grow pride in our District</li> <li>6. benefit from a strong and connected community sector</li> <li>7. enjoy, nurture, and connect with our physical environment/nature</li> </ol> <p>and the opportunity for ...</p> <ol style="list-style-type: none"> <li>8. quiet and diverse voices are empowered to be heard and to participate.</li> </ol>

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 2021-2031 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 2021-31 LTP and the 2021 version of the Community Facilities AcMP that remain relevant and will continue to influence the direction of this activity within the 2024-2034 period.

Issue	From 2021 LTP	Impact	Response	Relevant Plan Section
<b>Local</b>				
<b>Growth Rate:</b> One of the highest population growth rates in New Zealand, with associated high resource needs	✓	High growth rate impacts on demand and service capacity. This includes changes to service type or expected level of service from changes in demographics and urbanisation.	<p>Revised growth model used as a basis for defining future community facility asset and service provision and timing.</p> <p>Selwyn 2031, Area Plans and Structure Plans provide a basis for direction on future requirements.</p> <p>Future Selwyn Plan (under development) will provide strategic direction on growth patterns.</p>	Section 4 & Growth Parts of Sections 7-16
<b>Funding Provision of New Community Facilities:</b> There is demand to provide new or expanded facilities in response to growth, and increased demand	✓	Capability of Council to fund these facilities within a constrained fiscal environment.	<p>Develop sustainable funding approach (intergenerational) for these facilities including exploring commercial partnership opportunities.</p> <p>Feasibility studies to determine and support actual requirements.</p> <p>Look for temporary interim solutions to gauge demand and confirm requirements prior to major investment.</p> <p>Introduce a new funding mechanism with a Community Infrastructure development contribution to support growth projects.</p> <p>Strategic review of total Community Facility activity asset holdings to ensure sustainable and appropriate management of facilities and assets.</p>	Sections 7, 10, 11, 12 & 13



Issue	From 2021 LTP	Impact	Response	Relevant Plan Section
<b>Increasing Asset Base:</b> 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 (reuse of materials and assets where possible).	All sections
<b>Funding of Structure Plan Initiatives:</b> Structure plans or similar documents have been prepared for a number townships.	✓	The plans make reference to provision of community facilities with public expectations that they will be provided.	Identification of indicative costs and timing of community facilities in financial plans.  Develop sustainable funding approach (intergenerational) for these facilities.	Sections 7-11
<b>Changing Communities:</b> 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.  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.	Improved consultation to ensure ratepayers make informed choices based on personal financial impact.  Guide provision via Engineering Code of Practice.  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
<b>Biodiversity Preservation:</b> 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 biodiversity 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 Biodiversity Strategy	Sections 7, 8 & 17
<b>Sports &amp; Recreation Park Maintenance/Management:</b> Currently 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.	Continue to 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

Issue	From 2021 LTP	Impact	Response	Relevant Plan Section
<b>Community Centres, Halls and Libraries Network Plan:</b> 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.	✓	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
<b>Asset System Implementation:</b> Xivic 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
<b>Comprehensive Asset Valuation:</b> It is planned to undertake a full valuation of all property and reserves assets which has not been carried out previously.	✓	Will provide a full schedule of asset values to meet IAS 16 requirements. Better understanding of future renewal programme requirements.	Provision of funding to undertake valuation. Ensure data in the Xivic asset management system is actively developed and maintained through ensuring both resourcing and service delivery is appropriate.	Sections 19 & 20
<b>Rolleston and Lincoln Town Centre Master Plan Implementation:</b> 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
<b>Eastern Selwyn Community Facilities Provision:</b> 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 as an interim measure. Gauge the impact of new facilities on community space (Te Ara Ātea, Selwyn Sports Centre) and develop a comprehensive plan for facility provision in this locality which may include redevelopment of Rolleston Community Centre and/or a new facility in Southwest Rolleston Plan and budget for a new community centre to service Prebbleton. Commence development of the 'District Park' to provide for a range of sport and recreation activities. Develop stage 2 of the new sports park in Prebbleton (Kakaha Park). Develop the extension to Lincoln Domain for sport, recreation and community purposes.	Sections 7, 11

Issue	From 2021 LTP	Impact	Response	Relevant Plan Section
<b>Play, Active Recreation and Sports Places and Places Plan Impacts:</b> The strategy incorporates an implementation programme for acquisition and development of open spaces to support active recreation in natural settings.	✓	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. Provide budgets to support development of walking and off-road cycling tracks. Provide budgets to support biodiversity in Council open spaces. Plan for and acquire additional land that provides opportunities for both active recreation and biodiversity enhancement.	Section 7 & 8
<b>Earthquake Prone Buildings:</b> 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 Kirwee Sports Pavilion	Sections 11 & 13
<b>Insurance Cover for Natural Disasters:</b> 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 \$627.8 million for material damage and business interruption  Limit risk of damage by following new building code requirements, obtaining geo-tech reports & moving facilities away from susceptible sites.	Section 6
<b>Manage Investment Properties and Land:</b> Manage Council's property portfolio to maximise economic and community benefits.	✓	Potential to improve cash flow and funding.	Continue with surplus land disposal process.	Section 13
<b>Building Age, Condition and Quality:</b> 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
<b>Implementation of Gravel Management Strategy:</b> 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 transfer management of sites and resources (potential leasing/partnership). Road Maintenance Contract has been revised to ensure gravel supply secured from alternative sources. Restoration of closed pits.	Section 15
<b>Health and Safety at Work (Mining Operations and Quarrying Operations) Regulations 2016:</b> 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

Issue	From 2021 LTP	Impact	Response	Relevant Plan Section
<b>Implementation of Aquatic Facility Network Plan:</b> 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.	Darfield and Southbridge Pools have been recently upgraded.  Sheffield Pool closure is planned.  Undertake planning for pool and associated facility requirements to service the Darfield and wider Malvern area in the future.	Section 12
<b>Health and Safety Compliance at Community Pools:</b> 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
<b>Sustainability of Forestry Operations:</b> 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
<b>Playground Compliance:</b> Council has adopted a play policy including compliance with the New Zealand Standard NZS 5828:2015 'Playground Equipment and Surfacing'.	✓	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
<b>Accessibility Charter Actions:</b> Council has given support to the vision and purpose of the Accessibility Charter and has agreed to implement a series of commitments and actions.	✓	Implementing charter aspirations by ensuring facilities and spaces can be readily accessed by all users.  An accessibility audit has been carried out and has provided a programme of improvement works.	Implement improvement actions on a priority basis.  Budgets have been included for accessibility upgrades for playgrounds, paths and as part of building renewal or upgrade works (e.g. public toilets)	Sections 7-14
<b>Asset Renewals:</b> 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.	✓	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
<b>Reserve Charging Policy:</b> A policy has been adopted that delivers a consistent charging approach for the use and occupation of reserves.	✓	Systems, processes and documentation needs to be developed to effectively implement the policy	Assess and implement a suitable system.  Develop the processes and documentation to support implementation	Section 7

Issue	From 2021 LTP	Impact	Response	Relevant Plan Section
<b>Heritage Buildings:</b> 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.	✓	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
<b>Risk of Wildfire:</b> Climate change is creating a higher chance of wildfires occurring in natural reserve areas and plantations	✓	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
<b>Regional</b>				
<b>Natural Resources Regional Plan:</b> 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
<b>Uncertainty of Regional Tourism Market:</b> 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.	✓	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
<b>Canterbury Spaces and Places Plan - A Regional Approach to Sporting Facilities:</b> Provides a snapshot of the current and planned sporting facilities network in the region.	✓	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
<b>Our Space 2018-48:</b> This plan has been adopted as the future development strategy for Greater Christchurch.	✓	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
<b>National</b>				
<b>Drinking Water Standards Compliance:</b> 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.	✓	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

Issue	From 2021 LTP	Impact	Response	Relevant Plan Section
<b>Global</b>				
<b>Climate Change:</b> There is a recognised link between human activity and increasing variation to and level of climatic effects.	✓	<p>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.</p> <p>Potential for increased wildfire risk and damage to property and assets.</p> <p>Potential for restrictions on water availability.</p> <p>Flooding in low lying areas or on river/lake margins</p>	<p>Climate Change Policy developed.</p> <p>Climate change report received setting out specific risks to built open spaces, natural open spaces and community facilities.</p> <p>Provide budget in the LTP to undertake further investigation to understand specific impacts and potential adaptation measures for various services and assets.</p> <p>Provide contingent budget in the LTP to support future adaptation actions.</p> <p>Use of drought tolerant plant species.</p> <p>More efficient use of irrigation and less reliance on ground water.</p> <p>Planning and designing any new community facilities and public spaces to be climate-resilient e.g. location selection, landscaping and building material selection.</p> <p>Management and design of assets that are exposed to flooding.</p> <p>Incorporate climate change into council biodiversity/conservation management plans and activities.</p> <p>Managed withdrawal from unsustainable practices.</p> <p>Build climate change scenarios into planning/policy reviews to focus on reducing risks and developing resilience.</p>	Sections 6 & 7-16
<b>COVID-19 Impacts:</b> The COVID-19 pandemic has had a marked effect on social and economic wellbeing across the globe. Emerging challenge has been the inflationary environment and cost of living challenges.	✓	COVID-19, and the ensuing inflation pressures has affected, and will likely continue to affect, household and business finances as well as Council revenue and costs for some time. Given the cost of living challenges it is important that a constrained approach is taken to expenditure programmes.	Focus financial programmes on essential services and projects.	Sections 4 and 7-16
<b>Carbon Emissions Reduction:</b> There is an urgent need to reduce carbon emissions as a primary mechanism in reducing the onset and severity of climate change	✓	Council needs to consider the actions required to reduce carbon emissions and create opportunities for increased carbon sink.	<p>Transition Council fleet to more efficient vehicles (electric, hybrid, more fuel efficient).</p> <p>Develop programme for reduction of carbon emissions overtime.</p> <p>Provide budgets for energy efficiency initiatives in facilities.</p> <p>Undertake and facilitate sustainable planting programmes as carbon sink initiatives.</p>	Sections 7 & 17
<b>Global Financial Markets:</b> There is continued uncertainty in international financial markets.	✓	Direct impact on projected growth, increased costs of raw (imported) materials and council's debt levels.	<p>Revised growth model for Selwyn.</p> <p>Capex budgets to reflect costs.</p> <p>Guided by SDC Revenue &amp; Financing Policy &amp; Liability Management Policy.</p>	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 contribution to community wellbeing and Selwyn's community outcomes are an important part of achieving sustainable development.

Sustainability approaches in the Community Facilities activity are discussed in Chapter 17.

## 2.4 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 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.

The role of the Council in Community Facilities in each Community Outcome are set out in **Error! Reference source not found.** below.

Community Outcome		Role of Council – Community Facilities						
		Community leader	Integrator	Shaper	Service provider	Infrastructure provider	Promoter and advocate	Enabler
<b>Environmental:</b> Waikirikiri   Selwyn's whenua   land, wai   water and Taonga o te Taiao   biodiversity are protected and enhanced. Our towns are cleaner and greener and we address climate change								
1	A clean   taiao environment	•	•	•	•	•	•	•
2	Liveable low carbon towns	•		•		•		
3	Protect productive and diverse land	•		•	•	•		•
<b>Social:</b> Waikirikiri   Selwyn is a resilient district and a great place to live, work, and play; where our takata   people support each other, enjoy spending time together and feel a sense of honoka   connection								
4	Honoka   Connected community		•	•	•	•	•	•
5	Strong neighbourhoods	•	•		•	•	•	•
6	Active and educated community		•	•	•	•	•	•
<b>Economic:</b> Waikirikiri   Selwyn is a prosperous diverse economy that employs and empowers our takata   people and invests in our towns and communities								
7	A district of opportunity			•			•	•

8	Quality, innovative infrastructure		•			•	•	
<b>Cultural:</b> Waikirikiri   Selwyn is a collection of connected multicultural and diverse communities. We have mana upholding partnerships which allows our takata   people to thrive, and everyone has a place to call home								
9	A district which values its culture and heritage		•					
10	Inclusive communities							
•	Role of SDC							

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

## 2.5 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.

### 2.5.1 Contribution to Community Wellbeing

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 (refer Section 2.6).

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.

#### Social Wellbeing

Community Facilities strengthen local communities through a range of activities, including providing places and spaces for people to meet and interact 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 and delivering activities and events.

Previous feedback has highlighted how important it is to communities within Selwyn that they feel they 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.

#### Environmental Wellbeing

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. Appropriate management of Community Facilities infrastructure can ensure protection, and in many cases, enhancement of natural environments within Selwyn District.

## **Economic Wellbeing**

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.

## **Cultural Wellbeing**

The provision of Community Facilities supports cultural wellbeing in the District, from spaces for participation and engagement, to reflecting cultural diversity into service and asset provision. Council will work in partnership with the community, and mana whenua partners to design, and implement facilities and assets which recognise and are suitable for the diverse cultures of the district, while upholding mana whenua values and partnership.

### *2.5.2 Community Facilities contribution to place making*

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.

## 2.6 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									
		Recreation Reserves	Township Reserves and Streetscapes	Cemeteries	Public Toilets	Community Centres and Halls	Swimming Pools	Properties and Buildings	Rental Housing	Gravel Reserves	Forestry
1	A clean   taiao environment	○	○		○						○
2	Liveable low carbon towns	○	○			○	○	○	○	-	-
3	Protect productive and diverse land	●	○	○						○	○
4	Honoka   Connected community	●	●			●	●	●			
5	Strong neighbourhoods	●	●			●	●				
6	Active and educated community	●	○			●		●			
7	A district of opportunity	○	○		○	○	○	●		○	○
8	Quality innovative infrastructure	●	●	●	●	●	●	●	○	○	
9	A district that values its culture and heritage	○		●		●		●			
10	Inclusive communities	○	○	○		●	○	●			

● Primary contributor      ○ Secondary contributor

Table 2-3: Contribution of Community Facilities

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.

2.7 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.

2.7.1 Organisational Structure

The Council's organisational structure for the Executive Team is shown in figure 2-2 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 Infrastructure and Property Group (focus on assets) and the Community Services and Facilities Group (focus on operational management).

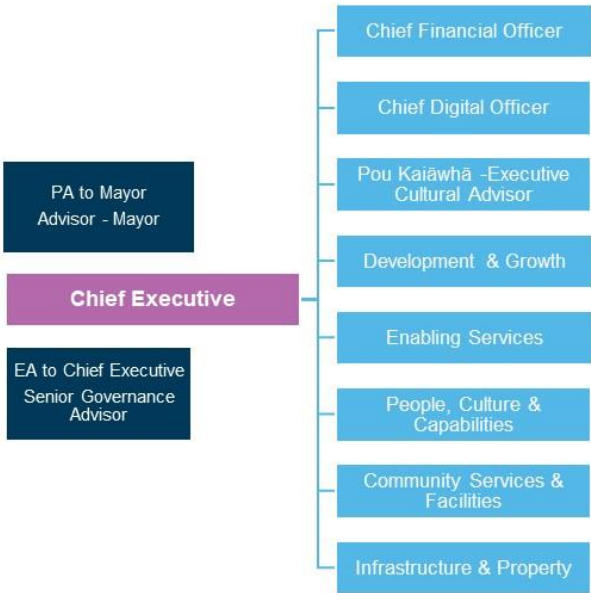


Figure 2-2: Executive Team Organisational Structure

The following diagram shows the organisational structure for the Infrastructure and Property Group. This Group has primary responsibility for the asset planning and service delivery functions related to the Community Facilities Activity with 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 Enabling Services Group handles cemetery use and records and also property acquisitions, disposal, leasing and other property transactional matters. Specific responsibility is shown in Table 2-5 below.

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

The designation of a dedicated Asset Management Team within the Infrastructure and Property Group provides focus on strategic and tactical elements of operations and planning, as well as leadership for Asset Management functions. There is a close connection with operational staff in both the Infrastructure and Property Group and Community Services and Facilities Group to ensure there is feedback on operational performance.

The AMIS Team (which is part of the Enabling Services 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.

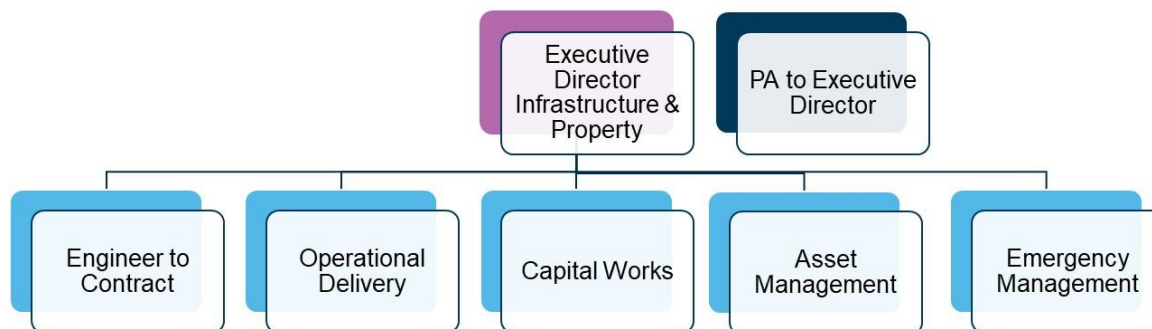


Figure 2-3: Infrastructure & Property Group Organisational Structure

### Organisational Development

Council has recently 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*

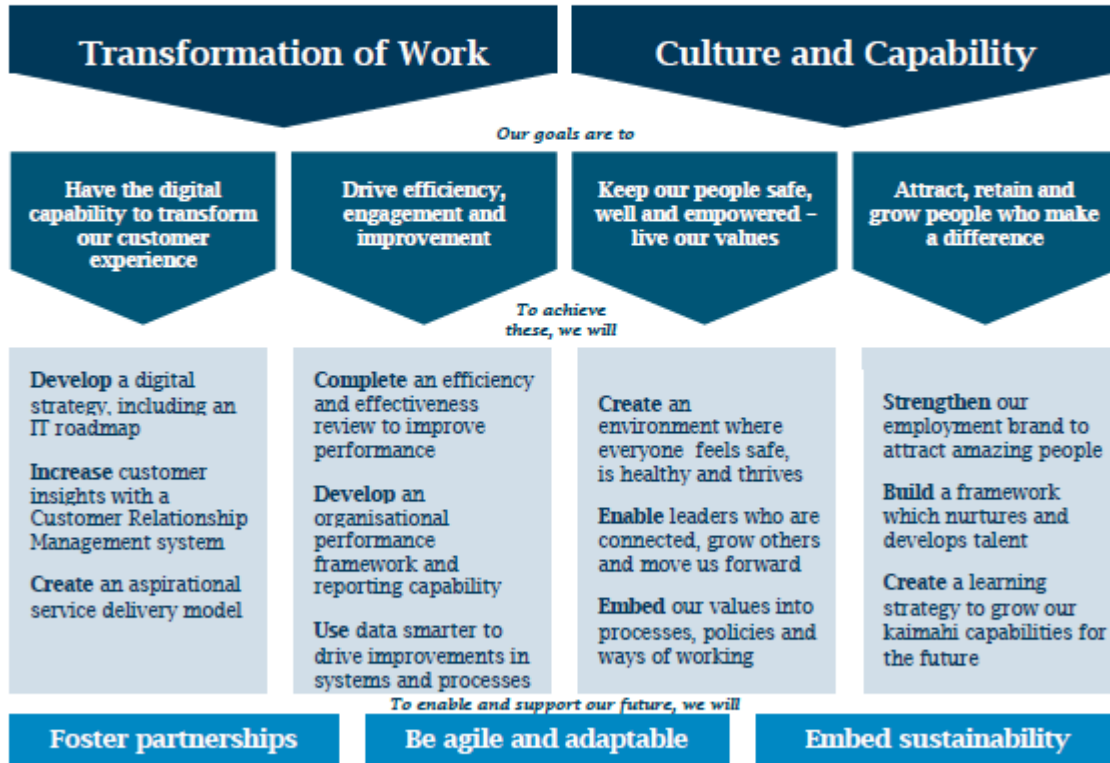


Figure 2-4: Organisational Performance Improvement Framework

## 2.7.2 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 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
- 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. As mentioned above the delivery of this activity is spread across a number of Groups within Council and in some cases is complex. Council has largely shifted away from the previous historical delivery model for some activities where local community committees were responsible for management and operation of local hall and reserves with the last committees being discharged from July 2023.

This has meant that operational and maintenance responsibilities have transitioned back to Council and incorporated into the reserve maintenance contract or other facilities contracts.

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	Planning		Operations & Maintenance		Capital Works	
	Strategic	Tactical	Management	Service Delivery	Management	Service Delivery
Recreation Reserves	I & PG; CSFG; D& GG	I & PG	I & PG - maintenance; CSFG - utilisation	Mostly under formal contract (C 1419), some paid caretakers, 2 sites operated by volunteer group	I & PG	Contractor (often local) engaged by quotation if < \$40,000. Formal contract or three quotes for work > \$40,000 in value
Township Reserves & Streetscapes	I & PG; CSFG; D& GG	I & PG	I & PG	Contractor via C 1419.	I & PG	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	I & PG; D& GG	I & PG	I & PG - maintenance;  ES – funeral arrangements & admin.	Maintenance & Sexton services – contractor via C 1419.	I & PG	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	I & PG	I & PG	I & PG	O & M for most via contractor (C 1419), some locations have sub-contractors for cleaning services	I & PG	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	I & PG; CSFG; D& GG	I & PG; CSFG	I & PG - building maintenance SDC  CSFG – operations, bookings and programmes	Bookings by in-house staff at SDC managed facilities; Programme delivery by in house staff or contractor at staff managed facilities; Cleaning/caretaking services by paid caretakers, cleaning contracts; Building maintenance by specialist contractors; Contracts in place for IQP/BWOF inspections.	I & PG 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	I & PG; CSFG; D& GG	I & PG; CSFG	I & PG - building maintenance  CSFG – operations	Specialist one off contracts for maintenance SDC staff at pools maintain and operate plant Darfield, Sheffield, & Southbridge have paid lifeguards Selwyn Aquatic Centre operated by SDC staff.	I & PG 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
Property & Buildings	I & PG; CSFG; D& GG	I & PG; CSFG	I & PG - building maintenance  CSFG – operation of library/service centres  ES - tenancies	Tendered contract in place for cleaning of key Council buildings; CSFG staff operate libraries One off contracts for operations; Maintenance via works order to specialist contractor; Single contract for BWOF inspections etc.; Like work bundled for efficiency; Grounds maintenance via contractor under C1419.	I & PG Large projects may have Project Manager appointed	Contractor engaged by quotation if < \$40,000. Three quotes for work > \$40,000 in value and for large projects formal contract process used

Service	Planning		Operations & Maintenance		Capital Works	
	Strategic	Tactical	Management	Service Delivery	Management	Service Delivery
Rental Housing	I & PG	I & PG	I & PG	Maintenance via works order to specialist contractor – some work bundled for efficiency; Property management company looks after tenancies and property inspections.	I & PG	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	I & PG	I & PG and specialist consultant	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 I & PG	Leases approved with the following operators: <ul style="list-style-type: none"> <li>Road Metals Company LTD</li> <li>HEB LTD</li> </ul> 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).	I & PG with support from specialist contractor	Contractor engaged by quotation if < \$40,000. Three quotes for work > \$40,000 in value and for large projects formal contract process used
Forestry	I & PG	I & PG & Forestry Consultant	Operations managed under agreement with Ashburton DC; Maintenance arranged by SDC Property	Specialist contractors engaged via works order or contract process.	I & PG	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

### 2.7.3 Procurement Strategy

Procurement is undertaken in accordance with Council's Procurement Strategy. More information on this Strategy is available in Chapter 1 of the AcMP.

### 2.7.4 Governance, Management and Decision-Making

#### Management and Decision-Making Approach

Service areas are generally managed through the Infrastructure and Property Group or the Community Services and Facilities Group. Reporting and recommendations may be made through the Malvern Community Board for local matters pertinent to the Board area and referred to Council for a decision as stipulated in Council's Delegations Register.

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 Rūnanga-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.

### 2.7.5 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

### **2.7.6 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.

## **2.8 Significant Negative Effects of the Activity**

### *2.8.1 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.

### *2.8.2 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 and Risk Management Framework.

Table 2-7: Community Facilities Activity – Assessment of Negative Effects records a comprehensive assessment of negative effects related to the community facilities activities. The information presented below also sets out how the negative effects identified through this process will be managed, reported and monitored in the future.

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	<ul style="list-style-type: none"> <li>• Tree pruning or removal</li> <li>• Appropriate tree location &amp; species selection</li> <li>• Incorporate safe design principles into planting designs (CPTED)</li> <li>• Monitoring and addressing complaints</li> <li>• Compliance with the Electricity (Hazards From Trees) Regulations 2003</li> <li>• Install root barriers</li> </ul>
<i>Anti-social Behaviour on Council Properties</i>	Graffiti; Vandalism; Disturbance to neighbours.	All activities	Environmental  Social	Low	<ul style="list-style-type: none"> <li>• Incorporate safe design principles into designs</li> <li>• Carry out regular safety audits and rectify problems</li> <li>• Remove graffiti immediately</li> <li>• Use graffiti resistant materials</li> <li>• Use robust designs and construction materials</li> <li>• Encourage casual surveillance and reporting from the public</li> <li>• Provide lighting in appropriate locations</li> <li>• Provide closed circuit TV surveillance for problematic sites</li> <li>• Provide security patrols where continuing problems are evident</li> <li>• Lock access to facilities outside daylight hours.</li> <li>• Enforce bylaws</li> <li>• Record and monitor incident levels</li> </ul>
<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	<ul style="list-style-type: none"> <li>• Applying District Plan rules</li> <li>• Lease/license conditions</li> <li>• Bylaws enforcement</li> <li>• Monitoring compliance and incident levels</li> <li>• Education</li> </ul>
<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	<ul style="list-style-type: none"> <li>• Compliance with District Plan rules</li> <li>• Enforcing traffic regulations</li> <li>• Providing sufficient off-street parking where required</li> <li>• Monitoring incident levels.</li> <li>• Bylaws enforcement</li> </ul>
<i>Contamination from Cleaning &amp; 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	<ul style="list-style-type: none"> <li>• Following the guidelines for 'Repainting Lead-based Paint' issued by OSH.</li> <li>• Covering storm water drains to prevent contamination by chemical contaminated waste.</li> <li>• Selecting and preparing cleaning solution in accordance with manufacturer's recommendations.</li> </ul>

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation & Monitoring
		Swimming Pools Recreation Reserves			<ul style="list-style-type: none"> <li>Removing chemical contaminated waste from the area and disposal in accordance with legislative requirements.</li> <li>Removing, cleaning and storing protective coverings in accordance with industry practice.</li> </ul>
<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	<ul style="list-style-type: none"> <li>Installing appropriate contamination treatment as part of car park designs including oil traps, swales and rain gardens.</li> <li>Providing filtration devices in storm water systems prior to discharge points</li> <li>Complying with NRRP rules on discharge to ground</li> <li>Applying and monitoring consent conditions for car park installation.</li> </ul>
<i>Contamination from Property Grounds Maintenance Activities</i>	Use of agrichemicals to control plant pests has the potential to contaminate soil and water.	All activities	Environmental	Low	<ul style="list-style-type: none"> <li>Minimise herbicide application where practicable and/or substitute with organic or mechanical measures</li> <li>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</li> <li>Contractors must have "Growsafe" certification</li> <li>Use contractors with ISO 14001 (Environmental Management Systems) accreditation</li> <li>Encourage alternative maintenance techniques where possible.</li> </ul>
<i>Carbon Emissions from Grounds Maintenance Activities</i>	The activity has a heavy reliance on petrochemical driven plant and machinery.	All activities	Environmental	Medium	<ul style="list-style-type: none"> <li>Promote shift to lower emission plant and machinery via contract negotiations and incentives</li> <li>Consider alternative maintenance methodologies/regimes that reduce use frequency of machinery.</li> </ul>
<i>Refuse Entering the Waste Stream</i>	Maintenance activities and use of reserves and facilities generates a significant amount of waste	All activities	Environmental	Medium	<ul style="list-style-type: none"> <li>Installation of recycling stations at high use sites</li> <li>Composting of green waste where practical</li> <li>Re-use and recycling of assets or components when at end of life and being removed</li> </ul>
<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	<ul style="list-style-type: none"> <li>Complying with and monitoring resource consents/discharge permit conditions</li> <li>Compliance with waste water treatment standards</li> <li>Implementing system upgrades on a priority basis</li> <li>Implementing regular cleaning, pumping and maintenance programmes</li> <li>Effective response to system blockages and failures</li> <li>Monitoring adjacent water bodies and water supplies for contamination</li> </ul>

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation & Monitoring
<i>Contamination from Cemetery Operations</i>	Potential environmental risks including: <ul style="list-style-type: none"> <li>- Disease and virus transfer through soils;</li> <li>- Survival of bacteria in soil and groundwater;</li> <li>- Pollution of groundwater from embalming fluids, radioactivity and organic decomposition.</li> </ul>	Cemeteries	Environmental	Low	<ul style="list-style-type: none"> <li>• Human remains should not be in direct contact with groundwater at any time with an adequate separation distance above the highest seasonal groundwater level</li> <li>• 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</li> <li>• All cemeteries should be surrounded by an adequate buffer zone, and planted with deep rooting trees</li> <li>• Interments should be spread across a cemetery in space and time</li> <li>• Adequate separation of burials from waterways and drains</li> <li>• Obtain resource consents for new cemetery sites and monitor compliance with conditions</li> </ul>
<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	<ul style="list-style-type: none"> <li>• Compliance with the National Environmental Standards for Plantation Forestry (NES-PF)</li> <li>• Carry out landscape assessments prior to planting</li> <li>• Guidance from “Principles for Commercial Plantation Forest Management in New Zealand” and “New Zealand Environmental Code of Practice for Plantation Forestry 2007”</li> <li>• Adherence to Forest Management Plans, leasing conditions and resource consent conditions (if required)</li> <li>• Implementing appropriate fire prevention measures such as fire breaks.</li> <li>• Traffic management plans and health and safety plans required during harvesting</li> <li>• Compliance with District Plan rules</li> </ul>
<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	<ul style="list-style-type: none"> <li>• Consultation with local Iwi prior to work starting</li> <li>• Compliance with District Plan rules related to heritage structures, trees and sites</li> <li>• Follow protocols for accidental discovery of archaeological sites (District Plan)</li> <li>• Comply with the Heritage New Zealand Pouhere Taonga Act and obtain prior authority from Heritage NZ for work on archaeological sites</li> <li>• Monitor resource consent conditions or Heritage NZ Authorities</li> <li>• Prepare conservation plans where required</li> </ul>
<i>Effects of Quarrying Operations</i>	Negative effects include: <ul style="list-style-type: none"> <li>- Noise nuisance to nearby properties generated by quarrying plant and machinery;</li> </ul>	Gravel Reserves	Environmental Social	Moderate	<ul style="list-style-type: none"> <li>• Obtaining resource consents and compliance and monitoring of conditions</li> </ul>

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation & Monitoring
	<ul style="list-style-type: none"> <li>- Vibration in nearby properties from machinery operation;</li> <li>- Contamination of soil, groundwater and water bodies from residual material;</li> <li>- Dust and wind-blown particulate emissions;</li> <li>- Negative visual impact on landforms;</li> <li>- Loss of flora and fauna from quarrying operations;</li> <li>- Increased heavy vehicle utilisation of access roads;</li> <li>- Sites that pose a public safety hazard for unauthorised entry (loose material, significant fall heights, deep water, and dangerous machinery).</li> </ul>				<ul style="list-style-type: none"> <li>• Following industry best practice guidelines. (e.g. Good Practice Guide for Assessing and Managing the Environmental Effects of Dust Emissions – MfE 2001)</li> <li>• Following WorkSafe Best Practice Guidelines November 2015</li> <li>• Providing a Quarry Management Plan covering all operational aspects</li> <li>• Undertake structural checks of nearby properties prior to quarrying commencement to ascertain current condition and as a benchmark for future measurement.</li> <li>• Provision and implementation of a landscape rehabilitation plan</li> <li>• Building appropriate protection measures and conditions into lease and licence agreements</li> <li>• Health and Safety in Employment (Mining Operations and Quarrying Operations) Regulations 2016</li> </ul>
<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	<ul style="list-style-type: none"> <li>• Areas consumed are generally not large and in some cases land use is enhanced (reserves)</li> <li>• Controlled by District Plan</li> <li>• Compliance with adopted urban design standards</li> <li>• Monitor impacts via District plan monitoring measures</li> <li>• Re-use of existing buildings is promoted where viable</li> </ul>

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



## 2.9 Key Relationships

As a result of the large number and diversity of service covered under this activity a separate list of key stakeholders has been developed for each area and presented in Chapters 7 to 16 of this AcMP. 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.

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.

### Mana Whenua

Ngāi Tahu descendants, and the hapū of Ngāi Te Ruahikihiki and Ngāi Tūāhuriri have resided in the district for over 40 generations. The two hapū are acknowledged as the primary kaitiaki and puna mātauraka, the traditional knowledge holders, on behalf of Ngāi Tahu, for the district.

Selwyn District falls within the takiwā of Ngāi Te Ruahikihiki and Ngāi Tūāhuriri. Ngāi Tahu whanui, represented by ngā Papatipu Rūnanga and Te Rūnanga o Ngai Tahu hold customary tribal authority over an area that includes the entire Selwyn District. The Council acknowledges their status as mana whenua and that the two hapū are represented formally by Te Taumutu Rūnanga and Ngāi Tūāhuriri Rūnanga and recognises the role of mana whenua as the kaitiaki, holders of customary tribal authority over land, water, and environment. The expression of these relationships is set out in various iwi management plans and relationship agreements with Council and other entities.

Council acknowledge the cultural, spiritual, historic and traditional association with, and customary rights to, the land and resources of the Selwyn District. This is confirmed through the relationship agreement, Te Rautaki Tikaka Rua | Bi-cultural Strategy, and Māori Contribution to the Council Decision Making Processes Policy. Within the relationship, and commitment to honouring Te Tiriti, Council recognise the following concerns:

- Recognition of the right to be involved in all aspects of natural and resource management in the District;
- Identification and protection of those natural and physical resources of importance, such as coastal and inland water bodies and areas of indigenous vegetation;
- Protection and, where necessary, restoration of the overall integrity of the District's natural environment;
- Protection of waahi tapu, waahi taonga and mahinga kai (food gathering sites) from any use or development which may threaten the values of these areas, in particular avoidance of contamination of water bodies;

- Protection and, where necessary, restoration of continued access to waahi tapu, waahi taonga and mahinga kai sites;
- Protection of culturally significant sites and areas, such as urupa (burial sites) and occupancy sites.

Notwithstanding the above summary, Council do not pre-empt matters of concern for mana whenua. Concerns and opportunities will be discussed directly with ngā rūnanga. There are considerable opportunities to work in genuine partnership with mana whenua to progress sustainable management within Selwyn District.

### **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**

Corde 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 Corde 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.