Rautaki Whakahaere Papa Rēhia me ngā Wāhi Wātea 2021-51

Parks and Open Spaces Asset Management Plan 2021-51

In support of the Long-Term Plan 2021-31

DRAFT AS AT 5 MARCH 2021

Quality Information

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1   EXECUTIVE SUMMARY

Community Facilities and Property is about providing facilities for sport, recreation and cultural activities, affordable housing for elderly people, and buildings and facilities that enable us to provide a range of services to the community.

The Parks and Open Spaces Activity mainly concerns the land that contributes to the "Community Facilities and Property" activity group in Council's Long Term Plan (LTP). It also includes the assets attached to the land that contribute towars the activity such as tracks, carparks, play equipment and furniture but excludes the buildings on the land. Buildings fall under the Community Facilities and Buildings activity.

The purpose of the Parks and Open Spaces Asset Management Plan (AMP) is to ensure that Parks and Open Spaces assets are operated and maintained in a sustainable and cost-effective manner, so that they provide the required level of service for present and future customers.

1.1   What we provide (Activity overview, key levels of service)

We provide a wide range of places and spaces for people to participate in sport, recreation or cultural activities, play, relax, or experience nature. The activity also beautifies our towns, protects sensitive environments and provides facilities for visitors.

Our portfolio includes:

- Sport and Recreation Parks   (14)
- Amenity Parks   (24)
- Neighbourhood Parks   (20)
- Natural Parks   (7)
- Outdoor Adventure Parks   (3)
- Premier Parks   (4)
- Linkage Parks   (77)
- Cemeteries   (5)
- Aerodrome   (1)
- Walking and tramping tracks   (>24 km)
- Mountian bike tracks   (>30 km)
- Carparks   (16)
- Playgrounds   (22)
- Skate parks   (4)
- Street furniture
- Street trees

The Parks and Open Spaces activity involves more than 715 ha of land valued at around $15 million.

More detail about the different types of assets in our portfolio can be found in 5.2.

1.2   Why we provide it

Our infrastructure supports or improves public health. We provide places and spaces for people to engage in sports, recreation and cultural activities, providing physical and mental health benefits.

Council has developed a vision to make Matamata-Piako 'The Place of Choice' – Lifestyle – Opportunities – Home. The Parks and Open Spaces activity contributes to this vision by providing places for people to participate in sport, recreation and cultural activities, play, relax, or experience nature. We also protect natural environments such as wetlands and native forests.

Parks and Open Spaces contributes to the following community outcomes:

- **Connected Infrastructure**
  - Infrastructure and services are fit for purpose and affordable, now and in the future
  - Quality infrastructure is provided to support community wellbeing
  - We have positive partnerships with external providers of infrastructure to our communities.

- **Economic Opportunities**
  - Our future planning enables sustainable growth in our district

- **Healthy Communities**
  - Our community is safe, healthy and connected.
  - We encourage the use and development of our facilities.

- **Environmental Sustainability**
  - We support environmentally friendly practices and technologies.

- **Vibrant Cultural Values**
  - We promote and protect our arts, culture, historic, and natural resources.

1.3   What we will do (Key Asset Management Programmes)

We are planning for population growth and growth in visitor numbers by increasing the capacity and availability of many of our recreational facilities such as carparks, tracks and streetscapes. This includes additional capital and operational expenditure over the next 30 years.

We are planning to rejuvinate the streetscapes in our three main towns and have allocated significant funding towards this in the Long Term Plan. We have also allocated funding towards

developments at our Premier Parks such as Te Aroha Domain and Howie Park. We continue to work on improving linkages between our parks and developing new walkway and cycleway circuits.

The aging population may increase demand for improved accessibility to Council facilities. We will continue to monitor and review demand.

In response to changing sport and recreation trends, and changing demands for our sporting facilities and parks and reserves, we are developing a Sports Facilities Plan for our district. We also plan to review our Open Spaces Strategy (adopted in 2013) to ensure that it remains relevant to our community needs now and in the future.

Key drivers affecting Community Facilities and Buildings include:
- Growth and Demand
- Compliance
- Resilience
- Affordability

Levels of Service and Continuous Improvement are essential elements of a successful asset management programme.

1.1.1 Compliance

We will keep up with relevant legislation and respond to changes accordingly.

1.1.2 Resilience

Our maintenance and renewal programme for our infrastructure assets ensures the resilience of our assets, protecting our community from asset failure in the event of natural disaster, and supporting the community recovery following such events.

1.1.3 Affordability

We will optimise our investment and apply sound asset management practices to our planning and we will smooth our costs where possible over time. We will monitor the condition, and performance of our major assets. This will inform our renewal and maintenance programming to ensure we maximise the useful life of our assets for the community.

1.1.4 Levels of Service

We will generally maintain current levels of service however there may be improvements to levels of service in some areas.

We will maintain our assets to deliver appropriate levels of service. We will manage our assets in a cost-effective manner, including undertaking programmed maintenance and renewal works. Capital projects will improve the level of service in some areas.

1.1.5 Continuous Improvement

We have identified a number of potential improvements to our systems and processes. We will continue to review the way we do things to identify potential improvements that will enable us to be more effective and efficient.

1.4   Managing the issues and risks

We will continue to monitor issues and trends affecting our Parks and Open Spaces such as changes to legislation, sport and recreation trends, demographics (see Section 4 for more detail).

Key challenges for the activity include:
- Changing sport and recreation trends
- Tourism trends
- Medium population growth
- An aging population
- Changing work habits
- Urbanisation
- Compliance actions and costs

Uncertainties
- Outcome of Te Aroha Domain Proivincial Growth Fund application
- Impact of COVID19 on sport, recreation & tourism
- Future of Tourism Infrastructure Fund as a potential funding source
- Vested assets / 'inherited' assets
- Future insurance costs
- Community expectations and willingness to pay
- Sustainability of partnerships
- Future compliance costs

These challenges and uncertainties and our responses to them are discussed in Sections 4 and 6.

We will also continue to identify, manage and monitor risks affecting the activity.   More information about our risk management approach can be found in Section 6.

1.5   What will it cost

Section 7 provides financial forecasts for the activity that include:
- Operating and Maintenance Costs
- Capital Expenditure
- Renewals

The table below presents a financial summary for the next three years. Section 7 provides this information for the next thirty years with the first ten years (coinciding with the Long Term Plan) being the most detailed.

Table 1.1: Financial Summary

Element	2018-19	2019-20	2020-21
Capital	5,017,990	4,992,690	4,999,990
Renewal	1,047,500	1,217,500	1,192,500
Operating & Maintenance	103,300	138,300	188,300
Total	**6,168,790**	**6,348,490**	**6,380,790**

1.6   What has changed since 2018?

The following are some of the more significant changes that have occurred since the previous AMP came into effect in 2015.

1.6.1   Asset changes

- Wairere Falls Carpark upgrade completed

- A number of bridges and boardwalks were upgraded or replaced

- New parks have been acquired due to subdivisions

- Cycleway extension from Te Aroha to Matamata completed.

1.6.2   Non-asset changes

- Provincial Growth Fund application to develop Te Aroha Tourism Precinct with Te Aroha Domain as the focus

- Tracks and track-related assets have been condition-rated

- A Sports Facilities Plan for our District was produced with Sport Waikato

- The revised General Policies Reserve Management Plan was adopted

- We are working on improving our asset database for Parks and Open Spaces

- Development Plan for Banks Road Reserve completed

- Masterplan underway for Hetana Street Reserve

- Masterplan underway for Morrinsville Recreation Ground

- Aerodrome Management Plan under review

- Parks and Open Spaces Strategy under review

- Te Aroha Domain Working Party re-formed

- Development of a reserve acquisition policy is underway

- Signage Manual underway.

1.7 The next steps

A number of capital and renewal projects were identified in the Long Term Plan. More detail about these projects can be found in Section 7.

We will continue to implement and review our Improvement Plan (Section 8).

LEGEND

					Tourist Attractions
🚶 Walking	🐎 Equestrian	🏠 Huts			⭐ International/ National
🥾 Tramping	✈ Aerodrome	🚐 Self-contained Camp sites			☆ Regional
🚴 Cycle trail	🏟 Sports Parks	🚐 Dump Stations			
🚵 Mountain biking	🌲 Forest	🏭 Industry			
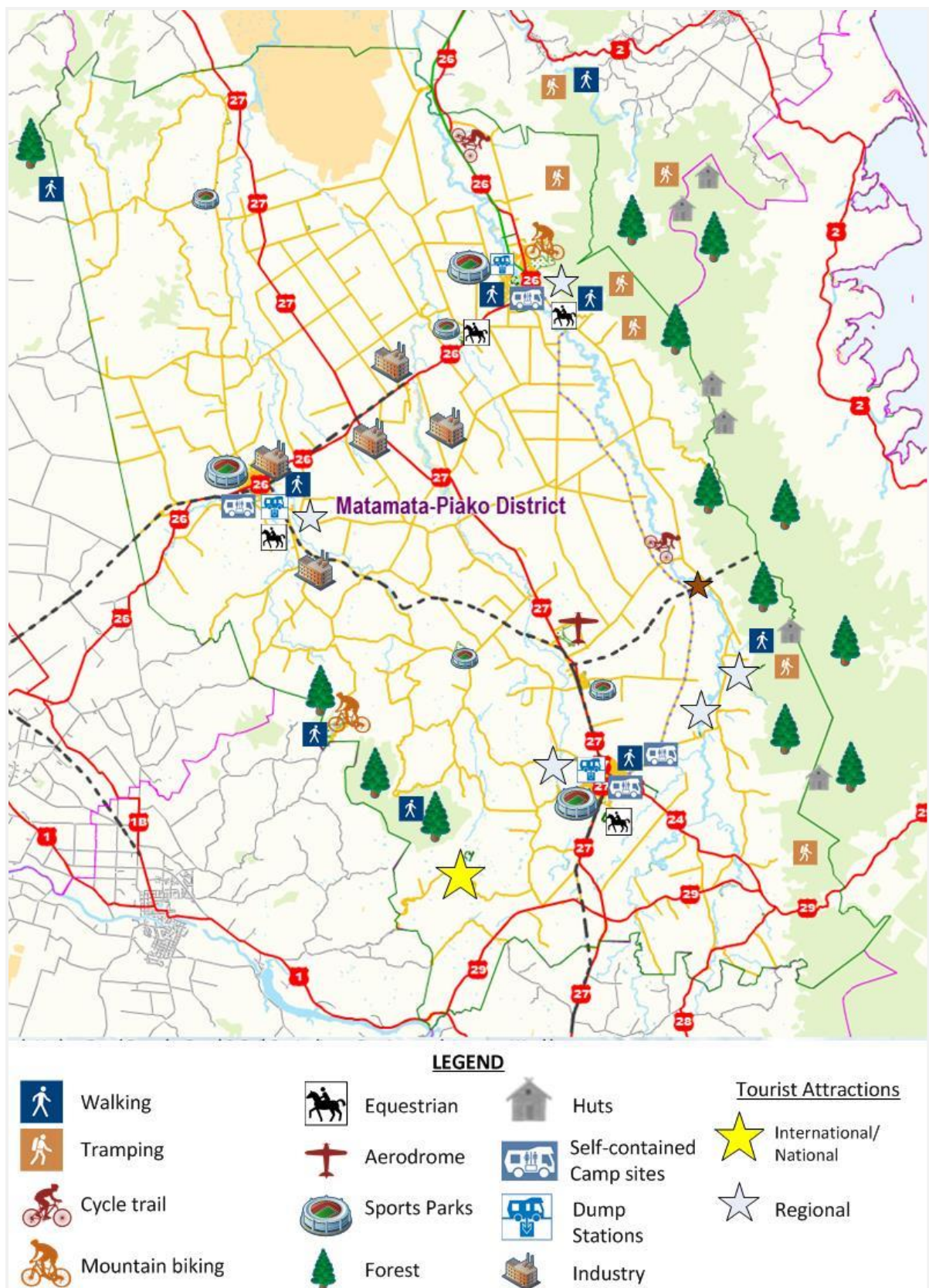
Figure 1.1: Matamata-Piako District at a glance

2   INTRODUCTION

This chapter sets out the scope and objectives of this Activity Management Plan (AMP). It describes the inter-relationships with other planning documents of Matamata-Piako District Council, and shows the plan framework.

2.1   Purpose of the Plan

The purpose of the Parks and Open Spaces AMP is:

- To ensure that assets are operated and maintained in a sustainable and cost-effective manner, so that they provide the required level of service for present and future customers.

The Parks and Open Spaces Asset Management Plan (AMP) supports this purpose by:
- Demonstrating responsible management and operation of Parks and Open Spaces assets
- Justifying funding requirements
- Demonstrating clear linkages to community agreed outcomes with stated levels of service
- Meeting Council's obligations under the Local Government Act 2002 (LGA) to "promote the social, economic, environmental, and cultural well-being of communities in the present and for the future" by:
  - Defining levels of service and how these will be provided
  - Providing supporting information for the LTP about the groups of activities covered by the AMP as well as the capital expenditure, statements of service provision and significant forecasting assumptions for the groups of activities to enable informed decision-making.

The overall objective of asset management planning is to:

- Deliver the required level of service to existing and future customers in the most cost-effective way.

The contribution of Park and Open Spaces to the Community Outcomes and Asset Management objectives will be achieved by:

- Meaningful stakeholder consultation to establish service standards
- Implementing a programme of inspections and monitoring activity to assess asset condition and performance
- Undertaking a risk based approach to identify operational, maintenance, renewal and capital development needs, and applying economic analysis techniques to select the most cost effective work programme
- Ensuring services are delivered at the right price and quality
- Continuously reviewing and improving the quality of asset management practice

2.2 Relationship with Other Documents

This AMP is a key component of Matamata-Piako District Council's planning process that links to various other documents and legislative requirements.
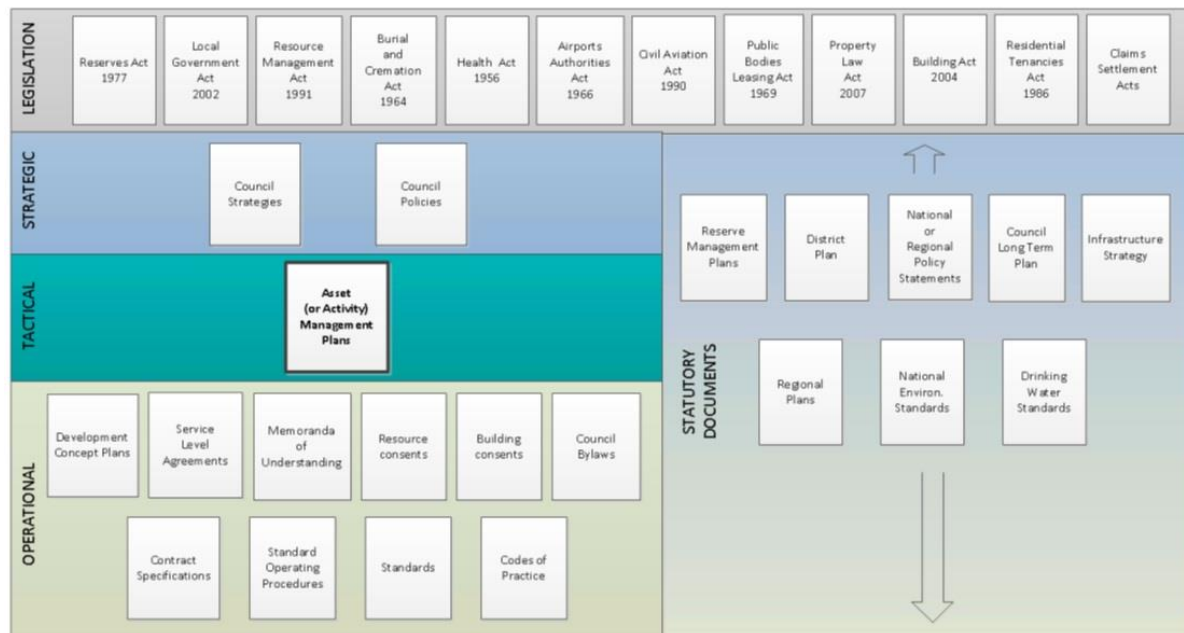
Figure 2.1: Strategic context

Key Council documents the AMP relates to include the following:

2.2.1 Long Term Plan

The Long Term Plan (LTP) is a statutory document that Council is required to compile under the Local Government Act 2002. It contains key information about Council's activities, assets, levels of service and the costs of providing services over a period of least ten years. The AMP provides key information to the LTP especially in terms of levels of service and the detail required produce the financial forecasts.

2.2.2 Annual Plan

The purpose of an Annual Plan (as defined by Section 95 of the LGA) is to:

- contain the proposed annual budget and funding impact statement for the year to which the annual plan relates

- identify any variation from the financial statements and funding impact statement included in the local authority's long-term plan in respect of the year

- provide integrated decision making and co-ordination of the resources of the local authority

- contribute to the accountability of the local authority to the community.

In essence, the Annual Plan is a detailed action plan on Council's projects and finances for the financial year. The AMP provides information to assist with the preparation of the annual plan.

Councils are no longer required to prepare an Annual Plan if there are no significant changes from the LTP for that year.

2.2.3 District Plan

The District Plan is a statutory document required under the Resource Management Act 1991. It controls land use and subdivision activities in the District.

This potentially has implications on the AMP in terms of reserves acquired through sub-divisions; land use policies; and the control of the environmental effects of new developments.

2.2.4 Reserve Management Plans

A reserve management plan (RMP) is a statutory document prescribed by the Reserves Act 1977 that guides the use and development of a reserve.

In 2009, Council adopted the following three reserve management plans (RMP), under the Reserves Act 1977:

- General Policies Reserves Management Plan
- Active Reserves Management Plan
- Passive Reserves Management Plan

In addition to the three general RMPs, which collectively cover 58 reserves, the following standalone RMPs were also adopted for sites with unique characteristics:

- Firth Tower and Stanley Landing Historic Reserves Management Plan 1998
- Te Aroha Domain Management Plan 2006
- Matamata Aerodrome Management Plan 2010

Realignment of the RMPs with the current park management categories was identified as an improvement item in the 2015-25 AMP. The General Polices RMP was revised and a new version was adopted in 2019. Some gazetted recreation reserves (e.g. Mangeteparu Domain) are also not covered in the current RMPs and need to be included when RMPs are updated.

➡ **Improvement Plan Item 2015.P.3.5**
➡ **Improvement Plan Item 2015.P.3.6**
➡ **Improvement Plan Item 2015.P.3.7**
➡ **Improvement Plan Item 2015.P.3.8**
➡ **Improvement Plan Item 2015.P.3.12**
➡ **Improvement Plan Item 2015.P.3.13**
➡ **Improvement Plan Item 2018.P.2.2**

It is expected that a revised delegation issued in June 2013 by the Minister for Conservation, the crown minister responsible for the Reserves Act 1977, will streamline the reserve management plan consultation and approval process. A number of decisions that formerly had to be referred to the Minister have now been delegated to Council to decide by Resolution.

2.2.5 Asset Management Plans

Since 2015, Community Facilities and Properties assets have been covered by the following two asset management plans (AMPs):

- **Community Facilities and Buildings AMP.** This AMP deals with buildings that are lifecycle managed. It includes aquatic facilities, community halls, council offices, housing, libraries, public toilets, pounds, and information centres.

- **Parks and Open Spaces AMP.** This plan deals with land-based assets which are operationally managed. This includes assets such as parks, reserves, tracks, campgrounds, carparks, cemeteries, historical sites, berms, trees, aerodromes, and a variety of undeveloped land owned by Council. Park and street furniture related to the land is also included in this AMP.

2.2.6 Bylaws

Bylaws are subordinate legislation having local or limited application. Bylaws are passed by a local authority under the authority of a higher law (most commonly the Local Government Act) which specifies or limits what things may be regulated by the bylaw.

The following bylaws which have been adopted by MPDC apply to the activities covered by this AMP:

2.2.6.1 Public Amenities Bylaw 2014

Under this bylaw 'public amenities' refers to any cemetery, public library, swimming pool, aquatic centre, park, reserve, recreational, cultural or community centre, museum, or hall under the ownership or control of Council. The purpose of this Bylaw is to enable Council to control and set standards for the operation of facilities listed above (under the ownership or control of the Council) and to set standards for the operation of cemeteries in the District

2.2.6.2 Public Safety Bylaw 2014 *(Amended 2019)*

The purpose of this Bylaw is to promote public safety and the enjoyment of public places by inhabitants and visitors by managing and regulating the use of public places. A "public place" is defined as "a place...that is under the control of the territorial authority... is open to, or being used by, the public, whether or not there is a charge for admission...." The Public Safety Bylaw regulates conduct in public places and identifies offences such as obstructing or damaging public places. It also regulates camping, fireworks, animals, structures and signs in public places. The fixing of charges for entry and the temporary restriction of entry to reserves is also covered by this Bylaw.

2.2.6.3 *Dog Control Bylaw 2010 (Amended 2016)*

Under this bylaw there are restrictions on the level of control over dogs in different areas. Some parks have been classified as prohibited areas for dogs, leash control areas, and dog exercise areas.

2.2.7 Other Council Policies and Strategies

There are a number of other Council strategies and policies that may affect the activities covered by this AMP. The key ones are discussed below.

2.2.7.1 *Open Spaces Strategy 2013 / Draft Parks and Open Spaces Strategy 2021*

The Open Spaces Strategy sets a vision for Parks and Open Spaces in the Matamata-Piako District that, while not binding, gives an indication of Council's intentions for the future provision of park land and open spaces.

Of specific interest to Parks and Open Spaces Activity, the Strategy:

- provides the framework for collating reserve management plans according to their parks category classification, to enable a consistent management of each category
- provides a framework for consistent service delivery for the different parks categories across the District
- provides development standard guidelines for each park category to assess renewal and new capital projects for Parks and Open Spaces
- analyses current and future demand for parks
- provides guidelines for decision making regarding land acquisition and disposal
- provides the context and framework for development contribution requirements
- informs policy on development contributions
- provides a framework for improved financial planning and reporting.

This strategy is currently under review. While the 2013 strategy was a sound first cut document we propose to include strategies around tracks, cycleways, walkways, play equipment and streetscapes in the same document as well as review our park categories in light of experience gained applying the document over the past few years. Tangata Whenua are involved in the review process through a technical working party that is providing input from a Māori perspective.

2.2.7.2 *Town Strategies 2013*

The Town Strategies provide a spatial framework for the development of each town in terms of the preferred location of future land-uses, and the integration of the land-uses with transport and other infrastructure. The town strategies provide a description of the potential urban growth, changes in the demographics of our population, the development opportunities and constraints facing our towns, our options, and ultimately a strategy for each town.

2.2.7.3 *Community Leases and Licences Policy*

A Community Group Leases and Licences Policy has been drafted. While it is yet to be formally adopted by Council, it has been applied to new leases and licences since 2015. It aims to support community groups whose activities contribute to Council's priorities and long-term outcomes by enabling them to enter into occupation agreements for the use of suitable land and/or buildings owned, or controlled by Council and to promote the responsible management of land and/or buildings subject to such agreements.

2.2.7.4 Health and Safety Policy

Council's Health and Safety Policy aims to promote injury prevention and the safety and health of all staff, visitors and contractors.

2.2.7.5 District Sports Facilities and Development Plan 2018

The Matamata-Piako District Sport Facilities and Development Plan is designed to provide direction for future investment and focus for both the Matamata-Piako District Council, Sport Waikato and providers of sport in the district. It seeks to identify opportunities for partner organisations that provide community services in the district, to contribute to sport outcomes. Guidance is based on feedback from sport providers, regional sporting codes, Sport New Zealand, sector data and demographic information. For Council the Plan provides guidance for facility, place and space infrastructure investment. For Sport Waikato it provides priorities for the delivery of opportunities and services to grow participation. This plan may need to be reviewed. The recent restructure of Sport Waikato has created uncertainty about the future role of Sport Waikato in our District.

2.2.7.6 District Tree Strategy 2010

The District Tree strategy aims to ensure that existing trees are managed appropriately and to avoid the adverse effects of trees for new plantings.

2.2.7.7 Signage Strategy 2016

The Signage Strategy outlines Council's long-term vision for signage at Council's parks, open spaces, community facilities and buildings. It includes objectives and key actions towards achieving the vision. One of the key outcomes of the Signage Strategy 2016 is the development of a Signage Manual to guide and regulate signage at Council parks and other facilities. A Signage Manual is being developed. The adoption of a Te Reo Policy has meant the manual needs substantial revision to include more bilingual elements.

2.2.7.8 Track Strategy

A Track Strategy was adopted in 2008. The Strategy set standards for different types of track and identified several track-related projects. Many of these projects have now been completed and other projects have been identified. The track strtagey will in future be included in the Parks and Open Spaces Strategy.

2.2.7.9 Cemeteries Policies & Procedures 2010

Provides detailed guidelines for staff to facilitate compliance with the requirements of the Public Amenities Bylaw and Burial and Cremation Act. A review of the Burial and Cremation Act and related legislation is currently underway. This process started in 2013 and has resumed recently. Changes to the legislation may potentially affect cemetery management in future. The AMP assumed that no major legislative change will occur within the next three years. This will be reviewed as the BCA review progresses.

2.3 Assets included in this Plan

Council provides Parks and Open Spaces in order to support the health and wellbeing of the community by supplying and maintaining areas for sport and recreation, green places and landscapes that are restful and enhance visual amenity, areas for burial, carparks, tracks, play equipment, an aerodrome, street furniture and street trees.

2.3.1 Parks

For simplicity, "parks" refers to all land that Council manages as a park and includes reserves gazetted under the Reserves Act 1977, reserves designated under the Matamata-Piako District Plan and any other land that is managed as park but which may not necessarily have legal status as a 'reserve'.

The Open Spaces Strategy 2013 adopted Park Categories based on the NZ Recreation Association system but modified to suit local conditions. For management purposes, each park managed by Matamata-Piako District Council is classified into one of these parks categories according to the primary purpose of the park. We acknowledge that some parks may serve more than one function to the community. However, for analytical purposes, each park is only classified as one category, based on its dominant function.

The categories are as follows: [Likely to change slightly as part of POSS Review]

- Sports & Recreation Parks
- Amenity Parks
- Neighbourhood Parks
- Natural Parks
- Premier Parks
- Linkage Parks
- Special Purpose Parks

Figure 2.2: Relationship between pre-2015 Asset Types and current Park Categories

Active Reserves	→	Sport & Recreation Parks

Passive Reserves	→	Amenity Parks
		Neighbourhood Parks
		Premier Parks
		Linkage Parks
		Natural Parks
		Outdoor Adventure Parks
		Special Purpose Parks

| Esplanade Reserves | → | Linkage Parks |
| | | Natural Parks |

| Leased Reserves | → | Varies, depending on the purpose of the reserve |
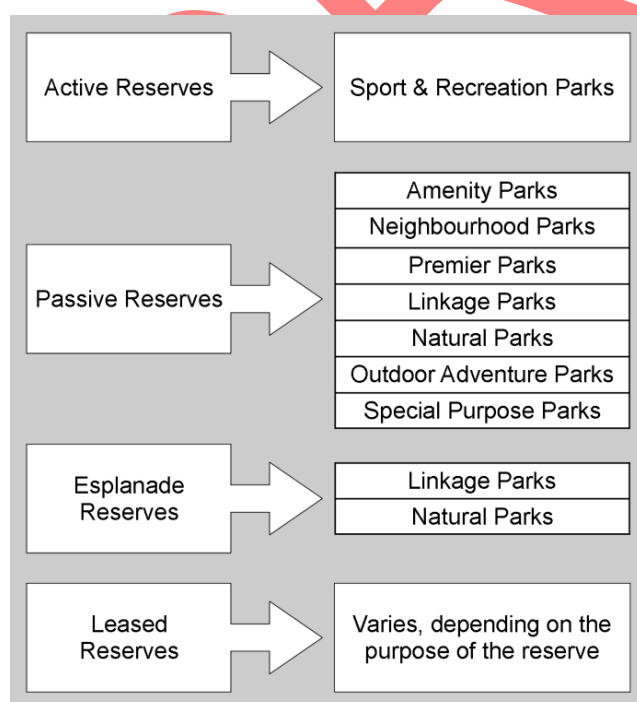
Park category	Purpose	Qty	Area (ha)	Value 2017
Sport and Recreation Parks	Provide areas for organised sport and other recreational activity for residents and visitors	14	98.13	4,967,200
Amenity Parks	Provide a wide range of functions, from open space that adds to the quality of the visual landscape through to areas used actively for picnics, walking and biking etc.	24	18.64	1,900,446
Neighbourhood Parks	These urban parks provide easy access for local residents to use and enjoy. Typically they consist of an open grass area suitable for small scale ball play, children's play equipment, seating, amenity lighting, paths and attractive amenity plantings.	20	7.67	1,218,100
Natural Parks	Provide opportunities to experience nature. They typically include native bush, wetlands, riparian areas or other natural landscapes and may include walking tracks, mountain bike tracks, picnic areas and facilities to support and service these activities.	7	108.53	915,400
Outdoor Adventure Parks	Enable visitors to experience a variety of recreation activities in a wide range of open space environments.	3	175.62	1,678,400
Premier Parks	Provide and protect areas that are of particular significance to the district due to a variety of reasons e.g. • Prominent location • Level of usage • Destination tourism • Unique features or character • Historic or cultural values • Significant landscape area Premier Parks are maintained to a high standard and cater for a high level of use.	4	13.84	1,158,054
Linkage Parks	Assist in meeting sustainability objectives through the protection and enhancement of biodiversity. By connecting areas of open space they provide wildlife corridors as well as routes for walkers and runners.	77	115.25	1,225,700
	Sub-Total	**149**	**537.68**	**13,063,300**
Special Purpose Parks	Special purpose parks include a variety of land based assets that are managed as part of the Parks and Open Spaces network but which do not belong in any of the other parks categories. They include campgrounds, civic spaces, memorials, cemeteries, hall surrounds and golf courses among others.	11	179.81	2,680,819
	Total	**160**	**717.49**	**15,744,119**

Special Purpose Parks include a variety of assets that previously fell under the former Public

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[1] Source: Open Spaces Strategy 2013 & 2014 Valuation

Amenities or Recreation and Culture AMPs. More detailes asset data is provided in Chapter 3.

2.3.2 Other open space assets

This category includes most of the assets that were previously called 'public amenities'. These assets are located in open space areas but they may require special management or be funded as group (e.g. on a ward or district-wide basis rather than on a park-specific basis).

Table 2.2: Summary of open spaces assets

Asset Type	Purpose	Quantity
Public Carparks	Provides convenient parking in the main towns for shoppers	16 Parking sites
Street Furniture	Located in convenient locations and increases the amenity of towns and other areas	Approximately 600 items
Tracks	Provides walking or biking opportunities for the benefit of the Community	23 km Walking/Tramping 40 km Mountain Biking
Play Equipment	Provides opportunities for recreation and physical development of children	22 Playgrounds 4 Skate parks
Street Trees	Provides public amenity to the built environment of the urban areas	Approximately 3,000 trees

The figure for tracks excludes tracks on Council land that are maintained by community groups. As an improvement plan item, all tracks on Council land will be captured in the asset database and recorded as being maintained by others.

2.4 How this plan will be used

This plan will provide information to support the budget forecasts in the Long Term Plan 2015-25 for Parks and Open Spaces assets.

The plan is also intended to provide relevant information for a range of users including:

- Council Staff involved in:
  o asset management planning
  o policy development
  o project management
  o Parks and Open Space operations and maintenance
- Councillors
- Council committees and working parties

The plan will for example outline the assets owned by Council, explain the management structure, legislative and policy framework, define levels of service, set performance measures, outline assumptions and identify risks associated with the activity to enable informed decision-making.

Once adopted, the AMP will be under continuous review with a full revision occurring every three years in advance of the LTP. Annual amendments or updates may be undertaken if significant asset management changes occur. Variations in the adopted Annual Plan budgets

against the original AMP forecasts will be reported along with the Level of Service implications of budget variations.

The plan forms part of a continuous improvement approach to asset management planning. A three year Improvement Plan (IP) forms an integral part of the Activity Management Plan (AMP).

The purpose of the IP is to:

- Identify, develop and implement AM planning processes
- Identify and prioritise was to cost-effectively improve the quality of the AMP
- Identify timeframes, priorities and resources needed to achieve AM planning objectives

Improvement plan items are identified throughout the AMP document by an alphanumeric number (e.g. 2015.P.1.1). The logic behind the numbering system is as follows:
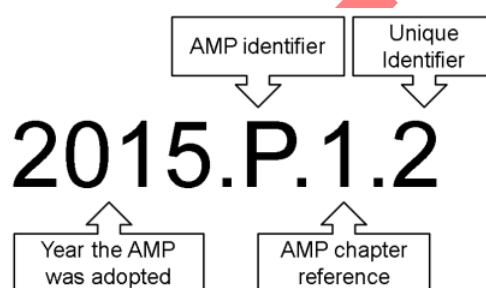
The year portion of the number will allow projects that are carried forward to the next generation AMP to be tracked back to the source. The AMP identifier refers to the activity (i.e. P= Parks and Open Spaces AMP; F = Community Facilities and Buildings AMP).

The next number links to the most appropriate chapter of the AMP and the final number serves as a unique identifier. In the example above, one can see at first glance that the item comes from the 2015 Parks and Open Spaces AMP, that it is relevant to Chapter 1 and is the second improvement item relevant to Chapter 1.

Hyperlinks to the Improvement Plan items are also provided throughout the AMP using the following format:

➡ **Improvement Plan Item 2015.P.1.1**

The Improvement Plan is updated monthly and priorities are reviewed annually. See Chapter 11 for more information on the Improvement Plan.

2.5 The Plan Format

A top-down approach has been followed to develop the AMP, using existing data followed by data improvement. The structure of the AMP mirrors the logical process followed for asset management planning as shown in Figure 2.3 below.

Figure 2.3: Asset Management Process[2]

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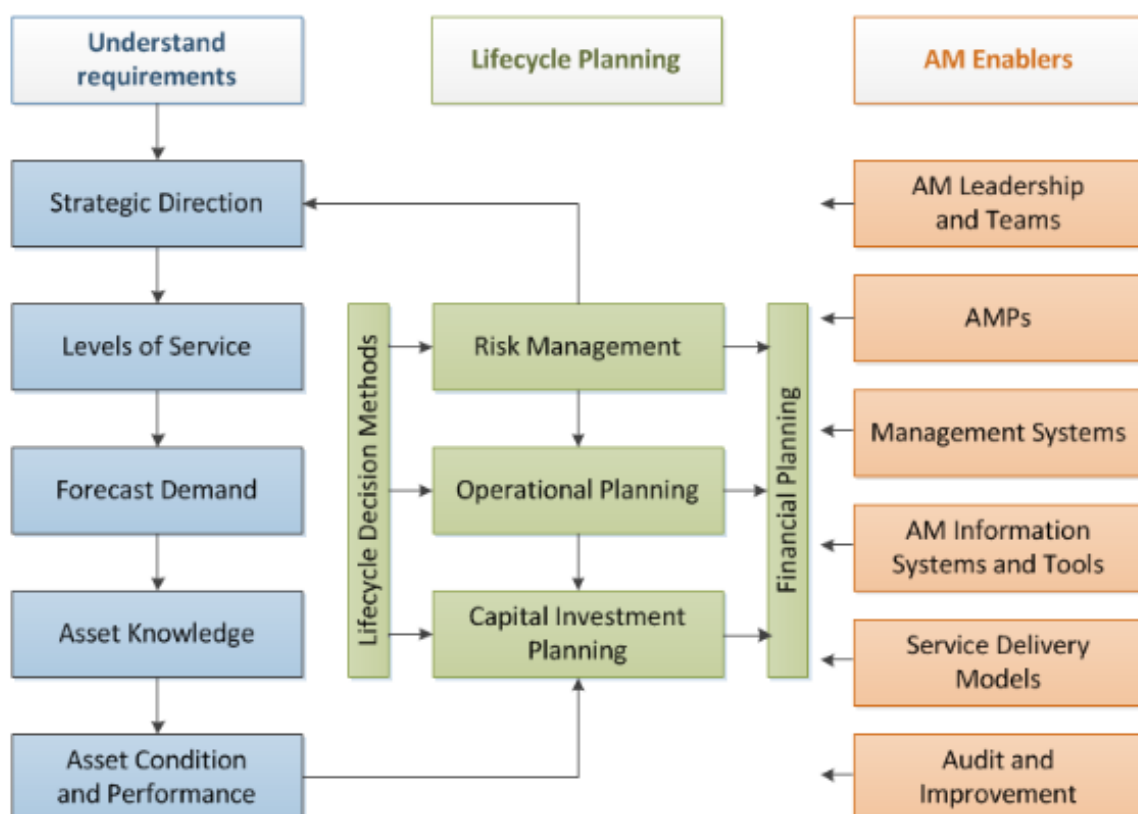
[2] Adapted from Figure 1.3.4 in the International Infrastructure Management Manual 2015

Table 2.3: Key Elements of the AMP

Section	Content
Section 1 Executive Summary	• What we provide (Activity overview, key levels of service) • What we will do (Key AM Programmes) • Managing the issues and risks • What will it cost • The next steps
Section 2 Introduction	• Goals and Objectives of AM • The plan framework – how it fits in the organisation • Level of asset management
Section 3 Levels of Service	• Customer research/expectations (what customers want) • Legislative requirements(what we have to do) • Current levels of service (what we provide now) • Desired level of service (what our customers would like)
Section 4 Growth and Demand	• Demand Drivers (key influences on demand – population • Forecasts, technology change, etc) • Demand forecast (what is likely to change in the future) • Demand impacts on assets • Demand management plan • Key asset programmes to meet demand
Section 5 Lifecycle Management	• Background data (what assets we have) • Maintenance plan (how we look after existing assets) • Renewal plan (what assets we need to renew/replace) • Creation/acquisition/upgrade plan (what new assets we need) • Disposal plan (what assets are surplus to our needs)
Section 6 Risk Management	• Risk management plan (how we will manage risks). • Critical asset identification and management. • Risk assessment framework. • Approach to managing resilience.
Section 7 Financials	• Financial forecast summaries • Funding strategy • Valuation forecasts • Key assumptions made in financial forecasts • Reliability and confidence estimates
Section 8 Plan improvement and monitoring	• A summary of the current and desired state of AM practices (data, processes, systems) • Improvement Plan (improving what we are doing) • Monitoring and review procedures (keeping the Plan relevant)
Appendices	• Supporting information

2.6 Review of the AMP

This AMP has been developed based on current knowledge of the assets, customer requirements, configuration of the existing network, and anticipated future demand.

Since the first generation AMPs, it was recognised that to develop a meaningful AMP, along with adequate supporting systems, processes and data, a more structured approach was required than in the past. This approach has included:

- Council's commitment to implement and improve the AMP
- Incorporate the AMP as a tactical plan within Council's planning framework
- Peer review of the AMP by staff and suitably qualified external consultants
- The collection of performance measure data
- Corporate commitment to implementing and maintaining suitable asset management information systems
- Adopting a team approach to the preparation of future AMPs to maximise buy-in of staff and sharing of specialist knowledge
- The Parks and Facilities Planner role includes ensuring this AMP is maintained

An external assessment of the 2015-25 AMPs was conducted by Waugh Infrastructure. It identified what level the AMPs were at and what the appropriate level should be and an Improvement Plan was developed.

The diagram identified that significant improvements could be made to some areas of the previous generation AMP, such as to the plan format and Improvement Plan. A lesser degree of improvement could be made to other parts of the AMP such as the Level of Service section.

The current AMP has sought to improve the general format and especially the format and scope of the Improvement Plan. The consolidation of the various Community Facilities activities into two AMPs is likely to result in a more user-friendly document. The Improvement Plan has been refined to focus on strategy, policy and asset management rather than on physical works projects. Chapter 8 contains details of the Improvement Plan and proposed improvements.

An external assessment of the draft AMP was conducted by Waugh Infrastructure in September 2020.

Figure 2.4: Asset Management Compliance Tool based on Draft 2021-51 AMP
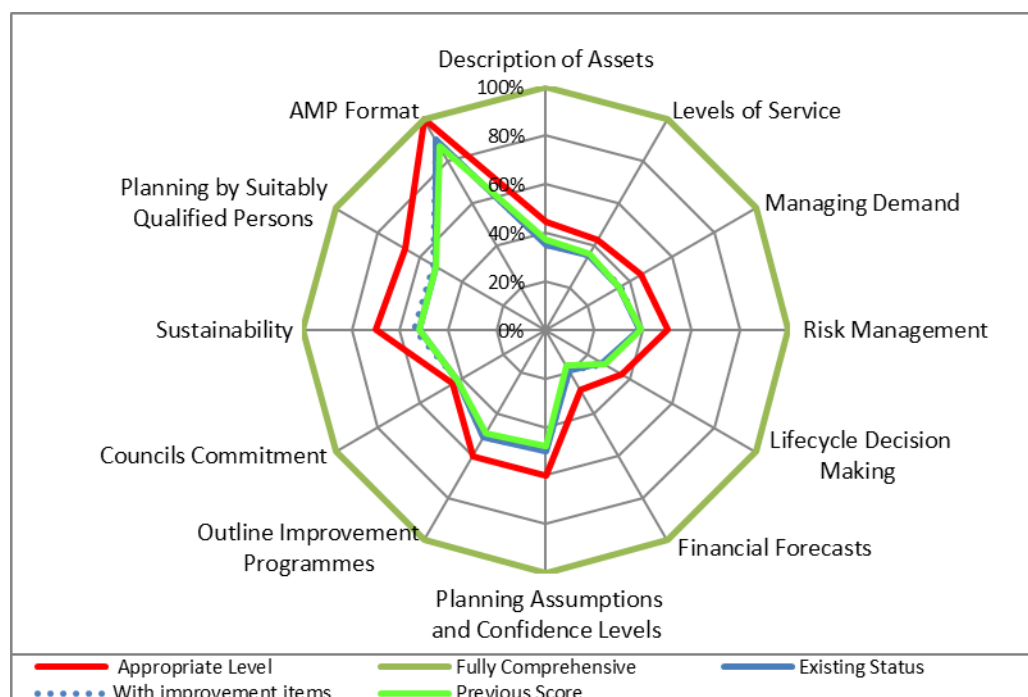
Once adopted, the review and audit programme for this AMP is as outlined below.

Monthly:
- AMPs to be an agenda item at Assets, Strategy & Policy team meetings
- Improvement Plan reviewed and updated

Bi-monthly:
- AMP to be reviewed by external consultant

Quarterly:
- AMP to be an agenda item at Property Action Group and Parks and Reserves Action Group Meetings. If any issues arise, the AMP may be discussed more frequently as required.

Annually:
- Report on Improvement Plan (June)
- Improvement Plan reviewed by all staff directly involved (October)

Every three years:
- AMP adopted by Council
- Ad hoc:
- Audited by Audit NZ

2.7 The appropriate level of asset management

2.7.1 Levels of asset management

Table 2.4 below describes three levels of asset management (adapted from the International Infrastructure Management Manual).

Table 2.4: Levels of asset management practice

Level	Description
Core	Basic technical asset management planning undertaken at a level designed to meet minimum legislative and organisational requirements for financial planning and reporting. 'Core' practice provides technical management outputs for current levels of service, demand management, asset lifecycles, asset forward replacement programmes, new capital expenditure and associated cash flow projections.
Intermediate	Intermediate asset management practice is undertaken at a level between 'Core' and 'Advanced' practice. The focus is to build on the basic technical asset management planning of 'Core' practice by introducing improved maintenance management and more advanced asset management techniques (as appropriate). Further use is made of risk management, asset lifecycle management, and service standard optimisation techniques.
Advanced	'Advanced' asset management practice is system optimisation planning undertaken to optimise activities and programmes to meet agreed current and future service standards. This is achieved through the development of management tactics based on the collection and analysis of key information on asset condition, performance, demand for service, lifecycle costs, risk costs and asset lifecycle treatment options.

2.7.2 Selecting the appropriate level of asset management

The degree of complexity of asset management will differ according to an organisation's corporate needs. Deciding the appropriate level of asset management is a key strategic decision to be made for the organisation. Significant investment in systems, data, and processes is required to achieve advanced asset management. Even within an organisation or activity there are likely to be different levels of sophistication sought.

The appropriate level of asset management practice depends on factors such as:
- The costs and benefits to the organisation
- Legislative requirements
- The quantity, condition and complexity of the assets
- The risk associated with failures
- The skills and resources available to the organisation
- Customer expectations

An assessment[3] of the appropriate level of asset management was done in November 2014. The report suggested that the asset management practice should be at 'Core' level for Parks and Open Spaces.

For some aspects of the activity, such as higher risk assets like playgrounds and visitor structures, an intermediate level of asset management may be however more appropriate.

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[3] 'Selecting the Appropriate AM Level - Update 2014'. Waugh Infrastructure. Report No. 64-040-1039.

2.8   Sustainability

Sustainability means meeting the needs of today while considering the needs of future generations in a social, environmental, cultural and economic context. Sustainability is also about the need to maintain and enhance the quality of the environment[4].

Sustainability is often perceived as just being about maintaining and enhancing environmental (more specifically, ecological) values without regard to the social, cultural and economic elements. To avoid this pitfall, visualising sustainability as resting on four pillars may assist (Figure 2.5).

Figure 2.5:   Pillars of Sustainability
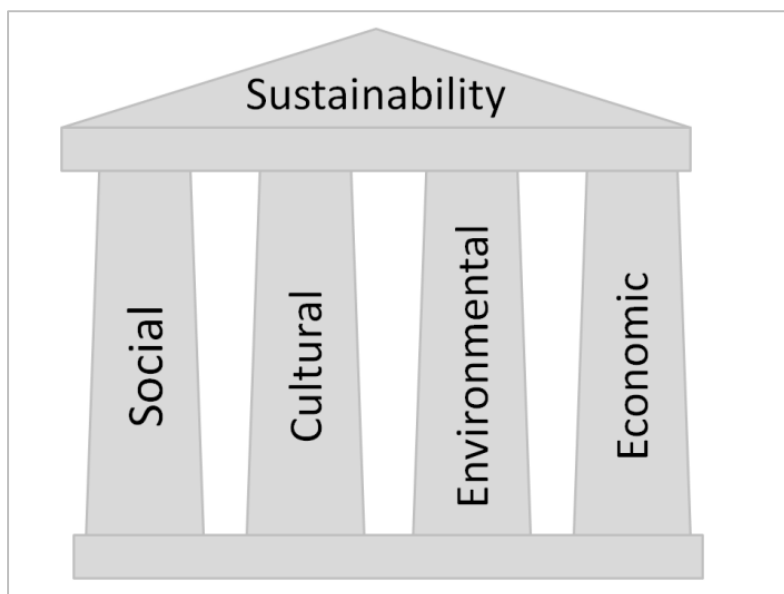
The 'perpetual delivery' aspect of sustainability is also often forgotten. Sustainability is not just about 'doing stuff now to improve things now' but is also about continuing to deliver desired outcomes that meet social, cultural, environmental and economic needs in the future.

2.8.1   Sustainability and the Local Government Act 2002

The Local Government Act 2002 (LGA) formally introduced the concept of sustainability into local government by including "the promotion of the social, economic, environmental and cultural well-being of communities" in the purpose of local government.

Changes to the LGA, which took effect in December 2012, redefined the purpose of local government, moving away from the "Four Well-beings" towards greater emphasis on infrastructure and service provision. Amendments to the LGA in 2020 re-introduced the reference to the four wellbeings.

In performing its role, a local authority must also act in accordance with the 'Principles relating to local authorities' as outlined in Section 14 of the LGA. These principles include:

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[4] Sustainability Policy adopted 22 February 2012

- "(g) ... prudent stewardship and the efficient and effective use of its resources in the interests of its district or region, including by planning effectively for the future management of its assets...
- (h) ... taking a sustainable development approach, a local authority should take into account—
  - (i)   the social, economic, and cultural interests 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 amendments to the purpose of local government have therefore not removed the obligation to take a sustainable approach nor has it significantly altered the definition of sustainabile development from the "Four Wellbeings" (see Section 14(h)(i) to (iii) above).

Previous AMPs have assessed significant effects of the activity against the Social, Cultural, Economic and Environmental 'Well-beings'. Given the wording of Section 14(h), it seems appropriate to keep a similar format in the present AMP.

2.8.2   Sustainability and other legislation

Several other pieces of legislation contain provisions in relation to sustainability or sustainable development, particularly the Resource Management Act 1991. As the LGA provisions relate more specifically to asset management it is not considered necessary to discuss other legislation here in detail. It is worth noting however that the RMA definition of 'sustainable management' is sufficiently similar to the LGA definition of 'sustainable development' that further discussion of sustainability in this chapter in terms of social, cultural, environmental and economic values seems appropriate.   The Resource Management Act and other legislation impacting on the activity are discussed elsewhere in Section 4.2 of this AMP.

2.8.3 Sustainability Policy

Council adopted a Sustainability Policy in February 2012. The objectives of the Policy are to:

- identify major sustainability issues for Council and developing actions for responding to these [*sic.*]
- promote sustainable management and development within Council
- position Council as a leader and supporter of sustainability within the community
- contribute to the social, environmental, economic and cultural well-being of the community.

The Policy defined 'sustainability' and 'sustainable development' as follows:

- "Sustainability means meeting the needs of today while considering the needs of future generations in a social, environmental, cultural and economic context. Sustainability is also about the need to maintain and enhance the quality of the environment."
- "Sustainable Development is a balanced, inclusive approach that seeks to meet the needs of today's generation, without reducing the ability of future generations to meet their own needs1. In other words Council needs to understand the effects of our decisions and actions for the future. This is in order to make sure we create a district that is suitable for the current generation, and can provide for our future generations. A sustainable development approach is defined in the Local Government Act 2002 to include:
- taking account of the economic, social, and cultural well-being of people and communities;
- the need to protect and enhance the quality of the environment; and
- the reasonably foreseeable needs of future generations."

Council has recently adopted new community vision and outcomes statements. These reflect an increased interested in supporting environmentally-friendly technologies and practices. It is likely that the Sustainability Policy will be revised within the next 0-3 years to reflect this. Corporate Startegy is responsible for the Sustainability Policy.

The Sustainability Policy also identified projects to be undertaken. No budget was allocated toward achieving the policy outcomes.

Table 2.5 outlines projects identified in the Sustainability Policy 2012 that were particularly relevant to the Parks and Open Spaces Activity and their current status.

Table 2.5: Projects indentified in Sustainability Policy relevant to Parks and Open Spaces

Project	Progress
Arbor Day	No longer done. A budget is no longer provided.
Supporting national walking/cycling days	Supported by providing funding towards the District Sports Coordinator role and by promoting events on the Council website and newsletters
Procurement Policy	Policy is followed
Drought-tolerant species	Planted where appropriate

It is recommended that ways to assist achievement of Sustainability Policy are investigated.

➡ **Improvement Plan item 2015.P.6.2**

2.8.4 Sustainable management of Parks and Open Spaces Assets

2.8.4.1 Asset management planning and sustainability

The AMP aims to ensure that assets are operated and maintained in a sustainable and cost-effective manner, so that they provide the required level of service for present and future customers.

The community outcomes and levels of service have social, cultural, economic, and environmental dimensions (see Chapter 3 for detailed descriptions of the levels of service and their linkages to the community outcomes).

Asset management planning is also particularly concerned with meeting the present and anticipated future needs of the community. These include social, cultural, economic and environmental needs. In order to continue providing and delivering the desired levels of service, growth and demand drivers are identified and strategies and tactics are formulated to cope with changing demand over time (See Chapter 4 for discussions on Growth and Demand).

Waikato Regional Council (WRC) is currently promoting and developing Local Indegenous Biodiversity Strategies (LIBS). LIBS[5] aim to establish indigenous biodiversity targets to enable local authorities to prioritise resourcing, track progress and monitor effectiveness in achieving indigenous biodiversity objectives. They also aim to identify opportunities and priorities for re-creating habitat; restoring, enhancing or re-creating buffers, linkages and corridors; and Identifying important threats to indigenous biodiversity. MPDC Staff are currently working with WRC on identifying potential LIBS projects within the District.

2.8.4.2 Managing our core assets in a sustainable way

Table 2.6 below outlines how various management strategies, policies and practices contribute towards sustainability across the asset groups.

Table 2.6: Promoting/ensuring sustainability in the management of our assets

Element of sustainability	Parks	Open Space Assets	Cemeteries	Aerodrome	General Property
Effective, efficient use of resources	Benchmarking Surveys Open Spaces Strategy AMP	Utilisation surveys AMP	Cemetery Development Plan AMP	Management Plan Lease and licence conditions AMP	Lease and licence conditions AMP
Social interests	Surveys Public consultation Open Spaces Strategy	Playground safety audits Open Spaces Strategy Tree Strategy Track Strategy	Cemetery Development Plan	User Committee	Lease and licence conditions (e.g. public access)

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[5] For more information see: https://www.waikatoregion.govt.nz/Council/Policy-and-plans/Regional-Policy-Statement/RPS2016/Part-B/11/1/Implementation-methods/11/

Element of sustainability	Parks	Open Space Assets	Cemeteries	Aerodrome	General Property
	Community Leisure Provision Strategy Reserve Management Plans (e.g. community events)				
Economic interests	AMP Benchmarking Financial Policy	AMP Benchmarking Financial Policy	AMP Benchmarking Financial Policy	User Committee Financial Policy	Grazing licences
Cultural interests	Consultation RMP Te Manuwhenua Forum	Consultation RMP Te Manuwhenua Forum	Consultation RMP Te Manuwhenua Forum	Consultation RMP Te Manuwhenua Forum Waharoa (Matamata) Aerodrome Committee	Lease and licence conditions
Environmental interests	RMPs District Plan Kaitiaki Zone Bylaws Kaimai Catchment Forum Upper Waihou Strategy	RMPs District Plan Kaitiaki Zone Bylaws Kaimai Catchment Forum Upper Waihou Strategy	RMPs District Plan Cemetery Policy and Procedures Bylaws	RMP	Lease and licence conditions District Plan Kaitiaki Zone Bylaws Upper Waihou Strategy LIBS
Needs of future generations	Open Spaces Strategy RMP AMP	Open Spaces Strategy Track Strategy	Cemetery Development Plan	RMP	Open Spaces Strategy Lease and licence conditions

These strategies, policies and plans set the high-level expectations towards sustainability that are to be implemented at operational and maintenance level.

2.8.4.3 Operating and maintaining our assets in a sustainable way

2.8.4.3.1 Own operations

Quality procedures and guidelines assist in achieving sustainability aims at operational or maintenance level. These include corporate policies and procedures as well as New Zealand Standards.

KVS has an approved chemical list, which list the chemicals, fertilisers and cleaning products that they use. There is also a "no spray" list that specifies areas where herbicide is not to be applied. All staff using agrichemicals have undergone approved handler training. Grosafe guidelines are used for chemical application.

KVS has a procedure for oil spills. Mowing trucks and the depots have spill kits.

KVS does not have a noxious weeding plan. Privet control along the base of Mt Te Aroha is currently the only area where there is a dedicated budget and weeding plan. The approach to noxious weeds in other areas is reactive. Noxious weeds are removed or eradicated when notified of weeds via complaints or if staff notice and report noxious weeds. This is both a quality and ecological issue. Developing a more proactive approach to pest plants has been identified as an Improvement Plan item.

> ➡ **Improvement Plan Item 2015.P.4.4**

2.8.4.3.2 Partnerships

Council is working with volunteer community groups and regional council on projects to protect and enhance riparian areas. This has included fencing off water courses on undeveloped reserves and establishing riparian planting within the fenced areas. MPDC has required grazing licencees to fence off or otherwise restrict access of stock to watercourses. Grass harvesting activities may be more appropriate than grazing on reserves and general property that contain sensitive areas such as watercourses, forest remnants or wetlands. Grazing should not necessarily be the default position for undeveloped reserves and floodplains.

> ➡ **Improvement Plan Item 2018.P.2.1**

Indigenous forest remannts on Council land should be protected and enhanced where practicable. The General Policies Reserve Management Plan is currently being revised and intends to include policies about the protection, restoration, and enhancement of natural vegetation. MPDC is currently working with regional council and community groups to identify forest restoration/enhancement and pest control opportunities at Te Miro and Hawes Bush, two ecologically-significant native forest remnants on Council land.

2.8.4.4 Challenges to sustainable management

Table 2.7 briefly outlines how the different elements of sustainability may potentially be affected by various challenges in the future. This is not intended to be an exhaustive list. Various factors affecting demand, finance and asset lifecycle can impact upon sustainability. The asset management planning process as a whole aims to identify such issues and plan to respond accordingly.

Table 2.7: Potential future challenges affecting sustainability

Element of sustainability	Parks	Open Space Assets	Cemeteries	Aerodrome	General Property
Effective, efficient use of resources	Law changes affecting Financial Contributions Dramatic increase in fuel costs Climate change Inadequate resourcing Reliance on volunteers	Law changes affecting Financial Contributions Climate change	Law changes / National Standards	Law changes affecting aircrew licencing or aerodromes Dramatic increase in fuel costs Climate change	Climate change (e.g. reduced grazing areas) Inadequate resourcing
Social interests	Ageing population More community groups	Ageing population More community groups			
Economic interests	Law changes affecting Financial Contributions	Increased cost of equipment	Law change		
Cultural interests	Increased awareness / interest in cultural heritage	Increased awareness / interest in cultural heritage	Natural burials		
Environmental interests	Increased environmental awareness and increased expectations Inadequate resourcing Reliance on volunteers	Increased environmental awareness and increased expectations	Eco-burials		Inadequate resourcing Reliance on volunteers
Needs of future generations	Major changes in sport and recreation participation	Major changes in sport and recreation participation	Changing preferences e.g. ashes vs. burials	Affordability of aviation activities (e.g. aircraft becoming cheaper; fuel becoming more expensive)	

2.9 Significant effects of the activity

Potential negative effects of the Parks and Open Spaces activity are outlined below in Table 2.8 and positive effects in Table 2.9.

Table 2.8: Significant negative effects of the activity

Significant negative effect	Existing effect	Affected element	How We Will Mitigate the Effects	Potential effect
Location and design of parks and open spaces can result in anti-social behaviour (such as vandalism, graffiti and bullying)	Remain the same	Social	CPTED (crime prevention through environmental design) studies will be undertaken on parks each year to identify improvements that can be made to parks to reduce anti-social behaviour and increase safety	Decreasing
Parks may become restricted in their use or unattractive if they are not adequately managed during extreme weather conditions (such as drought or on-going rain)	Increasing	Social	Use drought resistant species for all new and replacement plantings, micro-irrigation to minimise water wastage, alter the water restriction rules to allow for some level of watering during less severe drought conditions if necessary; design structures in flood-prone areas to cope with flood events	Remain the same
Parks may be under or over used due to their location and distribution	Increasing	Social Economic	Periodic review of Open Spaces Strategy	Decreasing
Modifying native ecosystems to maintain/create tracks	Decreasing	Environmental	We try to use methods that cause the least possible damage to the ecosystem (e.g. replanting natives) and consult with relevant stakeholders. Following the guidelines outlined in the Track Strategy.	Remain the same
Potential health issues caused by cemeteries if services are not provided adequately	Remain the same	Social Cultural Environmental	Staff training Monitoring Timely response to complaints/CRMs	Decreasing
Potential loss of historical burial information	Increasing	Social Cultural	A new computerised recording system is used; old burial records are archived using recommended methods	Decreasing

Table 2.9: Significant positive effects of the activity

Significant Positive Effects of this Activity	Existing effect	Affected element	How we will maintain the effects	Potential effect
Parks and open spaces provide health benefits by providing spaces for people to play sports and participate in active recreation	Remain the same	Social	Maintain the number and area of parks throughout the district in accordance with the findings of the Open Space / Park Strategy	Increasing
Parks and open spaces help protect natural areas and resources	Remain the same	Environmental Cultural	Continue to provide adequate maintenance funding to maintain existing assets.	Increasing
Parks and open spaces provide areas for community events and social interaction	Remain the same	Social Cultural	Continue to provide parks in each town that are available for community events (as identified in the reserve management plans)	Increasing
Parks and open spaces along rivers and streams protect communities from flooding	Remain the same	Social Cultural Economic	Continue to maintain parks nerwork	Remain the same
A more attractive district will encourage more people to visit and spend money in the district	Remain the same	Economic	Continue to maintain parks	Remain the same
Access to convenient services and facilities for residents and visitors	Remain the same	Social	Continue to provide and maintain open spaces assets for the convenience of the community	Remain the same
Maintain good public health through the provision and good management of cemeteries	Remain the same	Social Cultural Environmental	Continue to provide cemeteries in accordance with legislative and safety requirements	Remain the same
Improved access to genealogical records	Remain the same	Social Cultural	Continue to develop electronic cemetery records and make them available to the public	Increasing

3   LEVELS OF SERVICE

3.1   What are 'levels of service'?

Levels of Service (LoS) define the type and extent of services delivered to the customer. They are written from a customer viewpoint to show outputs that the community and governance structure want from an activity. LoS aim to meet the community outcomes and strategic goals of Council.

We also measure 'technical levels of service' which assist us in managing service delivery. Performance measures give an indication of how well we are delivering the levels of service.

Council is committed to delivering levels of service that our current and future community want and are willing to pay for.   Determining LoS involves understanding what our customers want and what outcomes they seek. In doing so, Council considers whether we are delivering the right level of service at the right cost.

Levels of service are influenced by legislative requirements and through consultation with the community.

3.2   Legislative Requirements

Key legislation affecting the Parks and Open Spaces activity are outlined below. Each section discusses how the activity meets the key requirements of the particular legislation and, where relevant, demonstrates the links between the legislation and levels of service.

3.2.1   Local Government Act 2002

3.2.1.1   The purpose of local government

The Local Government Act 2002 defines the purpose of local government as "(a) to enable democratic local decision-making and action by, and on behalf of, communities; and (b) the promotion of the social, economic, environmental and cultural well-being of communities." Changes to Section 10 of the Local Government Act, which took effect in December 2012, redefined the purpose of local government, moving away from the "Four Well-beings" toward greater emphasis on infrastructure and service provision. In 2019, the Act was, however amended, to again focus on the 'four wellbeings'. The effects of the activities covered by this AMP can be assessed for their contribution towards the 'four wellbeings'.

Table 3.1: Positive effects on the Four Well-beings

Wellbeing	Positive Effects
Social	Allows for physical activity and development Assists with improving health from the provision of open space
Environmental	Protecting natural areas/resources Increased aesthetic value due to landscaping Preserving native flora and fauna Improved amenity values
Economic	Increased visitors due to district attractions - results in increased spending
Cultural	Provides areas for community events Increased variety of activities Provides areas for community congregation through the provision of playgrounds and street furniture

Changes to Section 10 of the Local Government Act, which took effect in December 2012, redefined the purpose of local government, moving away from the "Four Well-beings" toward greater emphasis on infrastructure and service provision.

According to Section 10(1) of the Act:
> "The purpose of local government is—
> (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."

The Act further defines 'good-quality' in relation to local infrastructure, local public services, and performance of regulatory functions, as: "infrastructure, services, and performance that are (a) efficient; (b) effective; and (c) appropriate to present and anticipated future circumstances".

The Parks and Open Spaces activity, contributes toward achieving the revised statutory purpose of local government in the following ways:

Table 3.2: Contribution of Parks and Open Spaces to the revised purpose of local government

Requirement	How the activity contributes
Meeting current and future needs	Asset management planning aims to meet current and future level of service requirements by taking into account changes in community expectations, demographics, growth and demand. For example: • In 2013 the Open Spaces Strategy assessed the provision of parks and open spaces in the district and identified future needs based on demographic and recreation trends. The Strategy will be reviewed regularly to take into account changing trends and demands. • Participation in benchmarking programmes such as Yardstick Parkcheck. Public consultation on: • Reserve Management Plans • Annual Plans • LTP
Good quality local infrastructure, public services and regulatory functions	The Parks and Open Spaces activity provides local infrastructure in the form of parks, reserves, park furniture, street furniture, cemeteries, carparks, tracks, and an aerodrome (see Chapter 2). Local services provided, include: • maintaining the Parks and Open Spaces assets (e.g. mowing open areas, maintaining furniture, play equipment, carparks, tracks and street trees) • rubbish collection from parks and footpath bins • grave digging • maintaining burial records • providing park-related information and policy advice to the public • technical support to community groups. Regulatory functions include: • AS&P staff commenting on resource consent applications that may affect Parks and Open Spaces assets or providing technical comments

Requirement	How the activity contributes
	on resource consent applications involving landscape plans or landscaping issues • the appointment of Rangers warranted under the Reserves Act 1977 and the investigation and enforcement of the Reserves Act, Litter Act, and relevant clauses of the Public Amenities Bylaw and Public Safety Bylaw when required. The investigation and enforcement function is shared with Council's Monitoring Officers, who are warranted as Rangers under the Reserves Act as well as Enforcement Officers under the Local Government Act and Resource Management Act. Generally, if a detailed investigation and/or formal enforcement or prosecution action is required, the Monitoring Officers will lead the investigation/prosecution with AS&P, KC, or KVS staff acting in an advisory or technical support role.
Cost-effective for households and businesses	• Benchmarking programmes such as Yardstick Parkcheck have indicated that costs are generally comparable to similar-sized and neighbouring districts. • Asset condition rating assessments provide more accurate data on asset condition and assist in improving the quality of asset database information.

3.2.1.2 Community Outcomes

Prior to November 2010, Section 91 of the Act required local authorities to carry out a process to identify 'community outcomes' for the intermediate and long-term future of the district.

The purposes of the community outcomes were:

- to provide opportunities for communities to discuss their desired outcomes in terms of the present and future social, economic, environmental, and cultural well-being of the community
- to allow communities to discuss the relative importance and priorities of identified outcomes to the present and future social, economic, environmental, and cultural well-being of the community
- to provide scope to measure progress towards the achievement of community outcomes
- to promote the better co-ordination and application of community resources
- to inform and guide the setting of priorities in relation to the activities of the local authority and other organisations.

In light of the changes to the purpose of local government, 'community outcomes' have been redefined in the Act as:

- 'outcomes that a local authority aims to achieve in meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions'

Despite the repeal of Sections 91 & 92 of the LGA, the Act still requires that an LTP must, to the extent determined appropriate by the local authority, describe the community outcomes

for the local authority's district (Refer to Schedule 10 of the LGA). Community outcomes are also useful in determining levels of service.

3.2.1.3 Protection of parks

The LGA also provides a level of protection, under Section 138, for land that it defines as a 'park' (land acquired and used principally for community, recreational, environmental, cultural, or spiritual purposes that has not been gazetted as a Reserve under the Reserves Act 1977). Such 'parks' may not be disposed of without public consultation as prescribed in the Act. This is an important section because historically Councils have not always gazetted parkland as 'reserves' under the Reserves Act 1977.

The 2015-25 LTP contained the following community outcomes that applied to the Parks and Open Spaces activity:

- 1(f) Council's services and activities will contribute to the health and wellbeing of our community/iwi
- 3(a) Council's reserves and facilities will be safe, well maintained and accessible to encourage people to use them
- 3(c) Council walking and cycling tracks will be promoted, well maintained, and developed as resources allow
- 6(c) Council will provide essential infrastructure to meet the needs of our community now and in the future

In 2017, Council adopted new 'Community Outcome Themes' and 'Community Outcomes'. While several of these potentially apply to the activities covered by this AMP the two primary themes are 'Connected Infrastructure' and 'Healthy Communities'.

Table 3.3: Community Outcomes adopted 2017

Matamata-Piako – The Place of Choice

Lifestyle. Opportunities. Home.

Enabling…				
Connected Infrastructure	**Economic Opportunities**	**Healthy Communities**	**Environmental Sustainability**	**Vibrant Cultural Values**
Infrastructure and services are fit for purpose and affordable, now and in the future.	We are a business friendly Council.	Our community is safe, healthy and connected.	We support environmentally friendly practices and technologies.	We promote and protect our arts, culture, historic, and natural resources.
Quality infrastructure is provided to support community wellbeing.	Our future planning enables sustainable growth in our district	We encourage the use and development of our facilities.	Development occurs in a sustainable and respectful manner considering kawa/protocol and tikanga/customs.	We value and encourage strong relationships with iwi and other cultures, recognising waahi tapu and taonga/significant and treasured sites and whakapapa/ ancestral heritage.
We have positive partnerships with external providers of infrastructure to our communities.	We provide leadership and advocacy is provided to enable our communities to grow.	We encourage community engagement and provide sound and visionary decision making.	We engage with our regional and national partners to ensure positive environmental outcomes for our community.	Tangata Whenua with Manawhenua status (those with authority over the land under Maaori lore) have meaningful involvement in decision making.

Strategic Priorities – What's most important?

We have identified some strategic priorities for Council to focus on first; these will be reviewed each year:

- Planning for and providing affordable infrastructure that is not a limiting factor in our district's growth.
- Developing and implementing an economic strategy that encourages and supports economic growth in our district.
- Reviewing the provision and suitability of sporting and recreational facilities in the district.
- Supporting environmentally friendly practices and technologies.
- Building relationships with Iwi and other groups within our community that represent our cultural diversity.
- Advocating for services on behalf of our communities.

3.2.2 Reserves Act 1977

The Reserves Act 1977 provides for the preservation and management of reserves for the benefit and enjoyment of the public.

The Act focuses on setting aside, as reserves, areas having:
- recreational use or potential
- wildlife
- indigenous flora or fauna
- environmental and landscape amenity or interest
- natural, scenic, historic, cultural, archaeological, biological, geological, scientific, educational, community, or other special features or value

In short, the Reserves Act provides for:
- the acquisition of land for reserves
- a classification system for reserves
- outlines requirements for reserve management plans
- sets requirements around leases and licences.

Importantly, section 14 enables local authorities to declare vested land as reserves that are then subject to the provisions of the Act. Section 28 provides that local authorities may be appointed to 'control and manage' a reserve vested in the Crown. Historically, some reserves currently managed by MPDC were acquired in this way.

Recent amendments to the Reserves Act introduced Infringement Offences. The additional powers under the Act require further investigation.

>> New IP Item>> Investigate Infringement Powers and Associated Issues

In 2020, the Department of Conservation sought feedback from local authorities about the exercise of various delegations under the Reserves Act and associated matters. Council made a submission to this process. Despite local government and recreation organisations calling for a review of the 1977 Act, Government has not signalled any intent to review it at this stage. It is likely that in the short term there may be some clarification on interpretation and/or updated guidance documents from Government about the Act but it is assumed that no substantial amendments to the Act itself will occur in the next 3-5 years.

3.2.3 Resource Management Act 1991

The purpose of the Resource Management Act (RMA) is to promote the sustainable management of natural and physical resources.

The RMA defines 'sustainable management' as "managing the use, development, and protection of natural and physical resources in a way, or at a rate, which enables people and communities to provide for their social, economic, and cultural well-being and for their health and safety while—
- (a)   sustaining the potential of natural and physical resources (excluding minerals) to meet the reasonably foreseeable needs of future generations; and
- (b)   safeguarding the life-supporting capacity of air, water, soil, and ecosystems; and
- (c)   avoiding, remedying, or mitigating any adverse effects of activities on the environment."

On a broad level, the Parks and Open Spaces activity contributes to the purpose of the RMA as follows:

Table 3.4: Contribution of Parks and Open Spaces to the purpose of the RMA

Element	Desired outcomes	How the activity contributes
Use, development and protection of natural and physical resources	Social wellbeing	Parks and Open Spaces provide areas for sport, recreation and events.
	Economic wellbeing	Visitors to our district are more likely to spend money in our towns and settlements if our parks and open spaces are well maintained and offer attractive experiences and opportunities. Land that is leased or licensed for grazing provides additional resources to local farmers.
	Cultural wellbeing	Reserves often protect areas of cultural and historic significance and make them accessible for the public.
	Health & Safety	The public are afforded opportunities to improve their health and fitness by the provision of areas for sport, recreation and relaxation.
Sustaining the potential to meet reasonably forseeable future needs		Strategies and policies are reviewed to time to take into account changing demographics, needs, aspirations and priorities.
Safeguarding life-supporting capacity of air, water, soil, and ecosystems		Council provides and manages a number of natural and linkage parks along rivers and in the mountain catchment areas. MPDC also has good working relationships with conservation organisations such as Waikato Regional Council (WRC) and Department of Conservation (DOC). MPDC is involved with WRCs Upper Waihou Riparian Strategy and works closely with DOC which administers large areas of conservation land in the Kaimai Ranges.
Avoiding, remedying, or mitigating any adverse effects of activities on the environment		MPDC continues to work with grazing licencees/lessees to control plant pests, improve fencing along watercourses and to exclude stock from significant native vegetation.

The District Plan designates some land parcels as reserves, future reserves, cemeteries or future cemeteries. Some of these parcels are not necessarily gazetted as reserves under the Reserves Act but are managed as reserves in terms of the General Policy Reserves Management Plan and treated as reserves under the District Plan.

An issue has arisen with the 'reserves layer' on the District Plan maps. Several properties that are not 'reserves' (in terms of the Reserves Act) but 'general property' are flagged as 'reserves' under the District Plan. This has implications for the disposal and/or development of such properties. Former hall and tennis court sites for example, are considered 'reserves' under the District Plan despite never having been gazetted as reserves. Council now considers some of these sites to be surplus to requirements but the status imposed by the district plan layer means that resource consent would be required to build on these sites, which are essentially no different in character to the surrounding private land where no resource consent is required. This affects the market value of these properties. A Plan Change to remove the 'reserves'

layer from such properties is listed as an improvement plan item and is underway as part of the Settlements Plan Change. Anecdotal evidence suggests the original intention of the reserves layer appears to have been to control the activities of mobile traders. Such activities on Council property could simply be controlled via bylaws or an amendment to the General Policies Reserve Management Plan. If Council wishes to afford reserve status to any particular land not current gazetted as reserve, it may do so through the Reserves Act process.

➡ **Improvement Plan item 2015.P.4.5**

The Resource Management Review Panel was appointed by the Minister for the Environment in 2019 to review and provide recommendations on how to improve environmental outcomes and better enable urban and other development within environmental limits. At the time of writing, we cannot reliably quantify what the impact of any changes may be on the activity. We have thus asummed the 'status quo'. We have given this an uncertainty rating of High in our LTP assumptions.

3.2.4 Building Act 2004

The Building Act 2004 regulates building work. A number of Regulations have been made under the Act including the New Zealand Building Code and the Earthquake-prone Buildings Regulations. All building work must comply with the Building Code. The Act requires building consent to be sought for most types of building work. For public buildings, the Act also regulates compliance schedules and Building Warrants of Fitness. Any building work on Council facilities must comply with Building Act requirements.

3.2.5 Burial and Cremation Act 1964

Section 4 of the Burial and Cremation Act 1964 imposes a duty on local authorities to establish and maintain cemeteries where sufficient provision is not otherwise made for the burial of the bodies of persons dying within its district.

The functions of a local authority are outlined in Section 5 of the Act and includes:
the control and management of every cemetery:
- on land to which the local authority has title
- which is on land administered by the local authority
- which was under the control and management of that local authority immediately before the commencement of the Act by virtue of an appointment as trustees of that cemetery
- which is under the control and management of the local authority by virtue of an appointment under section 23 of the Act.

The Burial and Cremation Act is currently under review. While the review process may result in eventual law changes, it is not anticipated that any law change will occur soon. Council has made two submissions to the review, most recently in 2020.. The impact of possible law changes will be reassessed once an Amendment Bill (with more detailed information on proposed changes) has been introduced to the House of Representatives.

3.2.6 Civil Aviation Act 1990

The Civil Aviation Act 1990 contains information about standards, practices and procedures relevant to the operation of an aerodrome. Its purpose includes controlling aeronautical activity, particularly in relation to safety. Part 139: Aerodromes Certification, Operation and Use is the most relevant part of the legislation affecting the aerodrome.

3.2.7 Airport Authorities Act 1966

The Airport Authorities Act confers certain powers on local authorities with regard to airfields and airports. Section 6 of the Act enables airport authorities to grant leases and regulates matters concerning such leases.

3.2.8 Ngāti Hauā Claims Settlement Act 2014

This Act principally deals with giving effecting to certain provisions of the deed of settlement that settles the non-raupatu historical claims of Ngāti Hauā. Subpart 6 is of specific interest to Council as it concerns the Waharoa (Matamata) Aerodrome. The Act establishes the Waharoa (Matamata) Aerodrome Committee and governs its structure, role and duties.

3.2.9 Electricity Act 1992

The Electricity (Hazards from Trees) Regulations 2003 made under the Electricity Act 2003 affects trees in the vicinity of powerlines. The purpose of these regulations is to protect the security of the supply of electricity as well as the safety of the public. The Regulations:
- prescribe distances from electrical conductors within which trees must not encroach;
- set rules about who has responsibility for cutting or trimming trees that encroach on electrical conductors;
- assign liability if those rules are breached; and
- provide an arbitration system to resolve disputes between works owners and tree owners about the operation of these regulations

3.2.10 Freedom Camping Act 2011

The Freedom Camping Act 2011 permits freedom camping everywhere in a local authority area, except at those sites where it is specifically prohibited or restricted through legislation or a bylaw under the Act. The Act provides local authorities with access to stronger regulatory measures via a bylaw to better manage nuisance created by errant freedom campers.

Council has not adopted a Freedom Camping Bylaw to restrict where people may freedom camp. Developing a Bylaw was discussed at Council Workshops. While seen as a potentially useful enforcement tool, it was not seen as a high priority to develop one, given the relatively low incidences of freedom camping issues in the District. Freedom camping is currently only restricted at Reserves where camping is regulated under the Reserves Act.

3.2.11 Health Act 1956

The Health Act requires local authorities to provide cemeteries. The Burial and Cremation Act 1964 deals more specifically with the management of cemeteries and processes concerning burial.

3.2.12 Health and Safety at Work Act 2015

The Health and Safety at Work Act 2015 is New Zealand's workplace health and safety statute.

The Act recognises that a well-functioning health and safety system relies on participation, leadership, and accountability by government, business and workers. It sets out the principles, duties and rights in relation to workplace health and safety. A guiding principle of HSWA is that workers and others need to be given the highest level of protection from workplace health and safety risks, as is reasonable.

The Act also applies to Volunteers but Section 19 makes a distinction between 'volunteer workers' and 'casual volunteers'. A 'volunteer worker' is someone who carries out work with the knowledge or consent of the PCBU, on an ongoing and regular basis, and is an integral part of the business or undertaking.

It does not include a volunteer undertaking any of the following voluntary work activities:
- participating in a fund-raising activity:
- assisting with sports or recreation for an educational institute, sports club, or recreation club:
- assisting with activities for an educational institute outside the premises of the educational institution:
- providing care for another person in the volunteer's home.

Council has developed guidelines for volunteers.

3.2.13 Heritage New Zealand Pouhere Taonga Act 2014

The Heritage New Zealand Pouhere Taonga Act 2014 superseded the former Historic Places Act 1993. The purpose of the Act is to promote the identification, protection, preservation, and conservation of the historical and cultural heritage of New Zealand.

Heritage New Zealand (formerly known as the Historic Places Trust) administers the Act and maintains the New Zealand Heritage List/Rārangi Kōrero. The purpose of the list is:
- to inform members of the public about historic places, historic areas, wāhi tūpuna, wāhi tapu, and wāhi tapu areas
- to notify the owners of historic places, historic areas, wāhi tūpuna, wāhi tapu, and wāhi tapu areas, as needed, for the purposes of this Act
- to be a source of information about historic places, historic areas, wāhi tūpuna, wāhi tapu, and wāhi tapu areas for the purposes of the Resource Management Act 1991.

The New Zealand Heritage List/Rārangi Kōrero identifies historic places as one of two categories. Category 1 includes places of special or outstanding historical or cultural heritage significance or value. Category 2 covers places of historical or cultural heritage significance or value.

Several buildings on our parks are listed on the New Zealand Heritage List. Heritage NZ must be consulted when new activities are proposed for historic buildings. Listed buildings are identified in the Chapter 3 of the Community Facilities and Buildings AMP. The New Zealand Heritage List can also be accessed online (http://www.heritage.org.nz).

The Heritage New Zealand Pouhere Taonga Act 2014 has also introduced a new category of historic place. The Act requires Heritage NZ to establish and maintain a list of places of outstanding national heritage value, to be known as 'National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu'. The purpose of the Landmarks list is to promote an appreciation of the places of greatest heritage value to the people of New Zealand. It is also to promote the conservation of these places, including their protection from natural disasters. Places on the Landmarks list must be of outstanding national heritage value, having regard to:
- the outstanding historical significance of the place in relation to people, events, and ideas of the past
- the outstanding physical significance of the place in relation to its archaeological, architectural, design, and technological qualities

- the outstanding cultural significance of the place to tangata whenua and other communities in relation to its social, spiritual, traditional, or ancestral associations.

Applications for the Landmarks list are not yet open. Heritage New Zealand is developing a draft general policy for administration of the Landmarks List

3.2.14   Public Bodies Leases Act 1969

This Act concerns the powers of certain public bodies to lease land. Some provisions of the Act apply with respect to Local Purpose Reserves.

3.2.15   Public Works Act 1981

The Public Works Act (PWA) includes mechanisms for acquiring land for public works and also regulates the disposal of land that is no longer required for a public work. For example, additional reserve, carpark, or cemetery land might be acquired under the PWA rather than under the Local Government Act or through vesting as part of a subdivision under the RMA.

Before any surplus property is disposed of, Council needs to be satisfied that there are no PWA requirements that need to be met e.g. if land had been acquired for a public work, and is no longer required for a public work, then Section 40 of the PWA might require the land to be offered back to its previous owner or their successors.

3.2.16   Property Law Act 2007

The purpose of this Act is to restate, reform, and codify (in part) certain aspects of the law relating to real and personal property in New Zealand. The Act covers a wide range of matters relating to property and property transactions.

3.3   Stakeholders

3.3.1   Key Stakeholders

In order to provide efficient levels of service, stakeholders need to be identified. The following stakeholders have been identified for the various activities.

Table 3.5: Key Stakeholders

External Stakeholders	Main Interests
Waikato Regional Council	All parks & reserves.
Te Aroha Domain Development Working Party	Te Aroha Domain. The working party was established by Council in to provide guidance on renewal and development of the Domain.
Sports Groups	Sports & Recreation Parks.
Conservation Groups	Natural Parks & Linkage Parks for their ecological values. They also have an interest in protecting significant flora and fauna on other parks.
Youth Groups	Various parks especially those with facilities aimed at youth e.g. skate parks and senior playgrounds.
Neighbours	All parks. Neighbours have an interest in the appearance and safety of adjacent parks as well as in the activities permitted on parks and the effects these may have on their property and lifestyle.
Lessees	Leased reserves – The lessees of future reserve land have an interest in the future purpose of the reserve and when it is likely to be required.
Schools	All parks. Schools utilise Sports Parks for school sports and other parks for events such as cross country and educational field trips.
Utility/Service Providers	Leased reserves – some of the leased reserves are used by these providers for infrastructure such as pump stations
District Community	All parks and open spaces – the community is interested in the amenity, open spaces and recreational opportunities provided by reserves
Park users	All parks – users are interested in the amenity, open spaces and recreational opportunities provided.
Iwi	All parks – iwi are interested in the amenity, open spaces and cultural values associated by reserves
Heritage New Zealand	Heritage New Zealand is consulted when new activities are proposed for Historic Reserves or historic buildings on reserves.
Regional Tourism Organisation	Hamilton & Waikato Tourism is responsible for marketing the region nationally and internationally and therefore have an interest in the parks and facilities that the district has to offer.
Visitor Information Network	Camping grounds and parks offering visitor experiences
Tourism operators	Potentially all park types
Public Relations Associations	Potentially all park types
Historical Societies	Historic Reserves. The Matamata Historical Society is involved in the management and operation of the Firth Tower Historic Reserve and the Te Aroha Historical Society operates a museum in the Cadman Bathouse within Te Aroha Domain. Morrinsville Historical Society operates from their own building in Canada Street. The societies are involved in various projects from time to time including the heritage trails.

External Stakeholders	Main Interests
Firth Tower Reserve Committee	The committee operates the museum located on the Firth Tower Reserve.
Matamata Aerodrome Users Committee	Matamata Aerodrome
User Groups	Tramping and mountain biking clubs are interested in walkways and tracks on reserves. Council has entered into memoranda of understanding with some clubs for the use and maintenance of specific tracks.
Walsh Memorial Flying School	Matamata Aerodrome. The school has a building located at the aerodrome and is a user of its facilities.
NZ Motor Campervan Association	Camping grounds and freedom camping opportunities.
Aerodrome grass mowing contractor	Matamata Aerodrome.
Royal New Zealand Air Force	The RNZAF's mission is to carry out military air operations to advance New Zealand's security interests. The air force have used Matamata Aerodrome for training purposes and events on several occasions.
New Zealand Army	The Army has used Matamata Aerodrome for training and event purposes.
Air Training Corps	The ATC is an aviation-orientated youth training organisation supported by the NZ Defence Force. ATC has used Matamata Aerodrome for aviation-related events such as annual gliding camps.
Various Service Clubs	For one-off minor projects, the Parks and Open Spaces activity may assist service clubs such as the Lions Club and Rotary International through joint ventures. MPDC typically provides funding, resources or expertise and the service clubs provide volunteer labour or a combination of labour and resources.
Returned Services Association	Cemeteries, war memorials, war memorial halls. Parks and Open Spaces used for commemorative events e.g. ANZAC Day services.
Internal Stakeholders	**Main Interests**
Elected members	All parks and open spaces – ensuring they meet the expectations of the community.
Assets Strategy and Policy	All parks and open spaces and associated assets – ensuring the expectations of user groups and the community are met through ensuring appropriate levels of service.
Kaimai Valley Services (KVS)	All parks and open spaces – carrying out maintenance on all parks and open spaces assets.
Kaimai Consultants (KC)	All parks and open spaces assets. Co-ordinating projects and other works. Administering leases and licences-to-occupy. Providing professional services in roading & utilities.
Customer Services	Customer Services (CS) are responsible for some of the operational aspects around cemeteries. CS staff attend the regular inter-team cemetery meetings involving CS, AS&P, KC and KVS. Customer Services also handle reserve bookings and enquiries from the public.

The key stakeholders are often consulted with on a project basis as these groups have more specific concerns. The consultation processes they have been involved in are outlined in Section 3.4.

3.3.2 Partnerships

In addition to those stakeholders identified above, a number of organisations work in partnership with Council on the provision of parks and reserves to improve local well-being and contribute to the overall sustainability of the activity.

3.3.2.1 Tangata Whenua

Council is improving partnerships with Tangata Whenua. This has especially been the case in the development of business cases for Te Aroha Domain and spa redevelopment. Council is currently looking at ways to better engage with Iwi on significant projects. Recently, Te Aranga Design Principles were trialled as part of the Iwi engagement process for the Hetana Street Masterplan that will inform future development of the street and reserve. This co-design process has worked well to date. A technical working party has also been formed to input into the revised Parks and Open Spaces Strategy.

3.3.2.2 Other existing partnerships

Partnerships have been established with the following groups:

Table 3.6: Partnerships

Organisation	Role
Sport Waikato	Sports Waikato is the Regional Sports Trust. They see their role as "to inspire and enable our people to be active and healthy for life through sport, recreation and physical activity." Council provides an annual grant to Sport Waikato towards funding the District Sports Coordinator role. Sport Waikato coordinated the Regional Sports Facility Plan and the development of a regional sports strategy (Moving Waikato).
Keep Morrinsville Beautiful	This organisation undertakes various beautification projects in the Morrinsville CBD and township. They are involved in joint funding ventures and provide labour to assist in various projects
Keep Matamata Beautiful	This organisation undertakes various beautification projects in the Matamata CBD and township. They are involved in joint funding ventures and provide labour to assist in various projects.
Keep Te Aroha Beautiful	This organisation was established at the end of 2014 and has undertaken various beautification and restoration projects in Te Aroha, often working in conjunction with local service clubs.
Piako Catchment Forum	A community group focused on the restoration of the Piako Catchment and its local communities. PCF is interested in developing and maintaining open communitcation, networking and education which supports the restoration and health of the whole catchment and its communities.
Friends of Hawes Bush	Native forest restoration
Te Miro Pest Control Group	Animal pest control in native forest

Organisation	Role
Department of Conservation	DOC administers a number of land parcels that borders our reserves. Council also administers some land on behalf of DOC. Joint partnerships are formed to discuss issues such as signage and track standards. These partnerships have been formalised in a Memorandum of Understanding signed in May of 2011.
Fish and Game	A partnership exists between Council and Forest and Game for the Howarth Wetland in Te Aroha. Volunteers from Fish and Game carry out work with assistance for track maintenance and plants coming from Council
Working Groups	User working groups have been established for a number of facilities, including the Morrinsville Recreation Ground, the Centennial Drive Committee, the Tom Grant Drive Committee and a Te Aroha Mountain Biking working party. Council maintains communication with these working groups and assists them in undertaking activities that benefit the community
New Zealand Police	New Zealand Police is the lead agency responsible for reducing crime and enhancing community safety. They assist Council in ensuring Parks and Reserves are safe and tracking down people who undertake vandalism on reserves
Ministry of Justice	The Ministry of Justice, Crime Prevention Unit provided funding for a Graffiti Rapid Removal programme in Morrinsville and a three year District wide education programme for 8 – 12 year olds. Council will continue to work with the Ministry of Justice in the future if and when the opportunity arises.
Department of Corrections	The Parks and Reserves Activity works with the Department of Corrections on a case by case basis by providing tasks on reserves for community services workers to undertake
Bedford and Campbell Park Trusts	These reserves are owned and managed by trusts with Council contributing to ground maintenance. This is a joint partnership to ensure sporting facilities are available to the community
Te Miro Mountain Bike Club	Council entered into a memorandum of understanding with Te Miro Mountain Bike Club in 2013. The club maintains the mountain bike tracks at Waterworks Road Reserve (Te Miro Forest).
Te Aroha Mountain Bike Club	The club maintains the mountain bike tracks on the Te Aroha Domain Lands between Te Aroha Domain and Hamilton Street.
Te Aroha and District Tramping Club	The club maintains a number of walking and tramping tracks on the Te Aroha Domain Lands between Te Aroha Domain and Hamilton Street
Matamata BMX Club	The BMX track at Swap Park was upgraded in 2011 and during the construction phase the club was formed to assist Council in the operation of the track.
Te Aroha BMX Club	Construction of the BMX track at Boyd Park began in November 2013. Council has entered into a licence to occupy and memorandum of understanding with the Te Aroha BMX Club around the future operation of the BMX track.
Hauraki Rail Trail Trust	MPDC is party to an underwriting agreement for the Hauraki Rail Trail. The other parties being Hauraki District Council, Thames-Coromandel District Council and the Hauraki Rail Trail Charitable Trust. The Trust manages the Rail Trail by agreement and the councils have agreed to meet any financial shortfalls under the terms of the underwriting agreement.
Walking Access Commission	Negotiating and enabling public access. Establishment of public walkways using the Walking Access Act.

Organisation	Role
Te Aroha Tourism PGF Governance Group	Oversight of Te Aroha Tourism Precinct PGF application process

Partnerships reflect more of an ongoing relationship then that with stakeholders as consultation is more ongoing and staff work with these various groups more frequently than just on specific projects.

To clarify responsibilities, Council has entered into memoranda of understanding (MoU) with with a number of organisations (Refer to Appendix 1).

3.3.3 Other Service Providers

There are several other agencies that provide additional activities relating to Parks and Open Spaces.

Table 3.7: Other service providers

Organisation	Role
Department of Conservation	The Department provides a number of reserves and tracks in the district. The reserves are mostly natural parks with nature conservation as the main objective and include high conservation value areas such as the Kopuatai Peat Dome and the upper parts of Mount Te Aroha which forms part of the Kaimai-Mamaku Forest Park. The track network provided by DOC includes several tramping tracks which cater for a higher level of fitness and longer walking experiences than the tracks provided by Council typically do.
New Zealand Transport Agency	NZTA provides most of the road reserves along State Highways within the 100 km/h zones.
Fish & Game	Fish & Game provide and manage land at Te Aroha Wetlands. The Wetlands Walk crosses over both Council and Fish and Game land.
QE2 National Trust	Provide mechanisms for protecting significant natural features on private land via QEII covenants
Iwi	Iwi own and operate urupa (traditional Māori burial grounds) within the district. Marae sites and open space land in customary title also provide recreation opportunities.
Private businesses	Provide carparks to customers or the public.
Schools	Provide playgrounds and sporting facilities.
Private landowners	Some private landowners provide walking tracks, sporting or event venues.
Out of district providers	Crematoria services and regional airports are provided in Hamilton and Tauranga. Natural burials are provided for at Hikutaia in Thames-Coromandel District.

3.4 Community consultation

3.4.1 Statutory and other consultation processes

Besides consultation on community outcomes under the LTP process,a range of other consultation processes have also occurred to gather information from the community about their preferred levels of service.

Table 3.8 summarises consultation undertaken in the past, Table 3.9 outlines current and ongoing consultation, and Table 4.6 outlines anticipated future consultation processes.

Table 3.8: Historical consultation undertaken for Parks and Open Spaces

Consultation Processes	Date	Reasons for Consultation	Extent of Consultation	Result	Key stakeholders consulted
Active and Leisure Strategy	2007-09	To establish priorities for facilities	402 residents surveyed by telephone	Context for strategy direction Strategy adopted by Council in 2009	Sport Waikato Facility User Committees Sporting Groups
Winter Park Check	2008	Identify satisfaction with levels of service	122 users surveyed.	Indication of satisfaction	Park users
Summer Park Check	2007 2008 2009	Identify satisfaction with levels of service	Survey of 182 users (2007) 218 users (2008), 235 users (2009)	Indication of satisfaction	Park users
Reserve Management Plans -Active -Passive -General Policies	2008-09	Reserves Act Requirement	Public Submissions	Future direction of reserves	Neighbours User groups District Community
2009-12 LTCCP process	2009	Legislative requirement criteria of LGA 2002	LGA consultation requirements		Ratepayers District Community
2012-22 LTP process	2012	Legislative requirement criteria of LGA 2002	LGA consultation requirements		Ratepayers District Community
District Tree Strategy	2010	Community Feedback	Special consultative procedure with a hearing.	Confirmed strategic direction	District Community Garden Centres

Consultation Processes	Date	Reasons for Consultation	Extent of Consultation	Result	Key stakeholders consulted
Matamata BMX track	2011	Determine location for track	Feedback and a street meeting		Neighbours Park users
The Right Debate	2011	To assist with the development and direction of the LTP 2012-22	Distribution through newspapers, rates notices and street stands	Submission / feedback forms	District Community Ratepayers Iwi
The Right Debate / Has Council got it right?	2014	To assist with the development and direction of the LTP 2015-25	Distribution through newspapers, rates notices and street stands	Submission / feedback forms	District Community Iwi Neighbours
2015-25 LTP Process	2015	Legislative requirement criteria of LGA 2002	LGA consultation requirements		Ratepayers District Community
Morrinsville Skate park	2011-12				Neighbours Potential users
Open Spaces Strategy	2012-13	Community Feedback	Workshops. Special consultative procedure with a hearing.	Strategy adopted by Council in 2013	District Community
2018-28 LTP Process	2017-18	Legislative requirement criteria of LGA 2002	LGA consultation requirements		Ratepayers District Community
Sport and Recreation Survey	2017	To gather current data about sports clubs and facilities in preparation of the development of a District Sports and Recreation Strategy	Sports and Recreation Clubs	Underway	Sports and recreation clubs

Table 3.9: On-going and current consultation

Consultation Processes	Date	Reasons for Consultation	Extent of Consultation	Result	Key stakeholders consulted
Annual Customer Satisfaction Survey	Annually since 2000	To rate satisfaction with services provided by Council	Telephone survey of 400 residents	See discussion in Section 4.3.1	District Community
~~Ward Forums~~	~~Since 2014~~	~~To capture concerns and interests at ward level~~	~~Café meetings by ward councilors~~	~~Issues of concern to local communities are highlighted and contact established between members of the community and the appropriate staff~~	~~Ward residents~~
Working Parties	Since 2013	To achieve outcomes that will benefit the community	Varies	Items raised as for potential Bulk Fund projects	User groups Interested parties
Hetana Street Masterplan	2020-	To inform and guide the long-term integrated development and functioning of the overall site	Online survey Drop In Sessions Stakeholder meetings Mana Whenua hui & hikoi		Mana Whenua iSITE Business Association Business Owners General public Park user groups
Morrinsville Rec Ground Masterplan	2018-	To inform and guide the long-term integrated development and functioning of the overall site	Surveys at public events Targeted stakeholder interviews		Mana Whenua General public
Parks & Open Spaces Strategy Review	2020-	Guides provision, development and management of parks and open spaces.	Online surveys Stakeholder workshops Mana whenua working party	Underway	Park user groups Mana Whenua General public
Aerodrome Manageemnt Plan Review	2018-	Reserves Act Requirement	Reserves Act procedure	RMP adopted	Iwi

Table 3.10: Future consultation

Consultation Processes	Date	Reasons for Consultation	Extent of Consultation	Intended Result	Key stakeholders to consult
Community Group Leases & Licences Policy Review of General Policies Reserve Management Plan (RMP)	2015-16 2018	Community feedback Reserves Act Requirement	TBC Reserves Act procedure	Policy adopted RMP adopted	Community groups District Community Neighbours Facility user groups
Compile Reserve Management Plan for Outdoor Adventure Parks	2015-16	Reserves Act Requirement for some; To guide development and use	Reserves Act procedure	RMP adopted	District Community Neighbours
Compile RMP for Linkage Parks	2023-24	Reserves Act procedure	Reserves Act procedure	RMP adopted	Facility user groups
Revision of former Active Reserves RMP into Sports and Recreation Parks RMP	2021-22	Reserves Act Requirement	Reserves Act procedure	RMP adopted	District Community Neighbours Facility users
Revision and realignment of former Passive Reserves RMP into Amenity Parks RMP, Neighbourhood Parks RMP, Natural Parks RMP	2017-18	Reserves Act Requirement	Reserves Act procedure	RMP adopted	
Review of Te Aroha Domain RMP	2019-20	Reserves Act Requirement	Reserves Act procedure	RMP adopted	
Review Firth Tower & Stanley Landing RMP	2018-19	Reserves Act Requirement	Reserves Act procedure	RMP adopted	
Compile RMP for other Premier Parks – Howie Park & Hetana Street Reserve	2020-21	Reserves Act Requirement	Reserves Act procedure	RMP adopted	
~~Disability Strategy~~	~~2017-18~~	~~To receive input from disability action groups and the broader community~~	~~TBC~~	~~Strategy adopted~~	~~CCS~~ ~~District Community~~

3.5 Why is Council involved in this activity?

Council is committed to providing adequate parks, open spaces and open space assets. This commitment is the result of consultation with the community (which has led to community outcomes being identified through the Long Term Plan process under the Local Government Act 2002) as well as other legislative requirements.

Table 3.11 below, provides a summary of activity-specific legislation and community outcomes affecting parks and open spaces. The key legislation affecting parks and open spaces is discussed in more detail in Section 4.

Table 3.11: Legislation and Community Outcome Themes

Asset Area	Activity Specific Legislation	Community Outcome Themes
Parks and Reserves	Reserves Act 1977 Local Governemtn Act 2002	Connected Infrastructure Healthy Communities Environmental Sustainability Vibrant Cultural Values
Open Space Assets	Reserves Act 1977	Connected Infrastructure Healthy Communities Vibrant Cultural Values
Cemeteries	Burial and Cremation Act 1964 Reserves Act 1977	Healthy Communities Vibrant Cultural Values
Aerodromes	Civil Aviation Act Reserves Act 1977	Connected Infrastructure

Table 3.12: Community Outcomes

Matamata-Piako – The Place of Choice				
Lifestyle. Opportunities. Home.				
Enabling…				
Connected Infrastructure	**Economic Opportunities**	**Healthy Communities**	**Environmental Sustainability**	**Vibrant Cultural Values**
Infrastructure and services are fit for purpose and affordable, now and in the future.	We are a business friendly Council.	Our community is safe, healthy and connected.	We support environmentally friendly practices and technologies.	We promote and protect our arts, culture, historic, and natural resources.
Quality infrastructure is provided to support community wellbeing.	Our future planning enables sustainable growth in our district	We encourage the use and development of our facilities.	Development occurs in a sustainable and respectful manner considering kawa/protocol and tikanga/customs.	We value and encourage strong relationships with iwi and other cultures, recognising waahi tapu and taonga/significant and treasured sites and whakapapa/ ancestral heritage.
We have positive partnerships with external providers of infrastructure to our communities.	We provide leadership and advocacy is provided to enable our communities to grow.	We encourage community engagement and provide sound and visionary decision making.	We engage with our regional and national partners to ensure positive environmental outcomes for our community.	Tangata Whenua with Manawhenua status (those with authority over the land under Maaori lore) have meaningful involvement in decision making.

3.6 Strategic Assets

3.6.1 Our strategic assets

Section 90(2) of the Local Government Act 2002 requires Council to identify 'strategic assets' in its 'Significance Policy'.

Strategic assets are defined as "an asset or group of assets that a local authority needs to retain if they are to maintain the local authority's capacity to achieve or promote any outcome that they determine to be important to the current or future wellbeing of the Community" (see Section 5, Local Government Act 2002 for complete definition).

Council adopted a new Significance and Engagement Policy on on 22 July 2020.. The following Parks and Open Spaces assets are identified as 'strategic assets' under the Significance and Engagement Policy 2020:

- The four Premier Parks (Firth Tower Reserve, Hetana Street Reserve, Howie Park, Te Aroha Domain).
- The three main Council-owned Sport and Recreation Parks in each of the three wards (Boyd Park, Matamata Domain and Morrinsville Recreation Ground).
- The six cemeteries (Morrinsville, Piako, Te Aroha, Matamata, Maukoro and Waharoa)..
- The Waharoa (Matamata) Aerodrome.
- The Premier Parks are recognised as being of particular significance to the district and are intended to meet the needs of both residents and visitors.
- Unlike local Sports and Recreation Parks, the three main parks also provide opportunities for the district as a whole such as district-wide and sub-regional level competitions. These parks also provide facilities for several sporting codes and recreational activities.

The review of the Open Spaces Straregy suggests rationalising the number of park management categories. This is likely to see the disappearance of the Premier Park category. Instead, these parks are likely to be included either a new Community Parks category (along with what are currently called Neighbourhood Parks) or a new Heritage Parks category. The significance of individual parks such as Te Aroha Domain and Firth Tower will be indicated through by assigning relevant quality standards to sites that require a higher standard of presentation and maintenence.

The Burials and Cremation Act 1964 requires Council to provide land for burials. Cemeteries are important as they provide spaces for the burial of bodies and internment of ashes.

- The aerodrome at Waharoa near Matamata is the only commercial airfield in the District. It is the only Council facility that provides opportunities for aviation-related recreation

It was not considered necessary to identify all parks as 'strategic assets'. Parks that are gazetted as Reserves under the Reserves Act 1977 already have legal protection and if Council wishes to dispose of a reserve the process prescribed by the Reserves Act 1977 would need to be followed. If Council wished to dispose of a park that is not a gazetted reserve under the Reserves Act, it would still be subject to a consultation process as prescribed in the Local Government Act 2002.

3.6.2 Strategic Assets and Critical Assets

The terms 'strategic assets' and 'critical assets' are easily confused.

As explained above, 'strategic assets' are assets that a local authority has decided it needs to keep to maintain the capacity to achieve or promote any outcome that the local authority has determined to be important to the current or future wellbeing of the Community.

Critical assets however, are assets that have a high consequence of failure (but not necessarily a high probability of failure). To put it simply, the criticality has to do with "how bad it is if the asset breaks or fails". Critical assets will be discussed further in the Risk Management and Lifecycle Sections of the AMP (See Chapters 5 & 6).

3.7   Management structure and responsibilities

The management responsibility for the individual activities within the Parks and Open Spaces activity is shown below in Table 3.13 below. The organisational structures are shown in Appendix 2.

In general terms, the Assets Strategy and Policy (AS&P) Department which falls under the Business Services Group, is responsible for policy, strategy, and asset management planning for the Parks and Open Spaces activity.

Kaimai Consultants (KC) provided professional services to the Parks and Open Spaces activity, including project and property management services. Following a restructure in late 2019, KC was disestablished and split into a Roading Team and a Property & Community Projects Team (P&CP). P&CP continues to provide the services previously provided by the property section of KC but sits within the Business Services Group.

Kaimai Valley Services (KVS), which resorts under the Service Delivery Group, provides operational and maintenance services such as lawn mowing, gardening and toilet cleaning.

Parks and Reserves Action Group (PRAG) is a voluntary association consisting of staff representatives from AS&P, KVS and P&CP engaged in the planning or management of parks-related activities. The PRAG typically meets once a month to discuss issues and projects of mutual interest and serves as a vehicle for discussion and decision-making concerning more complex, significant or potentially controversial issues affecting parks, cemeteries and open space assets.

Property Action Group (PAG) is a voluntary association consisting staff representatives from AS&P, KVS and P&CP engaged in the planning or management of Council property and buildings. The PAG is chaired by the Asset Manager Strategy & Policy and typically meets once a month to discuss issues and projects of mutual interest. It serves as a vehicle for discussion and decision-making concerning more complex, significant or potentially controversial issues affecting general property and buildings. The structure and functrion of this group is being reviewed following the restructuring of the property team.

It is recommended that formal Terms of Reference be developed for the action groups.

➡ **Improvement Plan Item 2018.P.3.**

Table 3.13: Management responsibilities

Asset Area	Business Services Group		Service Delivery Group	
	Assets Strategy & Policy	**Property & Community Projects**	**Kaimai Valley Services**	**Community Facilities Operations**
Parks and Reserves	Policy & Strategy Asset Management Plans Reserve Management Plans Asset Database	Project management (capital & renewal) Engineering services Administration of leases and licences	Operations & maintenance	Operations at Firth Tower
Open Spaces Assets	Policy & Strategy Asset Management Plans Asset Database	Project management (capital & renewal) Engineering services Administration of leases and licences	Operations & maintenance	-
Cemeteries	Policy & Strategy Asset Management Plans Asset Database	Project management (capital & renewal) Engineering services	Operations & maintenance	-
Aerodrome	Policy & Strategy Asset Management Plans Asset Database	Project management (capital & renewal) Engineering services	Maintenance (Gardening, mowing and toilet cleaning)	Operations

3.8 Strategies affecting asset provision

3.8.1 Regional Sport Strategy (Moving Waikato 2025)

Moving Waikato 2025 is a regional strategy to grow participation in sport, recreation and physical activity in the Waikato. Its vision is: "A healthy, vibrant, physically active and successful sporting region."

Moving Waikato 2025[6] is the first unified strategy for sport, recreation and physical activity for the Waikato region. It seeks to build on existing partnerships and to increase the provision of opportunities for both participation and sporting success for the people of the region.

The strategy has been developed in collaboration and consultation with key partners regionally and nationally and follows on from evidence gathered to guide and inform strategic decisions.

It provides a vision for the unified leadership of sport, recreation and physical activity in the region and gives focus and clarity towards 2025.

Three Strategic Priorities guide implementation of the strategy:

- **Our people: more adults, more children 'out there and active**
  A focus on the provision of opportunities that meet the needs of the people of our region.
- **Building communities: helping communities to help themselves**
  A focus on quality local delivery of sport, recreation and physical activity experiences.
- **Regional leadership: leading and delivering change**
  A focus on regional and national partners working together to lead change and enhance outcomes.

Formulation of a district sport and recreation strategy will aid implementation of the regional strategy at a district/local level.

3.8.2 Regional Sports Facilities Plan

In 2013-14 MPDC participated in the Waikato Regional Sports Facility Survey which led to the development of a Regional Sports Facility Plan for the Waikato Region.

The Regional Sports Facility Plan (RM 1898606) defines a facility hierarchy that includes international, national, regional, sub-regional facilities, and local facilities. The Plan recommends a "regional funding approach" to assist with the development and operation of international, regional, and sub-regional facilities. It also highlighted that "local level facilities in particular will likely require rationalisation and optimisation".

The Plan promotes collaboration between districts when developing new facilities especially indoor court and aquatic facilities. The Plan suggests that Matamata-Piako and Hauraki Districts may want to investigate a sub-regional partnership for future indoor court facilities. Council made a submission on the Draft Plan in August 2014 (see RM 1519305). Council felt that it is important to acknowledge that communities in adjoining districts may not necessarily share the same needs despite being relatively close in geographic terms.

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[6] For more information see: http://www.sportwaikato.org.nz/about-us/movingwaikato.aspx

As far as other facilities were concerned, the Plan recommended maintaining and optimising the existing assets within the Matamata-Piako District.

The Plan has been reviwed in 2016 and 2018. Principles from the plan have been included in Council documents such as the District Sports Facilities & Action Plan and the General Policies for reserves.

3.8.3 Regional Economic Development Strategy (Waikato Means Business)

The Waikato Means Business[7] economic development strategy was initiated by the Waikato Mayoral Forum in 2013 to help develop the region's potential.

Implementation of the strategy is being overseen by an industry-led steering group with Māori, business and local government representatives. The strategy is focused on five priority areas:

- Maintaining and building our location advantage.
- Growing global industries.
- Building, attracting and retaining skills and talent.
- Making business easier.
- Telling the Waikato Story.

3.8.4 Regional Visitor Strategy and Hamilton-Waikato Tourism Opportunities Plan

The Waikato is New Zealand's fifth largest tourism region, with $1.3 billion in visitor expenditure. The Hamilton and Waikato Visitor Strategy 2014 aims to grow visitor expenditure in this region from $1 billion in 2014 to $1.35 billion in 2025. This goal requires clear strategies to identify the tourism opportunities that have the greatest potential to drive growth, yield and dispersal in the region.

The Hamilton-Waikato Tourism Opportunities Plan [8] provides a framework for delivering new and improved tourism experiences that have the potential to drive growth in the local tourism sector and its contribution to the regional economy.

The objectives of the Tourism Opportunities Plan are to:

- Review and confirm the region's visitor proposition including different parts of the region
- Provide recommendations for the development of visitor experiences and infrastructure to support and enhance the tourism proposition
- Provide investment recommendations and priorities to guide local government planning and resources, and private sector investment.

Goals identified in the plan include:

- Be established as a competitive destination that attracts visitors who stay multiple nights, spend money on experiences, recommend the region to others and return
- Have a range of quality events and experiences that attract domestic and international markets year-round
- Have added at least one new high quality visitor attraction that is on the 'must do' list for short itinerary markets currently predominantly visiting Hobbiton Movie Set and Waitomo.

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[7] For more information see: http://waikatomeansbusiness.nz/

[8] For more information see: http://www.hamiltonwaikato.com/industry/tourism-opportunities-plan/

The plan identifies walks as 'emerging experiences' (those that have the real potential to become 'hero experiences' for the region if appropriate support and development is implemented).

Improving amenities and raising the profile of the region's free attractions (especially short walks) was also identified as an opportunity in the SWOT analysis section of the plan.

A destination management plan (DMP) is currently under development by TRC Consultants engaged by Hamilton-Waikato Tourism. The DMP will provide a blueprint for delivery of the Waikato Story and will further guide development of an all-round sustainable visitor destination. Council staff provided initial input to the process in December 2020.

3.8.5   Regional Cycling and Walking Strategy

The 2009-2015 Regional Cycling and Walking Strategy[9] was developed by Waikato Regional Council in collaboration with the Regional Walking and Cycling Steering Group, stakeholders of whom are located throughout the region. The strategy outlines policies and actions and maps that are intended to enhance walking and cycling in the region.

The Hauraki Rail Trail (which MPDC intends to extend to Matamata) and the Kaimai-Mamaku Conservation Park (which can be accessed from carparks and reserves managed by MPDC) are identified as being of regional significance.

Early in 2020, Council staff met with NZRA and Sport Waikato to discuss a regional cycling plan that is being coordinated by Sport Waikato.

3.8.6   Regional Infrastructure Technical Specification

The Regional Technical Infrastructure Specification (RITS)[10] sets out how to design and construct transportation, water supply, wastewater, stormwater and landscaping infrastructure in the participating councils' areas. Prior to developing RITS, each council had its own specifications, which resulted in different standards having to be met across the Waikato region. The purpose of RITS is to provide a single regional guide and specifications for building public infrastructure.

Developers are required to provide infrastructure in subdivisions and once approved can use the RITS as a means of complying with the conditions set by councils as part of the resource consenting process. If contractors, and their consultants and contractors, use the RITS, the process to meet resource consent conditions will usually be quicker and therefore less costly.

3.8.7   New Zealand Biodiversity Strategy 2020

Te Mana o te Taiao – The Aotearoa New Zealand Biodiversity Strategy 2020 provides the overall strategic direction for biodiversity in Aotearoa New Zealand for the next 30 years. It is intended ot be closely connected to and guide local and regional biodiversity action. Regional biodiversity strategies, which have already been produced for some regions, will be a key part of regional and local implementation. Following release of this strategy, a collaborative implementation planning process will begin. The initial implementation plan that is developed

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[9] For more information see: http://www.waikatoregion.govt.nz/Council/Policy-and-plans/Transport-policy/Walking-and-cycling-strategy-for-the-Waikato-region/

[10] For more information see: http://www.waikatolass.emtel.co.nz/shared-services/regional-infrastructure-technical-specifications/

through this process will cover a period of 2 years (2021–2022). This initial plan will focus on establishing the systems and processes needed to support the effective delivery of this strategy.

As this implementation plan is not yet available the impct of the strategy on Council and its management of parks and open spaces is unknown at this point.

3.8.8   Local Indigenous Biodiversity Strategies

Local Indigenous Biodiversity Strategies (or LIBS for short), is a project led by Waikato Regional Council (WRC) that seeks to make a transformational shift in how we view and manage indigenous biodiversity. According to WRC, "LIBS will provide a regional-scale ecological restoration framework that connects up the numerous ecological projects that are already going on and stitch them all together. The process for developing LIBS is as important as its implementation. It will focus on grass roots involvement, empowerment and ongoing delivery, including building community capacity at the marae level. Engagement at this level will seek to find out about the needs and aspirations of land owners and mana whenua and how this aligns with requirements to provide for healthy biodiversity across the landscape. It is hoped that these discussions will highlight a variety of opportunities available to enhance biodiversity and provide for economic, social and cultural development, as well as providing a range of enduring solutions to achieve this. LIBS is as much about increasing wellbeing, employment and education opportunities, reducing health costs, and providing for kaitiakitanga, as it is about enhancing biodiversity. Landowners and mana whenua will be supported by involving a range of stakeholders in the process and the development of a broad-scale funding model. This will assist with building knowledge and skills, enabling ongoing community involvement, delivery of on-ground ecological enhancement, monitoring of progress, and the effective co-ordination of the ecological restoration network over time."

Hawes Bush has been identified as a potential LIBS project site. Council staff have been liasing with WRC and Piako Catchment Forum.

3.8.9   Infrastructure Strategy

The Infrastructure Strategy 2018-48 sets out the requirements for the long-term management of our assets to ensure that they continue to deliver on levels of service over the next 30 years[11].

It outlines:
- Requirements for renewing and replacing existing assets;
- How Council propose to respond to changes in demand;
- How Council will allow for planned increases or decreases in levels of services provided through assets covered by this strategy
- How Council will maintain or improve public health and environmental outcomes or mitigate adverse effects on them
- How council will provide for the resilience of infrastructure assets.

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[11] For the full document, refer to CM#2348917
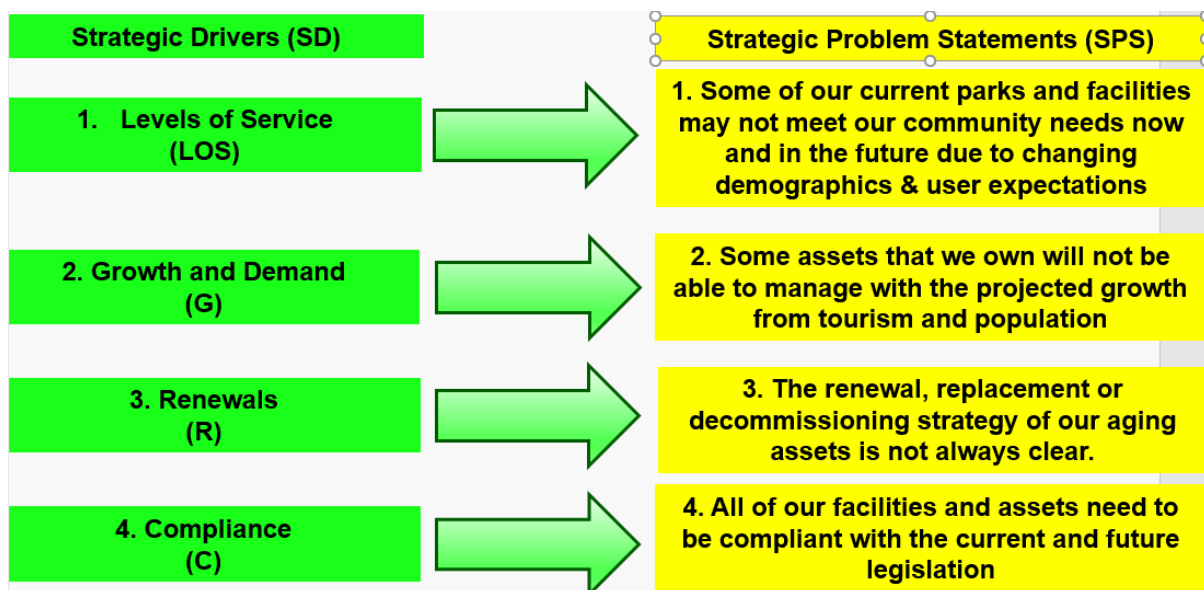
Figure 6: Strategic drivers and problems identified in the Infrastructure Strategy

3.8.10 Parks & Open Spaces Strategy

An Open Spaces Strategy was adopted by Council in November 2013 and was reviewed in 2020-21. The Draft Parks and Open Spaces Strategy 2021-51 is due to be consulted on in March-April 2021 with the adopted version becoming operative on 1 July 2021.

The Strategy sets a long-term vision for our parks and open spaces network. It guides decision-making about the provision, development and management of parks and open spaces, to ensure we have the right parks and open spaces, in the right locations, managed in the right way, to meet the needs of our communities.

We want to ensure that, long term, we are:
- Providing and protecting the right spaces in the right places for sport and recreation
- Protecting and enhancing significant environmental, cultural and historical spaces
- Planning, designing and managing our parks and open spaces well
- More strategic and purposeful about things like land acquisitions and disposals, partnerships and volunteer programmes
- Enabling our communities to be take pride in our parks and open spaces.

Figure 7: The Parks and Open Spaces strategy in a nutshell

3.8.10.1 Impact on park provision

Park provision was analysed in terms of current and projected population by 2051 and compared to a peer group of predominantly rural local authorities with similar sized populations (selected from the annual Yardstick Parkcheck survey).

The following graphs illustrate how provision of different parks by MPDC compares with the peer group benchmark. The first blue bar indicates our level of provision in 2021. The green bar illustrates a peer group benchmark for rural councils with a similar population. The final blue bar illustrates what our current provision would look like compared to the population forecast for 2051 if we acquire dno addiitoal parks.
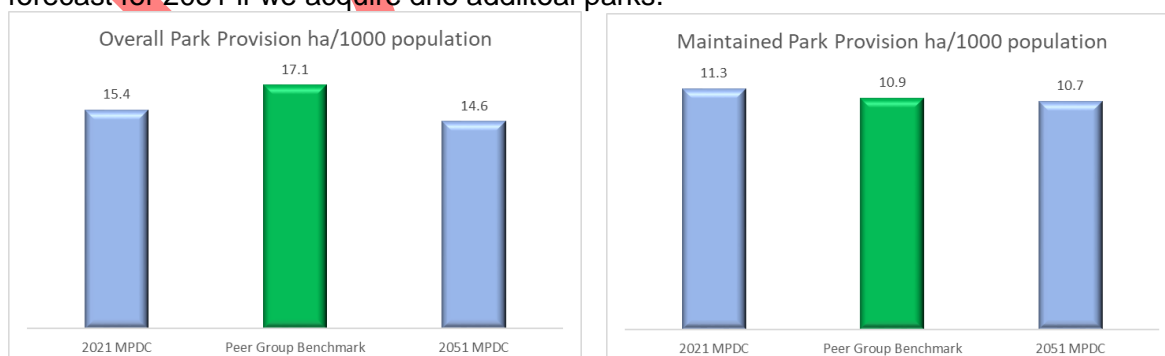
The area of actively maintained parkland is adequate and fairly typical when compared to similar districts.

Natural Park Provision ha/1000 population
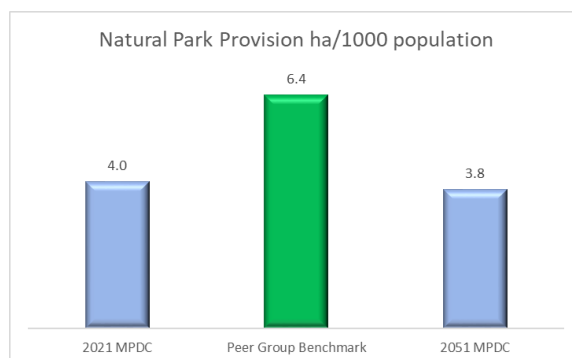
Our Natural Park figures exclude the large areas in our District managed by the Department of Conservation. If public conservation land is taken into account, our communities have more than adequate access to natural areas.

Sports Park Provision ha/1000 population
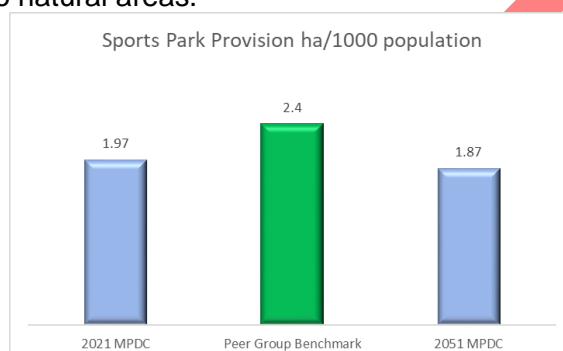
Our level of provision appears to be slightly less than what was indicated in the 2013 strategy. There has been no reduction in the number of sports parks but some parks have been split into different categories. For example, Boyd Park's sportsfields still fall under the sports parks category but the wetlands (which would never be developed for sportfields) now fall under the Nature Park category. This more accurately reflects the true nature and potential of the sites. Our District is also fortunate to have privately-owned sports parks like Bedford Park in Matamata and Campbell Park in Morrinsville. Privately-owned parks were not included in the calculation above. If they are taken into consideration the gap compared to the benchmark reduces somewhat.

Council & Private Sports Parks Combined ha/1000 population
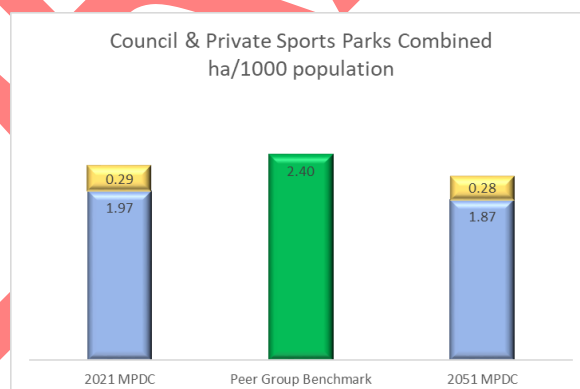
Compared to the current benchmark we would still have a slight deficit in sport park provision in 2051. Our current spaces could possibly be used more efficiently. An electronic booking system could assist in better use of existing sportsfields and provide more accurate use data. We own some land that is currently leased to third parties that could potentially be developed in future if needed. We also know that participation in traditional team sports is currently declining. We will continue to monitor this trend and the demand for sports parks will be re-assessed when this strategy is next reviewed.

Community / Amenity Park Provision ha/1000 population
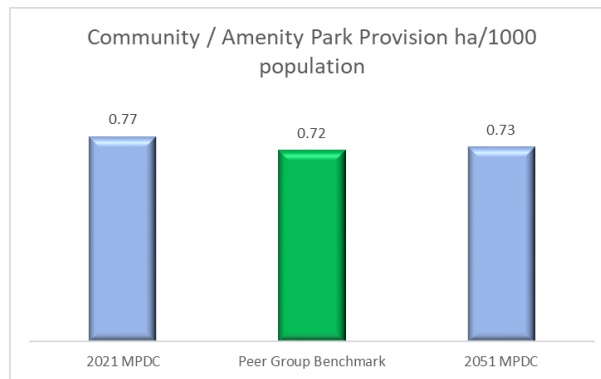
For benchmarking purposes, we have grouped our Community and Amenity Parks together as they provide similar benefits to the community. Provision per population is adequate however as new residential areas are developed additional community parks will be required in some areas to ensure convenient pedestrian access to a local park.

Compared to similar districts, we have reasonably good provision of parks and open spaces overall. There are some gaps in provision. These are often spatial gaps i.e. due to a fragmented and uneven distribution of parkland.

3.8.10.2 Impact on network design

The strategy aims to improve the through spatially identifying opportunities to improve connectivity, setting provision targets by park category, and implementing a reserve acquisition policy.

The acquisition focus is on additional linkage parks to improve connectivity, and in some cases community parks to cater for new residential subdivisions.

3.8.11 Track Strategy

The Track Strategy was adopted in July 2008. A number of new tracks have been developed since the Strategy was adopted. This has mainly been driven by community groups working on land controlled by Council. Some of the physical works identified in the Strategy have been completed.

The need for a comprehensive review of the Track Strategy was identified in the previous AMP. It has since been decided to incorporate the revised track strategy into an overall Parks and Open Spaces Strategy.

Data from the track asset condition rating process has guided the prioritisation of upgrades to a number of bridges, boardwalks and barriers. The most recent condition rating was undertaken in 2020 and identified the next tranch of structures that need renewal or replacement.

The proposed Parks & Open Spaces Strategy 2021-51 will supercede the Track Strategy 2008 once adopted.

3.8.12 Disability Strategy

Council does not have an overarching Disability Strategy. The following approaches are proposed when developing new assets or renewing existing assets, to improve accessibility:

Playgrounds

- Consider replacement of timber edged bark cushion fall with flat, non-edged safety surfaces (either in their entirety or provide accessible routes within larger cushion fall areas)
- Provide swing seats that are more accessible (e.g. basket-type swings)
- At design stage, consider providing some equipment at new playgrounds that offer a greater degree of accessibility
- Consider accessible routes in playground design

Paths, Tracks and Trails

- Continue to provide a wide range of experiences
- Provide some paths, tracks, trails that are fully accessible
- Consider opportunities to provide more accessible paths, tracks or trails

Structures

- Consider access to/from structures on parks and open spaces

3.8.13 District Tree Strategy

The District Tree Strategy was adopted in 2010 to assist with the management of trees in urban and rural settings and developments.

The Tree Strategy provides policies for the management of trees on land managed by MPDC (except for natural bush remnants and riparian vegetation), including:

- Tree selection and planting
- Tree maintenance
- Tree removal
- Tree management
- Commemorative trees

The Strategy also incorporates operational guidelines including lists of suitable species to plant for various purposes.

Long term, implementation of the strategy is likely to reduce problems associated with trees, which are typically caused by inappropriate species choice, poor site selection, or a lack of maintenance.

While management practices are discussed, the current Tree Strategy does not however provide guidelines on scheduled maintenance or levels of service.

It is anticipated that a review of the strategy will seprate out the technical guidelines from the strategic, policy elements.

➡️ **Improvement Plan item 2015.P.3.28**

3.8.14 District Sports Facility and Development Plan 2018

In July 2018, Council adopted the Matamata-Piako District Sports Facility and Development Plan. This document replaced the Community Leisure Provision Strategy 2009.[12]

The new plan aligns with the new regional sports strategy ('Moving Waikato 2025') and regional sports facilities plan while identifying local trends, needs and priorities. The Plan was developed in partnership with Sport Waikato and involved a survey of sports clubs as drop-in consultation sessions.

The Plan is designed to provide direction for future investment and focus for both the Matamata-Piako District Council, Sport Waikato and providers of sport in the district. It seeks to identify opportunities for partner organisations that provide community services in the district, to contribute to sport outcomes. Guidance is based on feedback from sport providers, regional sporting codes, Sport New Zealand, sector data and demographic information. For Council the Plan provides guidance for facility, place and space infrastructure investment. For Sport Waikato it provides priorities for the delivery of opportunities and services to grow participation. This plan is likely to require a review in the short term. The recent restructure of Sport Waikato has introduced a degree of uncertainty as to their future role within our District.

3.9 Surveys and benchmarking

3.9.1 Community satisfaction surveys

Satisfaction surveys have been conducted annually since 2000. These surveys attempt to rate resident satisfaction levels with a range of Council services. Typically, around 400 residents are contacted by telephone and asked to rate a variety of services. Verbatim responses are also recorded.

The advantages of the annual satisfaction survey include:
- data has been collected for several years which assists in identifying trends
- the opportunity to compare performance with other local authorities

The limitations of this type of survey include:

- the format has changed from time to time limiting direct comparison
- while some verbatim comments are recorded, the survey does not go into sufficient detail to determine and analyse the main causes of concern to residents the telephonic nature of the survey is likely to exclude certain segments of the population (especially children and younger people who are less likely to have landline telephone).

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[12] 'Community Leisure Provision - Strategies to enhance leisure and recreation opportunities for the people of the Matamata-Piako District 2009-2019'. The 2015-25 AMP recommended that the Community Leisure Provision Strategy be comprehensively reviewed once the Regional Sports Facility Plan is completed (IP 2015.P.3.28). The District Sports Facility & Action Plan was the result.

In 2013 the rating system was changed from a three point to a ten point scale, with 1 representing 'Very dissatisfied' and 10 representing 'Very satisfied'. The targets were changed in the 2015-25 LTP as the scale used from 2013 resulted in a high percentage of respondents in the 'neither satisfied nor dissatisfied' category.

The graphs on the following page show target and actual satisfaction levels.

Satisfaction with parks has increased slightly over the past three years and exceeded the target for the first time in 2016-17.

Satsfaction with sportsfields has remained relatively stable being within +/- 2% of target over the past three years.

Satisfaction with cemeteries remained relatively stable with the performance measure ebeing met for the past two years.

Satisfaction with walking tracks has remained relatively stable.

Figure 3.8: Satisfaction levels for Parks 2013-17
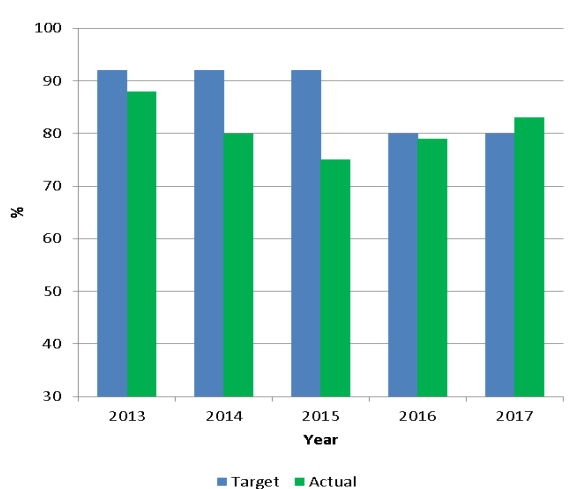
Figure 3.9: Satisfaction levels Sportsfields 2013-17
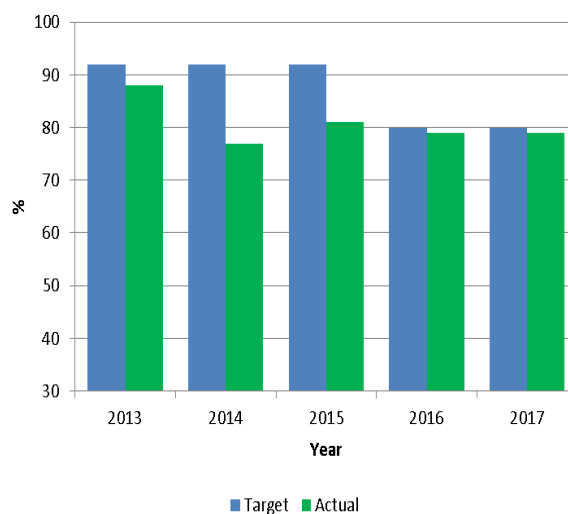
Figure 3.10: Satisfaction levels for cemeteries 2013-17
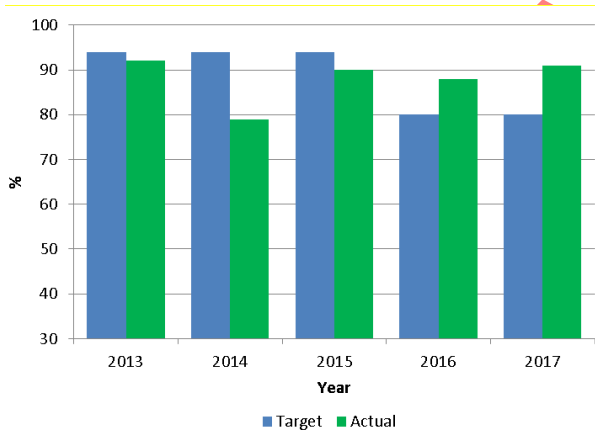
Figure 3.11: Satisfaction levels for walking tracks 2013-17
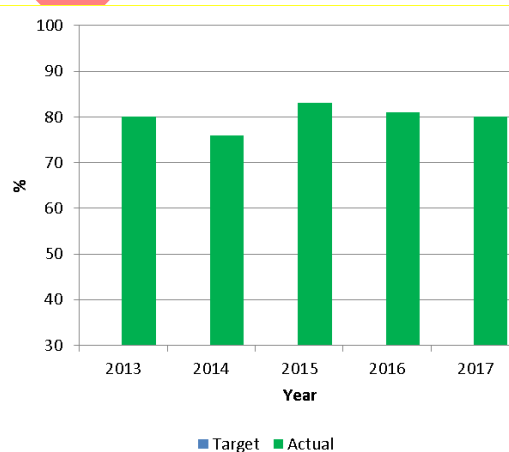
>>TO DO – update graphs with most recent data

3.9.2 Yardstick Parkcheck Visitor Measures

Yardstick Parkcheck Visitor Measures is an on-the-spot intercept survey of park visitors and/or a door to door survey that records visitor expectations, measures visitor satisfaction, measures gaps in levels of service, and can have specific questions added to suit your situation.

Council participated in the Parkcheck survey from 2007 to 2009. During that time the overall satisfaction rating for MPDC parks rose steadily and exceeded the national average for the first time in 2009. Parkcheck surveys were discontinued in 2009. In 2016 participation in the Parkcheck Visitor Measures Survey resumed with the intent to participate on a bi-annual basis.

Reasons to participate included:
- the survey is designed for parks and recreation and is therefore more comprehensive and potentially of more value than the annual customer telephone survey which only briefly touches on parks and facilities
- it provides a benchmarking opportunity
- it allows us to measure whether improvements have been effective
- the Visitor Measures survey has been redesigned to be more user-friendly

Unfortunately a number of practical challenges were encountered with the survey. The mobile tablet-based version was not always reliable and often could not be used in real time due to connectivity issues. There was no dedicated staff to complete the surveys. The survey was initially undertaken by a casual staff member who left prior to completion of the survey. It was then assigned to other staff as an additional duty rather than as a dedicated task. Invariably other projects were a higher priority and the rate to complete the survey was not satisfactory. A further challenge was obtaining sufficient responses to have meaningful results. This was especially the case with neighbourhood parks. Ideally the survey needs to be completed in a relatively short period, by staff dedicated to the project, appropriately trained, able to work evenings/weekends and available to complete it within a specified timeframe. It may be more effective if in future the surveys are conducted by contractors or fixed-term staff dedeicated to the project.

3.9.3 Yardstick Parkcheck Management Measures

Yardstick was developed in 2001 by the New Zealand parks industry as a benchmarking tool to collect parks management and planning information to measure current performance and drive future improvements. Council has participated Yardstick surveys from 2003 to 2007 and 2011 to present though not every year.

The process for collecting the information and producing the 'Management Measures' report is as follows:
- An electronic questionnaire is sent to Yardstick members for their self-completion, complemented by question guidelines, which assist with clarifying the information being sought.

- An independent Yardstick project manager visits each member organisation and reviews their responses to ensure clarity of interpretation and to verify that responses represent an accurate situation.

- Audited returns are collated, analysed and prepared into a summary report by Yardstick project managers.The results are summarised in the annual 'Yardstick

Parkcheck Management Measures Report'. Each participating country has its own report to allow for local comparison.

The survey addresses:

- Key Performance Indicators
- Park provision
- Investment and Efficiency
- Operational Excellence
- Infrastructure Management
- Strategic Planning
- Environmental Sustainability
- Social Benefits and Outcomes
- Country specific questions

TO DO:>> Update from latest report

3.9.4 Customer Requests

Complaints logged into Council's customer request management system (CRM) can be reported on for a number of asset groups. This provides an additional means of identifying where improvements can be made.

A number performance measures for technical levels of service have been built around CRM data.

At a Council Workshop held in September 2014, it was agreed, for a number of technical levels of service, to move away from performance measures that simply tracked the "number of CRMs" regarding an issue, towards performance measures based on response times to CRMs.

There were however some issues with CRMs. There were potentially too many CRM categories which increased the likelihood of selecting an incorrect taks/category when logging a CRM. It also made reporting a cumbersome process. CRM categories have been rationalised to try to address this.

3.10 Linking levels of service to community outcomes

3.10.1 Limitations

Council needs to balance the level of service desired with the cost of providing the service. The target levels of service have been set to represent the best level of service for a cost that the community can afford or is willing to pay for.

Target levels of service are not intended as a formal contract. The aim is to achieve the levels of service and then to find ways of achieving them more cost-effectively.

3.10.2 Previous levels of service

The linkage between levels of service and community outcomes for the 2018-28 LTP and the levels of service developed from previous LTP consultation processes are shown in Appendix 4.

3.10.3 Reviewed levels of service

Table 4.8 below outlines the levels of service as reviewed in 2017 for the 2018-28 LTP period. Council workshop discussions indicated that, despite the changes to the wording of the Community Outcomes in the 2018-28, the levels of service in the LTP are likely to remain essentially the same. No major changes have been made to the levels of service statements that have been retained. In some cases, the wording has been changed slightly in the LoS Statement or Performance Measures to improve clarity. In some cases a technical level of service may have been added.

No changes were made in preparation of the 2021-51 LTP.

Community Outcome Theme	Community Outcome	Level of Service	LTP recorded or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achievement Levels	Target				Additional Information
							2018-19	2019-20	2010-21	2022-28	
Healthy Communities	Our community is safe, health and connected	We will carry out studies to assess the safety of our parks to make them safer for our communities	Tech	Parks & Tracks	Crime Prevention Through Environmental Design studies will be carried out on one park per ward per year	Achieved	3 studies completed per year	3 studies completed per year	3 studies completed per year	3 studies completed per year	These studies investigate any safety concerns at a site and how they can be addressed to improve the overall safety of the site. Measured by CPTED audit records.
Healthy Communities Connected Infrastructure	Our community is safe, health and connected Infrastructure and services are fit for purpose and affordable, now and in the future	We will provide well maintained parks and reserves where users feel safe	Tech	Parks & Tracks	90% or more vandalism and graffiti complaint CRMs will be responded to within the specified timeframe	???	90% or more	90% or more	90% or more	90% or more	A report will be generated from Civica Authority's CRM module
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	We will provide good quality sports fields facilities to meet the needs of users	LTP	Parks & Tracks	Percentage of users satisfied/very satisfied with sports fields	2015-16 79% 2016-17 79% 2017-18 2018-19 2019-20	80% or more	80% or more	80% or more	80% or more	Measured by Annual Customer Survey.

Community Outcome Theme	Community Outcome	Level of Service	LTP recorded or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achievement Levels	Target				Additional Information
							2018-19	2019-20	2010-21	2022-28	
Connected Infrastructure	Quality infrastructure is provided to support community wellbeing	We will promote and encourage the use of our parks and reserves	Tech	Parks & Tracks	Increase in number of public bookings on parks and reserves	???	2% increase	2% increase	2% increase	2% increase	
Health Communities	We encourage the use and development of our facilities										
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	We will provide parks and reserves that are fit for purpose, well maintained and meet the needs of the community	LTP	Parks & Tracks	Percentage of users satisfied or very satisfied with parks and reserves	2015-16 79% 2016-17 83% 2017-18 2018-19 2019-20	80% or more	80% or more	80% or more	80% or more	Reworded LoS statement to align better with new Community Outcomes.

Performance measured through Annual Customer Survey. |
	Quality infrastructure is provided to support community wellbeing										
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	We will provide parks and reserves that are fit for purpose, well maintained and meet the needs of the community	Tech	Parks & Tracks	CRMs for mowing or horticultural maintenance responded to within two work days[13]	???	90% or more	90% or more	90% or more	90% or more	
??	??	Customers will receive good customer service	Tech	Parks & Tracks	CRMs will be responded to within the assigned timeframes	???	90% or more	90% or more	90% or more	90% or more	

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[13] Work days are Monday to Friday, excluding statutory holidays. If the complaint is received on a statutory holiday or weekend day, then the 2 work days are counted from 8 am on the next work day.

Community Outcome Theme	Community Outcome	Level of Service	LTP recorded or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achievement Levels	Target				Additional Information
							2018-19	2019-20	2010-21	2022-28	
Healthy Communities	Our community is safe, health and connected	Public playgrounds will be safe	LTP	Parks & Tracks	Playground safety will be assessed on a regular basis and non-conformances will be actioned	2015-16 Achieved 2016-17 Achieved	Inspections once every two weeks and once every week during school holidays. An external audit undertaken annually to assess compliance with the relevant New Zealand Standard.				Perfomance measure reworded to reflect that non-conformances will be actioned.
Healthy Communities	Our community is safe, health and connected	Public playgrounds will be safe	Tech	Parks & Tracks	Playgrounds complying with safety standards as assessed by annual external playground safety audit	2015-16 2016-17 2017-18	Achieve above 75% in the annual external playground audit	Achieve above 75% in the annual external playground audit	Achieve above 75% in the annual external playground audit	Achieve above 75% in the annual external playground audit	Performance Measure reworded to clarify expectations. Measured through external playground safety audit conducted annually.
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	Public playgrounds will meet the needs of users	Tech	Parks & Tracks	Percentage of people satisfied/very satisfied with Council's current playground network	2015-16 74% 2016-17 75%	80% or more	80% or more	80% or more	80% or more	Measured through Annual Customer Satisfaction Survey

Community Outcome Theme	Community Outcome	Level of Service	LTP recorded or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achievement Levels	Target				Additional Information
							2018-19	2019-20	2010-21	2022-28	
Health Communities	Our community is safe, health and connected	Cemeteries will be maintained at a high standard	LTP	Cemeteries	Percentage of people who have visited a Council cemetery in the last year who were satisfied/very satisfied with cemeteries.	2015-16 88% 2016-17 91% 2017-18	80% or more	80% or more	80% or more	80% or more	Minor rewording of performance measure to improve readability. Measured by Annual Customer Satisfaction Survey.
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future										
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	We will provide well maintained carparks and street furniture and will address vandalism and graffiti in a timely manner	LTP	Carparks and Street Furniture	Complaints about damage, vandalism and graffiti regarding Council carparks and street furniture will be responded to within the assigned timeframes	2015-16 57% 2016-17 2017-18	90% or more	90% or more	90% or more	90% or more	Immediate Health & Safety issues[14] to be responded to within 2 work hours[15]. Other issues to be responded to within 2 work days[16].
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	Tracks and visitor structures will be maintained to appropriate standards	Tech	Parks & Tracks	Outdoor visitor structures shall be inspected on a two-yearly cycle by a person competent to undertake the inspection. High risk structures shall also be inspected on a six-yearly cycle by a competent structural engineer.	2015-16 Walking and tramping tracks assessed 2016-17 Mountain bike tracks assessed	All defects reported andactioned within TIMEFRAME				LoS Statement reworded to include visitor structures

[14] Issues that pose an immediate safety threat to users. Examples: exposed sharp objects (like nails or shards of glass), discarded needles, broken or missing safety barriers.
[15] Work hours are 8 am to 5 pm Monday to Friday, excluding statutory holidays. If the complaint is received on the weekend the 2 hours start from 8 am Monday. If the complaint is received on a statutory holiday the 2 hours start at 8 am on the next day that is not a statutory holiday or a weekend day.
[16] Work days are Monday to Friday, excluding statutory holidays. If the complaint is received on a statutory holiday or weekend day, then the 2 work days are counted from 8 am on the next work day.

3.11 Provision standards

The Open Spaces Startegy includes provision levels of service for each park category. Section 5.4 discusses this in more detail.

3.12 Service delivery model

3.12.1 Current arrangements

Kaimai Valley Services (KVS), an in-house business unit, performs the majority of operations and maintenance tasks for the Parks and Open Spaces activity.

Community Facilities Operations, an in-house business unit, manages operations at historic reserves, some of our Premier Parks, campgrounds and the aerodrome. These particular parks tend to also have other community facilities such as swimming pools, spas and museums operating from them.

Specialised tasks such as advanced tree work, turf condition assessments, track and structural condition assessments and playground audits are outsourced to specialist contractors.

Property & Community Property, an in-house semi-professional services business unit, provides project management services and performs routine property management functions for general property. Specialised services such as property valuation and real estate sales are outsourced to sub-contractors.

Parks and Reserves Action Group (PRAG) is a voluntary association consisting of staff representatives from AS&P, KVS and KC engaged in the planning or management of parks-related activities. The PRAG typically meets once a month to discuss issues and projects of mutual interest and serves as a vehicle for discussion and decision-making concerning more complex, significant or potentially controversial issues.

Property Action Group (PAG) is a voluntary association consisting staff representatives from AS&P, KVS and KC engaged in the planning or management of Council property and buildings. The PAG is chaired by the Asset Manager Strategy & Policy and typically meets once a month to discuss issues and projects of mutual interest. It serves as a vehicle for discussion and decision-making concerning more complex, significant or potentially controversial issues.

Assessment of service delivery costs is done by participation in benchmarking exercises such as Yardstick Parkcheck and the Section17A service delivery review process.

3.12.2 Section 17A Reviews

Section 17A of the Local Government Act 2002 requires local authorities to "review the cost-effectiveness of current arrangements for meeting the needs of communities within its district …for good-quality local infrastructure, local public services, and performance of regulatory functions".

Table 3.16 details which activities covered by this AMP were assessed in terms of Section 17A.

Table 3.15: Section 17A Reviews

Activity	RM Number	Decision	Recommended Improvements or Other Comments
Parks and Tracks	1787423	Enhanced Status Quo	
Cemeteries	1787422	Enhanced Status Quo	
Carparks and Street Furniture	1812354	Enhanced Status Quo	
Recreation and Heritage	1745587	Not cost-effective to review	• Review of indoor sports facilities be delayed until the completion of the new Sports and Recreation Strategy. • Review of aerodrome and Firth Tower be delayed until reserve management plan reviews have been completed.
Housing and Property Management	1812355	Enhanced Status Quo	• Implement improvement items already identified in the AMP and/or quality management system. • Potentially review the structure of the property services team.

Where the Section 17A review process identified potential improvements to the way services are provided, these have been included in the Improvement Plan.

3.13 Service Delivery Standards

High-level service delivery expectations are set by the adopted Levels of Sevrice and Performance Measures in the LTP. These are reviewed as part of the LTP process.

Technical performance measures also assist in assessing service deliver standards.

The quality of service delivery is currently monitored through customer satisfaction surveys and benchmarking exercises (such as Yardstick and the annual external playground audit).

In the past there was a Service Level Agreement (SLA) between the former Community Facilities Manager and Kaimai Valley Services that outlined operational maintenance specifications. The specifications were intended to ensure that the desired levels of service are achieved and operations were audited to monitor compliance with the specifications. This SLA is now defunct, following a restructuring of Council's asset management and service delivery functions.

The lack of specifications are a potential quality risk. It is recommended that specifications are developed to clarify the minimum standards expected of KVS. This would assist in demonstrating that the services provided are of good quality, effective and efficient (as required by the recent changes to the LGA). KVS has moved from operating on a frequency-based contract model to an outcomes-based model. Specifications may be therefore be written from an outcomes perspective rather than a frequency basis.

At a staff workshop in May 2017, it was decided that the PRAG would drive the development of a service level agreement and specifications that align with the park management categories. The New Zealand Recreation Association is developing a National Specification for Open Spaces. MPDC has subscribed to the national specification.

➡ **Improvement Plan Item 2015.P.4.3**

The 2015-25 and 2028-58 AMPs recommended that a maintenance scheduling system be investigated and trialled for application within KVS for routine operational and maintenance tasks and that KVS implements a maintenance rounds system to align with the proposed SLAs.

The development of SLAs are to some extent dependent on an asset mapping project which is currently underway as well as the migration to a new asset database system. Once these are completed there will be a reliable ste of data on what assets KVS are expected to maintain and this will allow appropriate assignment of quality standards and more informed budget decision-making.

3.14 Audits

Audits assist in determining whether the services provided are of good quality, effective and efficient (as required by the LGA).

Currently KVS conducts some internal audits, however audits are not necessarily documented. Audit records could potentially have assisted in the Section 17A service delivery reviews that are required by the LGA.

It is recommended that a more robust audit system and audit documentation be developed to monitor KVS parks maintenance and operations. A system of comparative audits (conducted by non-KVS staff) should also be implemented to ensure that the self-auditing done by KVS is done to an acceptable standard. The same applies to tracks on Council land that are operated and maintained by volunteer community groups. External assessment of tracks and track structures undertaken in 2016 and 2020 confirmed that a number of tracks and structures were not being maintained to the appropriate standard by either KVS or volunteer groups.

➡ **Improvement Plan Item 2015.P.4.10**

4   GROWTH AND DEMAND

This section discusses population and economic growth trend forecasts and related factors that will influence the demand for assets, their development and sustainability. Management strategies to cope with these changes will also be discussed.

The most significant drivers will be discussed in some detail followed by a summary of drivers, impacts and suggested approaches in Table 5.4.

4.1   Demographic change

4.1.1   Population growth

The District population is just over 36,000. Population growth is 1.2% compared to 1.6% nationally. Council has adopted a Medium growth assumption in its Long Term Plan. A medium growth assumption would see the District population increase to just under 39,000 by 2051.
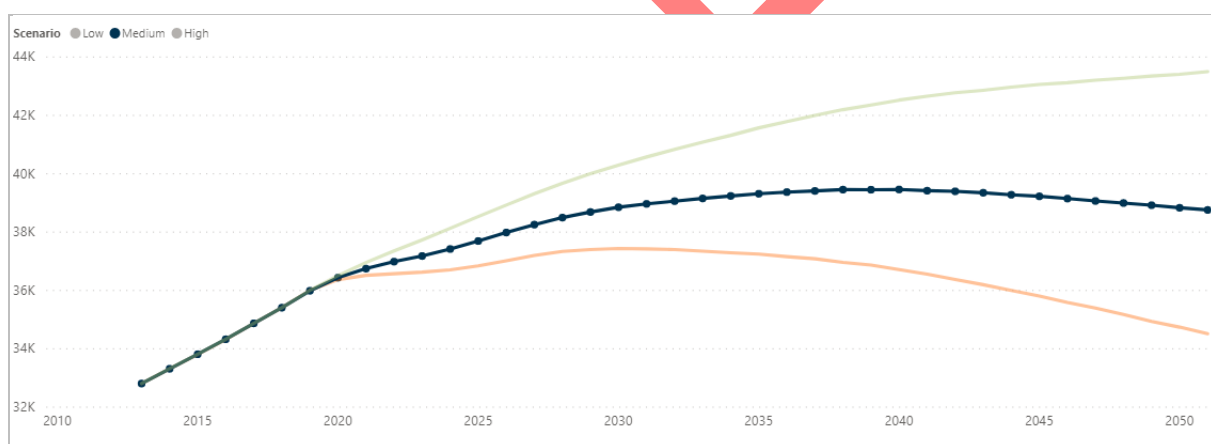
Figure 12: District population forecast 2021-51[17]

The District's population is aging (see 4.1.2). Numbers of young people are expected to grow slightly over the next decade but then decline for the following twenty years. Demand for child and youth facilities is likely to remain relatively strong over the next ten years but may decline in subsequent decades as the number of younger people decreases.

The population increase is mainly in the older age groups and within the three main urban areas. Matamata and Morrinsville are projected to experience the highest increases in population and dwellings, while Te Aroha is likely to experience slight decline in population long-term. While some smaller settlements, mainly those nearest to the larger towns, may experience some growth the general trend for settlements is declining population long term.

Matamata	Morrinsville	Te Aroha

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[17] Source: Infometrics 2020
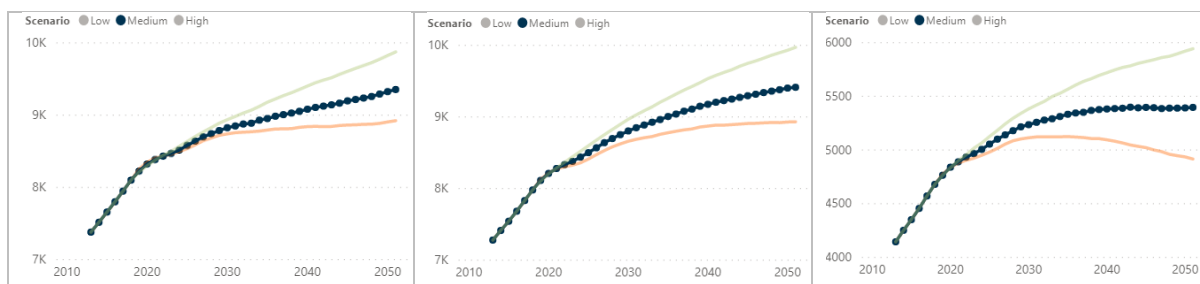
Figure 13: Population forecast by urban area

As with the population, dwelling growth is projected in all three towns. This is likely due to the increase in population and a decrease in the average household size.

Average household size is expected to decline in all wards. This is likely due to a combination of smaller families and an ageing population.
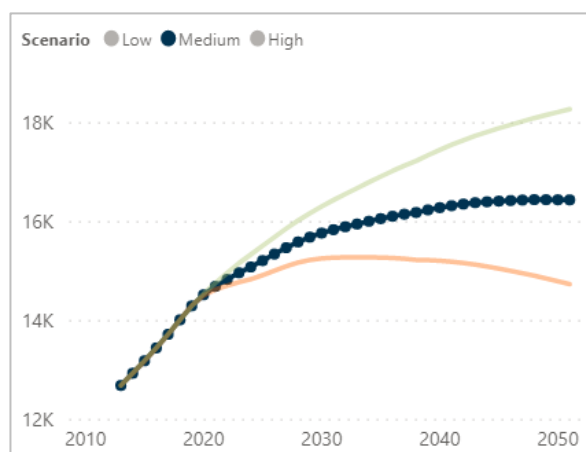
Figure 14: Projected number of households by growth scenario (District)
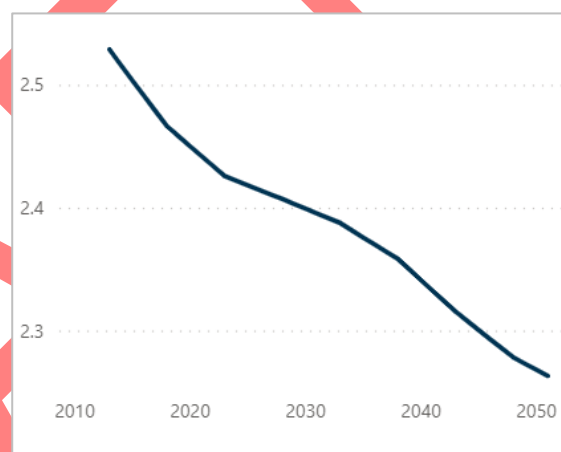
Figure 15: Average household size – Medium Growth Scenario (District)
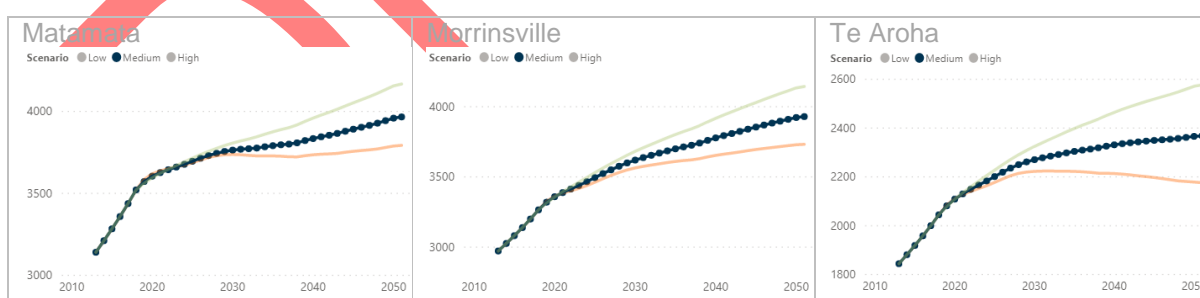
Figure 16: Forecast dwellings by urban area

Occupation levels for dwellings are currently high and are expected to remain so.
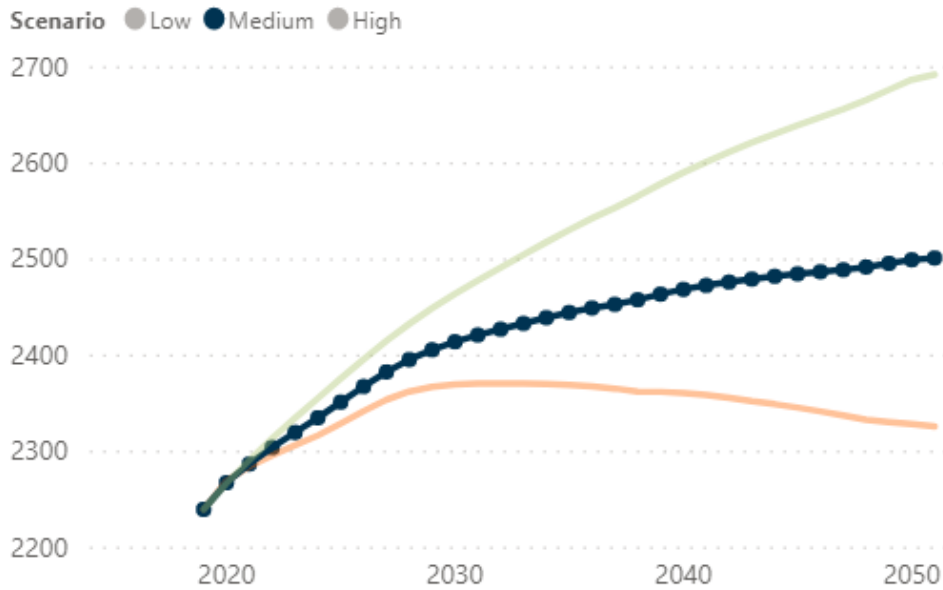
Figure 17: Forecast number of rating units (District)

The number of rating units is forecast to increase over the next ten years and then start to taper off.

4.1.2   An Ageing Population

New Zealand is experiencing a significant change in its population structure. The number of people 65 years and older has doubled between 1984 and 2014, and is likely to double again by 2039[18]. The largest growth will occur between 2011 and 2036, as the so-called 'baby boomers' (people born from 1946 to 1965) move into the 65+ age group.

Matamata-Piako District had a slightly older population than the rest of New Zealand in 2001 with the proportion of 20-34 year olds being slightly lower than the rest of the country. The proportion of under 15 year olds was then just above average. By 2013, signs of an ageing population were already evident, with the proportion of residents over 65 years of age being around 18% compared to 14% nationally. The trend toward an ageing population is forecast to increase with over 65's projected to comprise just over 30% of the district population by 2051. In contrast to this, the percentage of under 15's is projected to fall to just over 16% of the district population by 2051.[19]

Figure 18: By 2051 our population will have aged considerbaly

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[18] Statistics New Zealand Website
[19] Infometrics Data

The District population is ageing. The following graphs indicate forecast population change. For the next twenty years there will be an increase in population Aged over 75. During the 2040s the aging population is predicted to slow down somewhat with a decline in people Aged 70-84 but with the number of people 55-64 years remaining strong. This is likely to drive demand for more informal recreation activities.
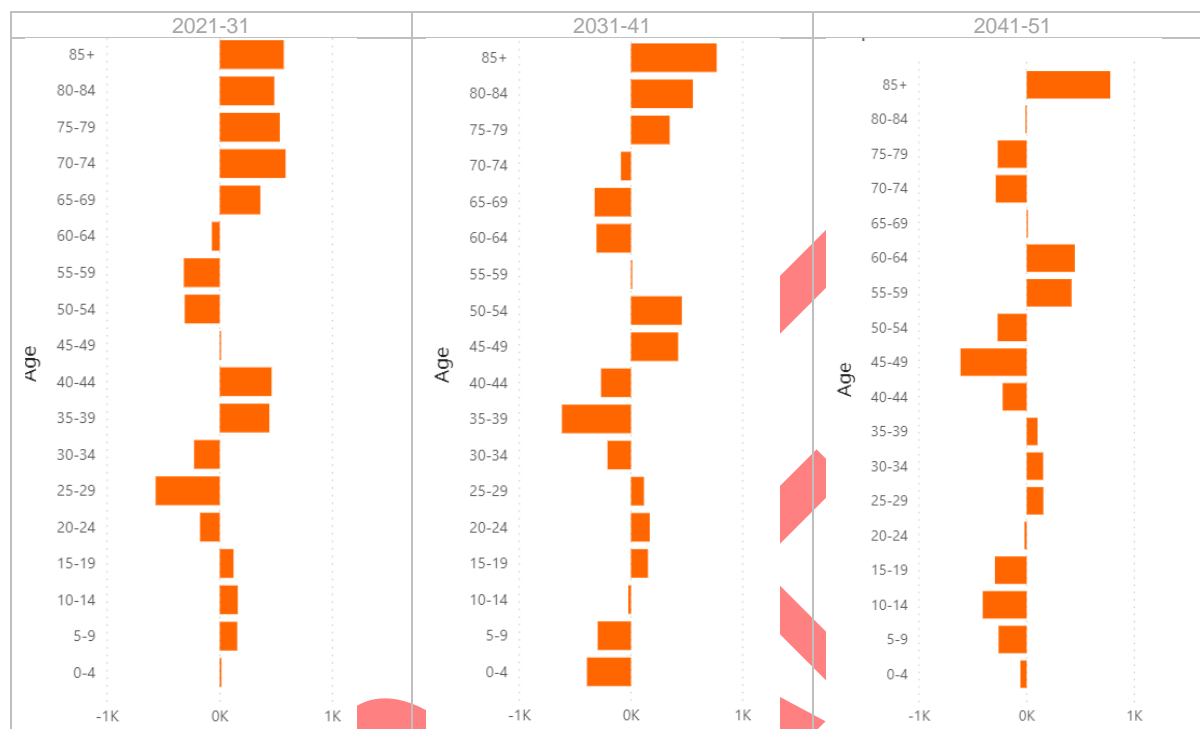
Figure 19: Forecast district population change by decade
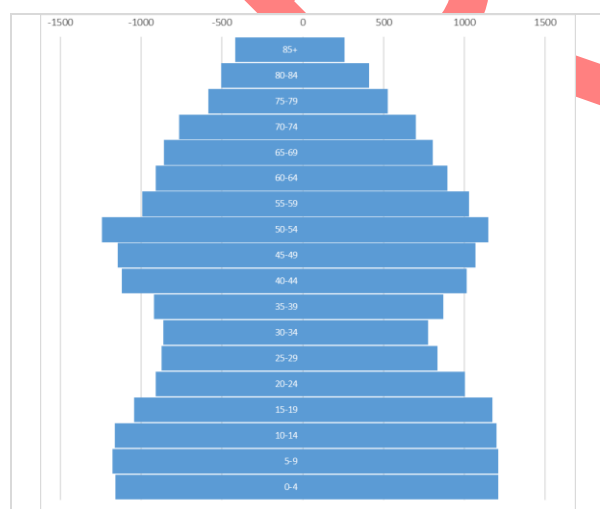
Figure 20: District Age Pyramid in 2021
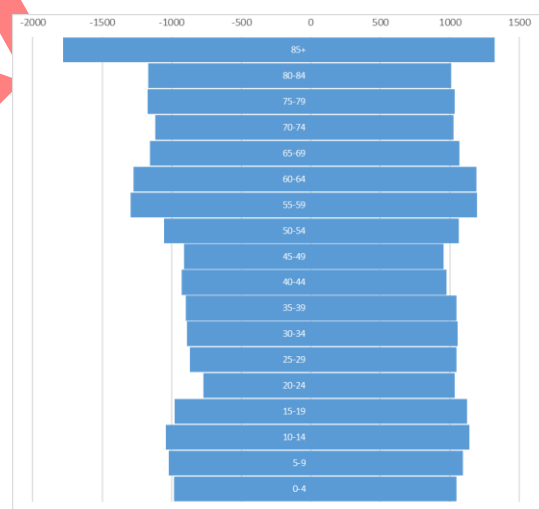
Figure 21: District Age Pyramid in 2051

The ageing population trend is likely to increase demand for recreation facilities (especially for informal activities such as walking and cycling). Over time the ageing resident population may have different expectations and levels of service may need to change accordingly (for example, path widths may need to increase to accommodate increased use of mobility scooters; the population may expect a greater percentage of facilities to be accessible to people with disabilities or limited mobility; etc.). Campervan touring is becoming more popular

among retirees. Over the past decade for example, membership of the NZ Motorcaravan Association has doubled and continues to increase[20]. Demand for camping facilities for campervans is likely to increase. In recent years we have seen an increase in the use of electronic bicycles or E-bikes which has enabled more people to enjoy our tracks and trails. An ageing population may be more involved in the remote-controlled model aeroplane and microlight segments of recreational aviation than in sport aviation or gliding.

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[20] NZMCA website

4.2   Changing sport and recreation trends

A number of socio-economic trends are impacting upon sport and recreation. These include:

- Changes in employment patterns, including:
  - more part-time work
  - more fixed-term/contract work
  - more people working on weekends

- Increasing numbers of single parent families

- Among two parent families an increasing number are 'double income' families

- An ageing population

- Growth in domestic motorcaravan tourism

- Low population growth

The Regional Sports Facility Plan, District Sports Facilities Development and Action Plan and SportNZ, provide information on sport and recreation trends.

Broadly, sport and recreation trends in New Zealand include:

- Decreasing volunteers for coaching and administration activities

- Declining participation in traditional Saturday sports

- An increase in evening sports training during the week

- Decreasing participation in team sports

- Increased participation in 'pay-to-play' (or 'pay-to-not-volunteer') activities

- Increasing participation in informal recreation (e.g. running/walking, cycling, gym etc.)

- Widening gap between professional and amateur sports

Potential strategies to respond to these changes include:

- Co-location of fields and facilities to form 'sports hubs'

- Optimisation of facilities for multiple use

- Development of facilities close to transport networks

- Shifts in traditional seasons/practice times to accommodate multiple users

- Greater cooperation or collaboration between sporting codes and clubs

- Better support and/or coordination of volunteer groups

  ➡ **Improvement Plan Item 2015.P.5.1**

Council will have varying roles to play in this regard depending on the nature of the issue.

Insofar as its own facility network is concerned, Council needs to take a holistic view of the network and work towards optimising its existing facilities. Considerable gains could potentially be made by non-asset-based solutions such as improved booking data, better scheduling the use of existing facilities and promoting co-operation, collaboration and shared use of facilities where practicable. In other cases, asset-based solutions may be required, such as designing and providing better facilities that are future-proofed by catering for multiple potential uses.

4.3 Environmental trends

There is increasing pubic awareness and concern about environmental issues such as biodiversity loss and climate change. More community groups with an environmental focus have been started in our district in the past five years.

There are opportunities to partner on environmental projects and benefit from regional and central government funding schemes.

4.4 Tourism

4.4.1 Hauraki Rail Trail

4.4.1.1 Background

The Hauraki Rail Trail was announced in 2009 as one of several 'quick start' projects towards the National Cycleway Project. In September 2010, it was suggested to extend the trail to Te Aroha. Following public consultation and construction, the section from Paeroa to Te Aroha was opened in May 2012.

Currently, the section of the HRT that falls within Matamata-Piako District extends from the boundary with Hauraki District in the north, runs more or less parallel to State Highway 26 and terminates at the former Te Aroha Railway Station.

The Trail is one of the easiest cycling trails in New Zealand and is easily accessible from the main centres of Auckland, Hamilton and Tauranga as well as local centres like Thames, Paeroa, Te Aroha and Waihi. Approximately half of New Zealand's population lives less than two hours drive from the Trail. The temperate climate also means the trail can be used throughout the year.

4.4.1.2 Ownership and management

The current Hauraki Rail Trail is not a Council asset. MPDC is however a party to an under-writing agreement for the trail. The other parties being Hauraki District Council, Thames-Coromandel District Council and the Hauraki Rail Trail Charitable Trust.

The Trust manages and maintains the trail but the councils have agreed to meet any financial shortfalls under the terms of the underwriting agreement.

The underwriting arrangement was intended to last for five years. It was anticipated that the Hauraki Rail Trail and the Trust would operate at a financial loss for the first five years of its operation. The Trust would not have any resources to absorb such losses and it would be difficult to find trustees and operate the Trust unless it was provided with some guaranteed funding for at least its first five years. On that basis, the Memorandum of Understanding between the Hauraki, Thames-Coromandel and the Matamata-Piako District councils all recorded that the councils would provide funding for the HRT for at least the first five years of its operation. This funding is to be applied to the Hauraki Rail Trail's establishment costs and provide some planning certainty to the Trust for its first five years.

Figure 4.22: Map of the Hauraki Rail Trail
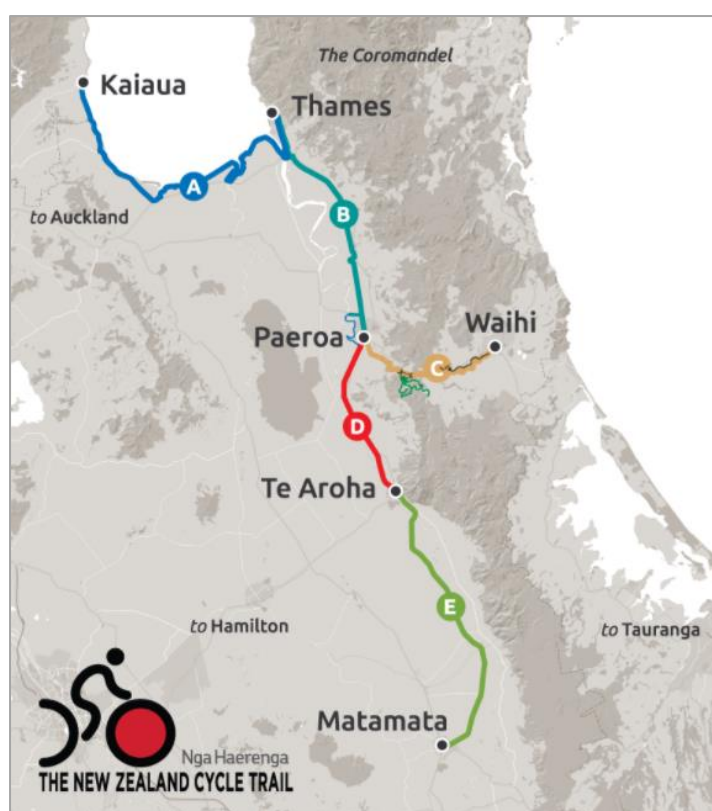
If a council is not satisfied with the information provided by the Trust or by its efforts to minimise its funding shortfall, the council can defer making a payment to the Trust until the issues are resolved. On average, MPDC's contribution to the Trust has been around $20,000 per annum for 2012/13 and 2013/14 financial years. The Agreement provides for contributions of up to $25,796 per annum for 2014/15, 2015/16, and 2016/7. The amounts were calculated as a proportion of the maintenance, rail corridor lease and Trust operating costs, based on the percentage of the Trail that is within the district.MPDC is currently represented on the Trust by a councillor. The Community Facilities Operations Manager also represents MPDC staff at meetings.

4.4.1.3 Potential expansion of the Hauraki Rail Trail within the Matamata-Piako District

The trail has been extended from Te Aroha to Matamata. A 10 year concept plan has been developed for the trail extension and includes nodes/side trips to tourist attractions such as

Wairongomai and Wairere Falls. Unlike the existing trail, which mostly runs along the former railway corridor, the extension to Matamata was complicated by the fact that most of the railway corridor is still in use. The extension therefore involves a combination of road reserve, occasional disused rail corridors, and land purchased for the trail. Extensive landowner consultation occurred since 2016. A funding application to the Great Ride Enhancement and Extension Fund in 2017 was succesful. Sealing a potion of the trail was also approved in 2020 as part of a COVID-19 recovery package.

4.4.1.4 Performance of the Hauraki Rail Trail

A Waikato University study surveyed 620 cyclists using the whole trail between September 2012 and March 2013. Satisfaction levels were found to be high. Around 70% of users regarded themselves as 'leisure cyclists' and 53% were between 46 and 65 years of age. Half of respondents spent less than four hours on the trail. 78% were visitors from outside the region (mostly from Auckland). Te Aroha was the starting point for 183 riders and the final destination for 152 making it the second most popular start/end point after Paeroa.

A more recent report[21] compiled for the Ministry of Business, Innovation and Employment compared four cycle trails in New Zealand. The HRT was found to cater almost exclusively for the domestic market with 96% of users residing in New Zealand (of which only 15% resided within the trail area). 54% of HRT users were from Auckland and 21% from the Waikato Region. The HRT recorded slightly higher use by women (59%) than the other trails. Sixteen percent of users walked or ran the trail. The Angus report[22] confirmed the trail's popularity with the older demographic. The largest lifestage group among users (38%) identified themselves as "Married/Coupe with children no longer at home" followed by "Married/Couple with children" (32%). These statistics suggest that the trail is well placed to cater for the ageing population trend.

It is worth noting that almost 80% of users indicated that the trail was the only or main reason why they visited the region. Only 11% indicated that they were 'already visiting anyway'.

Figure 4.23: Hauraki Rail Trail Experience by Section[23]

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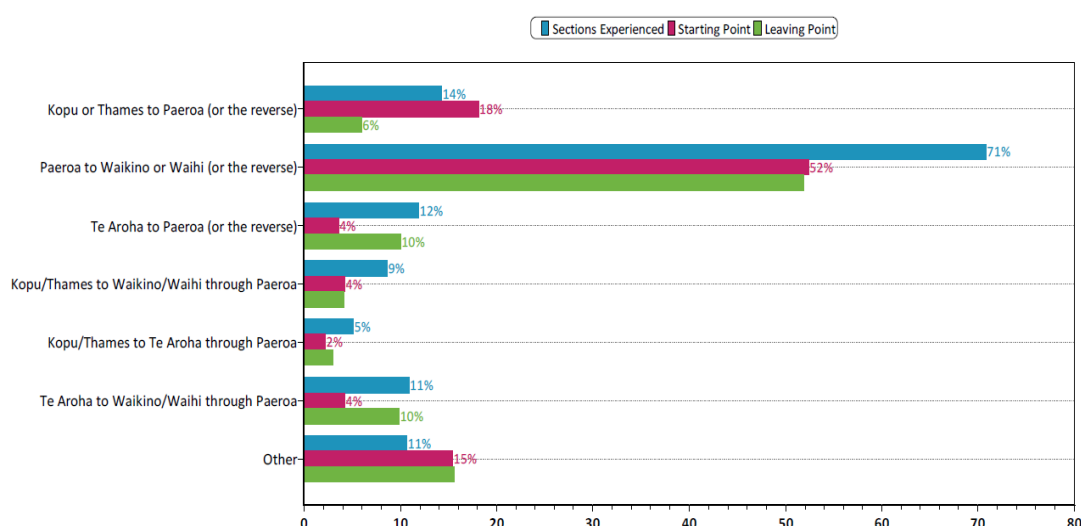
[21] New Zealand Cycle Trail Evaluation – Four Cycle Trail Case Studies. Angus and Associates. Report for Ministry of Business, Innovation and Employment - November 2013.
[22] Ibid.
[23] Angus, 2013

4.4.2 Hobbitton

Hobbitton was built as a film set for the 'Lord of the Rings' trilogy in 1999. It has since become a major tourist attraction in the District. The site was redeveloped in 2011-12 for the filming of 'The Hobbit' trilogy and now includes a conference centre and pub. Visitors to 'Hobbitton' have reportedly increased from 11,000 in 2002 to 100,000 in 2012[24].

Since the filming of 'The Lord of the Rings' series began, the number of visitors passing through the Matamata Information Centre each year has increased from around 50,000 to 200,000 (peaking at 360,000 in 2004)[25].

The Matamata i-Site located on Hetana Street Reserve was revamped into the Hobbit-themed 'Matamata Gatehouse' in 2012-3. The impact of additional tour buses has been noticeable and has required changes to parking at the reserve.

Increased use of the Hetana Street Toilets has also been an ongoing concern. Proposals to charge toilet users have been discussed from time to time. Council does not intend to charge users at this point. The toilets are being addressed as part of a masterplan for the reserve.

Figure 4.24: Visitors to Hobbiton
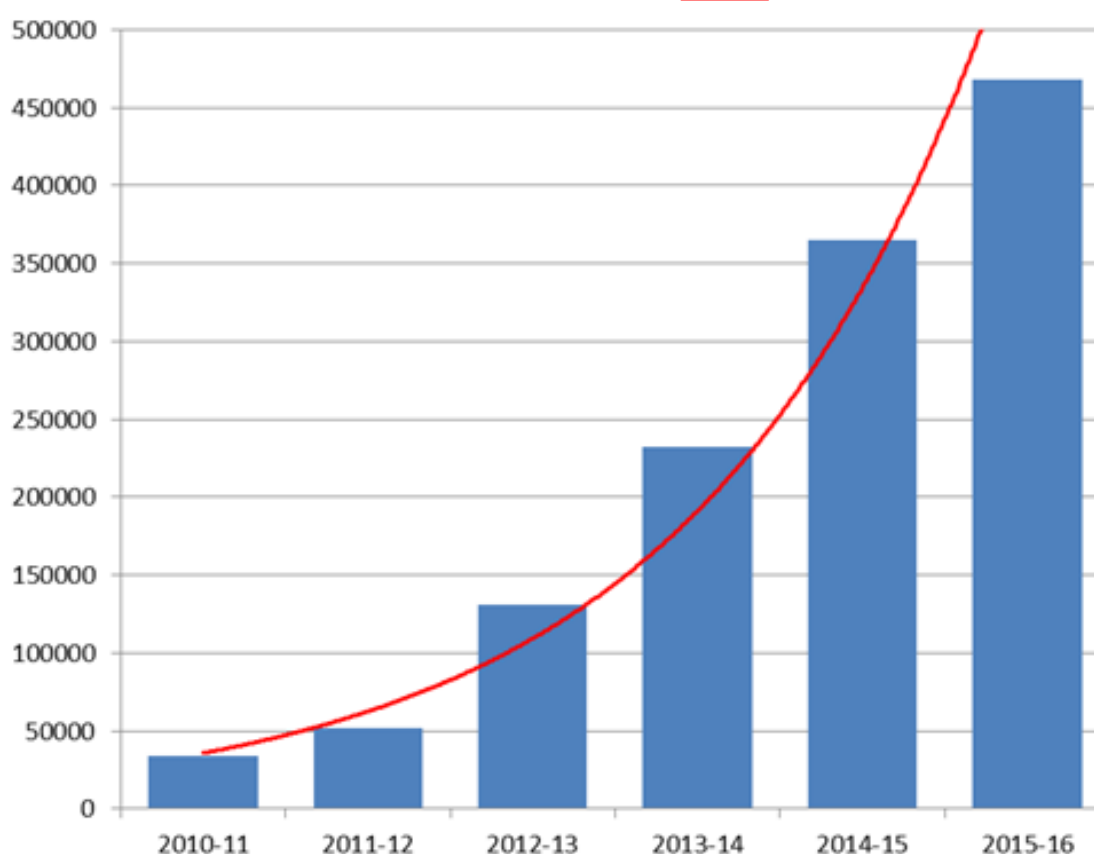
>>TO DO – Follow up if more recent data is available yet

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[24] 'Matamata ready for Hobbit tourism boom', *New Zealand Herald*, 21 November 2012
[25] 'Matamata gears for influx of Tolkein pilgrims', *Waikato Times,* 14 November 2012

4.4.3 Kaimai Ridgeway

The Kaimai Ridgeway project aims to offer improved overnight and multi-day tramping opportunities in the Kaimai Range. Besides track improvements, several new overnight huts are planned[26].

At the start of 2016, the Kaimai Ridgeway Trust was formed to take over ownership of the plan and provide the management structure required to sustain the Kaimai Project over a long period of time.

Figure 4.25: Kaimai Ridgeway Project in context
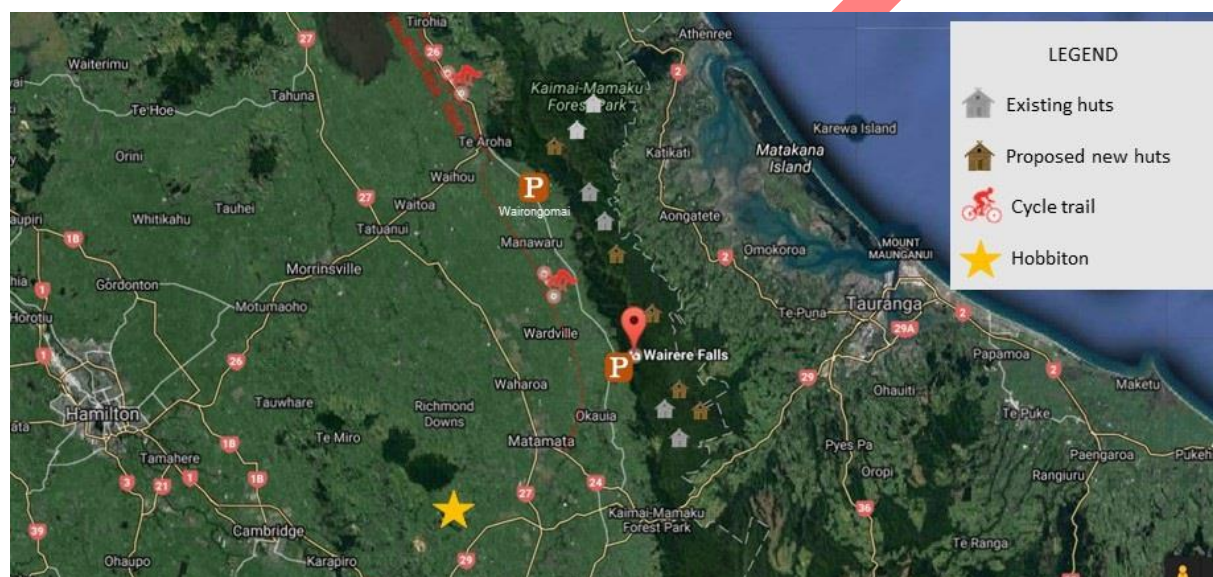
MPDC currently provides and maintains the carparks at Wairere Falls and Wairongomai that primarily provide access to the Kaimai-Mamaku Conservation Park administered by the Department of Conservation. Three of the huts will be within a day's walk of the Wairere Falls carpark. The ridgeway project is therefore likely to increase demand on the two carparks as the project progresses from South to North. The Wairere Falls carpark was already under pressure from current demand and was upgraded in 2018-19 from 30 carparks to almost 100 carparks. Consideration needs to be given to upgrading the Wairongomai carpark in the longer term and potentially another carpark nearer to the north of Te Aroha.

4.4.4 Impact of Kauri dieback

The Kaimai-Mamaku Range is the southernmost extent of the natural range for Kauri (*Agathis australis*) and natural stands of kauri are relatively scarce. Kauri dieback disease has not been detected in our District. Efforts to control Kauri dieback have however led to track closures in the Waitakere and Hunua Regional Parks in Auckland and also some tracks on the Bay of Plenty side of the Kaimais. This is likely to encourage Aucklanders to venture further afield for tramping experiences. With the Kaimai range less than 2 hours drive from Auckland it provides a day tripable alternative to the Waitakere and Hunua Ranges.

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[26] For more information see http://www.kaimairidgeway.nz/ or RM#1928177

4.4.5 Freedom camping

According to the Ministry of Business, Innovation and Employment, the number of freedom campers to New Zealand has grown significantly from around 10,000 visitors in the early 2000s, to around 80,000 in more recent years[27]. These figures include all types of freedom camping in areas that are not campgrounds.

While it is likely that COVID-19 will impact on international freedom campers the domestic tourism market retains potential.

The majority of motorhomes are privately owned. The NZ Motorcaravan Association currently has about 73,000 members (representing roughly 25,000 motorhomes) with membership growing at a rate of around 12% per annum. There are also in the region of 5,000 rental vehicles in the country. Over 60s represent the majority of private motorhome owners[28]. With the ageing population trend it is likely that motor-caravanning will continue to increase in popularity over the next ten years.

Data over the past 2-3 years suggests that around 40,000 motorcarvans travel through our District annually. Typically 75 to 80% do not stay overnight in our District. Typically 10-15% of motorcaravans travelling through will spend a single night in our District. The relative proximity to the larger centres of Auckland, Hamilton, and Tauranga, as well as to tourist hotspots like Rotorua and the Coromandel Peninsula mean the district is more likely to attract transient tourists.

The potential provision of facilities for self-contained motorhomes was discussed at Council workshops in 2017 and 2020. Council chose not to allocate funding in the LTP towards providing specific infrastructure for freedom camping such as pay-to-use shower blocks or additional parking facilities. In 2019 Council did however agree to lease land in Te Aroha to the NZ Motorcaravan Association for them to develop a members only carpark area adjacent at Boyd Park.

A new dump station was also funded for Matamata in the 2018-28 LTP to cater for longer vehicles. A site along Rockford Street in the industrial area just off State Highway 27 was identified as having potential. The dump station was completed in November 2020.

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27 International Visitor Survey>Information about Freedom Campers http://www.mbie.govt.nz
28 'The freedom camping goldmine'. Business Day. 18 June 2017.

4.4.6 The impact of COVID 19

The global COVID-19 pandemic has resulted in a dramatic and sudden decrease in international tourism. The long term impacts are unknown at this stage. Borders are currently still closed to international tourists. This has major implications on assumptions for things like toilet demand especially at sites like Waharoa and Hetana Street where a large proportion of patrons are tourists.

COVID19 led to job losses at Hobbiton and a noticeable decrease in tourist activity in Matamata. The full impact of this is not clear at this stage.

Prior to COVID-19 arriving in NZ, 60% of tourism revenue was from the domestic market. Tourism NZ is currently promoting domestic tourism. Our District is, geographically, well placed to benefit from domestic tourism as it is less than two hours drive from more than half of the population. Tourism NZ data suggests 90% of domestic travel for tourism purposes is by car. Lack of visitor accommodation is a limiting factor for overnight and multiple-night stays

TO DO: Check in with HW Tourism to see if they have any up to date stats.

4.5 Arts, Culture and Heritage

Demand for arts and cultural facilities is difficult to quantify or track. Submissions to the LTP and Annual Plans have not included many requests for specific facilities for arts or cultural purposes. This is probably an indicator to some extent that demand is being met by existing facilities.

The Community Facilities and Buildings AMP discusses Council buildings that are used for a variety of cultural events.

Parks and Open Spaces can also provide venues for art and cultural activities. Parks are sometimes used for events, exhibitions, concerts and markets. Our streetscapes include street art such as the 'Herd of Cows?' exhibition in Morrinsville and the Adrian Worsely sculptures in Te Aroha.

Council's current role in arts and cultural activities is mainly to support community groups through partial funding, with community groups leveraging external funding to get projects completed. Given our size and resources this approach is unlikely to change

Council also promotes local heritage through Heritage Trails which involve signposting sites of historical interest within the District as well as interpretive signage at parks.

4.6 Economic growth and development

4.6.1 Economic growth rate

The Matamata-Piako Economic Profile provides detailed statistics on the district economy[29].

Over the period 2006 to 2016, economic growth in the district has averaged 1.2% compared to the national average of 1.8%. In the period 1 April 2015 to 31 March 2016 GDP growth for the district was 3.2% compared to the national average of 2.5%.

Figure 4.26: Average annual GDP Growth 2001-2016[30]

4.6.2 Structure of the District economy

Secondary industries (e.g. manufacturing) accounted for the largest proportion of GDP in the district followed by primary industries (e.g. farming). The primary and secondary industries contribution to GDP in Matamata-Piako were both higher than the national average.

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[29] Matamata-Piako District Economic Profile 2016, Infometrics Limited. Available online at: https://ecoprofile.infometrics.co.nz/Matamata-Piako%20District

[30] 'ibid

Figure 4.27: Share of total GDP by Industry Sector 2016[31]
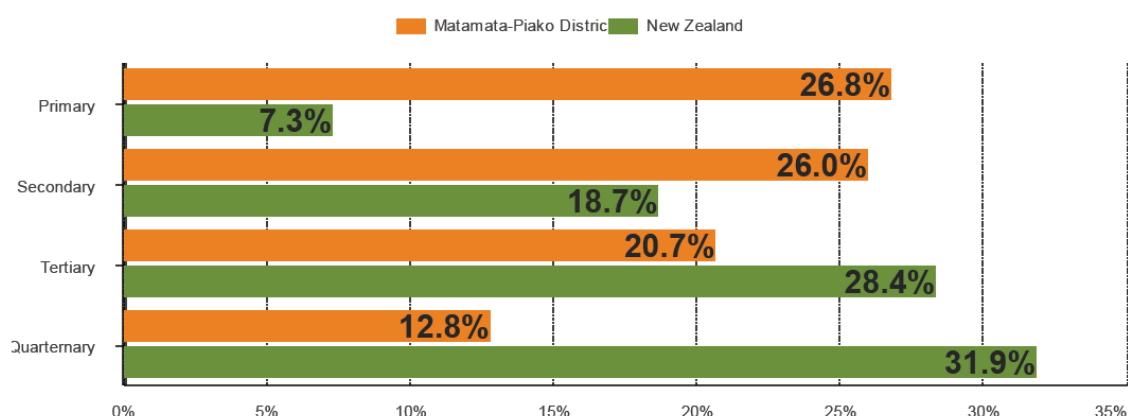
Figure 4.28: Share of total GDP Matamata-Piako District 2016[32]
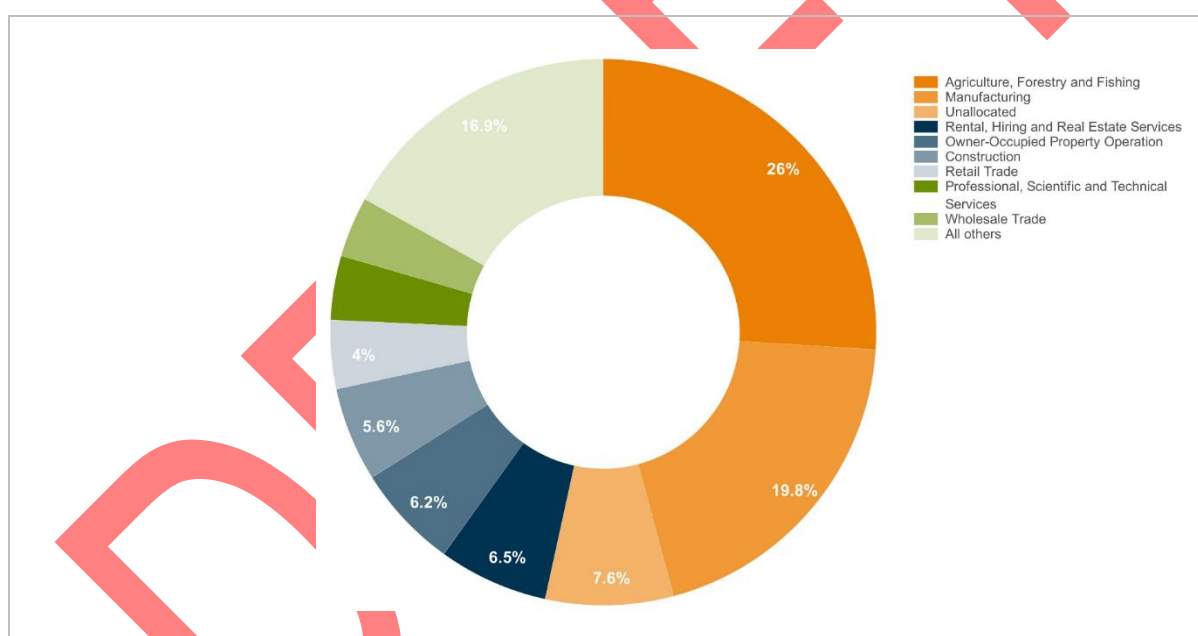
These figures confirm the district's traditional reliance on dairy farming and associated manufacturing activities.

Dairy Farming was the largest industry in the District in 2016 (contributing 20.4% of total GDP), followed by Meat and Meat Product Manufacturing (7%).

Dairy Product Manufacturing made the largest contribution to economic growth. This industry grew by 16% from 2015 to 2016. The next largest contributor was professional, scientific and technical services.

Matamata-Piako's economy is not very diverse and is heavily reliant on dairy and manufacturing industries. The district however has high comparative advantage levels for Dairy Product Manufacturing, Dairy Farming, and Meat and Meat Product Manufacturing.

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[31] 'Matamata-Piako Annual Economic Profile 2013', Infometrics Limited

[32] Ibid

4.6.3 Employment Growth

==Employment growth in the Matamata-Piako District has averaged 1.4% per annum over the period 2006-2016 compared to the national average of 1.2%. Employment growth over the period 1 April 2015 to 31 March 2016 was 3.5% compared to 2.7% nationally.==

Figure 4.29: Average Employment Growth Rate[33]

Change	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Matamata-Piako District	2.7%	2.0%	-1.3%	1.0%	1.2%	1.2%	1.6%	2.4%	2.9%	-2.8%	1.2%	-1.5%	1.0%	2.2%	3.3%	3.5%
New Zealand	2.3%	3.0%	2.6%	3.5%	3.3%	2.2%	2.2%	2.0%	0.6%	-2.4%	0.4%	1.0%	1.0%	1.9%	2.7%	2.7%
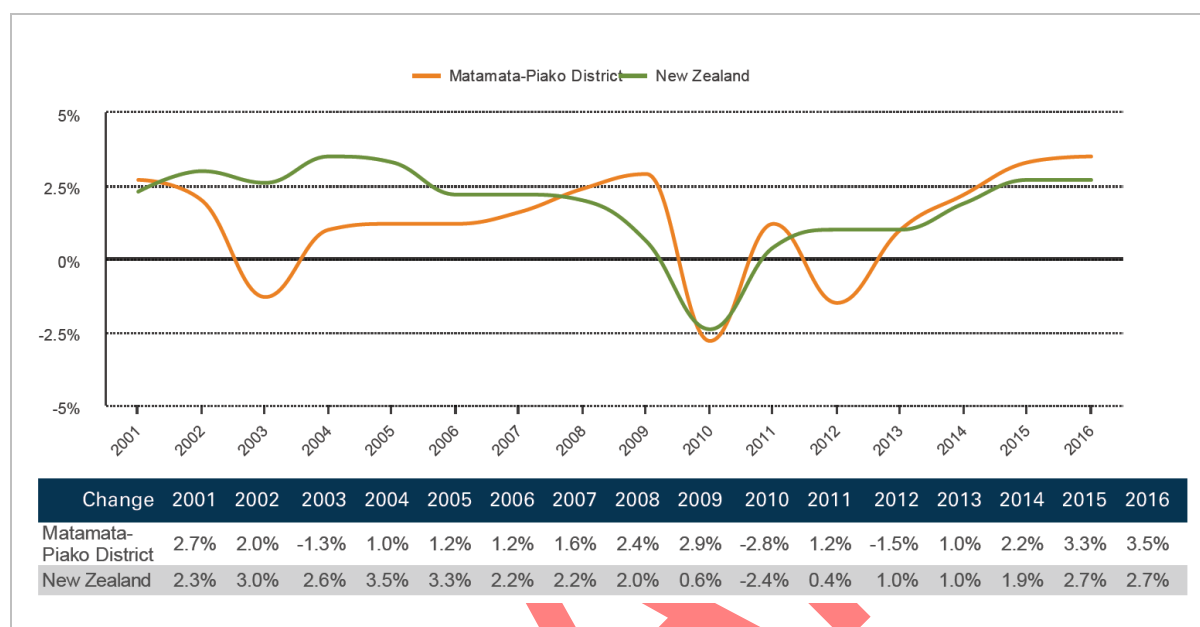
==Overall the agricultural sector is the largest employer in the district (22.4%) followed by manufacturing (22.3%) and retail (8.1%).==

As anticipated the most new jobs created in 2015-16 were in Manufacturing (305). This was followed by Administration and Support Services (90) and Technical/Scientific Services (81).

Dairy and Meat product manufacturing sites have continued to expand. The factories tend to run 24/7 operations and many new jobs involve shift work and/or weekend work. New jobs in manufacturing may attract a younger demographic to work in the area however the shift work nature of many of these positions may limit their ability to participate in team sports on a regular basis. Anecdotal evidence also suggests that a significant number of factory employees commute to work from surrounding districts.

4.6.4 Unemployment Levels

==The unemployment rate for Matamata-Piako was 5% in 2013 compared to 7.1% nationally[34]. Over a ten year period, unemployment has typically been 1-2 % below the national average.==

COVID 19 has had a major impact on the tourism and hospitality sector. The District is however very reliant on agriculture and agricultural processing which continued to operate to a large extent as essential services during the lockdown period.

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[33] 'Matamata-Piako Annual Economic Profile 2013', Infometrics Limited
[34] Statistics New Zealand. 2013 Census Data.

4.7 District Plan Changes

4.7.1 Plan Change 47

Plan Change 47 reviewed the parts of the District Plan relating to the planning rules and zoning for each of our three towns and the areas around them. From smaller section sizes to business zones, to ensure that the land supply is aligned to our population projections and that there is room for future growth.

The changes approved by Plan Change 47 are wide ranging and affect the zoning and planning rules for Matamata, Morrinsville and Te Aroha. They include:

- changes to the rules for building setback distances from boundaries
- a review of residential zones
- a review of the locations of rural-residential zones
- identifying likely future urban growth areas
- changes to residential infill subdivision around town centres
- a review of shop frontage areas in town centres
- a review of the development controls and subdivision rules
- fewer requirements for landscaping in business and industrial zones.

Some town specific changes are also being considered. These include:

- a review of the heritage rules and the extent of the Te Aroha Character Area.
- a major review of the existing zoning for land between Station Road and Firth Street in Matamata (formerly referred to as Precinct F)
- new industrial zoning for Morrinsville and Matamata
- new business zoning for Matamata to allow certain businesses to operate in some existing residential areas.
- new business zoning for Morrinsville
- new residential zoning for Te Aroha
- new rural-residential zoning for Morrinsville

The zoning in the Plan change is based on the Town Strategies 2013. This work will enable us to provide for adequate open spaces at the right time and in the right places.

A hearing was held on 20 and 21 May 2017.The decision was notified on 13 September 2017. This excludes the Horrell Road Notice of Requirement and Kuranui Road rezoning.
An appeal to the Environment Court was received on 24 October 2017

4.7.2 Plan Change 53 Settlements

The plan change is focuses on rural settlements focussing on the zoning of village settlements and associated development controls. This plan change also provides an opportunity to include removal of the District Plan's Reserves Layer from some rural hall sites. The District Plan currently treats these sites as though they are Reserves regardless of whether the land has Reserve status under the Reserves Act. Demand for rural halls has declined in many areas with several halls having been decommissioned. If Council wants dispose of former hall sites the Reserves Layer of the District Plan tends to reduce the market value of the land as prospective purchasers would be required to obtain resource consent for a wide range of activities on the land including any kind of building work. In cases where Council wishes to protect land, the Reserves Act and Local Government Act are considered to provide adequate

4.7.3 Future Plan Changes

4.8 Capacity to meet demand

4.8.1 Parks

The Open Spaces Strategy takes changes in demographics and recreation trends into account when assessing current and future park provision over a twenty year period. Park provision was generally found to be adequate.

The need for improved linkages was identified as well as the need for additional neighbourhood parks in Matamata and Morrinsville based on growth.

Reserve Management Plans will be reviewed to align with the Open Spaces Strategy and take changing trends into account. The Track Startegy is now incorporated in the Parks and Open Spaces Strategy.

➡ **Improvement Plan Item 2015.P.3.27**
➡ **Improvement Plan Item 2015.P.3.20**
➡ **Improvement Plan Item 2015.P.3.5**
➡ **Improvement Plan Item 2015.P.3.6**
➡ **Improvement Plan Item 2015.P.3.7**
➡ **Improvement Plan Item 2015.P.3.24**
➡ **Improvement Plan Item 2015.P.3.13**
➡ **Improvement Plan Item 2015.P.3.16**
➡ **Improvement Plan Item 2015.P.3.17**

The Parks and Open Spaces Strategy will be periodically reviewed and revised as more recent data becomes available.

Where practicable non asset-based solutions will be considered to meet changing demand (e.g. improved use of park booking system).

4.8.2 Cemeteries

A Business Continuance Plan for cemeteries was developed in 2005 and revised in 2009 and 2020 to forecast future demand and ensure that cemeteries are expanded to provide additional capacity. The need to expand the Matamata, Piako and Te Aroha cemeteries was identified and expansion plans were developed in 2012. A trend towards increasing ash internments relative to traditional burials was also highlighted (compare Figures 4.15 & 4.16).

Piako Cemetery in Morrinsville was expanded in 2013-14; an additional ashes wall was constructed in 2014-15 and additional land acquired in 2017-18. Te Aroha required land to be designated before cemetery expansion may occur. The designation was completed in 2020. Additional ashes walls were constructed at Te Aroha in 2014-15 and 2019-20. Matamata Cemetery was expanded in 2018. Sicne 2018 there has been an annual CAPEX budget for cemetery walls which has sped up the process of ensuring demand is met where needed.

A sanitary services assessment was completed in 2018-19. It found that there was adequate cemetery capacity for more than 30 years. The BCP was reviwed in light of the COVID pandemic to confirm adequate short to medium term capacity in pandemic situations.

TO DO: Insert table showing relative capacity 33 ys MV, 99 yrs TA etc.

➡ ~~Improvement Plan Item 2015.P.3.20~~

Table 4.1: Burials vs ashes by cemetery 2006-2013

Burials	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Matamata	43	40	41	33	33	43	26	25			
Maukoro	0	1	0	0	0	1	1	1			
Morrinsville	1	0	1	0	1	0	1	0			
Piako	56	39	36	27	27	34	34	36			
Te Aroha	30	37	44	24	31	30	28	26			
Ashes	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**			
Matamata	21	27	24	31	38	34	34	24			
Maukoro	0	0	0	0	0	0	0	0			
Morrinsville	0	0	0	0	0	0	0	0			
Piako	17	17	33	20	25	23	16	38			
Te Aroha	14	21	15	11	18	17	21	15			

Figure 4.30: Burial trend by cemetery 2006-2013
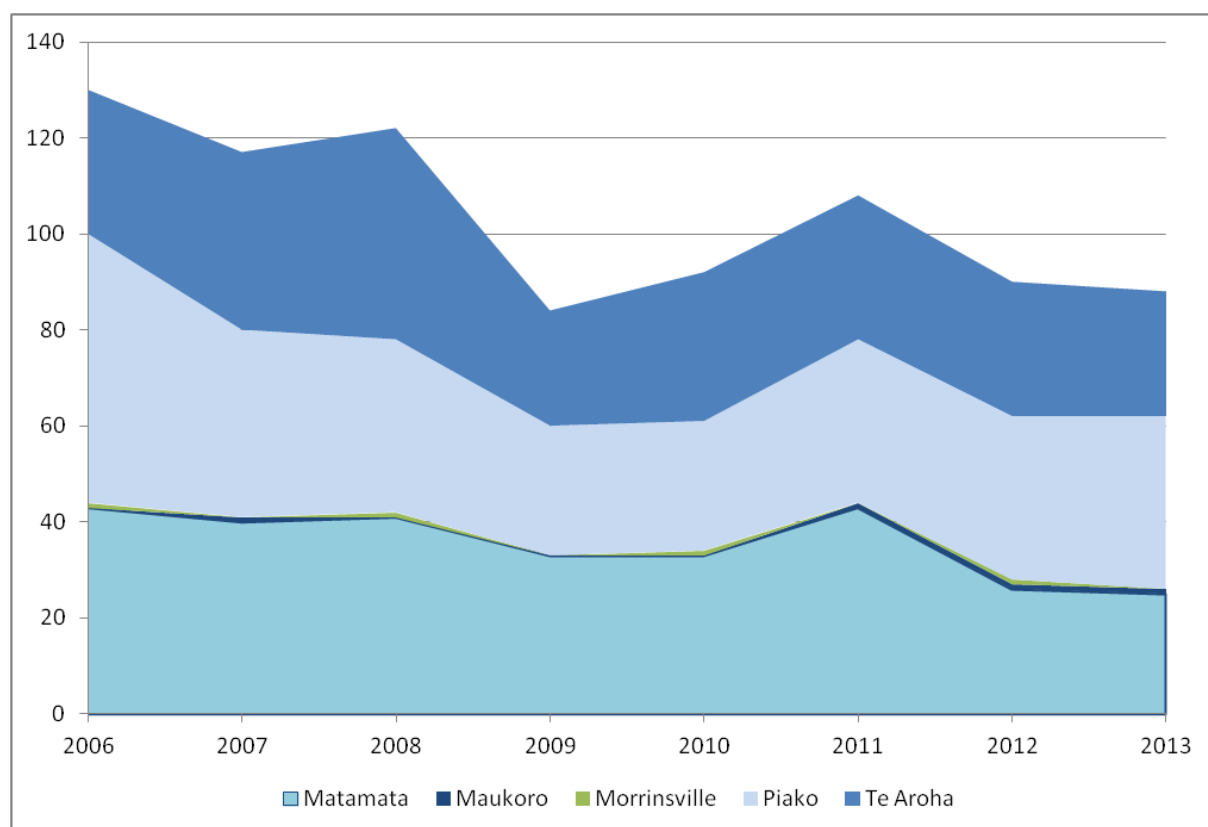
Figure 4.31: Ash internment trend by cemetery
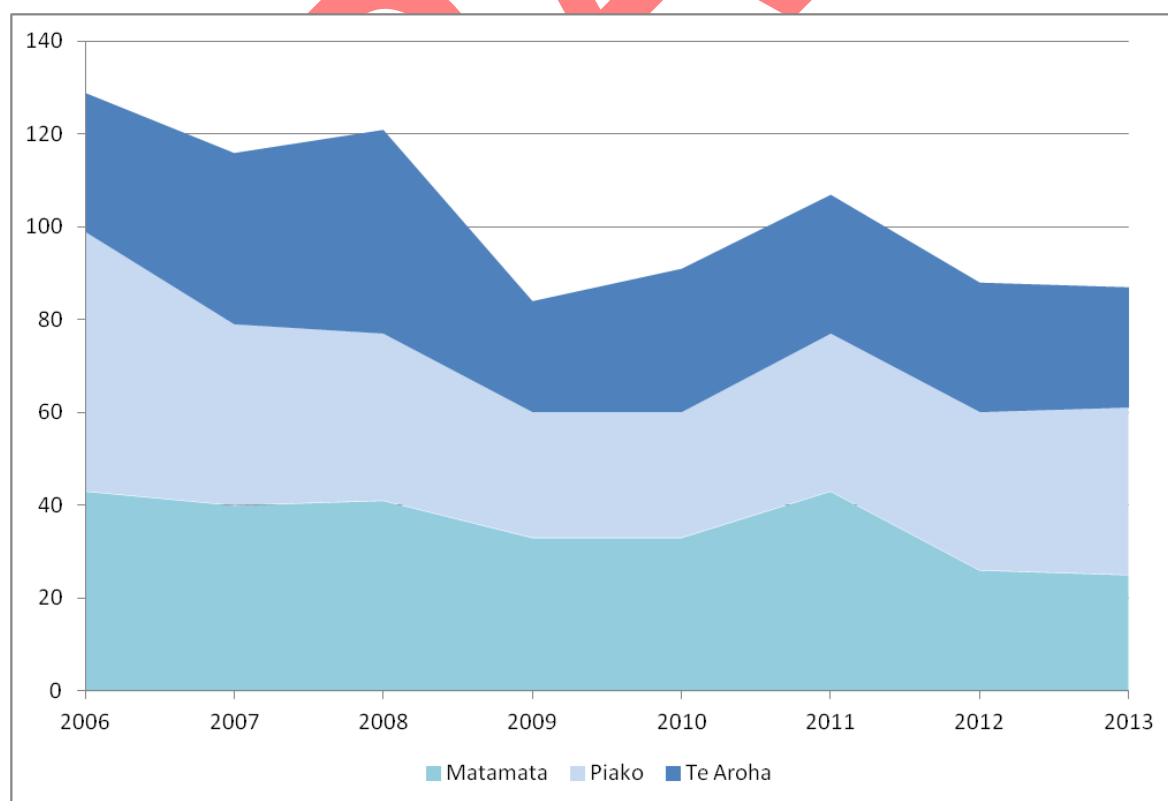
4.8.3 Aerodrome

Demographic changes and trends in recreational aviation and ancillary activities (such as radio controlled model aeroplanes) are taken into account as part of the management plan review.

➡ **Improvement Plan Item 2015.P.3.18**

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4.8.4 Carparks

Based on previous parking studies and high customer satisfaction levels, carpark provision in the towns is considered to be adequate currently and able to cope with the forecasted growth.

The Wairere Falls carpark that services the Kaimai-Mamaku Conservation Park[35] is gaining in popularity and was expanded and sealed in 2018-19.

The Wairongomain carpark (another access point to the Kaimai-Mamaku Conservation Park may also require upgrading in future due to increased demand associated with the Kaimai Ridgeway Project.

It may also be necessary, longer-term, to provide more parking in Te Aroha.

4.8.5 Tracks

The Track Strategy is now incorporated into the Parks and Open Spaces Strategy.

Development of new tracks in the next ten years is likely to focus on completing the linkages and walkway circuits identified in the Parks and Open Spaces Strategy as well as maintaining the existing track network to an appropriate standard.

➡ **Improvement Plan Item 2015.P.3.27**

As far as mountain bike tracks are concerned, opportunities to improve the range of available grades should be considered. This may involve a combination of realigning or otherwise improving existing tracks as well as potentially developing some new tracks in order to appeal to a broader cross section of the community. Some existinmg tracks may also need to be rationalised to improve visitor experience.

➡ **Improvement Plan item 2018.4.1**

4.8.6 Play equipment

An utilisation assessment of existing play equipment is periodically undertaken as part of the Annual Playground Safety Audit. Recommendations from the audit are considered when replacing play equipment. A play value assessment was done in 2021. This will help inform renewals and upgrades to existing equipment to help improve play value.

When renewing existing playgrounds or installing new ones, the whole-of-asset-life costs of equipment. For example, it may be cheaper in the long run to maintain an artificial turf/matting

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[35] Administered by Department of Conservation.

safety surface compared to a wood chip cushionfall surface (which requires frequent monitoring and servicing) despite the fact that the capital cost of the matting product being slightly more expensive.

To cope with demographic changes, playgrounds at Neighbourhood Parks should cater for a wide-age range in order to be cost-effective.   At more prominent playground locations, such as Sports Parks or Premier Parks, it may be appropriate to have separate playgrounds or equipment targeted at different age groups.

While the Open Spaces Strategy 2013 considered provision in terms of distance/walking time of residential properties, it did not consider the target ages for individual playgrounds and demographics in depth. Rather than develop a standalone playground strategy as suggested in the Open Spaces Strategy, the treatment of playgrounds within the Open Spaces Strategy itself was improved when the strategy was reviewed.

The proximity of the District to the Destination Playgrounds in Hamilton has raised the expectations of parents and caregivers for playgrounds. One of the limitations of customer surveys is that they do not necessarily reach children who are afterall the primary users of playgrounds.

Hamilton-style playgrounds cost in excess of $1M each and are appropriate for a regional city with a relatively young population (there are more people under the age of 15 in Hamilton than there are people in our District). Destination playgrounds can have high operating costs as they often include bespoke elements and equipment that requires working at height to inspect or service.

The benefits of local playgrounds within walking distance of people's homes was demonstrated during the COVID lockdown when non-essential travel was restricted.

It appears unlikely that our District can afford to maintain a network of local playgrounds as well as Hamilton-style destination playgrounds unless there is some rationalisation of existing playground provision and/or a significant increase in operating budget which would need to be funded from rates.   A more cost-effectve approach may be to develop 'community' or 'local destination' palgrounds that bravide a wider range of play experiences for a wider age group as well as a network of basic, local playgrounds that serve neighbourhoods. Two or three 'community' playgrounds would cost the same to establish as one Hamilton-style Destination Playground.

In a survey in 2020 we asked about people's preference for having basic playground within walking distance, or a destination playground you would need to drive to, or a combination of basic local playgrounds and one or two community playgrounds in each town which provide broader play value than local playgrounds. There was a slight preference for the combined approach.

Providing distinctively themed playgrounds (whether local or community) is another potential way to provide a point of difference however play value should be the primary consideration when designing playgrounds.

There is potential to improve the existing layground network by improving accessibility, providing more shade and adding specific type sof equipment to increase play value.

4.8.7   Street Furniture

Street furniture provision is likely to be driven by demographic change to some extent. Anecdotal evidence and a lack of complaints in the CRM system suggest that street furniture

provision in the three main towns is currently adequate. The ageing population trend may however require a formal assessment of street furniture provision in the future. An ageing population could for example require more rest stops for walkers (e.g. benches) or they may require less street furniture to have more free space along shop frontages for mobility scooters to move freely.

A Street and Park Furniture Policy is to be developed in conjunction with the three CBD streetscape redevelopment projects. Improved asset data should also assit in improved maintenece and renewal planning.

4.8.8   Park Furniture

The Open Spaces Strategy and Reserve Management Plans provide guidelines on park furniture provision by Park Category and from a policy perspective respectively. When the Reserve Management Plans are updated, provision should be made in the furniture policy towards meeting the changing needs of park users.

4.8.9   Street trees

When the Tree Strategy is revised, consideration should be given to the changing needs of the community. It is likely that an ageing population will appreciate shaded areas along the streets as well as the amenity value that trees provide.

➡   **Improvement Plan Item 2015.P.3.28**

4.9   Summary

Table 4.2 provides a summary of drivers, impacts and suggested responses to these factors.

Various strategies and plans will be reviewed in light of changing trends and demands. When reviewing these documents, a combination of asset-based and non-asset solutions will need to be considered to address changing demands.

Table 4.2: Summary of drivers and impacts on asset management

Demand Drivers	Likely changes in demand	Likely impact on assets	Response
Ageing Population	The type of leisure programmes that there is a demand for may change and the mix of passive and active recreation facilities will change Demand to provide improved access to facilities e.g. to accommodate mobility scooters The ageing population is moving to urban areas where they have greater access to facilities Older people are becoming more active	Use of parks other than Sports Parks may increase. Use of Sports Parks may decline (although this effect may be not be appreciable in the short term) An increasing need for improved access to facilities to accommodate mobility scooters and people with limited mobility	Implement Open Spaces Strategy and review periodically. Review Track Strategy. Review Community Leisure Provision Strategy. Improve communication and co-ordination of user groups to ensure maximum use is made of existing facilities by the development and implementation of Memoranda of Understanding. Future park provision aligned with trend toward more useable, informal recreation spaces. Accessibility needs will be assessed in a Disability Strategy and considered during maintenance and upgrades.
	The forecasted decrease of young people is likely to decrease participation levels in traditional team sports.	Decreased demand for Sports Parks, especially at local level. Private Sports Park providers may find it increasingly difficult to be sustainable.	Implement Open Spaces Strategy and review periodically. Improve knowledge of private providers. Provide management and technical support to private providers such as Campbell and Bedford Park e.g. by assisting with Asset Management and Business Planning.
Population growth	The need to rationalise assets in some parts of the district and provide new assets in other parts, based on growth and development. A greater demand for public open space due to a reduction in section size and private properties with little open space.	Increased use of some parks requiring more regular maintenance of existing facilities. Increased demand for facilities in growth areas.	Implement the Open Spaces Strategy and review periodically. Asset replacement to be assessed against current and projected future needs.

Demand Drivers	Likely changes in demand	Likely impact on assets	Response
	A constant trend of growth in all of the three main townships.	Decreased use in areas where the population is declining.	
Changing recreation trends	An ageing population. Pressure from the community to provide programmes to meet the needs of youth. Trend away from structured sport and recreation towards informal recreation.	Decreasing demand for large scale areas required for team sports. Increased demand for informal recreation opportunities.	Implement the Open Spaces Strategy and review periodically. Review Community Leisure Provision Strategy. Review Track Strategy. Review Reserve Management Plans. Track user expectations through surveys.
Tourism growth	The completion of the Hauraki Rail Trail and the Hobbiton attraction in Matamata are likely to attract more domestic and international tourists to the District	Increased utilisation of facilities which may generate a need for greater maintenance standards or frequencies. More facilities may be required in some locations.	Staff will use the information gained from research into the anticipated effects of the cycleway to plan for these effects. Increased maintenance standards may be required at Premier Parks and more open space linkages may be required within the townships.
Health promotion	Recent programmes that promote the benefits of walking and exercise to improve human health have resulted in a renewed interest in public walkways and active reserves and a desire to experience the outdoors.	Increased utilisation of existing facilities.	Review Track Strategy. Review Reserve Management Plans. Ongoing support of District Sports Coordinator role and Sport Waikato programmes.
Higher expectations	An increase in public awareness and expectations of higher standards	Increased demand on service levels.	Implement the Open Spaces Strategy and review periodically. Communication with the public throughout this process to explain and justify current and future levels of service

Demand Drivers	Likely changes in demand	Likely impact on assets	Response
			Review Levels of Service every LTP to take changing trends into account.
Increased awareness of environmental issues	Pressure to maintain and enhance environmental values	Increased demand on service levels.	Review Reserve Management Plans . Participation in interagency projects such as Upper Kaimai Catchment Programme and community initiatives such as the Kaimai Catchment Forum.
	Protection of natural environment and historic sites Increased		

5 LIFECYCLE MANAGEMENT

This chapter presents an overview of lifecycle asset management, discusses current management strategies, lifecycle related programmes and opportunities for improvement.

5.1 Overview

Lifecycle asset management involves the cycle of activities concerning the:

- needs for
- planning
- creating
- operating
- maintaining
- rehabilitating
- replacing, and
- disposal of an asset.

Figure 5.1: Asset Lifecycle
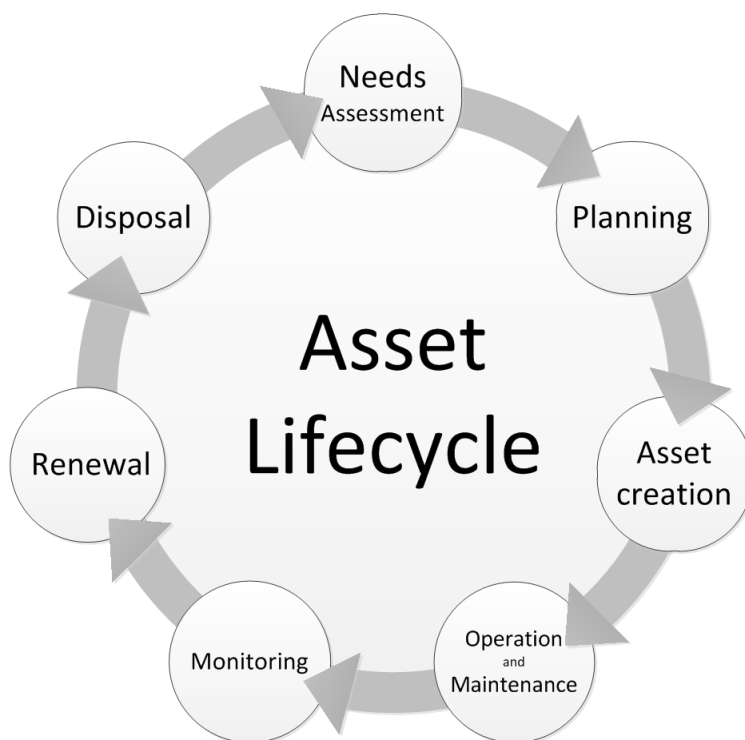
Lifecycle asset management acknowledges that once an asset has been created, it is always in a state of decay and intervention is required to ensure an appropriate level of service is delivered.

The useful life of an asset is influenced by factors such as:

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  - 1.   The physical properties of the asset
- What the asset is made of
- How it was made
- Differences in the components that make up the asset
- Maintenance requirements

  -
  - 2.   The nature of the operating environment
- Climate
- Socio-economic factors
-
  - 3.   Customer requirements
- Demands
- Expectations
- Level of use
- Willingness to pay

Lifecycle-based asset management recognises that costs occur in all phases of an asset's life. A common mistake is to focus solely on the initial capital or acquisition cost of an asset, ignoring the ongoing, long term operational costs. It is important to be able to track costs to each phase in the asset lifecycle so that total lifecycle costs can be determined to enable better decision-making.

Lifecycle costs can include:

- initial capital / acquisition costs
- operations and maintenance costs (O&M)
- refurbishment / renewal costs
- administration costs and overheads
- depreciation
- capital use charges / rate of return.

These costs may be grouped into capital, renewal and operating expenditure.

The effective application of asset management principles across the lifecycle of an asset aims to ensure reliable service delivery and reduce long-term ownership costs.

Lifecycle management programmes and expenditure can be broken down into the following categories:

Table 5.1: Lifecycle management categories

Category	Description
Management	Includes strategic planning, data management, analysis, business processes, monitoring, financial management
Operations and Maintenance	*Operations:* Activities that are necessary to keep the asset utilised appropriately (for example inspections, energy costs etc.) *Maintenance:* On-going day-to-day work required to keep the assets operating at the required levels of service (includes servicing and repairs)
Renewal	Significant work that replaces or restores an existing asset to its original size or capacity
Development	Works to create a new asset or to upgrade or improve an existing asset beyond its original size or capacity or performance in response to changes in use or demand
Disposal	Disposal or decommissioning of an asset

5.2 Asset description

5.2.1 Parks

Over the past few years, the Parks and Recreation Sector has been moving away from using the word 'reserve' as the term is potentially confusing. We tend to refer to 'parks' or 'parks and open spaces' as these are broader, more inclusive terms.

The word 'reserve' can be confusing as the term appears in different pieces of legislation and can have a specific legal meaning depending on the context. In the Parks and Open Spaces context, a 'reserve' is usually an area of land that has been classified as a 'reserve' under the Reserves Act 1977. The reserve status affects the legal status of the land. The Reserves Act governs the protection and management of such reserves. Under the Resource Management Act 1991, a parcel of land can also be designated as a 'reserve' or 'proposed reserve' in the District Plan. District Plans sometimes also create a 'reserve zone' or 'reserves layer' which may apply certain rules to all land within that zone (regardless of whether it has been gazetted as a reserve under the Reserves Act or not). In everyday conversation, people often refer to areas as being "reserve" but this is not always necessarily strictly correct in the legal sense.

Local authorities typically own and manage a variety of land parcels that are used as parks. These do not always necessarily have the legal status of a 'reserve'. Examples include: freehold land that has not been gazetted as a reserve under the Reserves Act; unformed legal roads; and land that Council might be leasing from another party.

The Local Government Act 2002 provides some basic rules regarding 'parks' that are not legally 'reserves' in terms of the Reserves Act. This AMP therefore uses the term parks to include all the types of land that are managed as parks regardless of whetehr or not the land itself has legal status as a reserve. The legal status of parkland is however captured in the asset database.

The Open Spaces Strategy 2013 introduced park management categories based on the NZ Recreation Association system but modified to suit local conditions. Each park managed by Matamata-Piako District Council has been assigned to one of the new parks categories, according to the primary purpose of the park. Some parks may serve more than one function to the community however each park is only classified into one category, based on its dominant function.

The park categories are as follows:

- Sports & Recreation
- Amenity Parks
- Neighbourhood Parks
- Natural Parks
- Outdoor Recreation Parks
- Premier Parks
- Linkage Parks
- Special Purpose Parks

5.2.1.1 Sports & Recreation Parks

Sports and Recreation Parks provide areas for organised sport and other recreational activity for residents and visitors. The park is primarily designed for and used for active sport and recreation (primarily of a traditional, team nature). A range of community activities and facilities may also be provided at the park.

A Sports and Recreation Park is likely to have formally maintained sports turf for a mixture of winter and/or summer sports. The sports turf areas are maintained to an appropriate standard for the applicable sports code. Alternatively, the park may accommodate hard courts or other purpose-built recreation facilities.

A number of sporting clubs and community groups own buildings that are located on Sports and Recreation Parks. These are normally subject to a land lease. Sometimes volunteer community groups also look after specific areas of the park (such as BMX or go kart tracks)

Historically there has been a variety of arrangements between Council and such groups. It is recommended that a policy be developed to provide guidelines on such leases to ensure a consistent and transpaarnt approach to such leases and licences.

➡ **Improvement Plan item 2015.P.3.34**

There are many groups who use this type of facility on a regular basis. Council intends to formalise the use by these groups to ensure a consistent approach and appropriate level of service is provided by Council and to clarify the responsibilities of the parties involved   This is likely to involve greater use of Memoranda of Understanding between Council and the user groups.

Use of the Council Booking System for parks and reserves by regular users is to be actively encouraged and will become a requirement in new use agreements (e.g. MoU, leases, licences to occupy etc.).

➡ **Improvement Plan Item 2015.P.3.9**

To avoid unnecessary duplication of facilities, opportunities for partnerships between Council and other providers (such as schools) require further investigation.

➡ **Improvement Plan Item 2015.P.3.24**

The Active Reserves Management Plan 2009 currently applies to Sports and Recreation Parks.   It is recommended that the RMP be renamed 'Sports and Recreation Park Management Plan" as well as revised and updated.

➡ **Improvement Plan Item 2015.P.3.8**

Table 5.2: Sports and Recreation Parks[36]

Location	Park name	Value 2017 ($)	Area (ha)
Matamata	Matamata Domain	N/A[37]	4.8866
	Pohlen Park	568,300	5.9239
	Swap Park	1,022,000	7.7703
Morrinsville	Morrinsville Recreation Ground	1,392,000	22.1761
	Wiseley Reserve	168,000	1.7743
Te Aroha	Boyd Park	666,000	27.7766
	Herries Memorial Park	185,400	5.9694
Other Areas	Hinuera Recreation Reserve	103,200	1.3924
	Tahuna Domain	N/A[38]	2.6605
	Te Poi Recreation Reserve	66,000	2.1853
	Waharoa Domain	NA	5.2785
	Waihou Recreation Reserve	745,900	9.0193
	Waitoa Bowling Club	50,400	0.2425
	Walton War Memorial Domain	N/A[39]	1.0726
	TOTAL	**4,967,200**	**98.1283**

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[36] Source: Open Spaces Strategy 2013 & 2017 Valuation Data

[37] Crown Land

[38] Crown Land

[39] Crown Land

5.2.1.2 Amenity Parks

Amenity Parks cover a wide range of land types, from developed areas with mown grass, gardens and/or trees to undeveloped open space areas. They primarily provide open space that adds to the quality of the visual landscape but may also be used for activities such as picnics, walking and cycling. Amenity Parks may include park furniture, carparks, walkways and in some cases even play equipment or other recreational facilities. Generally the level of development is fairly low however. Amenity Parks are often located on land that is otherwise unsuitable for development (due to size, topography or other reasons). Their location can therefore vary considerably. Some, such as roadside gardens, may only be enjoyed by passing traffic, while others may provide recreation opportunities for locals and visitors.

Table 5.3: Amenity Parks[40]

Location	Name	Value 2017 ($)	Area (ha)
Matamata	Founders Park	129,600	1.2148
	Jaycee Reserve	68,346	0.2221
	Jim Gardiner Grove	18,600	0.1012
	Kaimai Drive Reserve	38,400	0.0836
	Tainui Street Reserve	25,200	0.0622
Morrinsville	Allen Street Reserve	N/A[41]	0.1100
	Morrinsville Library Playground	154,000	0.0590[42]
	Old Morrinsville Museum Site (Anderson Street)	268,800	0.1012
	Morrinsville Rose Garden	336,000	0.1289
Te Aroha	Kenrick Street Reserve	12,000	0.1040
	Seddon Street Reserve	46,200	0.5252
	Skidmore Reserve	94,800	1.3836
	Te Aroha Community Garden	133,000	0.1470
Other Areas	Kaimai Tunnel Reserve	1,300	0.1352
	Okauia Domain	72,000	1.4163
	Rapurapu Reserve	88,800	2.6207
	Turanga-O-Moana Rec Reserve	N/A[43]	0.9106
	Manawaru Recreation Reserve	4,800	0.1173
	Murray Oaks Scenic Reserve	N/A[44]	2.5842
	Springdale Recreation Reserve	276,000	4.0468
	Tahuna Waterworks Reserve	21,600	0.0878
	Waharoa Rest Area	72,000	1.2276[45]
	Kowhai Street Reserve (Waitoa)	2,600	0.1318
	Waitoa Railway Reserve	36,400	1.1220
	TOTAL	**1,900,446**	**18.6431**

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[40] Source: Open Spaces Strategy 2013 & 2017 Valuation Data

[41] This is part of a legal road that is used as a park

[42] Area according to Open Spaces Strategy 2013 is 0.0590 ha. Area according to valuation land area is 0.0531 ha. This minor variance may be due to the development of the new iSite building.

[43] Crown Land

[44] Crown Land

[45] Only 0.6552 ha owned by MPDC balance owned and valued by LINZ

Most of the Amenity Parks are currently covered by the Passive Reserves Management Plan 2009. The Reserve Management Plans are to be updated and realigned with the new park categories

➡ **Improvement Plan Item 2015.P.3.6**

5.2.1.3 Neighbourhood Parks

Neighbourhood Parks provide easy access to open space for local residents to use and enjoy. Typically they consist of an open grass area suitable for small scale ball play, children's play equipment, seating, amenity lighting, paths and amenity plantings. Larger parks may also include small scale sports facilities such as basketball hoops. As the name suggests, they serve local neighbourhoods. The intention is that most residential properties in the district will be within reasonable walking distance from a park (defined as within an 800 metre radius or within 10 minutes walking distance). Other parks, such as Premier Parks can also provide for the needs of a neighbourhood.

When new subdivisions are planned, consideration should be given to whether there is a need to acquire land suitable for future Neighbourhood Parks. The Open Spaces Strategy 2013 has identified the need for two more neighbourhood parks in Matamata.

Table 5.4: Neighbourhood Parks[46]

Location	Name	Land Value 2017 ($)	Area (ha)
Matamata	Banks Road Reserve	76,800	0.7171
	Furness Reserve	109,200	1.3998
	Haig Road Recreation Reserve	45,600	0.5382
	Kowhai Street Reserve	15,400	0.1366
	Matamata Playcentre	N/A[47]	0.4497
Morrinsville	Anderson Park	N/A[48]	0.3968
	Goodwin Park	50,400	0.3769
	Lindale Reserve	102,000	0.7005
	Morrinsville Office Car park Proposed Skate Park	252,000	0.0876
	Rushton Road Kindergarten	158,400	0.1449
	Sain Crescent Reserve	73,200	1.3952
	Thomas Park	168,000	0.2026
Te Aroha	Carlton Street Reserve	20,900	0.3771
	Farmer Street Reserve	21,400	0.0717
	Hanna Street Reserve	40,800	0.2258
	Kennedy Street Reserve	15,800	0.0846
	Riverside Skatepark	4,400	0.0622
	Russell Avenue Reserve	13,800	0.1333
Other Areas	Te Poi Playcentre	24,000	0.1012
	Mowbray Road Reserve	26,000	0.0662
	TOTAL	**1,218,100**	**7.6680**

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[46] Source: Open Spaces Strategy 2013 & 2017 Valuation Data.

[47] Crown Land. MPDC 'control and mange' this Local Purpose Reserve which is leased to the playcentre.

[48] Included in value for Morrinsville Recreation Ground as these two parks are adjacent to each other.

Most of the Neighbourhood Parks are currently covered by the Passive Reserves Management Plan 2009. The Reserve Management Plans are to be updated and realigned with the new park categories

➡ **Improvement Plan Item 2015.P.3.7**

5.2.1.4 Premier Parks

Premier Parks provide and protect areas that are of particular significance to the district due to a variety of reasons, such as:

- Prominent location
- Level of usage
- Destination tourism
- Unique features or character
- Historic or cultural values
- Significant landscape area

Premier Parks are intended to meet the needs of residents within the district as well as visitors. They are therefore maintained to a high standard with intensive development of facilities to attract and cater for a high level of use.

There are four premier parks in the district, namely: Te Aroha Domain, Howie Park (Morrinsville), Hetana Street Reserve (Matamata) and Firth Tower Reserve (Matamata).

Table 5.5: Premier Parks[49]

Location	Name	Value 2017 ($)	Area (ha)
Matamata	Firth Tower	186,000	2.0841
	Hetana Street Reserve	465,654	1.6051
Morrinsville	Howie Park	152,400	2.0613
Te Aroha	Te Aroha Domain	354,000	8.0937
	TOTAL	**1,158,054**	**13.8442**

Our premier parks are not all managed in the same way. This is due to their differences in focus and the facilities associated with the sites. Te Aroha Domain and Firth Tower for example contain many historical buildings. At Hetana Street Reserve and Howie Park the focus is more about providing high quality, strategically located, open space for public use.

Currently, only two of the Premier Parks have their own management plan. Firth Tower's management plan appears to have been adopted in 1998 and Te Aroha Domain in 2006. Hetana Street Reserve and Howie Park are currently covered by the Passive Reserves Management Plan 2009. It is recommended that the existing management plans be reviewed and that new management plans are developed for Howie Park and Hetana Street Reserve. The development of an omnibus management plan for Premier Parks containing separate sections for each particular park may be an option to consider.

➡ **Improvement Plan Item 2015.P.3.12**

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[49] Source: Open Spaces Strategy 2013 & 2017 Valuation Data.

Each premier park will be discussed in more detail below along with any park-specific improvement plan items.

5.2.1.4.1.1 Te Aroha Domain

Te Aroha Domain was initially developed as a spa / health resort in the 1890s due to the presence of the Mokena Geyser at the foot of Mount Te Aroha. Although the Domain includes a number of buildings and recreational facilities it has been included in the Parks and Open Spaces AMP because the only known soda geyser in the world is a feature of the land and was the primary driver for ancillary development. The land surrounding the geyser has been developed as a public park for more than 100 years, providing large grassy areas for recreation, specimen trees, walking tracks and park furniture, as well as aquatic facilities.

Te Aroha Domain Management Plan was adopted by Council in 2006. The following objectives were identified in the management plan:

- Preserve and enhance the heritage character of the Te Aroha Domain as an Edwardian Spa resort with a unique setting at the base of Mt Te Aroha
- Promote greater use of the Te Aroha Domain by local residents and visitors by developing activities within the Domain that support and are in keeping with the Edwardian Spa concept.
- Ensure the Domain remains a vibrant attraction, and coordinate management of the Domain with other visitor facilities in Te Aroha
- Integrate the Te Aroha Domain as a centrepiece of the town

Many of the development proposals in the 2006 management plan have not been implemented due to financial constraints and competing priorities. The extension of the Hauraki Rail cycleway to Te Aroha (See 4.3.1) has renewed interest in the town's tourism potential. Funding has been allocated in the 2018-28 LTP towards progressing some of these developments. Council has also signalled its intent to form a Working Party to look at the long-term future and development priorities for the Domain.

Te Aroha Domain accommodates a variety of activities and includes a number of different buildings that fall under different LTP categories. The Asset Manager Strategy & Policy is responsible for the strategic and asset management planning aspects. Routine operations and maintenance of the grounds and vegetation is the responsibility of the Parks Operations Manager with work undertaken by Kaimai Valley Services. Operations and building maintenance of the pools, spas and information centre is the responsibility of the Facilities Operations Manager. Building maintenance to the former Bowling Pavillion and Domain House is the coordinated by the Property Services Officers. Building maintenance to utility sheds and the like within the park are the responsibility of the Parks Operations Manager. Tennants such as the croquet club and art gallery are responsible for their own building maintenance. Building maintenance on listed buildings and in the vicinity of listed sites should be undertaken in consultation with the Heritage New Zealand.

5.2.1.4.1.2 Firth Tower

The Firth Tower was built in 1881-82 as part of the development of Josiah Firth's estate at Matamata, that included the establishment of wheat farming, clearing of the Waihou River for navigation, construction of a port and store at Stanley Landing, and the relocation of The Station homestead from near Peria. Firth Tower is significant because:

- It is associated with Josiah Firth, a history-maker within the former Auckland Province in the 1860s to 1880s
- It captures an aspect of the spirit of the times
- It is an unusual and intriguing building
- It is associated with the early history and development of Matamata

The Community Facilities Operations Manager oversees the day to day operation of Firth Tower in conjunction with the Firth Tower Reserve Committee and the Matamata Historical Society. Building maintenance is undertaken by local tradesmen under supervision of the Community Facilities Operations Manager and under guidelines from Heritage New Zealand. Renewals and replacements on buildings at Firth Tower are undertaken as identified in the Management Plan and under the guidelines of the Heritage New Zealand.

The Firth Tower Management Plan was adopted in 1998 and was due for review in 2012-13. Due to the implementation of the Open Spaces Strategy 2013 and the restructuring of the AMPs in 2013-14 the revision of the reserve management plan has been delayed until the new park categories and AMP structure has been implemented. The Matamata Historical Society has also indicated that they would like to expand the museum facilities onto adjacent land in the future.

➔ **Improvement Plan Item 2015.P.3.12**

Council buildings located on the Firth Tower Reserve are discussed in the Community Facilities and Buildings AMP.

5.2.1.4.1.3 Hetana Street Reserve

Hetana Street Reserve is located in the central business district of Matamata and is a popular tourist stop and venue for community events.

The Hetana Street Railway Oak Tree plantation originates from when the Thames Valley Railway line was first commissioned in 1885, and is today the sole survivor of railway plantations in this area. The trees are protected under the District Plan.

A skatepark is located on the reserve. A grassed area near the old railway station, known as 'Railside by the Green' is in demand for a variety of community events.

The unique, Hobbit-themed Gatehouse i-Site building on the reserve is a popular tourist attraction with more than 250,000 visitors a year. Busses stop en route to the main centres as well as to Hobbitton one of The country's top tourist destinations. The public toilets located on the reserve are also in high demand. The Gatehouse Building and public toilets are discussed in more detail in the Community Facilities and Buildings AMP.

Given the popularity of this centrally-located reserve, the development of a management plan for the Hetana Street Reserve is recommended (either as a standalone plan or as part of an omnibus plan for Premier Parks).

➡ **Improvement Plan Item 2015.P.3.12**

5.2.1.4.1.4 Howie Park

In 1922 George Howie, mayor of Morrinsville Borough from 1923 to 1925, gifted the park as a memorial for those who died during the First World War.

Howie Park consists of a large undulating grassed area and features a Rhododendron garden as well as a Camellia garden near the playground area. The upper part of the Park features a war memorial and cenotaph that overlooks the terraced ponds and ring road that meanders its way through the park.

There are a number of native and exotic specimen trees on the park including *Dacrydium cupressinum, Acer palmatum, Phyllocladus trichomanoides, Podocarpus totara, Cordyline australis, Cryptomeria japonica, Platanus orientalis, Magnolia grandiflora, Quercus palustris, Q. robur, Fagus sylvatica, Cedrus deodara* and *Taxodium distichum.*

Access to Howie Park from the Allen Street bypass is an issue that may need to be addressed for this park to be utilised to its full potential. Upgrading the entrance to Howie Park and the internal road which currently falls short of the standard envisioned for Premier Parks was identified as an Improvement Item in the 2015-25 AMP. Funding towards this project has been allocated in the 2018-28 LTP. A landscape concept plan is under development. This can help refine the scope of the proposed works as well as feed into a future management plan for the park.

➡ **Improvement Plan Item 2015.P.3.44**

The development of a management plan for the park is recommended (either as a standalone plan or as part of an omnibus plan for Premier Parks).

➡ **Improvement Plan Item 2015.P.3.12**

5.2.1.5 Linkage Parks

Linkage Parks include esplanade reserves along watercourses and historical 'green belts' in towns e.g. Centennial Drive in Matamata. They provide for the protection and enhancement of biodiversity by connecting areas of open space. They can also provide connectivity between larger areas of open space and may serve as routes for walkers and runners.

Linkage parks are used by locals and visitors to access watercourses and for recreation.

The Open Spaces Strategy 2013 recognised the importance of linkage parks and identified several potential long-term projects, involving linkage parks, including extending the Morrinsville River Walkway; completing inner and outer walkways in Matamata; and developing a riverside walkway along the Waihou River in Te Aroha. Several projects related to the Open Spaces Strategy have been include din the LTP.

Table 5.6: Linkage Parks[50]

Location	Name	Land Value 2017 ($)	Area (ha)
Matamata	Banks Road LP Reserve	22,000	0.3177
	Centennial Drive Reserve[51]	260,000	3.7646
	Kahikatea Crescent Reserve	53,000	1.1714
	Neil Algar Reserve	290,000	3.9458
	O'Sullivan Drive Reserve	22,000	0.0480
	Peria Road Reserve	450,000	1.0092
	Tom Grant Drive[52]	462,000	4.7518
Morrinsville	Anderson Street Reserve	3,000	0.1515
	Anderson Street Gully Reserve	3,200	0.3300
	Closed Landfill - Riverview Road	134,000	2.1797
	Esplanade Reserve - Avenue Road South (A)	6,000	0.5820
	Esplanade Reserve - Avenue Road South (B)	500	0.3190
	Esplanade Reserve - Kuranui Road (E)	4,600	0.1720
	Esplanade Reserve - Kuranui Road (F)	5,500	0.4670
	Esplanade Reserve - West Street	14,200	1.5790
	Parkwood Reserve	39,000	1.0520
	Holmwood Park	29,000	2.5200
	Lockerbie Park	237,000	3.7966
	Morrinsville River Walk	169,800	5.6993
	Esplanade Reserve - Horrell Road	3,500	0.5320
	Pakeke Park	3,000	0.3968
	Seales Road Reserve	28,000	0.0543

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[50] Source: Open Spaces Strategy 2013 & 2017 Valuation Data

[51] Land Area corrected to 3.7646 ha, Open Spaces Strategy 2013 states 3.7636 ha

[52] Tom Grant Drive comprises 19 separate land parcels and two valuation numbers 05319/300.00 & 05319/611.00

Location	Name	Land Value 2017 ($)	Area (ha)
Te Aroha	2 Massey Street	1,900	0.0664
	Esplanade Reserve - Lawrence Avenue	1,800	0.1772
	Esplanade Reserve - Spur Street	13,400	0.3272
	Esplanade Reserve - Terminus Street (A)	4,400	0.0440
	Esplanade Reserve - Terminus Street (B)	20,400	0.6895
	Gilchrist Street Reserve	8,600	0.1067
	Floodplain – Kenrick Street[53]	107,500	17.9699
	Robertson Reserve	141,600	0.2110
	Te Aroha Boat Ramp Reserve	N/A[54]	0.2500
Other Areas	Esplanade Reserve - Campbell Road	31,200	1.3700
	Esplanade Reserve - Davidson Road	700	0.7330
	Esplanade Reserve - Henry Watson Road	10,000	3.0035
	Esplanade Reserve - Hopkins Road	36,000	3.0045
	Esplanade Reserve - Landsdowne Road	3,900	0.1325
	Esplanade Reserve - Livingstone Road	48,000	5.5050
	Esplanade Reserve - Okauia Springs Road	2,000	0.5919
	Esplanade Reserve - Old Te Aroha Road (A)	16,100	1.8910
	Esplanade Reserve - Old Te Aroha Road (B)	1,300	0.0861
	Esplanade Reserve - Paratu Road	7,200	0.8613
	Esplanade Reserve - Peria Road (A)	4,000	0.2142
	Esplanade Reserve - Peria Road (B)	4,200	0.1687
	Esplanade Reserve - State Highway 29	76,800	8.1210
	Esplanade Reserve - Tauranga Road (A)	6,200	1.4666
	Esplanade Reserve - Tauranga Road (B)	2,200	0.1015
	Esplanade Reserve - Te Aroha-Gordon Road	6,100	1.5428
	Esplanade Reserve - Te Poi Road	4,900	0.6950
	Esplanade Reserve - Te Poi South Road	6,700	0.8155
	Esplanade Reserve - Te Tuhi Road	12,500	7.7800
	Esplanade Reserve - Walton Road	3,600	0.1975
	Esplanade Reserve - Harbottle Road	15,400	0.9320
	Esplanade Reserve - Kiwitahi Railway Road	2,600	0.2430
	Esplanade Reserve - Kiwitahi Station Road	4,200	0.0556
	Esplanade Reserve - Kuranui Road (A)	12,600	0.5730
	Esplanade Reserve - Kuranui Road (B)	12,600	0.5612
	Esplanade Reserve - Kuranui Road (C)	51,600	3.2100

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[53] Land area changed area from 17.9900 to 17.9699 ha as per property module value

[54] Unformed Legal Road

Location	Name	Land Value 2017 ($)	Area (ha)
	Esplanade Reserve - Kuranui Road (D)	50,400	1.2850
	Esplanade Reserve - Maungatapu Road	3,600	0.1830
	Esplanade Reserve - Morrinsville-Walton Road (A)	10,200	0.9780
	Esplanade Reserve - Morrinsville-Walton Road (B)	6,200	0.2630
	Esplanade Reserve - Norfolk Road	3,100	0.0825
	Esplanade Reserve - State Highway 26 (A)	74,400	3.2380
	Esplanade Reserve - State Highway 26 (B)	3,600	0.3000
	Esplanade Reserve - Stockmans Road	17,200	0.5050
	Mangateparu Domain	N/A[55]	1.6185
	Sunridge Park Walkway	41,000	1.2485
	Esplanade Reserve - Awaiti Road	16,800	1.4400
	Esplanade Reserve - Campbell Street	287,000	0.0840
	Esplanade Reserve - Eastport Road (A)	6,200	0.7297
	Esplanade Reserve - Eastport Road (B)	1,900	0.4350
	Esplanade Reserve - Manawaru Road	3,000	0.4870
	Esplanade Reserve - Ngarua Road	6,000	1.8600
	Esplanade Reserve - Paeroa-Tahuna Road	1,900	0.3430
	Esplanade Reserve - State Highway 26 (C)	2,200	0.3510
	Esplanade Reserve - State Highway 26 (D)	1,300	0.1011
	Esplanade Reserve - State Highway 27	3,800	0.9600
	Esplanade Reserve - Strange Road	3,700	0.2190
	TOTAL	**1,225,700**	**115,2493**

5.2.1.5.1.1 Esplanade reserves

Many of the Linkage Parks in the district are esplanade reserves situated along rivers and streams. These perform important conservation functions such as improving water quality in watercourses by reducing and filtering run-off; providing habitat for birds and animals; and providing shelter for fish in watercourses. They also reduce the impact of natural hazards such as flooding by providing a buffer zone between the rivers and developed areas. Esplanade strips also enable public access to streams and may allow opportunities for recreational use where compatible with conservation objectives.

The Resource Management Act 1991 defines esplanade reserves and esplanade strips, their purpose and outlines procedures around their creation and vesting in Council (for detail refer to Sections 2 and 229-237 of the RMA).

From an asset management point of view it is not essential to be familiar with the details of the entire process. A more detailed discussion about esplanades will be incorporated into the

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[55] Crown Land

Linkage Parks Reserve Management Plan when it is developed. The main point to be aware of is that for proposed subdivisions, that are larger than four hectares and are located next to watercourses, the owner is bonded to Council, for five years, giving Council the right to purchase the esplanade strip for the purpose of creating an esplanade reserve. Council therefore needs to continually review the availability of such land and strategically acquire areas associated with key waterways. The Open Spaces Strategy provides guidance on future linkage park acquisitions. Improving the database of potential esplanade strips to purchase was identified as an Improvement Plan item in the previous AMP and has been incorporated in the new Improvement Plan.

➡ **Improvement Plan Item 2015.P.3.15**

Whether or not existing reserves have the legal status of "Esplanade Reserves" under the RMA or the Reserves Act does not affect the park category or levels of service. For the purpose of the AMP they are therefore all included under the Linkage Park category. The Improvement Plan under the 2012-22 LTP identified the need to develop a reserve management plan under the Reserves Act 1977 for Council's Esplanade Reserves**.** Due to the development and adoption of the Open Spaces Strategy 2013 and the implementation of the new park categories this project has been delayed. The development of a Reserve Management Plan for Linkage Parks has been incorporated in the new Improvement Plan.

➡ **Improvement Plan Item 2015.P.3.13**

It is recommended that to improve the planning and management of these parks, the individual land parcels listed in Table 5.6 above are consolidated into distinct parks, with easily discernible boundaries. Each park thus created should have their own valuation reference number and where practicable a generic name for the park for ease of reference. This could potentially be incorporated into the Draft Reserve Management Plan process.

➡ **Improvement Plan Item 2015.P.3.37**

5.2.1.5.1.2 Upper Waihou Riparian Management Strategy

Waikato Regional Council approved a 10-year willow and poplar clearing programme for the upper Waihou River in its 2012 Long Term Plan. The Upper Waihou Riparian Working Party includes representatives from Federated Farmers, Raukawa Charitable Trust, DOC, Fish & Game, South Waikato District Council, Matamata Piako District Council, Waikato Regional Council and local landowners. This working party has developed a strategy for the project, which sets out to:
- manage the affected streams and rivers in an integrated and cost effective way
- promote community education and involvement
- encourage innovation and technology transfer for stream-related best management practices.

The Upper Waihou Riparian Management Strategy is guided by the following principles:
- Increase collaboration between agencies, partners and stakeholders to manage the rivers and streams in an integrated, cost effective way.
- Educate and involve the community in the management of streams/rivers and their margins.
- Promote innovation and technology transfer for stream related best management practices.

More information on the Strategy can be found in RM Container 12/2083.

5.2.1.6 Natural Parks

Natural Parks contain natural features that are being conserved or restored (e.g. native forest). Development of natural parks tends to be minimal and focussed around low impact recreation (e.g. walking tracks).

Park users may be local residents or visitors.

Table 5.7: Natural Parks[56]

Location	Name	Value 2017 ($)	Area (ha)
Te Aroha	Boardwalk - Skidmore Reserve to Wetland	17,800	0.3913
	Herries Park – Operations	48,000	6.4749
	Tui Park	660,000	93.4376
	Te Aroha Bush Reserve	12,100	0.7286
	Upper Boundary St Reserve & Bike Track Link	19,900	0.7327
Matamata	Harold Catlin Reserve	45,600	4.3131
	Hawes Bush	112,000	2.1976
	TOTAL	**915,400**	**108.2758**

Most of the Natural Parks are currently covered by the Passive Reserves Management Plan 2009. The Reserve Management Plans are to be updated and realigned with the new park categories

➡ **Improvement Plan Item 2015.P.3.16**

Council will assume responsibility for managing the former Tui Mine site near Te Aroha which has been extensively rehabilitated. Consultation with iwi indicated that there was a desire not to develop the area but simply to maintain the rehabilitated area. It is likely that the area would be included in the Natural Park category in future. Provision to maintain the area has been made in the operational budget for Parks and Tracks.

MPDC also manages part of Te Aroha Mountain Scenic Reserve and other Crown Land, known as the 'Domain Lands' (located between Tui Road and Boundary Street). These areas are managed under an historic arrangement whereby MPDC manages the tracks and structures below Whakapipi/Bald Spur and those above are managed by the Department of Conservation. The arrangement sought to simplify responsibility for track maintenance over the patchwork of land parcels owned by either the Crown or Council along Mount Te Aroha. The parcels of Crown Land have not been included in the Natural Parks figures on Table 5.7 as they are not owned by Council. The tracks over these lands are discussed in 5.2.2.6. MPDC and DOC have signed a Memorandum of Understanding and meet at least once a year to discuss issues of mutual interest.

Harold Catlin Reserve and Hawes Bush have both been identified as being of regional ecological significance. It is recommended that they are classified as Scenic Reserves in terms of the Reserves Act 1977 to afford them the appropriate level of protection.

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[56] Source: Open Spaces Strategy 2013 & 2017 Valuation Data

5.2.1.7 Outdoor Adventure Parks

Outdoor Adventure Parks enable visitors to experience a variety of recreation activities in a wide range of open space environments.

The character of outdoor adventure parks can vary considerably from exotic forestry, farm parks, native bush and river areas. The recreation activities that occur at such parks tend to be ones that require space and separation from urban locations or require particular natural features e.g. mountain biking, rock climbing, tramping, equestrian events, water sports etc.

Users may be local residents or visitors from further afield. Facilities such as mountain bike tracks or equestrian areas often attract visitors from other districts. The current Outdoor Adventure Parks tend to have one dominant form of recreation activity.

An extensive network of mountain bike tracks has been developed at Waterworks Road Reserve/Te Miro Forest. These are currently maintained by Te Miro Mountain Bike Club in terms of a Memorandum of Understanding signed in 2013.

Kuranui and Roy Scott Reserve on the other hand are dominated by equestrian activities and are leased to equestrian groups.

Table 5.8: Outdoor Adventure Parks[57]

Location	Name	Value 2017 ($)	Area (ha)
Morrinsville Ward	Kuranui Rec Reserve	306,000	2.4990
	Roy Scott Reserve	734,400	35.3309
	Waterworks Road Reserve (Te Miro Forest)	638,000	137.7933
	TOTAL	**1,678,400**	**175.6232**

The parks listed in Table 5.8 do not currently have reserve management plans that apply to them in particular and are covered, to varying extent, by the General Policies RMP. Work on a draft management plan for Te Miro Forest started in 2009 but was not completed. Given the gaining popularity of Waterworks Road /Te Miro in particular it is recommended that a RMP is developed for the Outdoor Adventure Parks in the shorter term to guide the development and management of these areas. This could potentially involve an omnibus plan for Outdoor Adventure Parks containing chapters relevant to each of the parks or could comprise standalone management plans for each park.

➡ **Improvement Plan Item 2015.P.3.17**

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[57] Source: Open Spaces Strategy 2013 & 2017 Valuation Data

5.2.1.8 Special Purpose Parks

Special Purpose Parks includes various sites managed by the Parks and Open Spaces activity but which do not fit neatly into any of the other park categories. They may include sites such as aerodromes, memorials, civic spaces (e.g. a town square), historic sites, cemeteries and golf courses.

Table 5.9: Special Purpose Parks[58]

Location	Name	Area (ha)
Matamata	Matamata Cemetery	4.6502
Morrinsville	Morrinsville Cemetery	0.8144
	Piako Cemetery	3.7130
Te Aroha	Te Aroha Cemetery	6.1790
	Stanley Road South Recreation Reserve (Adjacent to cemetery)	13.8604
Other Areas	Stanley Landing	0.9390
	Walton Golf Course	50.9292
	Matamata Aerodrome	58.0397
	Tahuna Golf Course	34.0788
	Maukuro Cemetery	5.8477
	Waharoa Cemetery	0.7621
	TOTAL	**179.8135**

Table 5.10: Special Purpose Parks by type

Asset Type	Purpose	Quantity
Cemeteries	Provides areas for burial in a dignified and appropriate manner	6
Historical Reserve	Provides cultural and educational activities	1
Aerodrome	Provides leisure and recreation opportunities with an aviation focus	1
Camping Grounds	Provide additional visitor accommodation within the district	2

Due to their specialised nature, Special Purpose Parks may sometimes have their own unique management plan.

The two golf courses are leased to golf clubs and therefore do not have management plans prepared by Council.

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[58] Source: Open Spaces Strategy 2013

The Waharoa (Matamata) Aerodrome currently has its own management plan. Due to the recent Ngati Haua Treaty Claim Settlement, a joint management arrangement came into effect in March 2015. Revising the aerodrome management plan has become a higher priority in light of these developments.

Stanley Landing is a historic site and is currently incorporated into the Reserve Management Plan for the Firth Tower. As Firth Tower is now considered a Premier Park there may be a need to prepare separate management plans for the two sites in future.

➡ **Improvement Plan Item 2015.P.3.18**
➡ **Improvement Plan Item 2015.P.3.19**

Firth Tower is a historic reserve in terms of the Reserves Act and is managed as a Premier Park. It is therefore included under the Premier Parks section.
The operational aspects of cemeteries are covered by the Cemetery Policy & Procedures Manual.

5.2.1.8.1.1 Waharoa (Matamata) Aerodrome

The aerodrome was initially constructed for the Royal New Zealand Air Force in 1942 as a reserve airfield for bombers and was initially known as RNZAF Station Waharoa. Following the war it was retained for civil use and it has become an important recreational airfield used for a diverse range of aviation uses, including powered craft, gliding, model aircraft, and skydiving. In particular it is recognised as one of the best gliding airfields in New Zealand. It hosts regional and national recreational aviation events and is the venue each January for the iconic Walsh Memorial Scout Flying School.

The aerodrome comprises ten individual land parcels (see Table 5.11 below).

Council has undertaken a review of the aerodrome through the reserve management plan process. The current management plan was adopted by Council on 10 November 2010.
The reserve management plan is to be reviewed in light of the recent Ngāti Hauā Claims Settlement Act 2014. Subpart 6 of the Act establishes a joint management structure through the Waharoa (Matamata) Aerodrome Committee. Council's role as adminstering body for the aerodrome is confirmed in the Act. While the current management plan remains valid under the Act and there is no requirement to review it sooner, it would be prudent to review the plan within the next three years given the new governance structure resulting from the Act. The Aerodrome Committee has been reviewing the current management plan to familiarise itself with the document and to identify potential issues to address in the review of the plan.

➡ **Improvement Plan Item 2015.P.3.18**

A map of the aerodrome can be found in the reserve management plan.

There are a number of Council-owned buildings at the aerodrome. Refer to the Community Facilities and Buildings AMP for more information. An asset identification and condition grading exercise has been undertaken to allow a long term maintenance programme to be established. This programme will assist planning and funding major renewal projects.

Table 5.11: Land parcels comprising Matamata Aerodrome[59]

Legal Description	Certificate of Title	Ownership	Land Value 2017 ($)	Area (ha)	Designation under District Plan	Tenure	Status under Reserves Act	Status under Ngāti Hauā Claims Settlement Act
SEC 72 BLK XIII WAIRERE SD	23C/1294	Matamata Piako District Council (fee simple)	2,363,513	46.8476	73 - Aerodrome and Ancillary Services	Vested in MPDC as Reserve. Revertionary rights to Ngāti Hauā.	Local Purpose Reserve: Aerodrome NZG 1966 341	Waharoa Aerodrome Land
E ML 17454	10C/459	Matamata Piako District Council. (taken for aerodrome NZ Gaz 1953 p. 995)	110,968	2.1995	73 - Aerodrome and Ancillary Services	Fee Simple	TBC	Council's Waharoa Aerodrome Land
F ML 17454	10C/459	Matamata Piako District Council. (taken for aerodrome NZ Gaz 1953 p.995)	139,041	2.7595	73 - Aerodrome and Ancillary Services	Fee Simple	TBC	Council's Waharoa Aerodrome Land
PT LOT1 DP 29064	20651	Matamata Piako District Council. (taken for aerodrome NZ Gaz 1968 136)	18,309	0.3629		Fee Simple	TBC	Council's Waharoa Aerodrome Land
PT SEC 71 BLK XIII WAIRERE SD	20651	Matamata Piako District Council. (taken for aerodrome NZ Gaz 1968 136)	48,988	0.971		Fee Simple	TBC	Council's Waharoa Aerodrome Land
TOTAL (excluding Crown Owned Land)			2,680,819	**58.0361**				

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[59] Source: Open Spaces Strategy 2013 & 2017 Valuation Data

Legal Description	Certificate of Title	Ownership	Land Value 2017 ($)	Area (ha)	Designation under District Plan	Tenure	Status under Reserves Act	Status under Ngāti Hauā Claims Settlement Act

There are also a number of privately-owned facilities at the Aerodrome:

- Matamata Aero Club Rooms
- Matamata Soaring Centre – Bunkrooms
- Matamata Soaring Centre – Clubrooms
- Piako Gliding Club Rooms
- Skydive Waikato Club Rooms
- Hangars (of which there are 36)
- Fuel pump facility
- Middle Earth Flying School
- Model aircraft storage base

A user group committee for the aerodrome has been formed and has representatives from:

- Piako Gliding Club
- Matamata Soaring Club
- Matamata Aero Club
- Sport Aircraft Group
- Skydive Waikato
- Matamata Piako Model Aero Club
- MPDC elected member
- MPDC staff member

The User Committee has been established to ensure the safe and co-ordinated operation of the airfield and provide advice on the general management of the aerodrome. A copy of the Memorandum of Understanding that has been signed by all parties is in the appendices of the Matamata Aerodrome Management Plan.

The User Committee and Facilities Operations Manager oversee the day to day operation of these facilities. Building maintenance is undertaken by local tradesmen under the direction of the Facilities Operations Manager.

A joint governance structure has recently been established for the aerodrome as an outcome of a Treaty of Waitangi claim settlement. Subpart 6 of the Ngāti Hauā Claims Settlement Act 2014 establishes a joint management structure through the Waharoa (Matamata) Aerodrome Committee.

The functions of this committee are:

(a)   to make recommendations to the Council in relation to any aspect of the administration of the Council's Waharoa Aerodrome land and the Waharoa Aerodrome land:

(b)   to make final decisions on access and parking arrangements for the Waharoa Aerodrome land and the Council's Waharoa Aerodrome land that affect Raungaiti Marae:

(c)   to perform the functions of the administering body under section 41 of the Reserves Act 1977 in relation to any review of the reserve management plan (except for the functions of initiating any review or approving any management plan, which remain functions of the Council unless delegated to the committee in accordance with paragraph (d)):

(d)   to perform any other functions that the Council may delegate to the committee.

5.2.1.8.1.2 Cemeteries

Four of the six cemeteries are regarded as open. The old Morrinsville Cemetery is only open for burial in reserved plots.

Table 5.12: Cemeteries

Cemetery	Status	Location	Ward	Area (ha)	Land Value ($)	Area Available for Expansion (ha)
Matamata	Open	Peria Road	MM	4.6502	130,000	2.1
Maukoro	Open	Old Hill Road	MV	5.8477	N/A[60]	0
Piako	Open	Seales Road	MV	3.7173	201,000	1.1
Te Aroha	Open	Stanley Road South	TA	6.1790	217,000	3.6
Morrinsville	Limited	Thames Street	MV	0.8144	56,000	0
Waharoa	Closed	Dunlop Road	MM	0.7610	30,000	0
TOTALS				21.9696	634,000	6.8

Plans to expand the Matamata, Piako and Te Aroha Cemeteries are underway. Internal roading and drainage work was completed at Piako Cemetery in 2013-14. In 2014, Council resolved to expand Te Aroha Cemetery and the designation process has been initiated. Concept plans for expanding the Matamata Cemetery have also been developed.

Operationally cemeteries are managed by KVS. The KVS Manager is appointed as Sexton. Customer Services staff at the three Council offices deal with day to day transactions concerning cemeteries e.g. sale of plots, processing burial requests, maintaining burial records etc. Representatives from KVS and Customer Services meet monthly to discuss operational cemetery matters. Staff from other departments attend as required.

More information about cemetery management can be found in the Cemeteries Policies & Procedures Manual and the quality pages on the Intranet.

Headstones are not regarded as Council assets. They are owned by the families of the deceased. Council does however have a responsibility to ensure that damaged headstones do not cause a safety risk to the public.

A Law Commission review into burial and cremation legislation is underway. It is therefore recommended that the Cemetery Management Plan be reviewed within the next three years to allow for any changes to legislation.

➡ **Improvement Plan Item 2015.P.3.19**
➡ **Improvement Plan Item 2015.P.3.20**

5.2.1.8.1.3 Stanley Landing

From 1873 to 1880, Josiah Firth cleared the Waihou River to improve navigation. A wharf was established to enable the shipment of grain from Matamata to Auckland. A landing was built

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[60] Crown Land

on the river terrace as well as a grain store. A traction engine at the landing was used to haul goods up from the wharf. The landing became redundant once the railway reached Matamata.

The landing site is managed as a historical reserve and is currently incorporated in the management plan for Firth Tower. It is recommended that a management plan be developed for Stanley Landing along with the other Special Purpose sites that require an RMP.

➡ **Improvement Plan Item 2015.P.3.18**

Stanley Landing Reserve is 0.9390 ha in area and is relatively undeveloped. Proposals to develop a walkway, memorial grove and picnic table have been proposed from time to time. It is recommended that a feasibility study be undertaken to assess needs and development options for this reserve. This has been incorporated into the 2015-25 LTP.

➡ **Improvement Plan Item 2015.P.3.46**

5.2.1.8.1.4 Golf courses

The land on which the Walton and Tahuna golf courses are located is owned by Council and leased to the golf clubs.

Table 5.13: Golf Courses

Name	Legal description	Land Area (ha)	Land Status	Land Value 2017 ($)	Lease term ends
Tahuna	PtL 2 DP 26380	34.0788	Recreation Reserve	1,368,000	31/03/2068
Walton	PtL 2 DPS 5397 Sec 31 Blk XVI PtL 12 DP64	51.8629	Recreation Reserve	52,200	31/05/2072
TOTAL		85.9417		1,420,200	

These leases are administered by the Property Services Officers within Kaimai Consultants. Grounds maintenance is the responsibility of the lessee.

5.2.1.8.1.5 Campgrounds

There are two Council-owned campgrounds in the District.

Table 5.14: Camping ground capacity

Location	Camp Sites
Matamata Aerodrome	47
Morrinsville Recreation Ground	28

The campgrounds are managed by the Community Facilities Operations Manager.

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5.2.2 Open Spaces Assets

In this AMP, 'Open Space Assets' refer to assets located on parks or other open public spaces. The assets have been grouped together based on purpose and management approach.

5.2.2.1 Public carparks and internal roads

Carparks are provided so that residents and visitors to the district can access conveniently-located, off-street parking for motor vehicles. Historically carparks were not always treated consistently in terms of whetehr they were considered to be part of a reserve or a standalone asset. The approach in the version of the AMP is to treat carparks on reserves and dedicated urban carparks the same way as they require specialist management. Using this approach, Council currently provides a total of sixteen carpark areas. This includes the urban parking complexes as well as parking areas within parks.

MPDC provides two carparks that mainly service the Kaimai-Mamaku Conservation Park[61] (Wairongomai and Wairere Falls). These carparks provide access to historic sites and an extensive track network. Wairere Falls in particular appears to be gaining in popularity. The planned Kaimai Ridgeway Project is likely to increase demand for parking at Wairere as three of the planned overnight huts would be within a day's tramping from the carpark. An upgrade of the carpark is required. Council has committed $250,000 towards the project and has also been awarded a Tourism Infrastructure Fund Grant in order to complete the project. Provision should also be made to upgrade the Wairongomai carpark in future as the progression of the Kaimai Ridgeway project is likely to impact on demand at Wairongomai.

Table 5.15 Carparks

Location	Description	Surface	Area (ha)
Boyd Park	Stanley Avenue		
	Spur Street		
Boundary Street	Cnr Boundary Street & Church St		
Countdown Carpark	Studholm Street		
Firth Tower Reserve	Tower Road		
Hetana Street	Village Green		
	Between information centre and public toilets		
Matamata Cemetery	Peria Road frontage		
Matamata Civic Centre			
Morrinsville Event Centre			
Morrinsville Office/Library	Front carpark by playground		
	Rear carpark by skate park		
Pohlen Park	Western Street		
Tainui Street	Opposite Civic Centre		
Te Aroha Domain	Along Top Road		

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[61] Administered by Department of Conservation.

Location	Description	Surface	Area (ha)
Te Aroha Office			
Te Miro Forest	Main carpark		
	Lower Carpark (Western Boundary)		
Tom Grant Drive			
Waharoa (Matamata) Aerodrome			
Waharoa Rest Area			
Waihou Depot			
Wairere Falls Carpark	End of Goodwin Road		
Wairongomai Carpark	End of Wairongomai Road		
Wiseley Park			

Location	Description	Surface	Distance (km)
Centennial Drive			
Howie Park			
Matamata Cemetery			
Morrinsville Historic Cemetery			
Piako Lawn Cemetery			
Te Aroha Cemetery			
Te Aroha Domain	Top Road between Boundary Street and Wild Street		
Tom Grant Drive			

Some of the urban carparks have time restrictions in place however these are not monitored or enforced. With the current and foreseeable demand monitoring is not required as car parking is generally sufficient in these areas.

The overall management of public carparks is the responsibility of the Asset Manager Strategy & Policy. The Asset Sytems Officers maintain a database which includes carpark information including legal descriptions, size of carparks, condition grading, etc. Kaimai Consultants handle bookings for additional usage and controls the financial management. An annual lump sum renewal budget of $35,000 for internal roads and carparks has been included in the LTP. Given the relatively small number of carparks it was felt that a lump sum renewal budget would be adequate and would not place unreasonable demands on asset data management.

Kaimai Consultants undertakes programmed maintenance work and responds to requests for response maintenance work. Physical works are undertaken by the roading maintenance contractor.

Parking studies were undertaken in Matamata and Morrinsville in 2007. These studies indicated that carparks were meeting the demand. The studies discussed future parking demand and included parking management strategies.

One of the former carpark areas in Canada Street, Morrinsville has been leased to the Morrinsville Historical Society which has developed a museum on site.

Due to the expansion of the Matamata i-Site, some minor adjustments to the carparking arrangement were made in 2014-15.

5.2.2.2 Street furniture

Street furniture refers to objects placed or fixed along streets for public use, such as seats, benches, bicycle racks, bollards etc.

Street Furniture is still in the process of being captured and condition-rated and the AMP will be updated in line with improved data confidence as assets are captured in the AM database.

➡ **Improvement Plan Item 2015.P.3.22**

There is currently no system to categorise street furniture for management purposes or to assign different levels of service. It is proposed to introduce streetscape management categories when the Open Spaces Strategy is reviewed. These categories could differentiate between higher profile streets such as those within the CBD and lower profile streets such as industrial or residential areas and set appropriate levels of service for each category.

A street and park furniture policy is also to be developed to ensure appropriate furniture types and designs are used at various locations.

➡ **Improvement Plan Item 2015.P.3.23**

Historically street furniture has been renewed from maintenance budgets or from the Bulk Fund as there has been no dedicated renewal budget for street furniture. It is recommended that street furniture renewal budgets are included in the Long Term Plan to enable renewal of entire streetscapes when asset condition or performance neccesiattes it. Streetscape renewal budgets have been included in the LTP 2018-28.

5.2.2.3 Street trees

Street Trees within the urban areas are maintained by Council under the District Tree Maintenance Contract. Street Trees provide aesthetic relief from the built environment, and improve the amenity value of our towns. The most recent data capture of street trees was completed more than twelve years ago and the data is therefore highly unreliable.

As part of the Improvement Plan for 2012-22 it was planned to capture all street trees in the asset database to better plan work programmes and scheduled maintenance. This has not occurred. The cost of capturing the data has prevented implementation.   Capturing the data would be useful for planning and management purposes however maintaining the data could present challenges.

Council allocated an additional $60,000 annually towards tree maintenance in the 2014-15 Annual Plan. As part of the Improvement Plan, a maintenance schedule, listing high-priority streets / street trees is to be compiled. While not a comprehensive schedule, this should reduce the number of reactive tree work CRMs over time.

➡ **Improvement Plan Item 2015.P.3.26**

A tree maintenance schedule is yet to be developed.

The Tree Strategy 2010 also identified the need to record commemorative and memorial trees. Capturing this data has also been included in the Improvement Plan.

➡ **Improvement Plan Item 2015.P.3.47**

The lack of a maintenece schedule and accurate record of commemorative/memorial trees presents potential risks to Council.

5.2.2.4 Park furniture

Park furniture refers to objects placed or fixed on parks for public use, such as seats, benches, bicycle racks, bollards, signs etc.

Park furniture was historically recorded under 'street furniture' (if recorded at all). The need to capture park furniture separately in the asset database has been identified as an improvement item the 2015-25 AMP and is currently underway. As better quality data becomes available this section will be updated.

The Generla Policies Reserve Management Plan currently contains some policies around park furniture. These are being reviewed. A Street and Park Furniture Policy is to be developed as an internal policy to ensure compliance with Open Spaces Strategy and Reserve Management Plan requirements.

➡ **Improvement Plan Item 2015.P.3.22**
➡ **Improvement Plan Item 2015.P.3.23**

5.2.2.5 Play equipment

Playground and skate park facilities provide opportunities for recreation and physical development for children and young people in the District.

Play equipment tends to be located in designated play areas in parks to enable access to play equipment throughout the District.

Playgrounds are maintained by Kaimai Valley Services. Playgrounds are inspected fortnightly by KVS staff and weekly during school holidays. KVS are required to respond to play equipment related customer requests within specified timeframes (see Section 3.10 for performance measures).

An external playground specialist is also engaged to undertake an annual playground safety audit which measures the level of compliance to the New Zealand safety standards (NZS 5828:2015). The annual audit assesses maintenance standards and provides recommendations for bringing equipment up to standard. The annual playground audit may also identify targeted age groups and utilisation rates and recommended capital renewals.

When new play equipment is installed it is important to ensure it complies with the relevant standards. To avoid having to wait for the next external audit, a quality procedure has been developed to ensure that installers of new play equipment are required to provide certification that the new equipment complies with the standard prior to final payment for the installation. Refer to Promap for more detail.

To avoid unnecessary duplication of play equipment, opportunities for partnerships between Council and other providers (such as schools) require further investigation.

➡ **Improvement Plan Item 2015.P.3.24**

The previous AMP identified that the Defects Module in AM could assist in tracking repairs and maintenance to ensure that non-compliant items identified in playground audits are actioned appropriately. Implementation of the defects module started in mid-2017. There are currently some issues with the module that require improvement.

➡ **Improvement Plan Item 2015.P.3.42**

Table 5.17: Play Areas and Play Equipment in Each Ward (October 2014)

Ward	Play Areas	Components (No.)
Matamata	8	35
Morrinsville	9	41
Te Aroha	9	20
TOTAL	26	96

Table 5.18: Playgrounds and Skate Parks

Playgrounds						
Ward	**Qty**	**Park Name**	**Target Age Group (December 2014)**	**Utilisation level (November 2013)**	**Play equipment**	**Safety surface type**
Matamata	6	Kowhai Street Reserve		Moderate	Seesaw, Horizontal Bars, Swing, Swing Skale, Spinner, Springy Animals & Tornado	Grass Tile
		Matamata Domain		High With the exception of the Skale Swing which has a Low Usage	Swing Skale, Log Roll, Modular-Junior, Spacenet, Seesaw, Springy Animal, 2 Bay Swings, Modular-Senior & 3 Bay Swings	Cushionfall
		Pohlen Park		Moderate	Modular & 2 Bay Swing	Cushionfall
		Tom Grant Drive		Moderate With the exception of the Single Preschool Swing which has a Low Usage	Modular, Swing-Double & Swing-Single	Grass Tile Cushionfall under single swing
		Matamata Aerodrome		Low	Swing-Double, Swing Skale & Slide	Grass Tile
		Waharoa Rest Area		High	Swing-3 Bay	Grass Tile

Playgrounds						
Ward	Qty	Park Name	Target Age Group (December 2014)	Utilisation level (November 2013)	Play equipment	Safety surface type
Morrinsville	7	Anderson Park		Redeveloped 2015	Swings	Cushionfall on main playground
		Howie Park		Moderate	Swing Double 2 Bay	Cushionfall
		Lindale Reserve		Moderate	Swing-Double, Swing Skale, Springy Animal, Maxi Rocker, Modular & Spinner	Grass Tile
		Lockerbie Park		Moderate	Modular	Grass Tile
		Morrinsville Recreation Ground		New 2015	Modular swings	Matting
		Morrinsville Library Playground		High	Modular	Cushionfall
		Thomas Park		High	Seesaws, Horizontal Bars, Monkey Bars, Swing Skale, Log Roll, Modular, Springy Animal & Swing-5 Bay with Lily pad	Cushionfall With additional Scuff mats under swings Grass tile also used in places
		Wiseley Reserve		Moderate/High	Modular & Swing 2 Bay	Cushionfall & Scuff mats under swing

Playgrounds						
Ward	Qty	Park Name	Target Age Group (December 2014)	Utilisation level (November 2013)	Play equipment	Safety surface type
Te Aroha	8	Boyd Park		High	Swing-4 Bay with Lily pad	Cushionfall
		Carlton Reserve		Moderate	Modular, seesaw, Springy Animal & Swing 3 bay	Cushionfall under swing Matta Tile
		Farmer Street Reserve		Low	Monkey Bars & Swing-Double	Grass Tile
		Hanna Street Reserve		New swings 2017	Double bay swings Modular	Artificial turf over pad (swings) Artificial turf (modular)
		Herries Park		New modular 2017	Modular, Swing-6 bay	Artificial turf over pad (modular) and cusionfall (swings)
		Kennedy Street Reserve		Moderate	Swing-4 bay & Springy Animal	Cushionfall
		Russell Ave Reserve		Moderate/High	Swing Skale & Swing-3 bay	
		Te Aroha Domain		High	Modular, Slides & Swing-Solid Seat	Cushionfall

Skate Parks				
Ward	Qty	Park Name	Location	Type
Matamata	2	Hetana Street Reserve	Hetana Street & Broadway	Ramps, Bowl & Grinding Rails
		Waharoa Domain	Mills Street	Pad & Grinding Rails
Morrinsville	2	Morrinsville Lions Skate Park	Canada Street	Pad, Ramps & Grinding Rails
		Anderson Park, Morrinsville Recreation Ground	Cureton Street	Bowl & Basketball Hoop

Playgrounds						
Ward	Qty	Park Name	Target Age Group (December 2014)	Utilisation level (November 2013)	Play equipment	Safety surface type
Te Aroha	8	Boyd Park		High	Swing-4 Bay with Lily pad	Cushionfall
		Carlton Reserve		Moderate	Modular, seesaw, Springy Animal & Swing 3 bay	Cushionfall under swing Matta Tile
		Farmer Street Reserve		Low	Monkey Bars & Swing-Double	Grass Tile
		Hanna Street Reserve		New swings 2017	Double bay swings Modular	Artificial turf over pad (swings) Artificial turf (modular)
		Herries Park		New modular 2017	Modular, Swing-6 bay	Artificial turf over pad (modular) and cusionfall (swings)
		Kennedy Street Reserve		Moderate	Swing-4 bay & Springy Animal	Cushionfall
		Russell Ave Reserve		Moderate/High	Swing Skale & Swing-3 bay	
		Te Aroha Domain		High	Modular, Slides & Swing-Solid Seat	Cushionfall
Te Aroha	1	Riverside Skate Park		Burgess Street		Pad, Ramps & Grinding Rails

5.2.2.6 Tracks

5.2.2.6.1.1 Walking tracks

There are around 23 km of walking and tramping tracks on Council land.

There are two groups of walking track, those maintained by KVS on behalf of Council and tracks on Council land developed/maintained by volunteer community groups.

Walking and tramping tracks maintained by Council are categorised into the following track categories (adapted from SNZ HB 8630:2004):

Table 5.19: Walking track categories

Symbol	Track Classification	Target Visitor Group	Name to be used on signs and visitor information
	Path	Urban Residents	Path
	Short Walk	Short Stop Travellers	Walk
	Walking Track	Day Visitors	Walking Track
	Easy Tramping Track or Great Walk	Backcountry Comfort Seekers	Name of track (e.g. Milford Track)
	Tramping Track	Backcountry Adventures	Track
	Route	Remoteness Seekers	Route

A Track Strategy was completed and adopted by Council in 2008 to detail Council's goals and objectives, assign track categories (derived from SNZ HB 8630:2004), describe the existing track network and condition, propose new tracks and proposed development programs. The Track Strategy 2008 focussed on tracks maintained by Council and had an operational focus.

The Track Strategy is being revised. This includes updating track asset information, correcting track category classifications, and improving the linkages with other strategic documents particularly the Open Spaces Strategy. The revised Track Strategy will not include a "projects wish list". Projects to upgrade tracks will be addressed via the renewal budget, Bulk Fund, Amnnual Plan or LTP process (Depending on the scale of the project). Periodic track condition rating is undertaken to assist with prioritising track renewals.

It is recommended that all tracks that are on Council land should be captured in the asset database, including those that are maintained by others. Should the maintenance arrangement of these tracks change in future, the track data will already be in the database. This will also assist in monitoring the maintenance tasks undertaken by others. The track data was captured in 2015/2016 but has yet to be loaded into the asset database. This is due in

part to the departure of the senior asset systems officer and due to the subsequent reconfiguration of the database structure.

➡ **Improvement Plan Item 2015.P.3.29**

Table 5.20: Walking/Tramping Tracks Maintained by Council

Ward	Track Name	Track Category	Track Length	Average Width	Track Condition Grading	Remarks
Matamata	Hawes Bush Walk	Walking Track	432 m	2m	4 - Poor	
Matamata	Neil Algar Walkway	Walking Track – Suggest Path	1160 m	2m	1 - Excellent	
Matamata	Tower Road Walkway	Unclassified – Suggest Path	2002 m	1.4m	1- Excellent	
Matamata	WW1 Memorial Grove	Path	159 m	2 m	1- Excellent	WW1 Centenial Rotary Project
Matamata	Peria Road Walkway	Unclassified – Suggest Path	579 m	1.2m	1- Excellent	
Morrinsville	Holmwood Park Walk	Short walk	1389 m	1.2m	3-Average	Width Varies 1.2m to 1.5m
Morrinsville	Morrinsville River Walk	Path – More accurately a Walking Track	1420 m	0.9m	3-Average	Not a path. Reclassify as a Walking Track. Width varies0.8m – 1.2m
Morrinsville	Lockerbie Park Walk	Path	816 m	1.4m	1- Excellent	Upgrade to path classification
Morrinsville	Parklands (Parkwood) Walkway	Path	416 m	1.4m	1- Excellent	Suggest renaming
Te Aroha	Domain Upper Walk	Short Walk	385 m	1.1m	3-Average	Upgraded 2008 Width 1-1.2m
Te Aroha	Domain Lower Walk	Short Walk	368 m	1.1m	3-Average	Upgraded 2008
Te Aroha	Mokena Geyser Disable Access	Short Walk	169 m	2m	1- Excellent	Upgraded 2008 Bridges 1.25m wide
Te Aroha	Tui-Domain Track	Walking Track	4260 m		3-Average	The Waterfall and Resevoir Loops are considered to be part of the Tui-Domain Track
		Tramping Track	829m	0.8m-1.3m		Hamilton Street junction to Tui Road is Tramping Track.

Ward	Track Name	Track Category	Track Length	Average Width	Track Condition Grading	Remarks
Te Aroha	Te Aroha Mountain Track	Walking Track - Should more accurately be Light Tramping Track category.	2150m	0.9m	3-Average	Also known as the Bald Spur Track. Council maintains the track up to Bald Spur. The remaining track to the summit of Mt Te Aroha is maintained by DOC. Upgraded 2013. Should more accurately be Light Tramping Track category.
Te Aroha	Spur Street Walkway	Path	369 m	1.8m	2-Good	Former Railway
Te Aroha	Skidmore Reserve Link	Short Walk	91 m	1.2m	1-Excellent	Formerly known as Kenwyn Reserve Link
Te Aroha	Wetlands Walk	Short Walk		1.6m	2-Good	Also known as Howarth Memorial Wetland Track. Maintained by Fish and game.
Te Aroha	Horsemans Track	Tramping Track	1260 m	0.5m	3-Average	Maintained by Tramping Club
Te Aroha	Lipsey Track	Tramping Track	625 m	0.6m	3-Average	Maintained by Tramping Club

Historically there was no renewal budget for tracks. Physical works to upgrade tracks was funded via the Community Facilities Bulk Fund process. From 1 July 2014, $15,000 was ring-fenced annually from the Community Facilities Bulk Fund and allocated to track renewals. In the 2018-28 LTP there is a separate renewal budget for tracks.

Periodic track condition rating reports will assist in prioritising track renewals thus providing a more systematic approach to track renewals and maintenance. The condition reports will also feed data back into the Track Strategy each time the strategy is reviewed which would help monitor the effectiveness of maintenance in meeting levels of service.

The Open Spaces Strategy 2013 identified a number of potential future walkways within a 20 year planning horizon. The largest projects involve:
- developing walkways or routes along the banks of the Waihou River in Te Aroha
- extending the Morrinsville River Walkway, eventually joining Holmwood Park
- developing an 'outer' walkway for Matamata.

Once Council has prioritised the new projects, designations and land acquisition can be initiated.

➡ **Improvement Plan Item 2015.P.3.39**
➡ **Improvement Plan item 2015.P.3.40**

A number of walking tracks in the Te Aroha area are maintained by community groups (seeTable 5.21).

Table 5.21: Walking/Tramping Tracks on Council Land Maintained by Others (2015 Condition data)

Ward	Track Name	Track Category	Track Length	Average Width	Track Condition Grading	Maintained by
Te Aroha	Wetland Walk	Short Walk	3255 m	1.6m	2-Good	Fish & Game
Te Aroha	Horseman's Track	Unclassified Suggest 'Light Tramping Track' category	1260 m	0.5m	3-Average	Te Aroha & District Tramping Club
Te Aroha	Lipsey Track	Unclassified Suggest 'Light Tramping Track' category	625 m	0.6m	3-Average	Te Aroha & District Tramping Club
Te Aroha	Crusher Falls Track	Unclassified Suggest `Light Tramping Track` category	99 m	0.6m	4-Poor	Te Aroha & District Tramping Club

Memoranda of Understanding between Council and these groups aim to clarify roles and responsibilities for tracks. Council is in the process of entering into an MoU with Fish & Game and renewing an MoU with the Te Aroha Tramping Club.

Currently there is no inspection or audit regime in place to monitor track maintenance by community groups on Council land. It is proposed that an audit regime is implemented to ensure that tracks maintained by community groups comply with the relevant track standards and that maintenance work is of an acceptable standard. Where groups receive annual grants from Council, it is recommended that future grants are conditional upon acceptable audit performance.

➡ **Improvement Plan item 2015.P.3.31**

5.2.2.6.1.2 Cycling tracks

There are than 40 km of mountain bike tracks on Council land.

Around 25 km of off road cycle track is also planned to complement the existing 22 km of track currently part of the Hauraki Rail Trail (which is not regarded as a Council asset).

The mountain bike tracks are all maintained by volunteer community groups. Council provides annual grants to two clubs to enable them to maintain mountain bike tracks on land controlled by Council.

The cycleway known as the 'Hauraki Rail Trail' is not owned by Council. Council is however a party to an underwriting agreement with the Hauraki Rail Trail Trust which manages and maintains the cycleway.

Planning is underway to link Te Aroha and Matamata via an off-road cycleway to be completed over two years with $2M allocated in 2018/19 and $2M in 2019/20. Following deliberations on 22 May 2015 the project was brought forward with $150,000 allocated in 2015/16 towards a more detailed investigation to determine the best route, with $1.85 allocated in 2016/17 and $ 2M in 2017/18. As the cycleway will mainly be located on road reserve, more information on this project may be found in the Roading AMP as well as Appendix 9.

Table 5.22: Cycle Tracks Maintained by Council

Ward	Track Name	Track Category	Track Length	Track Condition Grading	Remarks
Matamata	Matamata BMX Track	BMX		Not assessed	Track was completed in 2011. Remedial work is underway.

KVS currently maintains the BMX track in Matamata. A BMX Club is currently being formed in Matamata and it is anticipated that the Club will take over maintenance of the BMX track once it is operational.

Table 5.23: Cycle Tracks on Council Land Maintained by Others

Ward	Track Name	Track Category	Track Length	Track Condition Grading	Maintained by
Te Aroha	Te Aroha Mountain Bike Track	Mountain Bike	7,081 m	Not assessed	Te Aroha Mountain Bike Club
Te Aroha	Te Aroha BMX	BMX Track	Under construction	Under construction	Te Aroha BMX Club
Morrinsville	Te Miro Forest Mountain Bike Track	Mountain Bike	Unknown	Not assessed	Te Miro Mountain Bike Club Inc.

A BMX track is under construction at Boyd Park in Te Aroha. This track is being developed and maintained by the Te Aroha Mountain Bike Club until an independent BMX Club is formed. This process is currently underway.

Memoranda of Understanding have been signed by Council and various community groups to clarify roles and responsibilities for tracks. Mountain Bike Clubs currently receive grants from Council towards track maintenance. Currently there is no inspection or audit regime in place to monitor track maintenance by community groups on Council land. It is proposed that an audit regime is implemented to ensure that tracks maintained by community groups comply with the relevant track standards and that maintenance work is of an acceptable standard and that future grants are conditional upon audit performance.

➡ **Improvement Plan item 2015.P.3.31**

5.2.3 General property

The purpose of general property is to provide for:Land banking for core activities
- Land banking to initiate future development
- To preserve water catchments

Table 5.24 identifies the total number and size of MPDC general property.

Table 5.24: General Property located in the district (Source: 2012-22 AMP)

General Property Types	Ward	Land Value	Area (ha)	Confidence Level
Other General Property	Matamata	$4,011,000	58.7924	Low
	Morrinsville	$1,471,800	11.6403	Low
	Te Aroha	$1,214,400	55.016	Low
	Sub-total	$6,697,200	125.4487	Low
Road Land Holdings	Matamata	$132,000	0.3978	Low
	Morrinsville	$496,325	0.7006	Low
	Te Aroha	$19,800	0.8233	Low
	Sub-total	$648,125	1.9217	Low
Utilities Land	Matamata	$944,200	44.1972	Low
	Morrinsville	$735,350	162.7267	Low
	Te Aroha	$808,900	290.0144	Low
	Sub-total	$2,488,450	496.9383	Low
Total		$11,369,775	631.3478	

Road Land Holdings is land that has a legal description that is used for the purposes of Roading. Examples include Local Purpose Reserves (access way, road, segregation, service lane), land for the purposes of road connectivity, and land used as metal dumps for roading purposes.

Utilities land is land that is used for the purposes of managing the utilities network. Examples include land for water treatment plants and water catchment , wastewater treatment plant land, land for pumping stations, refuse transfer stations land, local purpose reserves (drainage, electricity, stormwater) etc.

Other General Property is land and the associated improvements that do not fit under any other Asset Management Plan classification. Examples include stopped roads, closed walkways, endowment land, farms, equine property, old depots, vacant land from demolished community halls etc. In many cases there is no immediate need to develop the land and in order to keep maintenance costs down, undeveloped land is often leased to third parties or licensed out for grazing.

Historically, there have been a variety of leasing and licencing arrangements entered into by Council. It is recommended that policies are developed to provide guidance and consistency concerning occupation agreements such as leases and licences.

➡ **Improvement Plan item 2015.P.3.34**

There are a number of buildings located on general property including Community Halls. For information on these buildings and facilities, refer to the Community Facilities and Buildings AMP.

Confidence in the general property figures provided in previous versions of the AMP is low (Table 5.24 above). It is not known how these figures were calculated. An improvement plan item has been added to reassess general property land holdings based on current data and classifications.

➡ **Improvement Plan item 2015.P.3.45**

5.2.4 Parks and open space assets provided by others

Council is not the only provider of parks and open spaces in the District. Other providers include:

- Department of Conservation
- New Zealand Transport Agency
- Regional Council
- Trusts and other community groups
- Schools
- Private golf courses
- Private sports clubs
- Private racing clubs

Table 5.25: Other significant providers of parks and open spaces

Provider	Examples of assets provided
Department of Conservation	Kaimai-Mamaku Forest Park (including Wairongomai, Wairere Falls, upper slopes of Mt Te Aroha)
Friends of Pukemokemoke	Pukemokemoke Bush Reserve and tracks near Tauhei (located just outside our district boundary but popular with residents of Tauhei and Morrinsville)
New Zealand Transport Agency	Rest areas along State Highways (e.g. SH27 Ngarua, SH26 Waitoa, SH26 & Rawhiti Road)
Bedford Park Charitable Trust	Bedford Park in Matamata
Campbell Park Charitable Trust	Campbell Park in Morrinsville
Te Aroha Trotting Club	Te Aroha Racecourse
Te Aroha Business Association	Street art in Te Aroha CBD
Herd of Cows? Committee	Cow-themed street art in Morrinsville
Ngati Haua Iwi Trust	Te Tapui and Gordon Gow Reserves, Walton

Council supports various community groups in the way of grants. Council provides annual grants to Bedford Park and Campbell Park as well as annual sports turf reports. KVS also mows the sportsfields at Bedford Park and Campbell Park at Council's expense.

From time to time, service providers have approached Council for funding towards specific large projects. It is recommended that Council gains a better understanding about facilities provided by others and investigates ways to enable the sustainability of these facilities.

➡ **Improvement Plan Item 2015.P.3.41**

5.3   Our Approach to Lifecycle Management

The lifecycle management approaches currently taken by MPDC depend on the asset type and the level of information held about the asset.

Lifecycle based asset management is considered in the AMPs. Asset lifecycle factors will also be considered when current strategies are revised or new strategies are developed. A number of improvement items have also been identified in the Improvement Plan. These will be discussed in the sections that follow.

5.3.1   Strategic planning

Assets, Strategy & Policy (AS&P) are responsible for strategic and tactical asset management policy and planning.

The lifecycle strategy for the majority of Parks and Open Spaces assets is to maintain the current assets in perpetuity. For example, lawns are mown and tracks are maintained on an on-going basis.

Some open space assets do have the potential to be managed on a lifecycle basis, however the cost of doing so needs to be weighed up against the relative benefit. It is likely to be cost-effective to develop renewal profiles for critical assets and assets that are expensive to replace, for example visitor structures (such as scenic lookouts or bridges along tracks) and playground modules but may not be cost-effective to go to the same degree of detail for smaller replacement cost items (such as track markers or drinking fountains).

5.3.2   Data management and analysis

AS&P maintains the asset databases for the activity.

Asset condition is a key factor in lifecycle-based management. Currently asset data (including condition data) for street and park furniture is limited. Visitor structures such as viewing platforms and bridges are inspected but have not been captured in the database yet. Programmes to improve the quality of data for these asset groups have been identified in the Improvement Plan and are underway. Asset capture and condition rating of track structures has been completed; street furniture is almost complete; and park furniture is underway. Due to staffing issues and a plan to reconfigure the asset database the majority of the data captured since 2015 has not been uploaded into the database yet. It has since been decided to change the asset database from AM to AssetFinda. This is currently underway.

➡ **Improvement Plan Item 2015.P.3.22**

The data for play equipment is sound, due to regular inspections and annual playground audits.

5.4 Asset development

5.4.1 Planning for new assets

The Parks and Reserves Action Group (PRAG) includes representatives from Assets, Strategy & Policy; Property & Community Projects and Kaimai Valley Services. The PRAG meets at least monthly to discuss projects and issues of mutual interest and acts as a vehicle for collective decision-making on minor projects. Decision-making on significant projects is done either by the Executive Team or Council with the PRAG providing technical advice.

A number of strategic documents provide a vision of future asset provision for the activity.

The Open Spaces Strategy provides guidelines on park provision, land acquisition and development guidelines for each park category.

The land acquisition guidelines from the Open Spaces Strategy are as follows:

- Determine the likely use of the land under consideration, and categorise it using the categories in this strategy.
- Determine if the strategy indicates if the provision of this category of park land is to be increased, and if it is in the required location for that category type.
- Using the provision statements, determine if the land in question meets the size and characteristics for the particular park category.

Council often aquires reserve land through subdivisions. In the past this has sometimes resulted in the acquisition of landlocked reserves (surrounded by private land), land that is impractical to maintain, land that is unsuitable in terms of size or shape, or has resulted in an unexpected increase in assets to maintain. Pre-lodgement meetings for new subdivisions involving AS&P staff have helped address these issues. Developers often also wish to use reserve land for stormwater disposal or the location of utility services potentially reducing the amenity and recreational value of the reserve. There is some potential to improve the acquisition process such as including guidelines that consider the scale of public benefit derived from reserves vested through subdivision process and to guide the application of financial contributions.

➡ **Improvement Plan Item 2018.P.5.1**

The development guidelines within the Open Spaces Strategy provide guidance on the types of assets that are appropriate to provide at each park category. A more-detailed acquisition policy is under development.

The Reserve Management Plans (RMPs) also contain policies on the provision of open space assets, such as park furniture, within reserves. The development standards from the Open Spaces Strategy are now linked to General Policies RMP. It is intended to include guidelines on lifecycle-based decision-making in the revised RMPs.

➡ **Improvement Plan Item 2015.P.9.2**

Improvements in track data (especially regarding asset condition) should enable renewal profiles to be created for the tracks and associated assets.

➡ **Improvement Plan Item 2015.9.3**

From time to time, new assets are requested by community groups and/or members of the public. Such requests can be in the form of Annual Plan submissions or ad hoc requests. Lifecycle factors should be considered when assessing such proposals. Requests for assets worth more than $2000 are usually placed on the Community Facilities Bulk Fund Project List for consideration. A policy for donated assets has also recently been developeddevelopment.

Business cases should be developed for potential new assets. A new business case template was trialled for the 2017-18 Bulk Fund allocation round and is being refined. Corporately a new project management system is to be developed. This project is being led by the Service Delivery Division.

5.4.2 Project analysis

Once basic business cases have been developed, a simple form of multi-criteria analysis is applied to potential projects that are to be funded from the Community Facilities Bulk Fund. This is done at the initial assessment stage (usually by the PRAG).

Assessment criteria include:

- Health and safety
- Levels of service
- Asset condition
- Maintenance regime and operational costs
- Strategic and management plan objectives
- Amenity improvement and beautification
- Community interest in the project
- Additional resources required and provided
- Crime prevention through environmental design (CPTED)
- Improved usage of facilities / open space
- Impact (cost:benefit)

Some criteria carry a weighting e.g. health and safety; the alignment of a proposed project with strategic/management plan objectives; and improved use are weighted.

Projects that are submitted to Council for consideration are ranked in order of the assessment score derived from the multi-criteria analysis. The final decision on which projects go ahead rests with the elected members of Council.

5.4.3 Project implementation

Approved projects are allocated to Property & Community Projects or KVS or external contractors to implement, depending on the scope and scale of the project. Routine minor works projects are generally managed by KVS while larger or more specialised projects are coordinated by P&CP or external consultants/contractors. Once the work has been completed an asset update form is to be provided to the Asset Systems Officers who then update the asset register.

The need for an improved asset handover procedure was identified as an Improvement Plan item in the 2015-25 AMP.

➡ **Improvement Plan Item 2015.P.9.4**

When new play equipment is installed it is important to ensure it complies with the relevant standards. To avoid having to wait for the next external audit, to know whether or not it complies, a procedure was developed to ensure that installers of new play equipment are required to provide certification from a suitably qualified person that the new equipment complies with the standard prior to final payment.

There have also been issues with assets vested through subdivisions. AS&P and the Regulatory Planning Team's planenrs and consent engineers are working more closely together than in the past.

TO DO: IP project to improve notification of vesting, D&L period, inspections etc.

5.5   Operations and maintenance

5.5.1   Operations

Operations involve activities that are necessary to keep an asset utilised appropriately over its useful life. For the Parks and Open Spaces activity this includes activities such as lawn mowing, garden planting, weeding, cleaning, playground inspections etc. Operational tasks are generally performed by KVS.

In the previous AMPs it was recommended that a maintenance scheduling system be investigated and implemented, where practicable, to manage routine operations such as mowing, gardening and inspection rounds work.

Playground and structural inspections are important operational tasks from an asset lifecycle viewpoint as they can proactively identify asset deterioration and maintenance requirements before they become major issues.

5.5.2   Maintenance

Maintenance activities keep the assets operating at the required levels of service over their useful life. For Parks and Open Spaces this includes activities such as minor repair work to tracks, visitor structures or play equipment. These tasks are generally performed by KVS.

Programmed maintenance refers to planned maintenance activities that are performed on a regular, scheduled basis. Maintenance may also be required as a result of asset condition rating assessments. A programmed maintenance regime for a group of assets may develop from such an initial condition assessment. The previous two AMPs identified the need for maintenance schedules to be developed.

Reactive maintenance is carried out in response to reported problems or defects, such as acts of vandalism. Reactive maintenance costs can often be reduced through inspection/auditing regimes although the cost of inspections/audits also needs to be accounted for. It can be more cost effective to regularly inspect high cost and high risk items, where reducing reactive maintenance costs is likely to have more benefit, than to inspect all assets, or all assets at the same frequency.

5.5.3 Operations and maintenance expectations

Prior to the restructuring of Council's Community Facilities Department, a service level agreement (SLA) was in place between the former Community Facilities Manager, acting as asset owner, and Kaimai Valley Services (KVS), the operations business unit. The SLA outlined operations and maintenance expectations and responsibilities. This SLA is now defunct however the operational and maintenance specifications that it contained are still used as a guideline by KVS.

Developing specifications / service delivery guidelines for Parks operations was identified as an Improvement Plan item in the 2015-25 AMP as well as in the Section17A review for Parks and Tracks.

➡ **Improvement Plan Item 2015.P.4.3**

At AMP workshops held in 2017 it was decided that the Parks and Reserves Action Group should lead the development of an SLA and associated minimum standards. A National Open Space Maintenance Specification is also being developed by the NZ Recreation Association. The PRAG decided to wait until the national standard is available before progressing this work. MPDC has now subscribed to the NZRA-led specification project. The national specification is applicable to a range of service delivery models, providing a library of standard tasks and actions suitable for all service levels. The specification provides time and cost savings both for council staff drafting contracts and contractors or service delivery units tendering for contracts and delivering services. Consistent application and understanding of service standards will ensure all parties have realistic expectations. Most of the specifications have at least three service levels to cover standards of maintenance or service delivery from basic to premium and are intended to be used in conjunction with the NZRA parks categories.
A future SLA could refer to these standards. An asset mapping project is currently underway to verify the assets that KVS are to maintain and to assign relevant specifications to each asset based on the national specification. This will form the basis of an SLA and will also enable more informed decision-making.

Performance measures based on response times to notification of defects via the CRM system have been incorporated into the levels of service performance measures (see Chapter 3).

5.6 Renewals

5.6.1 Current practice

Prior to 2018, play equipment was the only asset group under Parks and Open Spaces that had a renewal budget.

Renewal budgets for carparks, street furniture, and tracks were proposed in the 2018-28 LTP. This enables more effective scheduling of renewal works.

The Bulk Fund has been used to fund renewals for assets that are not currently depreciated and which therefore do not have a renewal budget.Renewals that are potentially to be funded from the Bulk Fund are currently subjected to a simple form of multi-criteria analysis as part of initial assessment before being decided by Council (see 5.4.2 for more information on the assessment criteria).

5.6.2 Renewal profiles

The Strategic Asset Management module of Authority (SAM) had the capacity to produce renewal profiles. An example of a renewal profile is found in Appendix 7. This module was never fully implemented. Migrating to AssetFinda…

Renewal budgets for carparks, furniture, and tracks were included in the LTP 2018-28. Condition rating these assets periodically assists in renewal planning.

5.7 Asset Disposal

In the local government context, land is generally acquired and held for a specific purpose. Over time some of these purposes may no longer be relevant or new demands may arise.

Prior to disposing of land, it is important to understand the history of the land and its legal status. If land was originally taken for a public work there may be a legal requirement under Section 40 of the Public Works Act to offer the land back to its original owner or their successors. Likewise, if a reserve was derived from the Crown, the Crown may neefd to grant approval to dispose of the land under the Reserves Act 1977 and any proceeds of sale may need to be shared between Council and the Crown. The Reserves Act 1977 regulates the revocation of Reserve status and disposal which includes a public consultation process. The Local Government Act 2002 regulates the disposal of Parks that are not gazetted Reserves and also requires a simple form of public consultation.

In general, caution should be exercised when considering disposal of park land, especially if it is located within urban areas as it is very difficult, and often expensive, to acquire new land if the population grows or demands change sometime in the future. Peri-urban and rural land is far easier to replace in the future through the taking of land during subdivision planning and development.

The Open Spaces Strategy provides the following guidelines when considering land disposal:

- Determine if the park is serving its intended purpose for the category it is in.
- Determine if the park is in the right location for the category it is in.
- Determine if the park is duplicating the purpose and values of nearby parks.
- Using the provision statements, determine if the park in question meets the size and characteristics for the particular park category that it is in.
- Are there special intrinsic or unique values or features within the park that should be protected for public good e.g. historical, cultural or natural attributes?

5.8 Business processes and practices

5.8.1 Overview of asset management information systerms

This section outlines the information available on the assets, information systems and processes used to make asset management decisions. It also provides information on planning and monitoring the performance of the AMP.

>>Need to update about migrating to AssetFinda from Authority

5.8.1.1 Authority

Civica Authority is the core enterprise software suite used by MPDC since 2009. Authority has several modules across the range of business activities undertaken by local authorities.

Documents generated from Authority can also be saved and catalogued in HP Records Manager or 'RM' (MPDC's electronic document recording system) and assigned a unique

identifier. Strategic documents and management plans, including the AMPs, are also stored in RM.

Authority's single database design, theoretically, enables sharing of data between the various modules and ensures data is not unnecessarily duplicated when data is updated. This has also resulted in a number of older, seperate Council systems to be replaced by Authority.

This theoretically enables a one stop shop approach to asset data with Council's Information Management system CM integrating with Authority to provide the ability to link all asset documents to the appropriate assets. Not all the modules are currently functional however and there have been issues with the way that some of the data has been structured. Programmes were underway to improve the structure of AM to make it more user friendly. Issues with Authority led to the decision to migrate to the AssetFinda system >> Explain issues in more detail

5.8.1.1.1.1 AM

Authority's Asset Management module (AM) is the current asset register. It contains the asset general data, quantity, base life, remaining life, supplier, unit rates, actual costs, valuation information and condition of the assets.

This module links to the following Authority modules:
- Property
- Capital Value register (CVR)
- Work Orders
- Strategic Asset Management (SAM)
- Maintenance Scheduling
- Street Register
- Property Lease Register (PLR)

Work orders that are linked to assets can be seen against those assets for financial tracking.

This module is designed to enable better management of Council's assets with information on assets easy to obtain for staff. RM documents can also be linked to assets.

Inspections of assets can also be setup through this module linked to the relevant assets.

Customer Request Management (CRM) can also be linked to assets although this function is not currently functional.

Authority-AM replaced the former systems, SPM, Confirm and Treecapture.

Following on-going issues with authority, especially a lack of reporting capability and its lack of mapping ability, led to a decision to abandon Authority AM and switch to AssetFinda instead. This work is currently underway and initial results are promising. An asset capture and mapping project will also feed verified data into AssetFinda.

Figure 5.2: Data systems
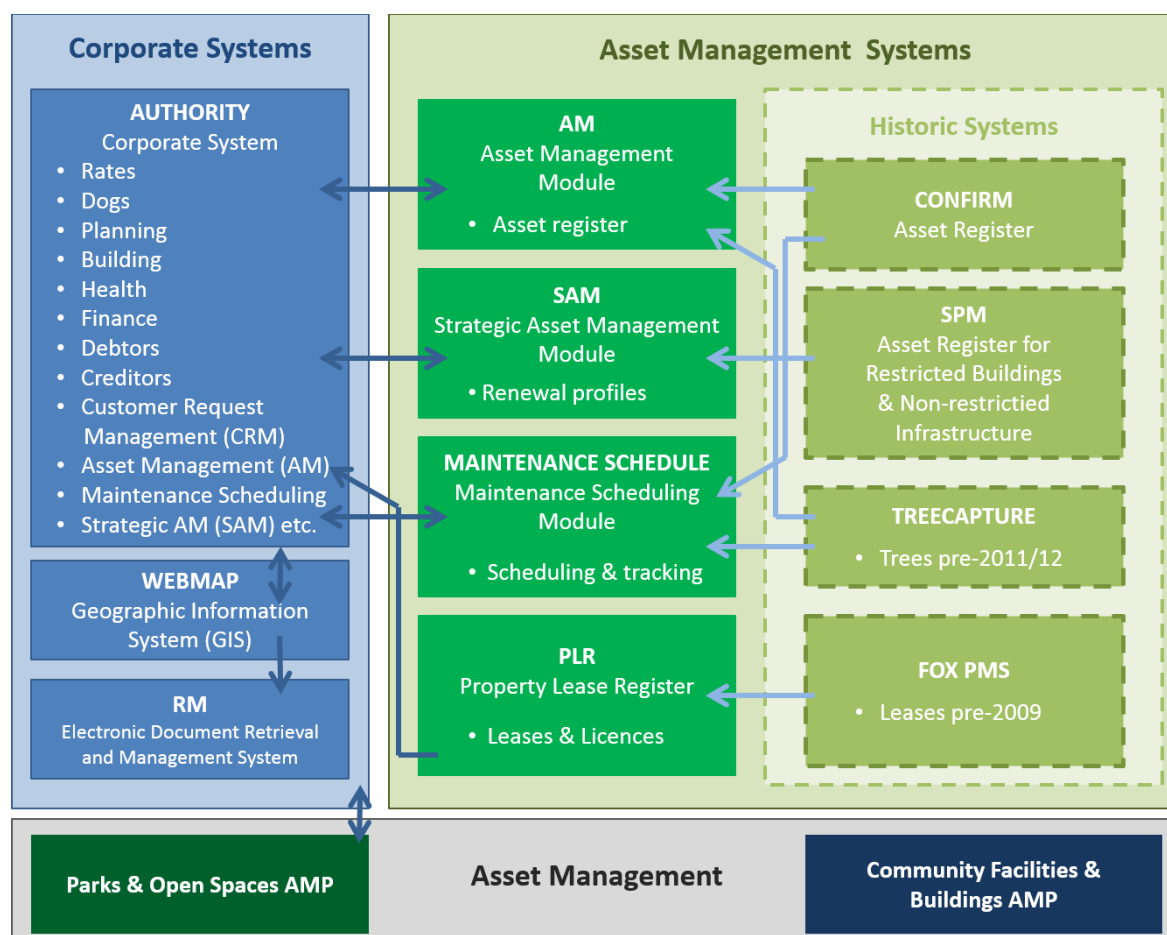
5.8.1.1.1.2 SAM

The Strategic Asset Management module (SAM) is designed to model renewals for assets in the AM module. It takes into account condition of asset, age of asset and levels of service requirements. Treatments can be setup as an option as well as straight renewals. This module will enable more accurate renewal profiles and budget forecasts to be formulated for future planning. There is also the ability to automatically generate work orders for renewal work through the Work Order module in Authority. SAM was in the testing phase of set up and was expected to be functional for the 2015/16 financial year.

5.8.1.1.1.3 Maintenance Scheduling

The Maintenance Scheduling module is designed to manage routine maintenance tasks. This module generates work orders and task notifications for any routine maintenance or servicing of assets and can be linked to both assets and plant in the Asset Management and Plant modules of Authority. This will enable more accurate forecasting for both maintenance and operational budgets and workload planning. This module is not yet operational.

➡ **Improvement Plan Item 2015.P.9.1**

5.8.1.1.1.4 PLR

The Property Lease Register module (PLR) holds information on leased or tenanted properties or buildings. This module is used to manage all leases and tenancies. Documentation and correspondence for leases, licences, informal agreements and tenancies is held against the relevant register entry and outgoing correspondence is generated by templates available to the register. The register entries are linked to the Property module and can be mapped where the property is a legal parcel. Financials for leases and tenancies are generated from the Debtors module and register entries are linked to the relevant debtors so financials can be easily monitored where there are charges against a register entry. Register entries will be linked to the relevant asset level in the Asset Management module to ensure. Asset information is easily available for the property services officers. The property services officers are responsible for the operational aspects of Council's assets and for updating the Property Lease Register.

5.8.1.2 Historical systems

5.8.1.2.1.1 Fox PMS

Prior to July 2009 Fox PMS was used to manage property leases, licenses and Tenancies. This system has been replaced by the Property Lease Register in Authority.

5.8.1.2.1.2 SPM

Prior to July 2009 SPM was used to manage all building assets and to provide data on building components for renewals and valuation purposes. This system has been replaced by the Asset Management and Strategic Asset Management modules in Authority.

5.8.1.2.1.3 Confirm

Prior to July 2009 Confirm was used to manage Trees, Street & Park furniture and other non-building assets. This system is currently being replaced by the Asset Management module in Authority.

5.8.1.2.1.4 Treecapture

This was used for protected and notable trees (not necessarily Council-owned) and has been replaced by the Asset Management module in Authority.

5.8.1.2.1.5 Quetzel

Customer requests were handled through Quetzel prior to 2010. It has been replaced by the CRM module of Authority.

5.8.1.2.1.6 Corporate Vision

Prior to July 2009 Corporate Vision was Councils corporate system and was used to manage debtors for property leases, licenses and Tenancies, creditors for works done on assets and the valuations and depreciation accounting information . This system has been replaced by the Financial modules in Authority for Debtors and Creditors in conjunction with the Work Order Module for all works done on Assets, the Capital Value Register (CVR) Module for Valuation and depreciation information, The Asset Management Module for capturing asset component data to supply for valuations and renewal works purposes, the Strategic Asset Management Module for Modeling the Asset data for forecasting for renewals and the Maintenance Scheduling Module for managing all regular maintenance functions (not yet operational, see improvement plan...).

5.8.1.3 Promapp

Procedures to maintain the asset database (for example, how to add an asset, maintain or dispose of an asset) are stored in Promapp and are accessible via the corporate intranet.

5.9 Asset Condition and Performance

5.9.1 Overview of asset condition and performance

'Asset condition' reflects the physical state of the asset, which may (or may not) affect the performance of the asset.

'Asset performance' is the ability of the asset to provide the required level of service.

Not knowing the condition and performance of an asset can lead to premature failure of the asset which typically only leaves the organisation with one option – replacing the asset. This is often an expensive option. Unforeseen asset failures can have huge consequences, potentially impacting on health, safety, quality, the ability to provide a service, finances and reputation.

The advantages of knowing the condition and performance of assets include:

- Enabling better planning to deliver the required levels of service
- Avoiding premature asset failure (through cost-effective renewal programmes)
- Managing the risk of asset failure
- More accurate prediction of future expenditure
- Monitoring and improving maintenance and renewal

5.9.2 Asset condition

Asset condition data is currently either out of date or absent for a range of Parks and Open Spaces Assets.

The exceptions are playgrounds which are subject to external audits, Council-owned buildings (condition-rated 2013-14); tracks and track assets (condition-rated in 2015-16 and 2019-20).

The National Asset Condition Grading Standards Manual[62] and subsequent IPWEA publications provide asset condition-rating guidelines and a scoring system for a range of parks and reserves assets.

The current condition-rating programme has focussed on high-risk assets first (e.g. buildings and structures) and will eventually work down to lower-risk items. Condition-rating of park and street furniture is currently underway.

➡ **Improvement Plan item 2015.P.3.21**
➡ **Improvement Plan item 2015.P.3.22**

Identifying and documenting contaminated land is an ongoing improvement plan item.

➡ **Improvement Plan item 2015.P.3.33**

The condition of esplanade reserves is largely unknown. Many of the esplanade reserves are in remote locations and not necessarily easily accessible.

➡ **Improvement Plan item 2015.P.3.14**

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[62] Often referred to as 'PRAMS' after the Working Group that produced the original standard

Monitoring of land that has been leased out for grazing or farming has tended to occur in an ad hoc, mostly reactive manner. A more systematic inspection regime is required to ensure that lessees are meeting the conditions of their leases and maintaining the land to an appropriate standard.

➡ **Improvement Plan item 2015.P.3.36**

Tracks and track-related assets were condition rated in 2015 and 2016. The results indicated that structures were generally in average condition. A small number of structures were in poor or very poor condition. The assessment also confirmed that a number of walking/tramping tracks did not comply with the track standards. This included tracks maintained by KVS as well as those maintained by some community groups.

TO DO: Update graphs with latest data

Figure 5.3: Walking Tracks Surface Condition   Figure 5.4: Condition of Barriers
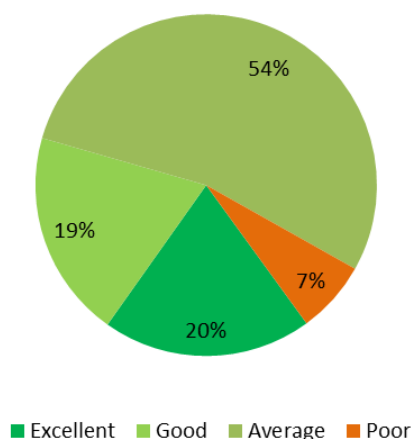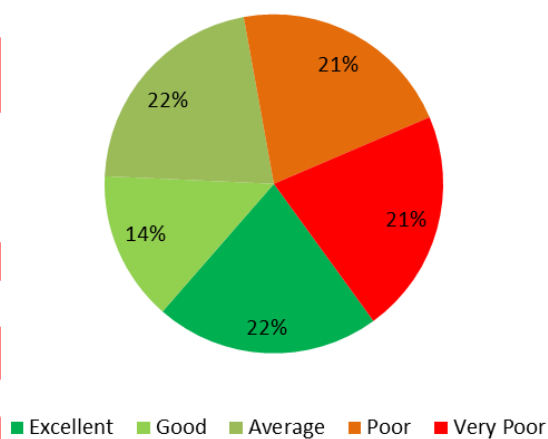
Figure 5.5: Condition of Viewing Platfroms   Figure 5.6: Condition of Track Bridges
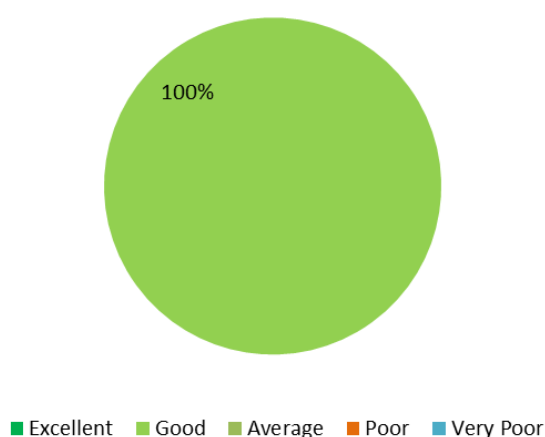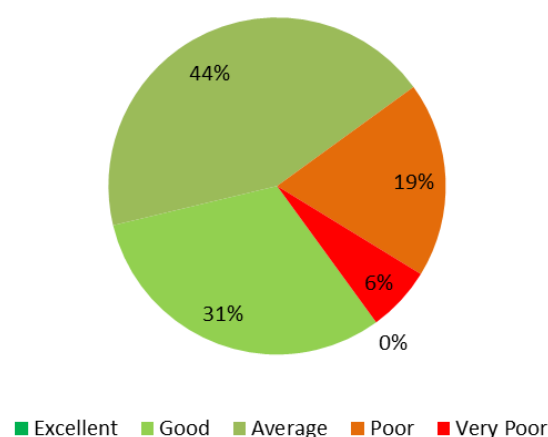
Figure 5.7 Condition of Retaining Walls   **Figure 5.8: Condition of Steps**
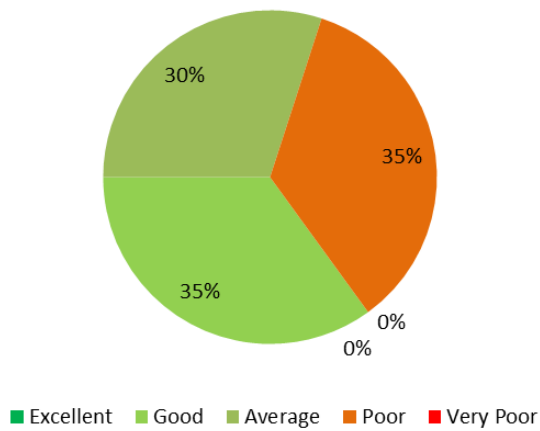
Figure 5.7 (pie chart): 30% Average, 35% Good, 35% Poor, 0%, 0%

Legend: Excellent, Good, Average, Poor, Very Poor

Figure 5.8 (pie chart): 57% Average, 26% Good, 13% Poor, 3% Very Poor, 1%

Legend: Excellent, Good, Average, Poor, Very Poor
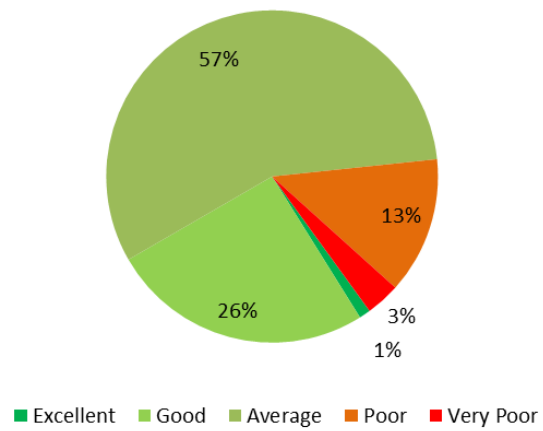
Park and street furniture has not been fully captured in the asset database and their condition has not been systematically assessed. The cost:benefit of condition-rating has been considered. Items that are more expensive to replace (such as picnic tables, seating, drinking fountains and large format/interpretation signs) are being captured. Low value items such as track markers or small format signs are not being captured as the cost of maintain the data is not considered to be justified.

➡ **Improvement Plan item 2015.P.3.22**
➡ **Improvement Plan item 2018.P.5.2**

Ecological monitoring at Natural Parks can provide feedback on the condition and performance of natural vegetation assets.

➡ **Improvement Plan item 2015.P.4.2**

Green wheel assessments were completed at Hawes Bush and Harold Catlin Reserve in 2019-2020. A restoiration plan was also developed for Hawes Bush. Similar plans need to be developed for Harold Catlin & Te Miro which are also regionally significant forest remnants.

5.9.3 Asset performance

Current indicators of asset performance are discussed in Table 3.27 below:

Table 5.26: Asset performance indicators

Indicator	How it measures asset performance
Open Spaces Strategy	Assessed current and recommended future provision of parks and open spaces in the district.
Yardstick Parkcheck Management Measures Survey	Benchmarks park provision, management practices, budgets and costs against other Councils in New Zealand.
Annual Customer Satisfaction Survey	Gauges public opinion via a telephonic survey.
User intercept surveys	Captures satisfaction levels and importance ratings from users at the time of use
Customer Request Management System (CRM)	Provides a record of complaints and incidents. Analysing the CRMs can sometimes provide trends on asset failure or poor asset performance.
Crime Prevention Trough Environmental Design (CPTED) audits	Assesses performance against CPTED criteria.
Annual playground safety audit	Provides compliance and utilisation data for play equipment
Ad hoc specialist reports	From time to time specialist reports are commissioned to investigate particular issues.

There are limitations associated with the telephonic customer satisfaction surveys. The usefulness of the survey as a tool to gauge asset performance is debatable. Landline telephone surveys by their nature do not reach all sectors of the population. Younger residents are less likely to have a landline telephone. Interviewees were asked to rank their level of satisfaction with parks and tracks regardless of whether they have visited or used them in the past year.

Park user intercept surveys may provide a better indication of asset performance and that such surveys. In 2016-17 Yardstick Parkcheck user intercept surveys were tried. There were however a number of practical challenges to successful completion the surveys.
The electronic version did not work in some locations and as different staff were engaged form time to time to do the surveys, this neccessaitated the use of a paper-based version in field with manual entry of data afterwards. The Staff doing the surveys did so in addition to their other duties which tended to take priority of the survey. The times that staff were able to go out and collect surveys could also have affected the number of responses. The number of responses for some parks remain too low to be able to make any statistically meaningful deductions. In future, better results could perhaps be gained by engaging a fixed term employtee or contractor to concentrate on getting the surveys done within a reasonable

timeframe. It has also been suggested that the survey is too long and that a better reponse rate may be obtained form a shorter survey.

Intercept surveys are still more likely to provide useful information for planning and management purpoises however the survey structure and methodology requires some improvement to be effective.

➨ **Improvement Plan Item 2015.P.4.1**

6 RISK MANAGEMENT

Risk can be defined in terms of the effect of uncertainty on objectives. Put simply, risks are events that may cause failure to achieve objectives. Risk is used as a strategic decision making tool assisting with developing and prioritising strategies and work programmes.
This section looks at the Risk Management processes for assessing and managing risk; identifies the main risks for the activity and ways to manage those risks.

6.1 Risk Management Strategy

The Risk Management Strategy is in its formative stage. Council is progressing down the path of completing, implementing and maintaining risk plans to minimise the likelihood of non-achievement of critical business objectives. Risk management is carried out in accordance with AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines, which provides a framework for carrying out risk management.

6.2 Risk analysis for the Parks and Open Spaces Activity

Risk analysis involves consideration of the sources of risk, their consequences and the likelihood that those consequences may occur (Table 6.1).

The objective of risk management is to identify the specific business risks, possible risks to staff and users of the facilities and to provide data to assist in the evaluation and treatment of these risks. This can be used to determine the direct and indirect costs associated with these risks, and form a priority-based action plan to address them.

There are four stages which are worked through as part of this process:
1. Risk identification
2. Determine likelihood and consequence for gross risk factor
3. Identify current systems and processes and their effectiveness
4. Determine net risk

Council policies and operations cannot influence all the factors contributing to risk events. However, Council has a responsibility to assess the risks in order to best manage the assets with the resources available to avoid or mitigate the effects of events.

6.3 Risk Summary

The risk summaries were reviewed in 2014 with input from operational and maintenance staff, as well as consultants, to develop the risk registers in Table 6.2 and Table 6.3).

The impact of each risk was identified and categorised (e.g. financial, operational, reputational, environmental, or health & safety). Each risk was then assessed to determine the consequence and likelihood of the risk. Potential management options for these risks have been identified and where practicable these have been incorporated into the Improvement Plan.

In most cases the consequence of risk was seen to remain the same but the likelihood is usually reduced through various management practices and controls.

Table 6.2 and Table 6.3 have been sorted so that risks are listed in descending order based on their gross risk score. This enables the top priority risks to be easily identified.

The risk register (shown in Table 6.2 and Table 6.3) is to be reviewed annually. From this register, risk action plans will be developed outlining the potential management options as well as
Business Continuity Plans.

➡ **Improvement Plan Item P.2015.7.1**
➡ **Improvement Plan Item P.2015.7.2**

Table 6.1: Consequence and likelihood ratings

Consequence Rating			Likelihood Rating		
Consequence	Descriptor	Score	Likelihood	Descriptor	Score
Catastrophic	Loss of life, major financial loss, prolonged national media and political attention	5	Frequent	Continuous or will happen frequently Major risk: will most certainly occur in the foreseeable future	5
Major	Major financial impact, widespread damage, serious harm, national media	4	Often	5-12 times per year Major Risk: will possible occur in the foreseeable future	4
Moderate	Moderate financial impact, potential litigation, loss of image, regional media	3	Likely	1-5 times per year Major Risk: there is always a chance it will occur in the foreseeable future	3
Minor	Minor financial impact, involves management time	2	Possible	Once every 2-5 years Major Risk: There is little chance of occurrence in the foreseeable future	2
Insignificant	Negligible effects	1	Rare	Less than once every five years Major Risk: Occurrence is unlikely in the foreseeable future	1

Table 6.2: Management Risks

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description	Net risk (Considering what we do what is the current actual risk level we face?)				Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?)	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M1	**Community initiated / led projects –** projects initiated by volunteer community groups without gaining the necessary approvals from Council	H&S Reputation Environmental Operational Financial	5	3	15	Reserve Management Plans; Bylaws; District Plan; H&S Inductions	Fair	5	2	10	AMSP	Improved liaison with community groups; improved external communication; Community Group Leases and Licences Policy; Improved inspection regime	2015.P.3.34 2015.P.3.36 2015.P.5.1
M2	**Management of volunteer groups -** good use of volunteers can reduce operational and maintenance costs; poor management can lead to safety, environment and quality risks	H&S Reputation Operational Financial	5	3	15	- Inductions - MoU with community groups	Fair	5	3	15	AMSP	- Renew/revise MoUs - Improve liason with volunteer groups - Improve monitoring of volunteers	2015.P.5.1

| Risk Reference | Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed) | Risk Type (What are the main types of impact resulting from this risk event?) | Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?) | | | Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description | Net risk (Considering what we do what is the current actual risk level we face?) | | | | Risk owner (Who has the responsibility and ability to follow through?) | Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?) | Improvement Plan Task Reference |
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M3	**Extreme Natural Hazards –** (Landslips/earthquake/Tsunami/Volcanic, storm event) causing damage to assets and or hindering development		5	3	15	- Emergency Response Procedures in place - CRM feedback - Civil Defence - Maintenance contracts / Incident management plans – resources outside the District available - Building code/standards, MPDC Development Manual	?	5	3	15	CEO GMSD GMBS AMSP KC Manager	Liaise with National & regional policymakers to identify hazards and ensure response mechanisms are in place. Ongoing monitoring effectiveness of current practices. Develop Business Continuity Plan Emergency Management Team within Council Implement recomendations from Christchurch Earthquake.	N/A

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description	Net risk (Considering what we do what is the current actual risk level we face?)				Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?)	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M4	**Insurance** – companies reluctant to insure after Christchurch earthquakes	Financial Operational	4	2	8	Waikato Regional Insurance Cluster	Good	4	1	4	KC Manager	Negotiate an even better deal	N/A
M5	**Inappropriate open space provision** - inadequate provision can put pressure on assets while over-provision can lead to overspending on surplus land	Reputation Operational Financial	4	3	12	- Open Spaces Strategy - Benchmarking e.g. Yardstick Parkcheck - User Surveys	Good	4	2	8	AMSP	- More detailed user surveys e.g. Yardstick Parkcheck Visitor Measures Survey	2015.P.4.1

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description	Net risk (Considering what we do what is the current actual risk level we face?)				Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M6	**Inadequate portfolio management** – failure to deliver on commitments caused by over/under spending of budgets or deferring projects	Environmental H&S Reputation Operational Financial	4	4	16	- LTP, Annual Plan and Asset Management process - Communication structure between Council Staff and Kaimai Consultants and external specialists - 6 monthly reporting on Annual Plan outcomes to Corporate Strategy who report to Council	Good	4	2	8	AMSP	- Improve project scoping and ensuring correct people are involved - Maintain communication structure - Continue to effectively resource the network	N/A

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description	Net risk (Considering what we do what is the current actual risk level we face?)				Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M7	**Inadequate Maintenance Contract Management** – unsatisfactory resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor Contractor performance	Environmental H&S Reputation Operational Financial	4	5	20	- Maintenance Contracts - Audits and reviews – quarterly - Watermark audit - Internal Audits As required maintenance	Good	4	2	8	AMSP KC Manager KVS Manager	- Monitor customer feedback and trends - Customer Surveys e.g. TouchPoll half yearly and Industry surveys (Pool safe) - Yardstick - Upgrading and replacement of old facilities	2015.P.4.10 2015.P.4.1
M8	**Inadequate Asset Management** – not up to date, or insufficient quality of process and output	Environmental H&S Reputation Operational Financial	4	4	16	- Asset Management processes and practices - Asset information systems (AIM) - LTP, Annual Plan processes - AMP Improvement Plan	Good	4	2	8	AMSP	- Implement Improvement Plan - Continuing Staff Development - On-going external review of AMP - On-going budget provision - Continue to improve documentation, processes and practices	All

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?)	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M9	**Non-Compliance with Legislation and legal requirements** – inability or failure to comply with consents, statute and national standards. Increase in requirements.	Environmental H&S Reputation Operational Financial	4	5	20	- Contract Conditions - Internal audits and External audits - Staff training and development - Local government networking - Standard templates and written Council procedures - Communicating effects of legislative change to Council	Good	4	2	8	AMSP KC Manager KVS Manager	- Improved awareness, handling and monitoring of legal requirements - Key staff to keep updated on current legislation and guidelines - Improved procedures or training to meet requirements	N/A

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?)	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M10	**Lack of resources** - ability to attract and retain key staff, skilled staff and retain staff knowledge	Operational Financial	4	4	16	- District promotion - HR Policies - Staff surveys - PDTs	Fair	4	3	12	CEO	- Professional development opportunities for staff - Review HR and modify policies - Succession planning - Outsourcing specific tasks to reduce workload on staff - Appoint more staff - Work with industry bodies and training providers	N/A

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description	Net risk (Considering what we do what is the current actual risk level we face?)				Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?)	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M11	**Loss of knowledge -** inability to retain knowledge or have sufficient systems in place to manage data or information, especially asset performance and condition data. Loss of institutional knowledge. IT systems failures.	H&S Reputation Operational Financial	4	4	16	- IT Policies - Asset update procedures - TRIM training - Promapp processes - Internal audits	Fair	4	3	12	AMSP	- Link data audits to improvement plan, - Regular asset condition surveys - Improve data entry systems - Suitable training for staff - Impropve asset handover procedure - Capture remaining asset data in database - Succession planning - Exit interviews/exit procedure for staff	N/A

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?)	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M12	**Inadequate project management -** inadequate scoping, budgets, management, review, consultation, quality, delivery	Environmental H&S Reputation Operational Financial	4	4	16	- Project management by KC and external consultants - Promapp process for project management - Communication plans for major projects	Fair	4	3	12	AMSP KC Manager KVS Manager	- Training for key staff (project management training not just promapp training) - Review project management processes in Promapp - Improve project scoping - Improve project brief quality - Improve project review	N/A

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description	Net risk (Considering what we do what is the current actual risk level we face?)				Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?)	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M13	**External Economic Influences** – Cost Escalations e.g due to oil price increases, cost of materials.	Operational Financial	4	4	16	- Local government networking. - Responding to national directives - Monitoring and react to world events - Sustainability initiatives	Fair	4	3	12	CEO GMSD GMBS AMSP	- Track national and global trends. Monitor key economic developments and liaise with central government - Improve current practices – optimise efficiencies - Improve sustainability initiatives - Review operation of facilities	N/A
M14	**Inadequate communication between departments**	H&S Reputation Environmental Operational Financial	3	3	9	Parks & Reserves Action Group Meetings; Property Action Group Meetings; Cemeteries Meetings;	Good	3	2	6	CEO E-Team		N/A

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description	Net risk (Considering what we do what is the current actual risk level we face?)				Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?)	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
						Executive Team Meetings;							
M15	**Insufficient awareness of technology** – inability to track technology, engineering developments/techniques, local and national trends and to utilise where relevant	Operational Financial	3	3	9	- Local government networking - Experienced internal staff and business unit - Staff development and training - Use of external advice/resources	Good	3	1	3	AMSP IT Manager HR Manager	- Maintain awareness of industry trends - NZRA newsletters, attendance at seminars and conferences - Sport New Zealand standards and future training	N/A

| M16 | **Inability to comply with Councils own standards** – not meeting benchmarks or milestones set by Council | Operational Financial Reputation | 3 | 5 | 15 | - Induction training, staff awareness
 - District Plan, MPDC Development Manual
 - Business Plans for facilities
 - Safety Management System | Good | 3 | 3 | 9 | AMSP
 KC Manager
 KVS Manager | -Monitor benchmarks and milestones,
 -KPIs reported
 -Training and awareness of requirements
 -Regular review of Development Manual
 -On-going staff training
 - On-going business planning
 - Staff and Management input to facilities | N/A |

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?) Description		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?)	Improvement Plan Task Reference
			Consequence	Likelihood	Factor		Effectiveness	Consequence	Likelihood	Factor			
M17	**Water restrictions** - poor plant condition, poor turf condition, reduced use of sportsfields	Reputation Operational	2	5	10	- Plant drought resistant species	Fair	2	3	6	KVS Manager	- Micro-irrigation	N/A

Table 6.3: Asset Risks

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?)		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
P1	Structural failure due to neglect – assets maintained by community groups on Council land	H&S Reputation Financial Operational	5	4	20	-Memoranda of Understanding have been signed with some groups clarifying maintenance responsibilities. This is an ongoing process and the aim is to have MoU with all volunteer groups doing on-going maintenance work on Council land.	Unknown	5	4	20	KVS Manager	-Implement an audit regime to ensure assets are maintained to appropriate standards -Implement a condition rating regime to assess condition of assets -Make future grant funding to volunteer groups conditional upon satisfactory performance	2015.P.3.30 2015.P.3.31
P2	Tree damage (e.g. storm damaged, hang-ups due to lack of maintenance etc.)	H&S Reputation Financial Operational	5	5	25	- CRM system - Tree Strategy (to minimise future tree issues) - KVS check tracks and high profile berms	Poor	5	4	20	KVS Manager	- Develop a tree maintenance schedule for to enable preventative maintenance - Develop and implement procedures for inspecting tracks	2015.P.3.31

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?)		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
P3	Severe vandalism affecting structural integrity of key assets (e.g. viewing platform, bridge, playground, etc.)	H&S Reputation Financial Operational	5	5	25	- Structural inspections - Preventative maintenance - Playground safety audit (external) - CRM system - CPTED studies	Good	5	3	15	KVS Manager	-Replace worn out assets with more vandal resistant products	
P4	H&S risks associated with track maintenance especially tracks maintained by Volunteer Groups	H&S Reputation Financial Operational	5	4	20	- H&S training for staff - H&S training for volunteers	Fair	5	3	15	KVS Manager	- Implement track condition rating regime - H&S audits on volunteer groups - More H&S induction opportunities for volunteer groups	2015.P.3.30 2015.P.3.31

and wind-prone areas after storm events

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?)		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
P5	Signage - misleading signage or lack of signage (e.g. if people get lost or injured in the bush)	H&S Reputation Financial Operational	5	4	20	- Surveilance by field staff - CRM system to request signs - Projects underway to improve signage - Track information on website	Average	5	3	15	KVS Manager	- Continue systematic improvement track signage & markers - Review Signage Strategy - Participate in MyParx or similar apps	2015.P.3.25 2015.P.4.6 2015.P.4.11
P6	Flood	H&S Financial Operational	5	3	15	- Appropriate design and location of structures in flood prone areas - Structural inspections - CRM system - Signage - Publicity - Education	Good	5	3	15	KVS Manager	- Increase awareness of flooding hazards in media in the during seasons when flooding is most likely	
P7	Flood damage	H&S Opertaional Financial	5	3	15	- Communicating information via website, text alerts etc.	Fair	5	3	15	KVS Manager	- Restricting access flood-prone areas in emergencies	

| P8 | Structural failure due to neglect (e.g. a viewing platform, bridge or playground item) | H&S Reputation Financial Operational | 5 | 3 | 15 | -Structural inspections -Playground inspections (n-house) -Playground audit (external) | Good | 5 | 2 | 10 | KVS Manager | -Increase frequency of structural inspections -Internal audit of structural inspections -More regular structural assessment by engineer | |

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?)		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
P9	Landslides / slips	H&S Financial Operational	5	3	15	- Signage in high risk areas e.g. Stanley Landing - Locate tracks, structures etc away from prone areas - CRM system	Good	5	2	10	KVS Manager	- Monitor high risk sites - Close reserves or parts of reserves if risk is high	
P10	Events - Operational aspects (e.g. keys, bins etc.	Environmental H&S Reputation Financial Operational	5	2	10	- Booking system - CRM system - Reserve Management Plans - Bylaws	Fair	5	2	10	KVS Manager	- Develop an event assessment and approval process in Promap - Debrief after events to identify opportunities for improvement	
P11	Events - Strategic aspects (e.g. assessing effects, policies, permissions, consents, etc.)	Environmental H&S Reputation Financial Operational	5	2	10	- Booking system - Reserve Management Plans - Resource Consent for some events - Bylaws	Fair	5	2	10	AMSP	- Develop an event assessment and approval process in Promapp - Revise Reserve Management Plans and policies for events	

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?)		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
P12	Fire	H&S Financial Operational	5	2	10	- Signage - Education - Electric BBQs	Good	5	1	5	KVS Manager	- Eliminate wood burning BBQs and replace with electric or gas options - Close high risk areas to the public in severe drought conditions	
P13	Misplacement or incorrect location of deceased (e.g. burying someone in the wrong place)	Reputation Financial Operational	5	2	10	- Cemeteries Policy & Procedures Manual - Burial Warrants - Promapp procedures - Staff training	Good	5	1	5	Sexton	- Evaluate and improve administration and record keeping systems where required	
P14	Plant pests (i.e. Noxious weeds)	Environmental H&S Reputation Financial Operational	4	4	16	- CRM system - Surveilance by staff	Poor	4	4	16	KVS Manager	- Improved surveilance - Intergrated proactive approach to weed control	2015.P.4.4

Risk Reference	Risk Descriptor (details the main component and provide and example of a risk(s) that may be attributed)	Risk Type (What are the main types of impact resulting from this risk event?)	Gross Risk (what risk level do we face if we did nothing to prevent or minimise it?)			Current Practices/Strategies (What are we doing to avoid the risk or reduce its effect?)		Net risk (Considering what we do what is the current actual risk level we face?)			Risk owner (Who has the responsibility and ability to follow through?)	Management Options Available (What can we do to further reduce the risk level or provide assurance that current practices remain effective?	Improvement Plan Task Reference
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor			
P15	Conflict between park users at multiple-use facilities (e.g. cyclists & walkers using same tracks)	H&S Reputation Operational	4	3	12	- Signage - Planning (e.g. avoid shared tracks where practicable) - Booking system	Fair	4	3	12	KVS Manager	- Improved signage - Realign tracks to seperate uses - Promote or enforce use of the booking system	2015.P.3.9
P16	Animal pests (e.g. possums, feral goats, stoats etc.	Environmental H&S Reputation Financial Operational	4	3	12	- CRM system - Surveilance by staff	Fair	4	2	8	KVS Manager	- Greater cooperation with adjacent landowners e.g. DOC	
P17	Adjacent property users using park land for their own purposes (e.g. Driveways, gardens etc.)	H&S Operational	2	5	10	- Access control through gates - Surveilance by staff - Promapp procedure for dealing with encroachments	Fair	2	3	6	KVS Manager	- Develop formal agreement if access is required	

The risk action plans are to ensure that:

- All significant operational and organisational risks are understood and identified
- The highest risks that should be addressed within a 10 year planning horizon are identified
- Risk reduction treatments which best meet business needs are applied
- Responsibilities for managing risks are allocated to specific staff and reporting regimes specified

➡ **Improvement Plan Item 2015.P.7.1**

6.4　Critical Assets

Critical assets are assets that have a high consequence of failure. The assets listed in Table 6.4 have been identified as critical assets for the Parks and Open Spaces activity all having a consequence rating of 5.

The probability of failure for a physical asset is directly related to the current condition of the asset. Condition assessment is therefore essential for assets having a high consequence of failure.

Table 6.4: Critical Assets

Critical asset type	Consequence of failure	Impact on service	Proposed actions	Actions undertaken	Residual
Visitor structures (bridges, viewing platforms, safety barriers)	Loss of life Serious harm Loss of asset Loss of reputation Replacement cost	Service may be disrupted or limited	Structural inspections Capturing new assets in database to enable inspections Preventative maintenance	Asset condition rating survey of walking track assets 2015-16. New quality procedure for handover of new assets.	Engineer inspection of certain high risk track assets Asset capture and condition rating of mountain bike tracks Maintenance scheduling (KVS)
Play equipment	Loss of life Serious harm Loss of asset Loss of reputation Replacement cost	Service may be disrupted or limited	Regular playground inspections Preventative maintenance Annual safety audit Capturing new assets in database to enable inspections	Weekly /bi-weekly Inspections by KVS. KVS inspectors now all ROSPA Level 1 qualified (May 2016) Annual external audit (late Spring/early Summer). New asset handover procedure for play equipment including requirements for compliance certificate and producer statement prior to payment of final invoice.	Level 2 playground inspection training for key KVS staff involved in playground mainteneance Maintenance scheduling (KVS)

Critical asset type	Consequence of failure	Impact on service	Proposed actions	Actions undertaken	Residual
Burial register	Loss of information Loss of reputation	Aspects of service may be disrupted or limited	Electronic backup Off-site storage of backup data		

Risk action plans are to be developed for critical assets.

6.5 Insurance

6.5.1 Overview

Corporate insurance is currently the responsibility of the Kaimai Consultants Manager.

Council currently holds the following types of insurance policy:

- Public liability
- Employer liability
- Business interruption
- Material damage
- Vehicles

MPDC joined the Waikato Local Authority Shared Services (LASS) which engaged the broker services of AON Insurance. AON purchases insurance on behalf of the Waikato LASS. This arrangement has resulted in significant cost savings on premiums.

The insurance excess across the board has however increased to $10,000 per claim. The first $10,000 of any claim is now paid out of the operating budget. Council is therefore essentially self-insured to the value of $10,000. The LASS is investigating the potential for individual councils to reduce the excess for specified items/activities by paying special premiums.

6.5.2 Effect of insurance arrangements on the activity

The Parks and Open Spaces Activity is essentially self-insured as the majority of losses (such as vandalism to street or park furniture) is unlikely to exceed $10,000.

The total loss of a playground module or visitor structure (such as a viewing platform) however may exceed $10,000 and is likely to have the largest potential loss as far as Parks and Open Spaces assets are concerned. Buildings on reserves are discussed in the Community Facilities and Buildings AMP.

6.5.3 Legislative requirements

Clause 31A of Schedule 10 to the Local Government Act 2002 now requires that the Annual Report must state the following, as at the end of the financial year:

(a)   the total value of all assets of the local authority that are covered by insurance contracts, and the maximum amount to which they are insured

(b)   the total value of all assets of the local authority that are covered by financial risk sharing arrangements, and the maximum amount available to the local authority under those arrangements

(c)   the total value of all assets of the local authority that are self-insured, and the value of any fund maintained by the local authority for that purpose.

The asset database (AM) and valuation data hold information on the assets. Chapter 10 explains the asset database and management systems in more detail. The Kaimai Consultants Manager is responsible for managing corporate insurance matters.

6.6   Civil Defence

The Civil Defence Emergency Management (CDEM) Act 2002 requires Local Authorities to coordinate Plans, Programmes and Activities related to CDEM across the areas of Risk Reduction, Readiness, Response and Recovery. It also encourages cooperation and joint action within regional groups.

Matamata-Piako District is part of a Waikato Region-wide Civil Defence Emergency Management Group, (EMG). Hamilton City Council staff administers this group with the main Group Emergency Operating Centre also based in Hamilton. The three territorial Authorities of Thames-Coromandel, Hauraki and Matamata-Piako have agreed to unite for the purposes of maintaining an emergency operating area.

The Waikato EMG is responsible for all matters involving staff training, general Civil Defence public awareness and maintaining contact lists for schools, pre-schools, rest-homes and the like. Each Local Authority maintains its own contacts for local resources.

A procedure can be found on the Quality page on Councils intranet which outlines how to establish an emergency operating centre (EOC) and the correct procedure for doing so. This procedure also outlines those people who need to be contacted should an EOC be opened.

Matamata-Piako District is generally sheltered from most natural disasters, with the exception of flooding and strong winds. There is a risk of flooding from the Piako, Waitoa and Waihou Rivers. Strong winds, especially along the base of the Kaimai Range are another natural hazard.

6.7   Business continuity planning

Business Continuity is a progression of disaster recovery, aimed at allowing an organisation to continue functioning after (and ideally, during) a disaster, rather than simply being able to recover after a disaster. An MPDC Pandemic plan is being developed (and is currently in draft form) to ensure business continuity.

   ➡ **Improvement Plan Item 2015.P.7.2**

6.8   Succession Planning

Succession planning within any business is considered necessary to reduce the risk associated with staff leaving the organisation and forms part of the business continuity process. Succession planning allows institutional knowledge to be passed on, and assists in ensuring continuity of organisational culture. The AMPs help ensure that significant documents and information required for appropriate decision making are recorded and knowledge transfer can occur even in the absence of key staff. Supporting documentation in Promapp also provides some of the information important for staff new to the district's or council's systems.

6.9 Health & Safety

The Health and Safety Team ensures the responsibilities under the Health and Safety at Work Act 2015 are met. Regular safety training is provided to staff and induction processes have been established for contractors and consultants working on Council sites. Council contracts and tenders require HSE compliance.

Under the Act everybody is responsible for their own actions including safety, and the safety of others, and that their action or inaction does not cause any harm. Council is serious about its responsibilities for the health and safety of all Contractors while on any Council work site. We aim to keep people free from harm and we expect all Contractors to take the necessary precautions to ensure all work is carried out safely.

The underlying principles to working on site are:
- Avoidance of workplace accidents and illnesses
- Incidents, injuries, occupational illnesses and environmental damage are unacceptable
- Employees have the right to stop their own work and that of others if they believe it is unsafe to continue
- The establishment of active site health and safety committees is promoted

All Contractors must comply with Council's "Approved Contractor Scheme" prior to being engaged for any work. This involves providing an external provider (SHE Limited) with a sample of their health and safety documentation/manual to provide a "snapshot" of their understanding and compliance with the Act. A contractor's approval status is valid for two years and they are then required to provide updated copies of the documentation to ensure on-going maintenance of their Health and Safety systems.

Community groups doing voluntary work for the council are required to undergo volunteer induction training before doing volunteer work such as track maintenance.

7 FINANCIALS

This section sets out financial statements, funding strategy, depreciation forecast and charges for the activities.

7.1 Overview

Our financial policies ensure our activities are managed prudently and promote transparency and certainty for the Community. The policies and financial planning are intended to help achieve the Community Outcomes.

The Local Government Act 2002 (Part 6 Subpart 3) requires local authorities to manage their finances "prudently and in a manner that promotes the current and future interests of the community. This implies compliance with applicable Financial Reporting Standards, which include New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

In determining how activities will be funded local authorities are essentially required to take the following into consideration (see: Section 101 of the LGA for more detailed explanation):

- The contribution to the achievement of Community Outcomes (strategic alignment)
- Beneficiaries of each activity (beneficiary/user pays principles)
- The period over which benefits from the activity will occur (intergenerational equity)
- The extent to which identifiable individuals contribute to the need to incur expenditure (exacerbates and user pays principles)
- The costs and benefits of funding the activity compared to other activities (cost/benefit, prioritisation principles)
- The impact of funding the activity on the wellbeing of the community (ability to pay principles)

This AMP provides the basis for meeting these requirements for the Parks and Open Spaces activities.

7.2 How we fund our activity

Council's 'Revenue and Financing Policy' outlines how activities will be funded (see Appendix 5).

The following table summarises the ways in which the operational aspects of the activity is funded.

Table 7.1: Activity Funding Sources

Asset Group	Funding Source	Proposed Level	Average Last 3 Years	Changes from the Last Plan (if any)
Parks	General Rates Fees and Charges	90-100% 0-10%	97% 3%	No change
Cemeteries	General Rates Fees and Charges	40-60% 60-40%	55% 45%	No change
Open Space Assets	General Rates	100%	100%	No change
General Property	General Rates Fees and Charges	90% 10%	48% 52%	No change

7.2.1 Asset valuation and depreciation

Assets are valued for a number of reasons, including: financial reporting, insurance, to determine funding levels, etc. It is important to understand how assets will depreciate (lose their value) over their useful lives and to correctly allocate costs and calculate income. Understanding asset lives and replacement costs is important both from a valuation and renewal point of view.

Council-owned land is currently re-valued at least every three years, by registered valuers, to ensure that the book value reflects fair value. This was most recently done in 2014 with land valued as at 30 June 2014. The valuation data for land is contained in RM record 1482631.

Depreciation is calculated on buildings that are located on parks. Buildings are valued at market value or depreciated replacement cost (DRC) depending on the type of building. Market value is the amount at which an asset could theoretically be sold or exchanged. DRC is used where market values cannot realistically be provided such as for infrastructure assets that are not sold on the open market. The Community Facilities and Buildings AMP as well as RM records 1522085 and 1525617 contain information on building valuations.

Depreciation is provided on a straight line basis on buildings, some street furniture and new play equipment (2011 onwards). The depreciation is calculated at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

7.2.2   Renewal funding

Depending on the asset, renewal expenditure is currently funded from the following sources:

- Depreciation
- Private or Community contributions
- Government Subsidies (where applicable)

Table 7.2: Renewal Funding Sources

Asset Group	Funding Source	Proposed Level
Play equipment	Depreciation	100%
Tracks	Depreciation	100%
Track structures	Depreciation	100%

There are no renewal profiles for land. Renewal profiles for buildings are under development (see Chapter 5 for more information on asset lifecycle management).

District-wide renewals of play equipment are funded from a $45,000 annual budget.

Track and track asset renewals are also funded from an annual budget of $15,000.

The Bulk Fund has been used to fund renewals for assets that are not currently depreciated and which therefore do not have a renewal budget.   It is anticipated that as more assets are added to the asset database (allowing renewal profiles to be developed) reliance on the Bulk Fund for renewal funding will decrease.

Renewal budgets for the following are proposed in the draft LTP:
- Carparks and internal roads
- Street Furniture

7.2.3   Capital Funding

Depending on the asset, capital expenditure is currently funded from the following sources:

- Depreciation
- Loans (either internal or external)
- Financial contributions under the Resource Management Act 1991
- Private or Community contributions
- Government Subsidies (where applicable)
- Community Facilities Bulk Fund

The following table summarises the ways in which the capital aspects of the activities are funded:

Table 7.3: Capital Funding Sources

Activity Group	Funding Source	Proposed Level
Parks & Tracks	Loan or Financial Contribution	37% 63%
Cemeteries	Loan	100%
Carparks & Street Furniture	Loan	100%
Recreation & Heritage	Loan Other	80-100% 20-0%

In the 2018-28 LTP annual funding was allocated towards ashes walls. This is due to an increase in demand that has resulted in an ashes wall having to be funded from the Bulk Fund each year for the past four years.

7.2.3.1 Community Facilities and Properties Bulk Fund

The Community Facilities Bulk Fund provides annual funding for minor, unplanned works and currently also funds renewals that fall outside the renewal plans/renewal budgets.

The Bulk Fund process allows staff and councillors to propose potential projects which are assessed against assessment criteria before being approved and prioritised by the Council. Assessment criteria include:

- Health and safety
- Levels of service
- Asset condition
- Maintenance regime and operational costs
- Strategic and management plan objectives
- Amenity improvement and beautification
- Community interest in the project
- Additional resources required and provided
- Crime prevention through environmental design (CPTED)
- Improved usage of facilities / open space
- Impact (cost:benefit)

Some of the criteria are weighted e.g. Health & Safety; the alignment of a proposed project with strategic/management plan objectives; and improved use of the asset.

The Promapp procedures on the intranet provide more detailed information on the Bulk Fund process (see also Appendix 7).

The Bulk Fund has been used to fund new capital works as well as renewals for assets that are not currently depreciated and which therefore do not have a renewal budget.   It is anticipated that as more assets are added to the asset database (allowing renewal profiles to be developed) reliance on the Bulk Fund for renewal funding will decrease.

As reliance upon the Bulk Fund for renewal funding decreases, it should primarily become a funding source for smaller and/or unforeseen capital projects.

7.3   Financial Accounts Alignment

The current Parks and Opens Spaces financial accounts are not totally aligned with the Parks and Open Spaces Activity at all levels.

As part of the rationalisation of the AMPs it was intended to more accurately align the accounts with the activities. There has been improvement in the alignment of the accounts with the activities in the AMPs. Tracks, park furniture and play equipment are now all within the Parks and Open Spaces AMP for example. The activity groups that Council adopted for the 2015-25 LTP however differed slightly from the way the activities are set out in the two AMPs.

General Ledger (GL) codes were reviewed and aligned with the newly adopted LTP activity groups in October 2014. Further improvement in alignment has occurred by reviewing the individual works orders set up under each GL code for the activity. Works Orders need to be reviewed from time to tiem to ensure that any new works orders that have been set up have been allocated to the correct GL and LTP activity.

> ➡ **Improvement Plan Item 2018.P.7.1**

KVS currently operates its own accounts system and has the ability to create its own works orders. It is recommended that these accounts are periodically reviewed to ensure alignment with the correct LTP categories.

> ➡ **Improvement Plan Item 2018.P.7.2**

Figure 7.1: Alignment of activities in AMPs and LTP Activity Groups
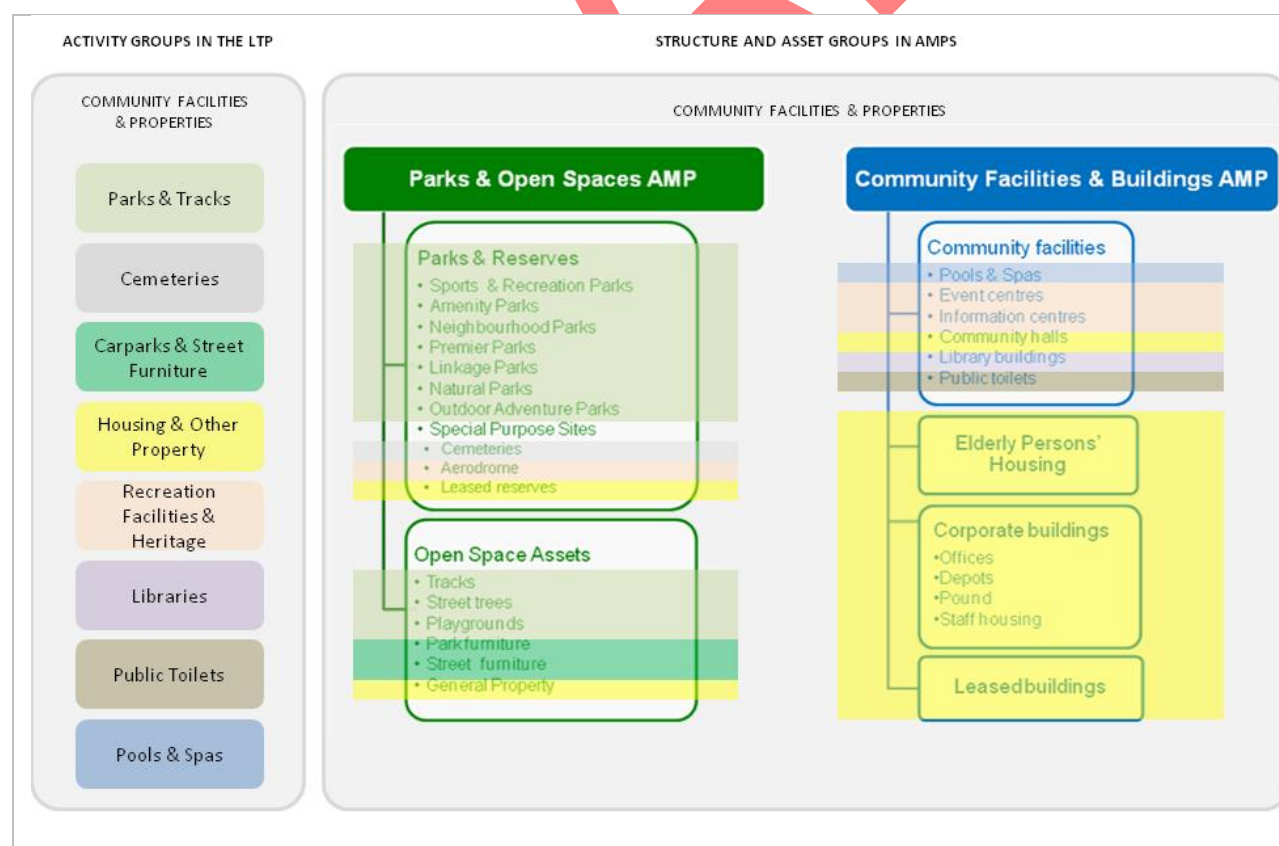
7.4   Financial Statements and Projections

The financial summaries in this AMP cover a 30-year planning horizon and are based on financial projections covering the lifecycles of the assets.   Financial forecasts in the AMP do not include inflation.

Table 7.4: Summary of Historical Revenue & Expenditure

Revenue	2018-19	2019-20
Parks and tracks	72,069	36,508
Carparks and street furniture	226,551	30,914
Cemeteries	269,604	201,850
Revenue Total	**568,224**	**269,272**
Expenditure	2018-19	2019-20
Parks and tracks	1,968,777	1,776,258
Carparks and street furniture	334,358	291,014
Cemeteries	359,499	326,260
Expenditure Total	**2,662,634**	**2,393,532**
LOSS	**(2,094,410)**	**(2,124,260)**

The following tables summarise the financial forecast for the Parks and Open Spaces Activity under the following headings:

- Maintenance and Operations
- Capital Expenditure
- Renewals
- Financial Summary

Table 7.5: Maintenance and Operational Expenditure Forecast 2021-31

Activity	Decription		2021-22	2021-23	2021-24	2021-25	2021-26	2021-27	2021-28	2021-29	2021-30	2021-31
Parks & Tracks	Operating Costs	MM	779716	799716	799716	799716	799716	799716	799716	799716	799716	799716
Parks & Tracks	Operating Costs	MV	513710	533710	533710	533710	533710	533710	533710	533710	533710	533710
Parks & Tracks	Operating Costs	TA	610,633	610,633	610,633	610,633	610,633	610,633	610,633	610,633	610,633	610,633
Parks & Tracks	Tree Maintenance	DW	186713	186713	186713	186713	186713	186713	186713	186713	186713	186713
Activity Total			**2090772**	**2130772**	**2130772**	**2130772**	**2130772**	**2130772**	**2130772**	**2130772**	**2130772**	**2130772**
Activity			**2021-22**	**2021-23**	**2021-24**	**2021-25**	**2021-26**	**2021-27**	**2021-28**	**2021-29**	**2021-30**	**2021-31**
Cemeteries	Opertaing Costs	MM	131150	131150	131150	131150	131150	131150	131150	131150	131150	131150
Cemeteries	Opertaing Costs	MV	115849	115849	115849	115849	115849	115849	115849	115849	115849	115849
Cemeteries	Opertaing Costs	TA	122550	122550	122550	122550	122550	122550	122550	122550	122550	122550
Cemeteries	Building Maintenance	MM	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500
Cemeteries	Building Maintenance	MV	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
Cemeteries	Building Maintenance	TA	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Activity Total			**375049**	**375049**	**375049**	**375049**	**375049**	**375049**	**375049**	**375049**	**375049**	**375049**
Activity			**2021-22**	**2021-23**	**2021-24**	**2021-25**	**2021-26**	**2021-27**	**2021-28**	**2021-29**	**2021-30**	**2021-31**
Carparks & Street Furniture	Carparks Operating	MM	10650	10650	10650	10650	10650	10650	10650	10650	10650	10650
Carparks & Street Furniture	Carparks Operating	MV	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000
Carparks & Street Furniture	Carparks Operating	TA	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500
Carparks & Street Furniture	Street Furniture	MM	172500	172500	172500	172500	172500	172500	172500	172500	172500	172500
Carparks & Street Furniture	Street Furniture	MV	107500	107500	107500	107500	107500	107500	107500	107500	107500	107500
Carparks & Street Furniture	Street Furniture	TA	94500	94500	94500	94500	94500	94500	94500	94500	94500	94500
Carparks & Street Furniture	Non-Routine Costs	DW	30750	30750	30750	30750	30750	30750	30750	30750	30750	30750
Activity Total			**430400**	**430400**	**430400**	**430400**	**430400**	**430400**	**430400**	**430400**	**430400**	**430400**

Table 7.6: Capital Expenditure Forecast 2018-48

| LTP Activity | Project Title | Funding Source (%) | | | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Parks & Tracks	MM Inner and Outer Walk Ways	100				425,000			350,000						
Parks & Tracks	TA Linkage Walk Ways	100												135,000	210,000
Parks & Tracks	MV Linkage Parks & Walk Ways	100					270,000		320,000						
Parks & Tracks	MV Rec. Ground Development	100					250,000		250,000		250,000		250,000		250,000
Parks & Tracks	MV Playgrounds	100							300,000						
Parks & Tracks	MM Playgrounds	100					100,000	200,000							
Parks & Tracks	Lower Tui Park Redevelopment	100							200,000						
Parks & Tracks	TA Domain Redevelopment	50		50					500,000						

LTP Activity	Project Title	Funding Source (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Parks & Tracks	Provision of More Playgrounds	100										120,000		120,000	
Parks & Tracks	Destination Playgrounds	100							1,000,000	1,000,000	1,000,000				
Parks & Tracks	Playground Improvements	100				20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Parks & Tracks	Town Centre Revitalisation	100					600,000		500,000	500,000	500,000	500,000	500,000		
Parks & Tracks	Aerodrome Redevelopment	100							500,000						
Parks & Tracks	Bulk Funds - POS	100				75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total for Parks and Tracks						**520,000**	**1,315,000**	**1,295,000**	**3,015,000**	**1,595,000**	**1,845,000**	**715,000**	**845,000**	**350,000**	**555,000**

LTP Activity	Project Title	Funding Source (%)				2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Parks & Tracks	MM Inner and Outer Walk Ways	100				50,000	50,000	50,000	50,000	50,000					
Parks & Tracks	TA Linkage Walk Ways	100									50,000	50,000	50,000	50,000	50,000
Parks & Tracks	MV Linkage Parks & Walk Ways	100									50,000	50,000	50,000	50,000	50,000

LTP Activity	Project Title	Funding Source (%)				2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Parks & Tracks	Playground Improvements	100				20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Parks & Tracks	Bulk Funds - POS	100				75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total for Parks and Tracks						**145,000**	**145,000**	**145,000**	**145,000**	**145,000**	**195,000**	**195,000**	**195,000**	**195,000**	**195,000**

LTP Activity	Project Title	Funding Source (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Parks & Tracks	MM Inner and Outer Walk Ways	100				50,000	50,000	50,000	50,000	50,000					
Parks & Tracks	MV Linkage Parks & Walk Ways	100									50,000	50,000	50,000	50,000	50,000
Parks & Tracks	Playground Improvements	100				20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Parks & Tracks	Bulk Funds - POS	100				75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total for Parks and Tracks						**145,000**	**145,000**	**145,000**	**145,000**	**145,000**	**145,000**	**145,000**	**145,000**	**145,000**	**145,000**

LTP Activity	Project Title	Funding Source (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Cemeteries	Additional Ashes Walls	100				60,000		60,000		60,000		60,000		60,000	
Cemeteries	Piako Cemetery	100													50,000
Total for Cemeteries						**60,000**	**0**	**60,000**	**0**	**60,000**	**0**	**60,000**	**0**	**60,000**	**50,000**

LTP Activity	Project Title	Funding Source (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF										
Cemeteries	TA Cemetery Extension	100				200,000									
Total for Cemeteries						**200,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

LTP Activity	Project Title	Funding Source (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Carparks & Street Furniture	Waiorongomai Car Park	100								260,000					
Carparks & Street Furniture	Waharoa Rest Area Carpark Upgrade	50		50		200,000									
Parks & Tracks	Howie Park Entrance, Track Upgrade	50		50								300,000			

LTP Activity	Project Title	Funding Source (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Carparks & Street Furniture	Puriri St. Te Aroha Carpark and Track Access	100								50,000					
Total for Carparks & Street Furniture						**200,000**	**0**	**0**	**260,000**	**50,000**	**0**	**300,000**	**0**	**0**	**0**

LTP Activity	Project Title	Funding Source (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Recreation & Heritage	Recreation & Heritage Projects	100								150,000					
Total for Parks and Tracks						**0**	**0**	**0**	**150,000**	**0**	**0**	**0**	**0**	**0**	**0**

Table 7.7: Renewal Budgets Summary

LTP Activity	Project Title	Funding Source (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Parks & Tracks	Tracks & Track Structures capital improvements from independent condition assessments			100		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Parks & Tracks	Paths on Reserves			100		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Parks & Tracks	Skate Park Redevelopment			100							250,000			250,000	
Parks & Tracks	Playground Renewals			100		45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Parks & Tracks	Tracks and Track Structure Renewals			100		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total for Parks and Tracks						**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**380,000**	**130,000**	**130,000**	**380,000**	**130,000**

LTP Activity	Project Title	Funding Source (%)				2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Parks & Tracks	Tracks & Track Structures capital improvements from independent condition assessments			100		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Parks & Tracks	Paths on Reserves			100		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Parks & Tracks	Playground Renewals			100		45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Parks & Tracks	Tracks and Track Structure Renewals			100		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total for Parks and Tracks						**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**

LTP Activity	Project Title	Funding Source (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Parks & Tracks	Tracks & Track Structures capital improvements from independent condition assessments			100		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000

LTP Activity	Project Title	Funding Source (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Parks & Tracks	Paths on Reserves			100		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Parks & Tracks	Playground Renewals			100		45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Parks & Tracks	Tracks and Track Structure Renewals			100		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total for Parks and Tracks						**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**

LTP Activity	Project Title	Funding Source (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Carparks & Street Furniture	Internal Roads and Carparks			100		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Carparks & Street Furniture	Street Furniture Replacement			100		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Carparks & Street Furniture	TA Domain Footpath Renewal			100		50,000			100,000	100,000					
Carparks & Street Furniture						**125,000**	**75,000**	**75,000**	**175,000**	**175,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**

LTP Activity	Project Title	Funding Source (%)				2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Carparks & Street Furniture	Internal Roads and Carparks			100		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Carparks & Street Furniture	Street Furniture Replacement			100		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Carparks & Street Furniture						**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**

LTP Activity	Project Title	Funding Source (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF	$	$	$	$	$	$	$	$	$	$
Carparks & Street Furniture	Internal Roads and Carparks			100		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Carparks & Street Furniture	Street Furniture Replacement			100		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Carparks & Street Furniture						**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**

Table 7.8: Financial Summary 2021-51

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Gross operating expenditure	9,372,671	9,447,971	9,588,071	9,741,871	9,885,871	9,956,071	10,040,071	10,229,271	10,283,271	10,327,471
Capital expenditure	520,000	1,315,000	1,295,000	3,015,000	1,595,000	1,845,000	1,015,000	845,000	350,000	555,000
Renewal expenditure	130,000	130,000	130,000	130,000	130,000	380,000	130,000	130,000	380,000	130,000
Total expenditure	**6,168,790**	**6,348,490**	**6,380,790**	**5,266,190**	**5,526,590**	**5,688,990**	**5,491,390**	**5,392,790**	**5,396,190**	**5,347,190**

Parks and Open Spaces
Activity Management Plan 2018-2048

7.5 Borrowing needs

Parks and Open Spaces assets are generally not depreciated.

New capital projects are either funded by loans or financial contributions (from new subdivision activity as long as the improvement is partly or fully related to growth).

There are currently discussions over potentially funding street furniture renewals from depreciation in future.

7.6 Procurement

A Procurement Strategy has been adopted to deal with how Council will manage procurement (particularly high value, long term or high risk contracts) in a sensible, prudent, efficient and transparent manner.

In addition a Procurement Manual has been prepared to provide a living document for staff to confirm the most suitable procurement process for various combinations of purchase price, whole of life cost and risk. The manual includes checklists for staff to assess their particular procurement requirements as well as standard templates for different types of procurement.

Both documents have been updated to include sections recognising the Buy Local Policy and Shared Service agreements.

7.7 Key Financial Forecast Assumptions

The cost figures in Section 8.4 are estimates based on the best available information at the time of preparation. More accurate figures may be prepared during each Annual Plan process. Some of the work proposed in the plan may require further investigation and requirements may vary in future.

Table 7.9: Assumptions and Risks

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncer-tainty	Consequence / Mitigation Strategy
Levels of Service 1	**Maintain current levels of service:** Council is committed to sustain the current levels of service to the community	External factors or budgetary constraints may adversely affect our ability to deliver intended levels of service.	Unlikely	Medium	Low	Cost to increase the level of service would be significant and the community is satisfied with the current levels of service so these are unlikely to change
Levels of Service 2	**Service delivery modes:** It is assumed that there will be no significant changes for current modes of service delivery for each service area or variations in terms of rates and prices (above inventory or inflation adjustments)	Changes drive delivery of management costs beyond budgets	Unlikely	Medium	Low	If agreements/contracts are combined or separate; or publicly tendered, then costs could increase or reduce. Levels of supervision and management required could change.

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncertainty	Consequence / Mitigation Strategy
Growth 1	**Population:** The total population of the district is predicted to grow from 32,910 in 2013 to 35,063 by 2025 and 37,248 by 2045. The populations of Morrinsville and Matamata are predicted to grow to approximately 7,800 – 8,300 residents each by 2025, and 8,700- 9,200 by the year 2045. Te Aroha is predicted to grow to 4,300 people by 2025, and 4,600 by the year 2045. This is a 6.54% average growth rate to 2025 and 0.4% average growth rate to 2045.	That growth is higher or lower than projected due to an increase in births, a decrease in deaths a change in migration or other influences. That growth does not occur in the areas where we have provided for	Unlikely	Medium	Low-Medium	Growth population and household projections are based on the districts actual growth over the last 10 years, as well as assumptions about the rate of births, deaths and migration in the district. Council has adopted a 'medium-high' growth scenario for the district as being the most appropriate for its long term planning. This is consistent with recommendations from Statistics New Zealand. The growth component of new capital projects is funded from development contributions. If growth does not occur at the rate predicted, revenue from development contributions will drop and we may have to borrow additional funds or reconsider the projects. The total value of growth projects in the plan is $15.6 million. If growth does not occur at the level predicted, it may also impact on the amount of rates
Growth 2	**Household size:** The average household size will decline decreasing from around 2.54 residents per household in 2013 to 2.46 in 2025 and 2.33 in 2045.					

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncer-tainty	Consequence / Mitigation Strategy
Growth 3	**Dwellings:** The number of dwellings is projected to increase from 13,310 to 14,606 by 2025 and to 16,323 in 2045. This is a 9.74% average growth rate to 2025 and 0.6% average growth rate to 2045					that everyone pays compared to budget as there would be less than the forecast number of ratepayers over which to spread the rating burden.
Growth 4	**Rating units:** The number of rating units is projected to increase from 13,876 to 15,486 by 2025 and to 17,678 in 2045. This is a 11.60% average growth rate to 2025 and 0.8% average growth rate to 2045.					
Growth 5	**Land use:** The Long Term Plan has been prepared on the basis that the majority of growth in the district will be centered in the three urban areas, Matamata, Morrinsville and Te Aroha while the populations of the district's rural areas are projected to remain constant or to decline. Council will progress Plan Change 47 during the life of the Long Term Plan, reviewing the areas provided for development in our three main towns.					

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncer-tainty	Consequence / Mitigation Strategy
Growth 6	**No sudden demand changes:** There will be no sudden changes of demand due to growth	Demand on facilities changes	May occur	Small to Medium		Changes in demand may require changes to maintenance schedules or may alter the life of the asset
Growth 7	**Rezoning impact on demand:** Demand may change as a result of rural/residential zoning revisions	Rural residential sites offer their own recreational opportunities which may decrease the demand on Council facilities	Unlikely	Small	Low	Council facilities utilisation may change or decrease. On-going monitoring of their use and consultation with user groups on the provision and development of facilities will ensure council provides appropriate amounts and quality of facilities to meet the needs of the community. When the Open Spaces Strategy and Community Leisure Provision Strategy are reviewed, demand will be reviewed to ensure the levels of service we are working towards are consistent with the communities' expectations.

			Likely	Medium	Low	
Lifecycle 1	**Useful life and asset information:** Useful lives have been assigned to buildings and play equipment and provide information to support renewal plans. The useful lives are used in the calculation of depreciation. The useful lives of assets are assessed in accordance with the depreciation rates as set out in our accounting policies. There are a number of assumptions and estimates used when performing depreciated replacement cost valuations over infrastructural assets.	Actual life of assets differs from predicted useful lives. The physical deterioration and condition assessment used in the valuation of an asset could be at an amount that does not reflect its actual condition. This is a particular risk for those assets which are not visible.	Likely	Medium	Low	The useful lives of assets are being reviewed as they are entered into the AM system. If they differ significantly from previous predictions budgets will be altered accordingly. There is no certainty that asset components will last for their design lives. These have been identified through the National Asset Management Support Standards and experience to date indicates no significant errors. Asset replacement is budgeted at the expected end of their useful life and earlier replacement will result in a loss on disposal of any residual value. Earlier replacement may result in the deferral of other discretionary capital projects in order to remain within self imposed debt limits. This risk is minimised by us performing physical condition assessments and estimating any deterioration or surplus capacity of an asset.
Lifecycle 2	**Sales or transfer of assets:**	That the objectives whether financial or	Low	Medium	Low	Should specified returns not be attainable, we would review

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncertainty	Consequence / Mitigation Strategy
	It is assumed throughout this plan that we will retain ownership of our significant assets and continue with the current Council Controlled Organisations.	nonfinancial of holding strategic assets or Council Controlled Organisations are not achieved				our investment. Such a review may have a financial impact. Any decision to sell or partially sell would be significant and a full proposal with options to be considered would be provided to the community for feedback as part of a special consultation process.
Lifecycle 3	**Cemetery revenue and usage:** Annual update of cemetery plots and burials have been forecast using a combination of historical death rates, projected death rates and the ratio of burials to cremations. This information is used to calculate revenue as well as modelling cemetery capacity.	If there is a change in utilisation patterns the revenue will change.	Low			Usage patterns are tracked and sudden changes are not expected beyond an emergency situation.
Financial 1	**Source of funds for future replacement of significant assets:** We have assumed that depreciation will fund the renewal of assets and loans will fund any shortfall if depreciation reserves have been exhausted	Funding will not be available to replace assets.	Likely	Medium - High	Low	If loan funding for renewals is required above any level budgeted, this would increase interest costs beyond those budgeted for. Building a stronger asset data system will allow more accurate renewal profiles to be created and budgeted for

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncer-tainty	Consequence / Mitigation Strategy
Financial 2	**Growth funding:** Growth related expenditure is charged through Financial Contributions under the Resource Management Act 1991	Financial Contributions not adequate to fund growth related projects	Likely	High		Growth related projects would have to be loan funded as a lot of the Community Facilities assets are not depreciated
Financial 3	**Return on investment:** We have assumed a return on cash investments at a margin of 1% below our assumed floating borrowing rate, being 5% over the ten years of the plan. We do not expect to receive any return on investments held for strategic purposes over the next 10 years of this plan (as set out in the Financial Strategy). Interest earned on internally borrowed funds will be used to subsidise rates based on a set rate (being the forecast midway point between Council's average external borrowing and average external investments over the 10 year period).	Interest rates are lower than expected. The internal rate of interest could be much lower than forecast.			Low	There is no certainty that the forecasted interest rates will be accurate. If the forecasted interest rate proved to be significantly overstated, then additional funding may be required to maintain are existing levels of service. An decrease in the interest rate of 1% would decrease interest income by $X and increase general/targeted rates required by X%. A reduction in internal interest would result in a shift between general and targeted rate requirements, but overall, would have no significant impact.

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncertainty	Consequence / Mitigation Strategy
Financial 4	**Borrowing:** We have assumed that we will have ready access to loan funds at competitive interest rates. Our strong balance sheet supports this assumption, and the Local Government Funding Agency provides more certainty and competitiveness in the local government sector. An interest rate of between 4.01% and 6.00% has been forecast over the 10 years of the plan. These rates include the effect of forward starting interest rate swaps contracts that are currently in place for years 1 to 8 of the plan.	Interest rates are higher than expected			Low	There is no certainty that the forecasted interest rates will be accurate. If the forecasted interest rate proved to be significantly understated, then additional funding may be required to maintain are existing levels of service

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncer-tainty	Consequence / Mitigation Strategy
Financial 5	**Energy:** There will be increasing pressure to be energy efficient and to move to more renewable energy sources. This is partly because of the role energy plays in responding to the threat of climate change and partly because of other benefits associated with a more energy efficient and renewable energy focused society. Energy efficiency is a critical component of environmental sustainability and resource efficiency Issues surrounding energy efficiency (such as the rise in fuel prices) are largely out of our control. We are currently conserving energy where we can, by ensuring all our housing is energy efficient and that we are working towards using fuel efficient fleet cars. However if costs keep rising we may need to consider how sustainable our current levels of service area We have assumed that energy costs will increase and have allowed for this in inflation.	Forecasts on energy costs are not accurate.	Medium	Medium	Medium	Energy costs may rise or fall at levels inconsistent with our forecasting. Energy Efficiency Team set up. Energy efficiency audits. Major renewals and capital projects are assessed for energy efficiency.

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncer-tainty	Consequence / Mitigation Strategy
Financial 6	**Treaty of Waitangi settlements:** We have assumed that there will be no significant additional costs to us arising from Treaty of Waitangi settlements, including co-management agreements.	Impacts from Treaty of Waitangi settlements are greater than expected			Low	The government is in the process of completing settlement negotiations with Iwi in and around our district. The outcomes of the settlement processes will result in co-governance arrangements. We will need to partner with Iwi and other councils in the Waikato Region in the formation and operation of co-governance entities Co-management processes may add significant costs, but we have not been able to quantify what those costs (if any) will be.
Organisation 1	**Reorganisation:** The government has recently amended the manner in which reorganisation of local government entities can occur. Reorganisation processes have also been commenced in areas such as the Far North. We have assumed that the structure of local government will remain the same and that no reorganisation process will occur during the life of the Long Term Plan.	Reorganisation could occur, resulting in an amalgamation of councils within the Waikato Region.	Medium	Major	Medium	Reorganisation processes can be triggered by the community under the Local Government Act 2002, if this occurred we would need to respond to any proposal and with a decision being made by the Local Government Commission..

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncertainty	Consequence / Mitigation Strategy
Organisation 2	**Collaborative partnerships:** Partly in response to the government's direction, we have budgeted in this Long Term Plan to work towards greater regional collaboration. However in preparing the Long Term Plan we have not assumed any cost savings (other than those from existing partnerships) in our budgets.	Future legislative changes could require greater collaboration than we are planning for. Reviews of services may not result in collaboration, efficiencies or a reduction in costs.	Medium	Medium	Low	An example of a partnership that has been established is the joint provision of rubbish and recycling services with the Hauraki and Thames-Coromandel District Councils, which has resulted in cost savings for the community. While we will continue to look for efficiencies and cost saving in the provision of our services the financial effects of this work are unknown. We have the ability to review budgets with the Annual Plan.

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncertainty	Consequence / Mitigation Strategy
Legal 1	**Consents:** We hold several resource consents for the activities that we undertake - these are in the main for taking water for our town water supplies, and discharging stormwater and treated wastewater from our networks. These consents are obtained from the Waikato Regional Council and are influenced by national policy – such as National Environmental Standards and National Policy Statements under the Resource Management Act 1991 framework. We have assumed that the conditions of resource consents for our activities will not be altered significantly during the life of the Long Term Plan.	Conditions of resource consent are altered significantly and without allowing sufficient time for planning. Changing environmental standards could increase costs and put pressure on the affordability of the services we provide. Community expectations of the environmental performance of Council services could increase.	Medium	Medium	Medium	Resource consents are normally granted for long periods and are anticipated well in advance. We have made provisions in our budgets for the renewal of resource consents although the final costs of obtaining consents are difficult to predict (given the availability of appeals under the Resource Management Act 1991). The impacts of changes to environmental standards may be significant in the longer term, however financial effects are difficult to predict.

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of uncer-tainty	Consequence / Mitigation Strategy
Legal 2	**General legislation:** As an organisation that is created and derives its powers from statute, changes to legislation have a direct impact on the way we conduct our business. The speed and scale of review of legislation depends largely on the policy direction and priorities of the government of the day. While we anticipate changes to the Resource Management Act 1991, Local Government Act 2002, Burial and Cremation Act, and the Building Act 2004 during the life of the Long Term Plan, we have assumed that these and any other changes to legislation will not have a significant effect on our business.	Central government will reform legislation and this may have a more significant effect on the activities we undertake and the cost of providing them.	Low	Medium	Low	Most changes to legislation are known in advance, giving councils the ability to prepare for implementation. Historical trends have been for services transferred from central government to local government. The cost and impact on our activities as a result of future legislative changes cannot be quantified at this stage as it would be dependent on the specific services affected by the legislative change. Financial uncertainty in this area would generally impact the cost of introducing changes, and the mechanisms required to fund any new services.

| Risk 1 | **Climate change & natural hazards:**
We have assumed that there will be no significant impact from climate change, no significant natural disasters will occur and that our funding of civil defence will continue.

The Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report was completed in 2014. This states that warming of the climate system is unequivocal, and since the 1950s, many of the observed changes are unprecedented. Central government recognises climate change as a long term strategic issue for New Zealand.

In the Long Term Plan we have taken the effects of climate change into account for certain activities that it would affect the most, such as stormwater, water and wastewater. Climate change could also pose challenges for the district in relation to land use and the economy in the future such as crop production.

We recognise New Zealand's vulnerability to natural disasters. If our communities are not adequately prepared we may not be able to recover from a natural disaster. | Projected climate change and hazard scenarios such as storm events are greater or lesser than what has been projected.

A lack of preparedness and resilience in the event of a natural disaster would compromise our ability to provide services to the community.

Significant natural disasters could compromise our community's ability to pay for services.

Significant natural disasters could further increase insurance costs beyond the level budgeted. | Medium | Medium | Medium | Climate change and hazards could have adverse impacts on public and private property, and our infrastructure networks.

Overestimation of the effects of climate change or hazards could result in unnecessary work, but an underestimation of effects could impact on us through emergency project works. Either scenario would affect ratepayers as infrastructure and hazard planning cost money.

A significant natural disaster could disrupt our economy and day to day activity, reducing the ability of our community to pay for services and significantly increase insurance costs– as has been seen with the Canterbury earthquakes.

The financial effects of these risks are dependent on the occurrence and scale of future natural disasters, so the timing and financial impact on the forecasts in the Long Term Plan cannot be quantified. |

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7.8   Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts is detailed below.

Table 7.10: Confidence levels

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

Table 7.11: Accuracy Ratings

Grade	Description	Accuracy
1	Accurate	100%
2	Minor inaccuracies	+ / - 5%
3	50% estimated	+ / - 20%
4	Significant data estimated	+ / - 30%
5	All data estimated	+ / - 40%

The following tables provide an assessment of the confidence in, and the accuracy of the ==10-year financial forecast== and supporting asset data:

Table 7.12: Financial Forecast Confidence Level

Activity	Confidence Grade	Accuracy
Operations/Maintenance	B	3
Depreciation	B	2
Funding Costs	A	1
Capital Expenditure	B	3
Debt Repayment	A	1
Overall	B	2

The overall confidence level is 'B' or reliable. Data is based on sound records, procedures, investigations and analysis which is documented but has some shortcomings and gaps that may impact on the confidence of long term financial forecasts.

The overall accuracy is 2 indicating that the accuracy of the financial forecasts is +/- 5%.

The following table details the supporting data confidence levels within the activity:

Table 7.13: Supporting Data Confidence Level

Asset Data	Sub Asset Data	Grade	Accuracy	Comment
Asset Qty	Sport & Recreation Parks Amenity Parks Neighbourhood Parks Natural Parks Outdoor Adventure Park Premier Parks Linkage Parks Cemeteries Aerodrome	A	1	Land area is highly reliable, based on Certificate of Titles
	Leased Reserves	B	2	Land area is highly reliable, based on Certificate of Titles (however there has been a lack of distinction between what is considered a leased reserve and what is general property under the Housing and Other Property Activity)
Asset Location	Sport & Recreation Parks Amenity Parks Neighbourhood Parks Natural Parks Outdoor Adventure Park Premier Parks Linkage Parks Cemeteries Aerodrome	A	1	Location of Land is highly reliable, based on Certificate of Titles
	Leased Reserves	B	2	Location of Land is highly reliable, based on Certificate of Titles
Asset Condition	Sport & Recreation Parks Amenity Parks Neighbourhood Parks Natural Parks Outdoor Adventure Park Premier Parks	B	2	Good knowledge but poor documentation (knowledge based on SLA)
	Linkage Parks	D	4	Very little knowledge of condition besides those used as walkways (knowledge based on SLA)
	Cemeteries Aerodrome	B	2	Good knowledge but poor documentation (knowledge based on SLA)
	Leased Reserves	C	3	Moderate knowledge (knowledge based on SLA)

PART A - LAND				
Asset Data	**Sub Asset Data**	**Grade**	**Accuracy**	**Comment**
Asset Performance	Sport & Recreation Parks	B	2	Good knowledge but poor documentation (knowledge based on SLA)
	Amenity Parks Neighbourhood Parks Natural Parks Outdoor Adventure Park Premier Parks	B	2	Good knowledge but poor documentation (knowledge based on SLA)
	Linkage Parks	D	4	Very little knowledge of condition besides those used as walkways (knowledge based on SLA)
	Cemeteries	B	2	Good knowledge but poor documentation (knowledge based on SLA)
	Aerodrome			
	Leased Reserves	C	3	Little to Moderate knowledge (knowledge based on SLA)

PART B – OPEN SPACE ASSETS				
Asset Data	**Sub Asset Data**	**Grade**	**Accuracy**	**Comment**
Asset Qty	Public carparks	B	3	Not yet captured in AM.
	Street furniture	B	2	Captured and condition-rated in 2016-17 but data not yet captured in AM.
	Street trees	C	4	Not captured. Estimates only.
	Park furniture	C	4	Some captured and condition-rated in 2016-17. Not yet entered in AM.
	Play equipment	A	1	Annual playground audit
	Tracks	C	2	Captured and condition-rated in 2015-16. Good data for walking tracks. Data for mountain bike tracks good for Te Miro but less reliable for Te Aroha.
	General property	B	2	2014 Valuation data
Asset Location	Public carparks	B	3	Not yet captured in AM.
	Street furniture	C	3	Captured in 2016-17. Data not yet entered in AM.
	Street trees	C	3	Not yet captured in AM.
	Park furniture	C	3	Not yet captured in AM.
	Play equipment	A	1	Annual playground audit
	Tracks	C	3	Data for mountain bike tracks in Te Aroha less reliable than data for Te Miro and data for walking tracks
	General property	B	2	2014 Valuation data.
	Public carparks	C	3	Not yet captured in AM.

PART B – OPEN SPACE ASSETS				
Asset Data	**Sub Asset Data**	**Grade**	**Accuracy**	**Comment**
Asset Condition	Street furniture	C	2	Towns were condition rated in 2016-17. Rural settlements have not been done yet.
	Street trees	C	4	Condition can only be estimated based on CRMs.
	Park furniture	C	4	Condition-raing is underway. No data captured in asset database yet.
	Play equipment	A	2	Playground inspections and annual playground safety audit.
	Tracks	C	2	Condition-rating done in 2015-16. Data has not been captured in database yet. Data for walking tracks and Te Miro mountain bikes is good. Data for Te Aroha Mountain Bike tracks is less reliable.
	General property	B	3	Inspection programme only implemented fairly recently (2014/15).
Asset Performance	Public carparks	B	2	Annual Customer Survey
	Street furniture	C	4	Can only be estimated based on CRMs and condition-rating scores.
	Street trees	C	4	Can only be estimated based on CRMs
	Park furniture	C	4	Can only be estimated based on CRMs and available condition-rating scores.
	Play equipment	A	2	Utilisation Study done in 2013/14
	Tracks	C	3	Annual Customer survey question however this questions assumes respondents know which tracks are in fact maintained by Council and which are maintained by others. Track condition rating provides an indication of whetehr or not tracks meet the standards.
	General property	C	4	Can only be estimated based on CRMs

Since the previous Activity Plan, land has been extensively researched and is therefore highly reliable. Track data has improved following asset capture and condition rating in 2015 and 2016. Data capture and condition rating of street furniture was undertaken late 2016/early 2017 in the town centres. Rural settlements still have to be done. Park furniture in Matamata has been captured and rated. The asset data and condition scores of street and park furniture are still to be captured in the asset database.

8   PLAN IMPROVEMENT AND MONITORING

The purpose of the Improvement Plan is to:
- Identify, develop and implement AM planning processes
- Identify and prioritise ways to cost-effectively improve the quality of the AMP
- Identify indicative time-frames, priorities, and human and financial resources required to achieve AM planning objectives.

8.1   Historical Improvement Plan

The Improvement Plan (IP) for the previous Long Term Plan period (2015-25) is shown in Appendix 8 and has been updated to reflect what improvements have been achieved. Where work still needs to be done or the scope of the improvement has changed these have been incorporated into the new Improvement Plan for the 2018-28 LTP period.

8.2   New Improvement Plan

8.2.1   How to read the new Improvement Plan

Individual Improvement Plan items are identified by an alphanumeric number (e.g. 2015.P.1.1). The year portion of the number will allow projects that are carried forward to the next generation AMP to be tracked back to the source. The AMP identifier refers to the activity (P= Parks and Open Spaces AMP; F = Community Facilities and Buildings AMP). The next number links to the most appropriate chapter of the AMP and the final number serves as a unique identifier for the item.
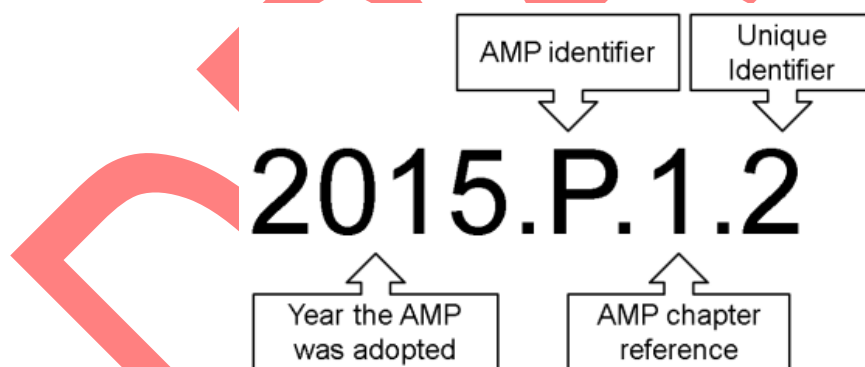
In the example above, one can see at first glance that the item comes from the 2015 Parks and Open Spaces AMP, that it is relevant to Chapter 1 and is the second improvement item relevant to Chapter 1.

The Priority column gives an indication of the relative importance or urgency of the item.

Table 8.1: Priority ratings in Improvement Plan

	Priority	Explanation
1	Very High priority	These improvement tasks should be implemented in the short term (ie in the next year) Typically the higher benefit improvements improve legislative compliance, greatly enhance operational efficiency, provide significant cost savings or mitigate major risk
2	High Priority	These improvement tasks should be implemented in the short to medium term
3	Medium Priority	These improvement tasks should be considered for implementation in the longer term
4	Low Priority	These improvements provide relatively low value for money, and should only be implemented after higher priority improvement tasks
5	Very Low Priority	These improvement tasks provide the least benefit for the highest cost, and should only be implemented if they are a pre-requisite for another task, or there are no other higher priority tasks

The Driver column in the Improvement Plan relates back to the components of the Compliance Tool diagram (Figure 2.4).

The Element column refers to the elements that help define the various level of asset management (see Table 8.2 below). These are derived from the International Infrastructure Management Manual.

Table 8.2: Levels of asset management

	Element	Minimum	Core	Intermediate
1	AM Policy Development	Corporate expectations expressed informally and simply, e.g. "all departments must update AM Plans every three years".	Defined policy statements for all significant activities. Clear linkage to corporate goals. Policy supported by high level action plans with defined responsibilities for delivery.	AM Policy and Strategy reviewed and adopted by Executive Team each year. Expectations of each activity area defined with detailed action plans, resources, responsibilities and timeframes.
2	Levels of Service and Performance Management	Asset contribution to organisations objectives and some basic levels of service have been defined.	Customer Groups defined and requirements informally understood. Levels of service and performance measures in place covering a range of service attributes. Annual reporting against performance targets.	Customer Group needs analysed. Costs to deliver alternate key levels of service are assessed. Customers are consulted on significant service levels and options.

	Element	Minimum	Core	Intermediate
3	Demand Forecasting	Demand forecasts based on experienced staff predictions, with consideration of known past demand trends and likely future growth patterns.	Demand forecasts based on robust projection of a primary demand factor (e.g. population growth) and extrapolation of historic trends. Risk associated with demand change broadly understood and documented.	Demand forecasts based on mathematical analysis of past trends and primary demand factors. A range of demand scenarios is developed (e.g. high/medium/low).
4	Asset Register Data	Basic physical information recorded in a spreadsheet or similar (e.g. location, size, type) but may be based on broad assumptions or not complete.	Sufficient information to complete asset valuation – as for 'minimum' plus replacement cost and asset age/life. Asset hierarchy, asset identification and asset attribute systems documented.	A reliable register of physical and financial attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place. High level of confidence in critical asset data.
5	Asset Condition	Condition assessment at asset group level (top down). Supports minimum requirements for managing critical assets and statutory requirements (e.g. safety)	Condition assessment programme in place of major asset types, prioritised based on asset risk. Data supports asset life assessment. Data management standards and processes documented. Programme for data improvement developed.	Condition assessment programme derived from benefit cost analysis of options. A good range of condition data for all asset types (may be sampling based). Data management processes fully integrated into business processes. Data validation process in place.

Once the AMP has been adopted, the Improvement Plan should be updated monthly and priorities reviewed annually.

The working copy of the Improvement Plan is stored in RM 1929982 in Excel spreadsheet format for ease of updating and filtering. Once updated, a snapshot of the IP is copied into the AMP.

8.2.2 Improvement Plan 2018-28

TO DO: Renumber whole IP

Table 8.3 provides a snapshot of the Improvement Plan, sorted by Improvement Item number. This provides an easy way to find the Improvement Items referred to within the text of the AMP.

Table 8.4 provides a snapshot of the Improvement Plan in a different format, based on the elements of asset management that each item relates to. It should be noted however that individual Improvement Items often relate to more than one of the elements. Table 8.4 also provides an indication of the current level and desired levels of asset management for each element.

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Table 8.3: Improvement Plan

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
2015.P.3.11		2	Record all visitor structures along tracks in Asset Database	Risk management andscription of assets and Lifecycle decision making	Asset Register Data	ASO		To be uploaded into AssetFinda once hierarchy has been finalised
~~2015.P.3.12~~	-	~~2~~	~~Develop/Update Reserve Management Plans for Premier Parks a. Te Aroha Domain b. Hetana Street Reserve c. Howie Park d. Firth Tower~~	~~Levels of Service~~	~~Decision making~~	~~PFP~~	-	Masterplan underway for Hetana Street. Reviewing Premier Park Category so may not be relevant anymore? Split into new ones for Mplans and RMPs as relevant
		1	Develop masterplan for Hetana Street Reserve	Levels of Service	Decision making	PFP/Consultants		
		2	Review management plan for Te Aroha Domain	Levels of Service	Decision making	PFP/Consultants		
		2	Review RMP for Firth Tower OR develop a masterplan first	Levels of Service	Decision making	PFP/Consultants		
		1	Amend RMP for Tui Park / Possible develop masterplan first?	Levels of Service	Decision making	PFP/Consultants		To deal with bike skills and dog exercise proposals as both are significant departure from what current RMP allows

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
2015.P.3.13		3	Develop a Reserve Management Plan for Linkage Parks	Levels of Service	Decision making	PFP		To do after Open Spaces Startegy Review
2015.P.3.14		5	Investigate condition and performance of esplanade reserves (Linkage Parks)	Levels of Service	Asset Condition	PFP		No progress
2015.P.3.15		4	Improve database of potential esplanade strips to purchase and timelines in which to purchase them	Description of Assets	Asset Register Data	PFP		Current Council sees it as less of a priority than previous Council.
2015.P.3.16		2	Develop a Reserve Management Plan for Natural Parks	Levels of Service	Decision making	PFP		Awaiting outcome of Treaty Setttlements as Joint Governance or Joint Management structure likely over some Natural Parks in Te Aroha

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
2015.P.3.17		1	Develop a Reserve Management Plan for Outdoor Adventure Parks (e.g. Te Miro Forest)	Levels of Service	Decision making	PFP		Likely to be 2021 due to resourcing
2015.P.3.18		2	Investigate and determine which Special Purpose Sites that are gazetted reserves under the Reserves Act 1977 may require reserve management plans to be developed or updated (e.g. Matamata Aerodrome, Stanley Landing)	Levels of Service	Decision making	PFP		Stocktake of land underway as part of Open Spaces Strategy Review
2015.P.3.19		1	Develop/Update Reserve Management Plans for Aerodrome	Levels of Service	Decision making	PFP/External Resource		Underway
2015.P.3.2		3	Investigate status of Council's parks that do not have reserve status under the Reserves Act 1977 & make recommendations about which parks may benefit from reserve status & proceed with gazetting process where required	Description of Assets	Decision making	PFP		Underway. Being reviewed as part of ADB migration and Open Spaces Strategy Review.

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
2015.P.3.20		3	Review Cemetery Management Plan after expansion projects	Levels of Service	Decision making	PFP		Await outcome of Burial and Cremation Act review
2015.P.3.21		3	Develop manitenance and renewal programme for internal roads and carparks	Lifecycle decision making	Renewal Planning	APO		
2015.P.3.22		2	Capture street furniture and park furniture in asset database	Description of Assets	Asset Register Data	PFP/ASO		Initial work done. Data to be uploaded to AssetFinda once structure confirmed
2015.P.3.23		1	Develop a street and park furniture policy	Lifecycle decision making	AM Policy Development	PFP		Dependent on Streetscape Projects & Open Spaces Strategy Review
2015.P.3.24		1	Investigate opportunities for shared services with MoE for playgrounds and sportsfields	Levels of Service	Decision making	PFP		Not started
2015.P.3.25		1	Revise Signage Strategy	Levels of Service	AM Policy Development	PFP		Startegy adopted. Manual/technical spec under development, Maybe keep on here with a date in 5 years time to remind a light review?
NEW			Update Signage Manual to comply with Te Reo Policy	Levels of Service	Decision making	PFP		Started work on it with Comms. Other priorities due to LTP. To resume once AMP updates completed.
2015.P.3.26		2	Develop a street tree maintenance schedule	Levels of Service	Maintenance Planning	POM		Additional funding sought in LTP

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
~~2015.P.3.27~~	-	~~1~~	~~Revise Track Strategy~~	~~Description of Assets and Levels of Service~~	~~AM Policy Development~~	~~PFP~~	-	Being incorporated into Open Spaces Strategy
2015.P.3.28		3	Review District Tree Strategy	Levels of Service	AM Policy Development	PFP		Current Council sees it as less of a priority than previous Council.
2015.P.3.29		1	Capture and condition rate all tracks on Council land in asset database including those maintained by others	Description of Assets	Asset Register Data	PFP/ASO		Done but needs to be uploaded into AssetFinda
2015.P.3.3		2	Investigate and report on reserves that may benefit from reclassification under the Reserves Act 1977	Levels of Service	Decision making	PFP		Underway as part of Open Spaces Strategy Review
2015.P.3.30		3	Conduct track and visitor structure condition rating assessment at least every three years	Risk Management	Asset Condition	APO		Done but needs doing agin in 3 years time
2015.P.3.31		2	Develop an auditing regime for tracks	Levels of Service	Quality Management	PRAG		
NEW			Verify land data and migrate to AssetFinda	Description of Assets	Asset Register Data	ASTL		
NEW			Asset mapping of parks and open spaces	Description of Assets	Asset Register Data	PFP/Xyst		Underway. Mapping of major assets at each park and open space will enable better Ops & Maint Scheduling, development of SLAs and Minimum Specifications; improved data to consider effects

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
								of changing LoS for an activity, better renewal planning etc.
NEW			Use Te Aranga Design Principles to engage with Tangata Whenua when developing a new park or redeveloping an existing park	Levels of Service	Decision making	PFP/Project Managers		Using it at Hetana Street. Feedback from Mana Whenua to continue using it until a local protocol is developed in future.
NEW			Work with Tangata Whenua to identify sites of significance at P&OS	Levels of Service	Decision making	PFP		
NEW			Seek opportunities to improve storytelling at P&OS including signage, design, art etc. Work with Tangata Whenua to identify stories associated with sites.	Levels of Service	Decision making	PFP		
NEW			Develop a master plan for MV Recreation Ground	Levels of Service	Decision making	PFP/Consultant		
NEW			Investigate & Develop Dog Exercise Ares	Levels of Service	Decision making	PFP/Consultant		Some work done on Spur Street section of Boyd Park and section of Tui Park.
NEW			Investigate demand & requirements for horse trails	Levels of Service	Decision making	PFP/Consultant		
NEW			Improve process for vested reserves, defects & liability period, asset handover	Levels of Service	Decision making			
NEW			Review District Sports Faiclities & Action Plan	Levels of Service	Decision making	PFP/SW/Consultants		

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
2015.P.3.33		2	Identify and document contaminated sites	Description of Assets	Asset Register Data	ASTL		
2015.P.3.34		1	Develop a Community Group Leases/Licences Policy	Risk Management	AM Policy Development	PFP		Has been workshopped with Council several times. Not a priority for elected members.
2015.P.3.36		2	Inspection regime for leased reserves and properties to be developed and implemented	Risk Management	Risk Management	PCPM		Property team restructured prior to Lockdown.
2015.P.3.37		2	Realign valuation numbers for parks so that there is one valuation number for each park (i.e. all the land parcels that make up the park have the same valuation number)	Description of Assets	Asset Register Data	ASTL		Current Council sees it as dess of a priority than prealous Council.
2015.P.3.42		2	Implement systems for mananding defects at playgrounds	Lifecycle decision making	Maintenance Planning	ASTL		
2015.P.3.44		3	Investigate feasibility and options for upgrading Howie Park entrance and internal road	Levels of Service	Decision making	PFP		Concept plans developed. LTP project.
2015.P.3.45		3	Investigate general property land data and values in AMP based on current data	Description of assets	Asset Register Data	ASTL		Property data review as part of AssetFinda migration underway
2015.P.3.46	-	4	Feasibility study for Stanley Landing development of walkway, picninc area	Levels of service	Decision making	PFP		Remove. Project no longer in LTP. Rail trail has a rest area opposite so no real need
2015.P.3.5	-	1	Review/Revise General Policies Reserve Management Plan	Levels of Service	Decision making	PFP		Completed

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
2015.P.3.6		3	Develop a Reserve Management Plan for Amenity Parks	Levels of Service	Decision making	PFP		To do after Open Spaces Startegy Review
2015.P.3.7		3	Develop a Reserve Management Plan for Neighbourhood Parks	Levels of Service	Decision making	PFP		To do after Open Spaces Startegy Review
2015.P.3.8		3	Develop a Reserve Management Plan for Sports & Recreation Parks	Levels of Service	Decision making	PFP		To do after Open Spaces Startegy Review
2015.P.3.9		1	Memorandum of Understanding with major sports park users	Risk Management	Levels of Service and Performance Management	PFP		Not started.
2015.P.4.1		1	Park user intercept surveys e.g. Yardstick Parkcheck Visitor Measures (at least every two years)	Levels of Service	Levels of Service and Performance Management	APO		
2015.P.4.10		2	Develop a more robust audit system and audit documentation to monitor KVS parks maintenance & operations	Levels of Service	Quality Management	PRAG		Awaiting asset mapping and SLA
2015.P.4.11		3	Participate in MyParx smart phone app	Levels of Service	Information Systems	Comms		Not started

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
2015.P.4.13		3	Develop Maintenance Schedules for P&OS	Levels of Service	Maintenance Planning	POM		Awaiting asset mapping and SLA
2015.P.4.14		3	Review parks and facilities brochures	Levels of Service	Information Systems	PFP		Not started
2015.P.4.2		2	Investigate ecological monitoring methods and priorities for natural parks and linkage parks	Sustainability	Levels of Service and Performance Management	PFP		Green Wheel Assessments done for Hawes Bush & Harold Catlin Reserve. Restoration Plan developed for Hawes Bush. Being implemented by Volunteers.
2015.P.4.3		1	Develop specifications / service delivery guidelines for Parks operations	Levels of Sevrice	Quality Management	PRAG		Awaiting asset mapping and SLA
2015.P.4.4		2	Develop a strategy for plant pests	Sustainability	AM Policy Development	PFP		Not started. High level policy in General Policies RMP.

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
2015.P.4.5		1	Plan change to remove 'reserves layer' in District Plan from parks and general properties that are not gazetted as reserves under Reserves Act 1977	Sustainability	AM Policy Development	PFP		Underway as part of the 'Settlements' Plan Change
2015.P.4.6		2	Update track information on website/investigate using Walking Access Commission platform	Levels of Service	Information Systems	PFP		Cappacity issues - other priorities
2015.P.4.7		2	Update park information on website	Levels of Service	Information Systems	PFP		Cappacity issues - other priorities
2015.P.4.8		2	Update tracks brochure	Levels of Service	Information Systems	PFP		Cappacity issues - other priorities
2015.P.5.1		2	Investigate systems to better support and manage volunteer community groups	Risk Management and Sustainability	Risk Management	PFP		Workshopped with Council. Cappacity issues/other priorities
2015.P.6.2		3	Investigate ways to assist achievement of Sustainability Policy	Sustainability	AM Policy Development	PFP		Recycled furniture being trialled. Also reskinning of signs.
2015.P.7.1		1	Review risk assessment for critical assets and develop risk action plans	Risk Management	Risk Management	PFP		
2015.P.7.2		2	Develop Business Continuity Plans for Parks and Open Spaces	Risk Management	Risk Management	PRAG		BCP for cemetery updated.
2015.P.9.3		3	Asset lifecycle factors to be considered in revision of Track Strategy	Lifecycle decision making	Renewal Planning	PFP		Incorporated in Open Spaces Startegy Review

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
2018.P.2.1		3	Develop a protocol for grass harvesting/grazing at undeveloped reserves or incorporate policies within GP RMP review	Sustainability	Decision making	PFP		Commentary in General Policies RMP but protocol still to be developed
2018.P.2.2		4	Develop/Review Reserve Management Plans for Special Purpose Sites	Levels of Service	Decision making	PFP/External Resource		Lower priority than other RMPs
2018.P.3.1		1	Review Open Spaces Strategy: * General review/update * Improve playgrounds section * Consider incorporating Track Strategy * Develop Streetscape Categories	Lifecycle decision making	Decision making	PFP		Underway. Initial consultation has included two surveys, stakeholder workshops and mana whenua hui.
2018.P.3.2		1	Develop Terms of Reference for PRAG	Lifecycle decision making	Decision making	PRAG		
2018.P.3.3		1	Rationalise CRM categories for Parks & Open Spaces CRMS to enable better reporting	Levels of Service	Decision making	PRAG		Done
2018.P.4.1		2	Rationalise mountian bike track network in Te Aroha and improve range of grades avaiable	Levels of Service	Decision making	PFP and mountain bike club		Awaiting MTB Club
2018.P.4.2		2	Improve wayfinding at Te Aroha Mountain Bike Tracks	Levels of Service	Risk Management	PFP and mountain bike club		Awaiting MTB Club. Club has new committee who seem more keen to do something
2018.P.5.1		1	Develop policy and improve process to guide reserve acquisitions through subdivision and fincial contributions	Lifecycle decision making	Decision making	PFP		Reserve Acquisition Policy has been drafted. Some more work needed on valuation, dispute resolution sections. Overarching policy under review so

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion	Progress Update (November 2020)
								need to ensure alignment not affected.
2018.P.5.2		1	Reconfigure structure of asset database to improve user-friendliness and dunctionality	Description of assets	Information Systems	ASTL		Migration to AssetFinda underway
2018.P.7.1		2	Periodic review of Works Orders to ensure any new ones are assigned to correct LTP activity groups	Lifecycle decision making	Decision making	PFP & ASO		
2018.P.7.2		2	Review KVS internal Works Orders to ensure they link to the correct LTP categories	Lifecycle decision making	Decision making	PFP & POM		

Table 8.4: Improvement Plan 2015-25 sorted by element of Asset Management

AM Policy Development				
Element	**Minimum 0 – 25**	**Core 26 – 50**	**Intermediate 51 – 75**	**Advanced 76 – 100**
1 AM Policy Development	Corporate expectations expressed informally and simply, e.g. "all departments must update AM Plans every three years".	Defined policy statements for all significant activities. Clear linkage to corporate goals. Policy supported by high-level action plans with defined responsibilities for delivery.	AM Policy and Strategy reviewed and adopted by Executive Team each year Expectations of each activity area defined with detailed action plans, resources, responsibilities and timeframes.	AM Policy and Strategy fully integrated into the organisations business processes and subject to defined audit, review and updating procedures
Current Status	Core-Intermediate	Current status • Council has implemented a restructure to allow a high level focus on AM • AM Policy and Strategy reviewed and adopted by Executive Team each year		

		• Expectations defined for activity areas with action plans, resources, responsibilities and timeframes • Processes are in place though not necessarily able to deliver on all expectations • Improvements identified in improvement plan
Appropriate Target	Intermediate	Future status • All processes in place, aligned and consistent • Related policies and strategies revised and aligned for consistency • AM practices/processes are embedded and part of 'business as usual'

>>Insert table here

Levels of Service and Performance Management

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
2 Levels of Service and Performance Management	Asset contribution to organisations objectives and some basic levels of service have been defined.	Customer Groups defined and requirements informally understood. Levels of service and performance measures in place covering a range of service attributes. Annual reporting against performance targets.	Customer Group needs analysed. Costs to deliver alternate key levels of service are assessed. Customers are consulted on significant service levels and options.	Levels of service consultation strategy developed and implemented. Technical and customer levels of service are integral to decision making and business planning.
Current Status	Core	- Annual Customer Survey - Customer request management module (CRM) - Response times reported for some activities - LoS costs are known to some extent but there are gaps and alternative options are seldom analysed - Key stakeholders are known and needs are generally understood - LTP consultation process includes pre-consultation on LoS options		
Appropriate Target	Intermediate	- Measurable technical performance measures that provide useful information for decision-making - User intercept surveys to gather more detailed data on stakeholder needs and expectations - Minimum specifications to clarify expectations around service delivery outcomes - Key LoS options are cost analysed		

>>Insert table here

Demand Forecasting

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
3 Demand Forecasting	Demand forecasts based on experienced staff predictions, with consideration of known past demand trends and likely future growth patterns.	Demand forecasts based on robust projection of a primary demand factor (e.g. population growth) and extrapolation of historic trends. Risk associated with demand change broadly understood and documented.	Demand forecasts based on mathematical analysis of past trends and primary demand factors. A range of demand scenarios is developed (e.g. high/medium/low).	As for 'intermediate' plus risk assessment of different demand scenarios with mitigation actions identified.
Current Status	Core	• Understanding of aging population • District Plan changes underway • Recent Population Growth Scenario Projections (2016) • Open Spaces Strategy (2013) • Regional Sports Facilities Plan (2014) • District Sports Facility Plan under development		
Appropriate Target	Core	• Period review of demographic, economic and recreation trend assumptions • Implement Open Spaces Strategy • Periodic review of Open Spaces Startegy		

Asset Register Data

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
4 Asset Register Data	Basic physical information recorded in a spreadsheet or similar (e.g. location, size, type) but may be based on broad assumptions or not complete.	Sufficient information to complete asset valuation – as for 'minimum' plus replacement cost and asset age/life. Asset hierarchy, asset identification and asset attribute systems documented.	A reliable register of physical and financial attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place. High level of confidence in critical asset data.	Information on work history type and cost, condition, performance, etc recorded as asset component level. Systematic and fully optimised data collection programme. Complete data base for critical assets; minimal assumptions for non-critical assets.
Current Status	Core	• Maintenance cost data for individual assets often not known • Data not complete • Reasonable confidence in critical asset data • New activity group structure introduced with effect 1 July 2015 • Condition data for some assets have been captured but not entered in database yet		
Appropriate Target	Intermediate	• Accurate asset data for vested assets, received and inputted in a timely manner • Accurate asset data for capital and renewal received and captured in a timely manner • All critical assets captured and flagged in database (including visitor structures) • High confidence in critical asset data • Systematic asset data capture and verification programmes in place • Improved alignment with new LTP categories		

>>Insert table here

Asset Condition Data				
Element	**Minimum 0 – 25**	**Core 26 – 50**	**Intermediate 51 – 75**	**Advanced 76 – 100**
5 Asset Condition	Condition assessment at asset group level (top down). Supports minimum requirements for managing critical assets and statutory requirements (e.g. safety)	Condition assessment programme in place of major asset types, prioritised based on asset risk. Data supports asset life assessment. Data management standards and processes documented. Programme for data improvement developed.	Condition assessment programme used to derive benefit cost analysis of options. A good range of condition data for all asset types (may be sampling based). Data management processes fully integrated into business processes. Data validation process in place.	The quality and completeness of condition information supports risk management, lifecycle decision making and financial/performance reporting. Periodic reviews of programme suitability carried out.
Current Status	Minimum (Core for some assets)	• Condition assessment is not undertaken for most Parks and Open Spaces assets • Playgrounds are condition-rated annually • Structural assessment for structures six-yearly by engineer		
Appropriate Target	Core	• Visitor structures (viewing platforms, bridges, boardwalks) to be condition rated every 3 years • Street and park furniture to be condition-rated periodically to monitor maintenance and schedule renewals • Tracks to be condition-rated every 3years • Systematic condition-rating programmes in place for high risk or high replacement cost assets • Condition rating information used to update asset lives		

>>Insert table here

Risk Management				
Element	**Minimum 0 – 25**	**Core 26 – 50**	**Intermediate 51 – 75**	**Advanced 76 – 100**
6 Risk Management	Critical assets understood by staff involved in maintenance/renewal decisions.	Risk framework developed. Critical assets and high risks identified. Documented risk management strategies for critical assets and high risks.	Systematic risk analysis to assist key decision-making. Risk register regularly monitored and reported. Risk managed consistently across the organisation.	Formal risk management policy in place. Risk is quantified & mitigation options evaluated. Risk integrated into all aspects of decision making.
Current Status	Core	- Risk matrix developed - Critical assets identified		
Appropriate Target	Intermediate	- Corporate risk framework implemented - Risk register regularly monitored and reported - Risk action plans for critical assets - Business continuity plans		

>>Insert table here

Decision-making				
Element	**Minimum 0 – 25**	**Core 26 – 50**	**Intermediate 51 – 75**	**Advanced 76 – 100**
7 Decision Making	AM decisions based largely on staff judgement and agreed corporate priorities.	Formal decision making techniques (MCA/BCA) are applied to major projects and programmes.	Formal decision making and prioritisation techniques are applied to all operational and capital asset programmes within each main budget category. Critical assumptions and estimates are tested for sensitivity to results.	As for 'intermediate' plus…. The framework enables projects and programmes to be optimised across all activity areas. Formal risk based sensitivity analysis is carried out.
Current Status	Core	• Capital and renewal - prioritisation techniques applied to Bulk Funded items • Strategies and LoS do not necessarily always drive decision-making		
Appropriate Target	Core	• LoS, Strategies, and Risk, to have greater influence on prioritisation • Increased use of renewal profiles to aid decision making • More systematic approach to operations and maintenance tasks • Park Categories from Open Spaces Strategy used to guide decision-making		

>>Insert table here

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Renewal Planning

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
8 Renewal Planning	There is a schedule of proposed renewal projects and associated costs, based on staff judgement of future requirements.	Projects have been collated from a wide range of sources such as operational staff and risk processes. Renewal projects for the next three years are fully scoped and estimated.	As for "core" plus formal options analysis and business case development has been completed for major projects in the 3-5 year period. Major renewal projects for the next 10-20 years are conceptually identified and broad cost estimates are available.	Long term renewal investment programmes are developed using advanced decision techniques such as predictive renewal modelling
Current Status	Core	- Renewal profiles from SAM available for some assets - Fixed renewal budgets for playgrounds, tracks and track structures - Most Parks and Open Spaces assets are not depreciated		
Appropriate Target	Core	- Greater use of renewal profiles and asset data to set budgets - Condition-rating programmes to feed into renewal planning		

>>Insert table here

Maintenance Planning				
Element	**Minimum 0 – 25**	**Core 26 – 50**	**Intermediate 51 – 75**	**Advanced 76 – 100**
9 Maintenance Planning	Organisational objectives and how asset functions support these are understood. Compliant with legislation and regulations. Maintenance records maintained.	Asset criticality considered in response processes. Fault tracing and closure process. Strategy for prescriptive versus performance-based maintenance developed. Key maintenance objectives established and measured.	Contingency plans for all maintenance activities. Asset failure modes understood. Frequency of major preventative maintenance optimised using benefit-cost analysis. Maintenance management software implemented.	Forensic root cause analysis for major faults. Optimisation of all reactive and planning programmes alongside renewal planning. Procurement models fully explored.
Current Status	Minimum overall, Core for play equipment	• CRM system • Maintenance often reactive • Maintenance planning often not formalised		
Appropriate Target	Core	• Performance measures based on response times • Maintenance schedules implemented for routine and critical tasks • Asset condition data used for maintenance planning • Key objectives established and measured		
Element	**Minimum 0 – 25**	**Core 26 – 50**	**Intermediate 51 – 75**	**Advanced 76 – 100**
10 Capital Works Planning	There is a schedule of proposed capital projects and associated costs, based on staff judgement of future requirements.	Projects have been collated from a wide range of sources such as operational staff and risk processes.	As for "core" plus formal options and business case analysis Development has been completed for major projects in the 3-5 year period.	Long term capital investment programmes are developed using advanced decision techniques such as

		Capital projects for the next three years are fully scoped and estimated.	Major capital projects for the next 10-20 are conceptually identified and broad cost estimates are available.	predictive renewal modelling (refer section 3.1)
Current Status	Core	• Projects have been collated from a wide range of sources • Prioritisation techniques are applied to Bulk Funded items • Major capital projects for next three years in LTP • Minor Projects funded form Bulk Fund		
Appropriate Target	Core	• LoS, Strategies, and Risk, Buisness Cases to have greater influence on prioritisation • Park Categories from Open Spaces Strategy used to guide capital works planning		

See also: 'Decision-making' section

Financial and Funding Strategies

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
11 Financial and Funding Strategies	Financial forecasts are based on extrapolation of past trends and broad assumptions about the future. Assets are re-valued in accordance with International Financial Reporting Standards (IFRS).	Ten year+ financial forecasts based on current AMP outputs. The quality of forecasts meets IFRS requirements. Significant assumptions are specific and well-reasoned. Expenditure captured at a level useful for AM analysis.	Ten year+ financial forecasts are based on current and comprehensive AMPs with detailed supporting assumptions / reliability factors. Asset expenditure information is linked with asset performance information.	The business unit publishes reliable ten year+ financial forecasts based on comprehensive, advanced AMPs with detailed underlying assumptions and high confidence in accuracy. Advanced financial modelling provides sensitivity analysis, evidence-based whole of life costs and cost analysis for level of service options.

Current Status	Core	• Funding Policy • Ten year financial forecast in AMP and LTP • Maintenance & Operations – based on historical expenditure
Appropriate Target	Core	• Renewals – based on asset performance and condition information • Optimised trade-off between maintenance and renewals in line with budget constraints

Asset Management Teams

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
12 AM Teams	AM allocated primarily to one or two people who have AM experience.	Cross-Council coordination occurs through a Steering Group or Committee, AM training occurs for primary staff. The executive team have considered options for AM functions and structures.	All staff in the organisation understand their role in AM, it is defined in their job descriptions, and they receive supporting training aligned to that role. A person on the Executive Team has responsibility for delivery the AM Policy/Strategy.	A formal AM capability building programme is in place and routinely monitored. The AM structure has been formally reviewed with consideration of the benefits and cost of options.

Current Status	Intermediate	• Focused AM team as a result of a restructure to strengthen AM planning • AM training needs identified as required • A person on the Executive Team has responsibility for delivery the AM Policy/Strategy
Appropriate Target	Intermediate	• All appropriate staff in the organisation understand their role in AM, it is defined in their job descriptions, and they receive training aligned to that role

Asset Management Plans

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
13 AM Plans	Plan contains basic information on assets, service levels, planned works and financial forecasts (5-10 years) and future improvements.	As for 'Minimum' plus executive summary, description of services and key/critical assets, top down condition and performance description, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, 3 year AM improvement plan.	As for 'Core' plus analysis of asset condition and performance trends (past/future), effective customer engagement in setting LoS, ODM/risk techniques applied to major programmes.	As for 'Intermediate' plus evidence of programmes driven by comprehensive ODM techniques, risk management programmes and level of service/cost trade-off analysis. Improvement programmes largely complete with focus on ongoing maintenance of current practice.

Current Status	Intermediate	• 30 year financial programme • 3 year improvement programme
Appropriate Target	Intermediate	• Intermediate status for all AMPs

Information Systems

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
14 Information Systems	Asset register can record core asset attributes – size, material, etc. Asset information reports can be manually generated for AMP input.	Asset register enables hierarchical reporting (at component to facility level). Customer request tracing and planned maintenance functionality enabled. System enables manual reports to be generated for valuation, renewal forecasting.	More automated analysis reporting on a wider range of information. Key operations, unplanned maintenance and condition and performance information held.	Financial, asset and customer service systems are integrated and all advanced AM functions are enabled.
Current Status	Core	- Authority AM - Authority SAM (limited application in Parks and Open Spaces at this stage) - System functionality constrained by data (e.g. assets not captured yet) and structure - Planned maintenance functionality is available but not implemented by Service Delivery - CRM - GIS		
Appropriate Target	Core	- Data systematically captured and updated to improve functionality of systems - Database structure and functionality improvements - Planned maintenance functionality implemented - Condition and performance information held for critical assets		

Service Delivery Mechanisms

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
15 Service Delivery Mechanisms	Service delivery roles clearly allocated (internal and external), generally following historic approaches.	Contracts in place for external service provision. Core functions defined.	Internal service level agreements in place with internal service providers. Contracting approaches reviewed to identify best delivery mechanism. Tendering/contracting policy in place. Competitive tendering practices applied.	All potential service delivery mechanisms reviewed and formal analysis carried out. Risks, benefits and costs of various outsourcing options are considered.

Current Status	Core	• Internal service level agreements with internal service providers not in place or out of date • S17A Reviews completed • External contracts in place • Internal procedures in Promapp • Procurement Strategy • Approved Contractors List • Contracts Procedures Manual
Appropriate Target	Intermediate	• Service Level Agreements and minimum service delivery standards for internal providers

See: 'Quality Management' and 'Levels of Service and Performance Management' sections of this Improvement Plan for related improvements.

Quality Management				
Element	**Minimum 0 – 25**	**Core 26 – 50**	**Intermediate 51 – 75**	**Advanced 76 – 100**
16 Quality Management	Simple process documentation in place for service-critical activities.	Defined quality policy and basic Quality Management System. All critical activity processes documented.	Process documentation implemented in accordance with the Quality Management System plan. All processes documented to appropriate level of details.	ISO 9001 certification achieved and surveillance audits demonstrates the satisfactory operation of the Quality Management System.
Current Status	Intermediate	• ISO 9001 accredited • Internal & external auditing but not acorss all areas • Corporate quality systems (currently moving to Promapp) • Not all Parks activities are covered by the quality system		
Appropriate Target	Advanced	• Minimum specifications for service delivery • Improved quality procedures and documentation at operational level • Improved auditing of opertaions and maintenance tasks		

IP Number	Priority	AMP	Improvement	Element	Action Officer	Target completion
2015.P.4.3	1	POS	Develop specifications / service delivery guidelines for Parks operations	Quality Management	PRAG	2018-19
2015.P.3.31	2	POS	Develop an auditing regime for tracks	Quality Management	PRAG	2018-19

2015.P.4.10	2	POS	Develop a more robust audit system and audit documentation to monitor KVS parks maintenance & operations	Quality Management	PRAG	2018-19

Improvement Planning				
Element	**Minimum 0 – 25**	**Core 26 – 50**	**Intermediate 51 – 75**	**Advanced 76 – 100**
17 Improvement Planning	Improvement actions identified and allocated to appropriate staff.	Current and future AM performance assessed and gaps used to drive the improvement actions. Improvement plans identify objectives, timeframes, deliverables, resource requirements and responsibilities.	Formal monitoring and reporting on the improvement programme to Executive Team. Project briefs developed for all key improvement actions.	Improvement plans specify key performance indicators (KPIs) for monitoring AM improvement and these are routinely reported.

Current Status	Intermediate	• Improvement plan identifies objectives, timeframes, deliverables, resource requirements and responsibilities
Appropriate Target	Intermediate	• Project briefs developed for all major improvement actions

APPENDICES

Appendix 1   :   MoU Register

Appendix 2   :   Organisational Structure

Appendix 3   :   Vision for Park Categories

Appendix 4   :   Community Outcomes and Levels of Service 2015-25 LTP

Appendix 5   :   Financial Policy

Appendix 6   :   Bulk Fund Process

Appendix 7   :   Renewal Profile Example

Appendix 8   :   Improvement Plan from 2015-25 AMP

Appendix 1 : MoU Register

Organisation	Scope	RM Reference	Expiry Date
Te Miro Mountain Bike Club	Track maintenance	1778234	20 November 2018
Te Aroha Mountain Bike Club	Track maintenance	1989209	28 February 2023
Te Aroha & Districts Tramping Club	Track maintenance	1791938	25 July 2021
Te Aroha Fish & Game Society	Track maintenance	-	Draft – awaiting Club response.
Te Aroha BMX Club	Track maintenance	1626201	8 June 2020
Department of Conservation	Mount Te Aroha	1105393	Indefinite

Appendix 2 :   Organisational Structure

Assets, Strategy & Policy (AS&P)

Kaimai Consultants (KC)

Chief Executive Officer

Group Manager Service Delivery

Kaimai Consultants Manager

Team Leader Projects

Design Engineer - Roading

Senior Contract Supervisor – Roading

Projects Engineer - Roading

Engineering Officer – Roading

Surveyor

Engineering Administrator

Coordinator Operations and Projects

Urban Consents Engineer (fixed term)

Consents Engineer (Support)

Kaimai Consultants Officer

Property Services Officers X 2

Kaimai Valley Services (KVS)

Chief Executive Officer

Group Manager Service Delivery

KVS Manager

Office Manager
P/T Office Clerk
Casual Office Clerk
KVS Workflow Administrator
KVS Accounts Payable & Payroll Clerk

Reticulation Team Leader	Works Team Leader	Water Operations Manager	Waste Water Operations Manager	Parks & Reserves Operations Manager
Foreman/Drainlayer	Foreman	Foreman	Maintenance Foreman	Senior Foreperson Foreman
Retic Technicians	Yardman Builder Labourers	Water Technicians	Pump Station & Maintenance Operator Waste Water Technicians	Mower Operators Gardeners/Labourers Public Restroom Cleaners

Community Facility Operations (CFOps)

Chief Executive Officer

Group Manager Business Support

Facilities Operations Manager

Facilities Operations Advisor
Facilities Operations Administration Assistant
Community Facilities Team Member

Swim Zone Matamata and Morrinsville Manager	Swim Zone Te Aroha Manager	Te Aroha Mineral Spa Manager	Firth Tower Manager	Te Aroha i-SITE Visitor Centre Manager
Swim Zone Matamata Team Leader	Swim Zone Te Aroha Team Leader	Te Aroha Mineral Spa Therapists X 2	Firth Tower Assistants X 1 X 3 casual	Te Aroha i-SITE Visitor Centre - Information Advisors X 2 X 1 casual
Swim Zone Matamata Assistant Team Leader	Swim Zone Te Aroha Assistant Team Leader			
Swim Zone Lifeguards X 8	Swim Zone Lifeguards x 3 X 1 casual	Te Aroha Mineral Spa Attendants X 8 X 1 (casual)		Swim Zone Morrinsville Team Leader (fixed term) Swim Zone Morrinsville Assistant Team Leader (fixed term) Swim Zone Lifeguards (fixed term) x 5

Parks and Reserves Action Group (PRAG)

GM Business Support

Asset Manager Strategy & Policy

GM Service Delivery

KVS Manager

KC Manager

Parks & Facilities Planner

STRATEGY & POLICY
Strategy & Policy Development
S&P Analysis
Reserve Management Plans
Landowner Approvals
Affected Party Approvals
Asset Management Plans
Strategy & Policy advice
Technical advice

CAPITAL & RENEWAL
Project scoping
Strategic input
Project briefs (Co-ordinate)
LTP/AP inputs

MAINTENANCE & OPERATIONS
Strategic input
Policy advice
Levels of Service
Monitoring

PROJECTS
Strategic input
Policy advice
Project scoping
Project briefs

Parks Operations Manager

STRATEGY & POLICY
Input into relevant strategies,
policies & plans from operational
& maintenance perspective

CAPITAL & RENEWAL
Renewal Profiles
Works Orders
Asset Updates
Deliver assigned projects

MAINTENANCE & OPERATIONS
Routine maintenance
Reactive maintenance
Operations

PROJECTS
Project briefs (input)

**Coordinator
Operations & Projects**

STRATEGY & POLICY
Technical advice
Input into relevant strategies,
policies & plans

CAPITAL & RENEWAL
Technical advice
Volunteers
Deliver assigned projects

MAINTENANCE & OPERATIONS
Technical Advice
Volunteers
Monitoring

PROJECTS
(CAPITAL, RENEWAL, &
COMMUNITY-INITIATED
PROJECTS)
Project briefs (input)
Community-led projects
Stakeholder consultation
Project planning
Project implementation
Project management

Parks and Reserves Action Group (PRAG)

Appendix 3: Vision for Park Categories

Categories	Purpose
Premier Parks	Provide and enhance visitor experience.
Sport & Recreation Parks	Encourage participation in active recreation pursuits protection and enhancement of the environment, and which act as valuable educational and recreational resources without compromising their conservation value.
Neighbourhood & Amenity Parks	Provide for local play, passive recreation and general open space and beautification.
Linkage Parks	Allow for walk/cycle way networks to be developed, creating a future parks network joined by ribbons of green.
Natural & Outdoor Adventure Parks	Provide for the protection and enhancement of the environment Act as valuable educational and recreational resources without compromising conservation value.
Special Purpose Sites	Provide land for special purposes
Open Space Assets	Ancillary assets that support the functions of parks and open spaces

Appendix 4: Community Outcomes and Levels of Service 2015-25 LTP

Community Outcome	Rationale	Level of Service 2015-25 LTP	LTP Reported or Technical LOS ?	LTP Activity Group	Performance Measures	Historical Achievement Levels	Target				Additional Information
							2015-16	2016-17	2017-2018	2018-25	
1.a Council will aim to significantly reduce illegal activities and anti-social behaviour in our Community	Parks and Reserves that are free from vandalism or graffiti will encourage users of the reserves to feel safe and better utilise the facilities.	We will carry out studies to assess the safety for our parks to make them safer for our communities	Technical	Parks & Tracks	'Crime Prevention Through Environmental Design' studies will be carried out on one park per ward each year	Achieved	3 studies completed per year	3 studies completed per year	3 studies completed per year	3 studies completed per year	These studies investigate any safety concerns with a site and how they can be addressed to improve the overall safety of the site measured by the number of CPTED reports
		We will provide well maintained parks and reserves where users feel safe	Technical	Parks & Tracks	90% or more of vandalism and graffiti complaint CRMs will be responded to within the assigned timeframe	New measure.	90% or more	90% or more	90% or more	90% or more	A report will be generated from Authority's customer request module (CRM)
1f. Council services and activities will contribute to the health and wellbeing of our Community/ Iwi	Our sports fields will be of a good quality and meet the expectations of the users	We will provide good quality sports fields facilities to meet the needs of users	LTP	Parks & Tracks	Percentage of users satisfied/ very satisfied with sports fields	2009/10 91% 2010/11 96% 2011/12 96% 2012/13 88% 2013/14 77% 2014/15 81% 2015/16 79%	80% or more	80% or more	80% or more	80% or more	Measured by our Annual Customer Survey. Note: Survey methodology changed in 2012-13.
3a. Council's reserves and	Ensuring parks are attractive and well	We will promote and encourage the	Technical	Parks & Tracks	Increase in number of public bookings on Parks and Reserves (new measure	2011 39 events 2012 31 events	Benchmark	2% increase	2% increase	2% increase	Booking register statistics report

Community Outcome	Rationale	Level of Service 2015-25 LTP	LTP Reported or Technical LOS ?	LTP Activity Group	Performance Measures	Historical Achievement Levels	Target				Additional Information
							2015-16	2016-17	2017-2018	2018-25	
facilities will be safe, well maintained and accessible to encourage people to use them	maintained will encourage people to use them further	community to use our Parks and Reserves	LTP	Parks & Tracks	Percentage of users satisfied or very satisfied with parks and reserves	2009/10 94% 2010/11 96% 2011/12 96% 2013/14 88% 2014/15 85% 2015/16 79%	80% or more	80% or more	80% or more	80% or more	Measured by our Annual Customer Survey. Note: Survey methodology changed in 2012-13.
			Technical	Parks & Tracks	CRMs for mowing or horticultural maintenance responded to within 2 working days[63]	New measure.	90% or more	90% or more	90% or more	90% or more	A report will be generated from Authority's Customer Request Module (CRM)
	We will respond to customer enquiries in an efficient and appropriate manner	Customers will receive good customer service	Technical:	Parks & Tracks	90% of CRMs will be responded to within the assigned timeframes	New measure.	90% or more	90% or more	90% or more	90% or more	Measured through a report generated from Authority's Customer Request Module (CRM) Response times: *Health & Safety:*[64] Within 2 work hours[65] *Other:* Within 2 work days[66]

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[63] Work days are Monday to Friday, excluding statutory holidays. If the complaint is received on a statutory holiday or weekend day, then the 2 work days are counted from 8 am on the next working day.

[64] Issues that pose an immediate safety threat to users. Examples: exposed sharp objects (like nails or shards of glass), discarded needles; broken or missing safety barriers.

[65] Work hours are: 8 am to 5pm Monday to Friday, excluding statutory holidays. If the complaint is received on the weekend the 2 hours start 8am Monday. If the complaint is received on a statutory holiday the 2 hours start at 8 am on the next day that is not a statutory holiday nor a weekend day.

[66] Work days are Monday to Friday, excluding statutory holidays. If the complaint is received on a statutory holiday or weekend day, then the 2 work days are counted from 08:00 on the next working day.

Community Outcome	Rationale	Level of Service 2015-25 LTP	LTP Reported or Technical LOS ?	LTP Activity Group	Performance Measures	Historical Achievement Levels	Target 2015-16	Target 2016-17	Target 2017-2018	Target 2018-25	Additional Information
3a. Council's reserves and facilities will be safe, well maintained and accessible to encourage people to use them	People's safety will not be at risk whilst using playgrounds	Public playgrounds will be safe	LTP	Parks & Tracks	Playground safety will be assessed on a regular basis	Achieved	Inspections once every two weeks, and once every week during school holidays. An external audit undertaken annually to evaluate compliance with the relevant New Zealand Standard	Inspections once every two weeks, and once every week during school holidays. An external audit undertaken annually to evaluate compliance with the relevant New Zealand Standard	Inspections once every two weeks, and once every week during school holidays. An external audit undertaken annually to evaluate compliance with the relevant New Zealand Standard	Inspections once every two weeks, and once every week during school holidays. An external audit undertaken annually to evaluate compliance with the relevant New Zealand Standard	Measured by playground audit records
			Technical	Parks & Tracks	Annual external playground safety audit	2011-12 81% 2012-13 73% 2013-14 78%	Achieve above 75% in the annual playground audit	Achieve above 75% in the annual playground audit	Achieve above 75% in the annual playground audit	Achieve above 75% in the annual playground audit	Annual Playground Audit Report
		Public playgrounds will meet the needs of users	Technical	Parks & Tracks	Percentage of people satisfied/very satisfied with Council's current playground network	New measure	80% or more	80% or more	80% or more	80% or more	Would need to be added to Annual Customer Survey.

Community Outcome	Rationale	Level of Service 2015-25 LTP	LTP Reported or Technical LOS ?	LTP Activity Group	Performance Measures	Historical Achievement Levels	Target				Additional Information
							2015-16	2016-17	2017-2018	2018-25	
3a. Council's reserves and facilities will be safe, well maintained and accessible to encourage people to use them	We will show respect to our deceased by maintaining cemeteries at a standard that meets the satisfaction of cemetery visitors	Cemeteries will be maintained at a high standard	LTP	Cemeteries	Percentage of people satisfied/very satisfied with cemeteries, who have visited a Council cemetery in the last year	2012-13 92% 2013-14 79%	80% or more satisfied/very satisfied	80% or more satisfied/very satisfied	80% or more satisfied/very satisfied	80% or more satisfied/very satisfied	Measured by our Annual Customer Survey. Note: Survey methodology changed in 2012-13.
3a. Council's reserves and facilities will be safe, well maintained and accessible to encourage people to use them	We will respond to customer requests in an efficient and appropriate manner	We will provide well maintained carparks and street furniture and will address vandalism and graffiti in a timely manner.	LTP	Carparks and street furniture	Complaints about damage, vandalism and graffiti regarding Council carparks and street furniture will be responded to within the assigned timeframes.	New measure	90% of CRMs will be responded to within the assigned timeframes	90% of CRMs will be responded to within the assigned timeframes	90% of CRMs will be responded to within the assigned timeframes	90% of CRMs will be responded to within the assigned timeframes	Measured by CRM report *Health & Safety*:[67] Within 2 work hours[68] *Other:* Within 2 work days[69]

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[67] Issues that pose an immediate safety threat to users. Examples: exposed sharp objects (like nails or shards of glass), discarded needles; broken or missing safety barriers.

[68] Work hours are: 8 am to 5pm Monday to Friday, excluding statutory holidays. If the complaint is received on the weekend the 2 hours start 8am Monday. If the complaint is received on a statutory holiday the 2 hours start at 8 am on the next day that is not a statutory holiday nor a weekend day.

[69] Work days are Monday to Friday, excluding statutory holidays. If the complaint is received on a statutory holiday or weekend day, then the 2 work days are counted from 08:00 on the next working day.

Community Outcome	Rationale	Level of Service 2015-25 LTP	LTP Reported or Technical LOS ?	LTP Activity Group	Performance Measures	Historical Achievement Levels	Target				Additional Information
							2015-16	2016-17	2017-2018	2018-25	
3c. Council walking and cycling tracks will be promoted, well maintained and developed as resources allow	Maintenance of tracks will help to ensure they are safe and encourage people to use them	Tracks will be maintained to current standards	Technical	Parks & Tracks	Outdoor visitor structures shall be inspected on a two-yearly cycle by a person competent to undertake the inspection. High risk structures shall also be inspected on a six-yearly cycle by a competent structural engineer		All defects reported and actioned within six months of inspection report				Inspection records

Appendix 5: Financial Policy

See: RM# 1945372 for latest draft

Appendix 6: Bulk Fund Process
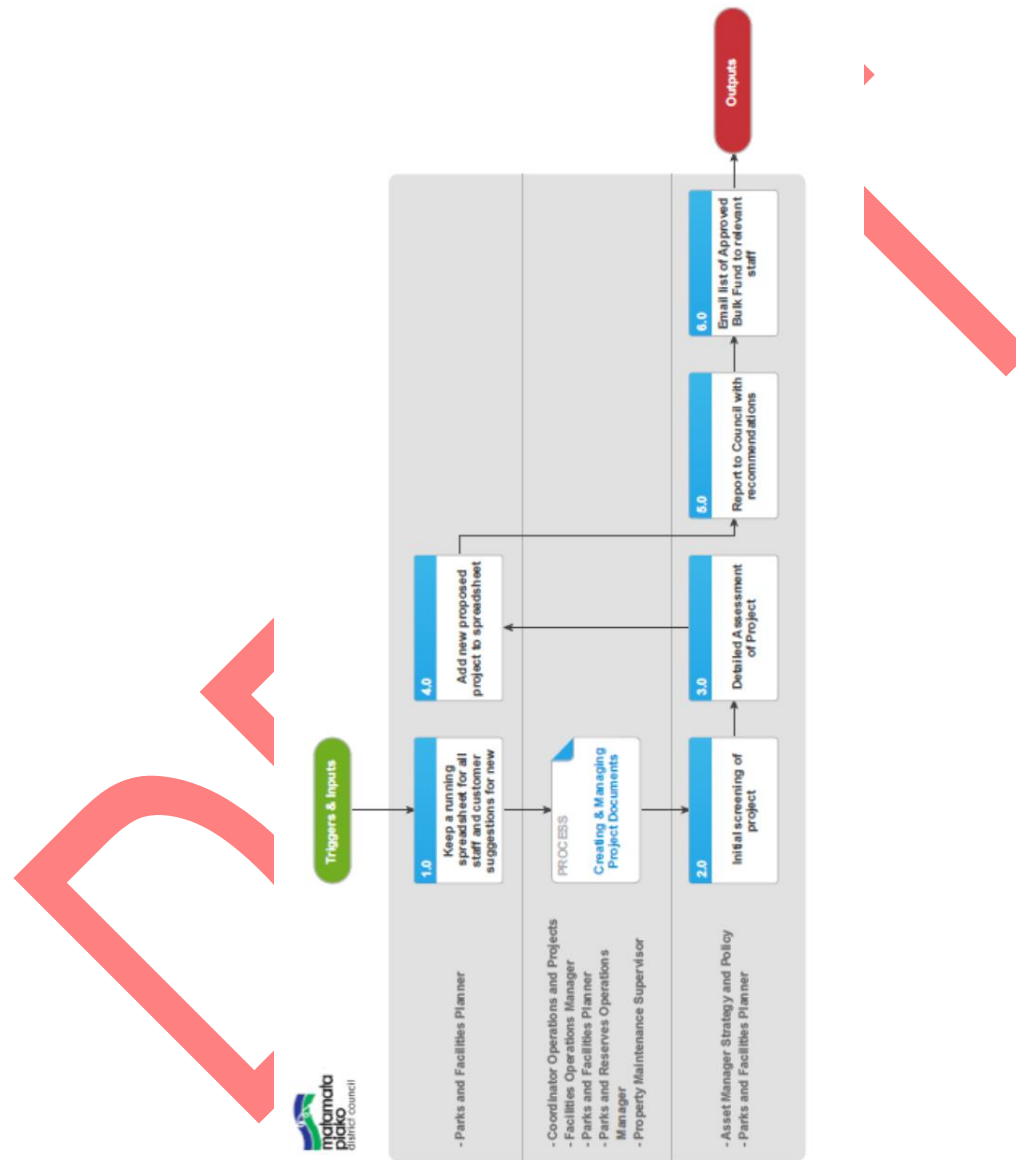
Appendix 7: Renewal Profile Example

Appendix 8: Improvement Plan from 2015-25 AMP

IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target comple-tion	Projected cost	Annual progress update (Month Year)
2015.P.3.10	1	Update fields in Asset Database (AM) to reflect new Park Categories and new LTP Activity Groups	Description of assets	Asset Register Data	Internal	ASO	2015-16		
2015.P.3.11	1	Capture all visitor structures along tracks in AM Database	Risk management and Description of assets and Lifecycle decision making	Asset Register Data	External	Xyst	2015-16		
2015.P.3.12	2	Develop/Update Reserve Management Plans for Premier Parks a. Te Aroha Domain b. Hetana Street Reserve c. Howie Park d. Firth Tower	Levels of Service	Decision making	External	CFP	2018-21		
2015.P.3.13	3	Develop a Reserve Management Plan for Linkage Parks	Levels of Service	Decision making	External	CFP	2023-24		
2015.P.3.14	5	Investigate condition and performance of esplanade reserves (Linkage Parks)	Levels of Service	Asset Condition	External	CFP	2023-24		
2015.P.3.15	4	Improve database of potential esplanade strips to purchase and timelines in which to purchase them	Description of Assets	Asset Register Data	Internal	CFP	2023-24		

IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target completion	Projected cost	Annual progress update (Month Year)
2015.P.3.16	2	Develop a Reserve Management Plan for Natural Parks	Levels of Service	Decision making	External	CFP	2015-16		
2015.P.3.17	2	Develop a Reserve Management Plan for Outdoor Adventure Parks (e.g. Te Miro Forest)	Levels of Service	Decision making	External	CFP	2015-16		
2015.P.3.18	2	Investigate and determine which Special Purpose Sites that are gazetted reserves under the Reserves Act 1977 may require reserve management plans to be developed or updated (e.g. Matamata Aerodrome, Stanley Landing)	Levels of Service	Decision making	External	CFP	2016-17		
2015.P.3.19	4	Develop/Update Reserve Management Plans for Special Purpose Sites as required	Levels of Service	Decision making	External	CFP	2016-17		
2015.P.3.2	4	Investigate status of Council's parks that do not have reserve status under the Reserves Act 1977 & make recommendations about which parks may benefit from reserve status & proceed with gazetting process where required	Description of Assets	Decision making	External	CFP	2018-21		

IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target completion	Projected cost	Annual progress update (Month Year)
2015.P.3.20	3	Review Cemetery Management Plan after expansion projects	Levels of Service	Decision making	Internal	CFP	2018-21		
2015.P.3.21	3	Develop manitenance and renewal programme for internal roads and carparks	Lifecycle decision making	Renewal Planning	KC	CFP	2017-18		
2015.P.3.22	1	Develop street furniture and park furniture asset database	Description of Assets	Asset Register Data	Internal	ASO	2016-17		
2015.P.3.44	3	Investigate feasibility and options for upgrading Howie Park entrance and internal road	Levels of Service	Decision making	Internal	CFP	2017-18		
2015.P.3.45	3	Investigate general property land data and values in AMP based on current data	Description of Assets	Asset Register Data	Internal	CFP & ASO	2016-17		
2015.P.3.23	3	Develop a street and park furniture policy			Internal	CFP	2016-17		
2015.P.3.24	3	Investigate opportunities for shared services with MoE for playgrounds and sportsfields	Levels of Service	Decision making	Internal	CFP	2016-17		
2015.P.3.25	1	Revise Signage Strategy	Levels of Service	AM Policy Development	Internal	CFP	2015-16		
2015.P.3.26	2	Develop a street tree maintenance schedule	Levels of Service	Maintenance Planning	Internal	ASO & COOP	2016-17		

IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target completion	Projected cost	Annual progress update (Month Year)
2015.P.3.27	2	Revise Track Strategy	Description of Assets and Levels of Service	AM Policy Development	Internal	CFP	2015-16		
2015.P.3.28	4	Review District Tree Strategy	Levels of Service	AM Policy Development	Internal	CFP	2016-17		
2015.P.3.29	1	Capture and condition rate all tracks on Council land in asset database including those maintained by others	Description of Assets	Asset Register Data	External	Xyst	2015-16		
2015.P.3.3	4	Investigate and report on reserves that may benefit from reclassification under the Reserves Act 1977	Levels of Service	Decision making	External	CFP	2017-18		
2015.P.3.30	3	Conduct track and visitor structure condition rating assessment every two years	Risk Management	Asset Condition	External	CFP	2017-18		
2015.P.3.31	2	Develop an auditing regime for tracks	Levels of Service	Quality Management	Internal	CFP	2015-16		
2015.P.3.32	1	Develop maintenance and renewal programme for CF internal roads and carparks	Lifecycle decision making	Renewal Planning	KC	CFP	2016-17		
2015.P.3.33	2	Identify and document contaminated sites	Description of Assets	Asset Register Data	Internal	CFP	2015-16		
2015.P.3.34	1	Develop a Community Group Leases/Licences Policy	Risk Management	AM Policy Development	Internal	CFP	2015-16		Underway
2015.P.3.36	2	Inspection regime for leased reserves and properties to be developed and implemented	Risk Management	Risk Management	KC	CFP	2015-16		

IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target comple-tion	Projected cost	Annual progress update (Month Year)
2015.P.3.37	2	Realign valuation numbers for parks so that there is one valuation number for each park (i.e. all the land parcels that make up the park have the same valuation number)	Description of Assets	Asset Register Data	Internal	ASO	2016-17		
2015.P.3.38	1	Investigate surplus property	Levels of Service	Decision making	Internal	Surplus Property Working Group	Ongoing		Underway
2015.P.3.39	1	Assess Open Space Strategy recomendations and develop project plans to implement the strategy	Levels of Service	Capital Works Planning	Internal	CFP	2015-18		
2015.P.3.4	1	Plan extension of cycleway to Te Aroha Domain	Levels of Service	Decision making	Internal	RAE	2015-16		
2015.P.3.40	1	Designations for additional parks as per Open Spaces Strategy	Growth & Demand	Capital Works Planning	External	CFP	2015-16		
2015.P.3.41	1	Gain a better understanding about sports park facilities provided by others in the district and investigates ways to enable the sustainability of these facilities	Growth & Demand	Demand Forecasting	Internal	CFP	2016-17		
2015.P.3.42	2	Implement Defects Module in AIM for playgrounds	Lifecycle decision making	Maintenance Planning	Internal	ASO	2017-18		
2015.P.3.43	3	Investigate feasibility of expanding soccer facilities District-wide	Growth & Demand	Demand Forecasting	Internal	CFP	2016-17		
2015.P.3.45	3	Investigate general property land data	Description of Assets	Asset Register Data	Internal	CFP & ASO	2016-17		
2015.P.3.46	4	Feasibility study for Stanley Landing development of Walkway, Picnic area	Levels of Service	Decision making	Internal	CFP	2017-18		

IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target comple-tion	Projected cost	Annual progress update (Month Year)
2015.P.3.5	2	Review/Revise General Policies Reserve Management Plan	Levels of Service	Decision making	External	CFP	2015-16		
2015.P.3.6	3	Develop a Reserve Management Plan for Amenity Parks	Levels of Service	Decision making	External	CFP	2017-18		
2015.P.3.7	3	Develop a Reserve Management Plan for Neighbourhood Parks	Levels of Service	Decision making	External	CFP	2017-18		
2015.P.3.8	3	Develop a Reserve Management Plan for Sports & Recreation Parks	Levels of Service	Decision making	External	CFP	2017-18		
2015.P.3.9	1	Memorandum of Understanding with major sports park users	Risk Management	Levels of Service and Performance Management	KC	CFP	2016-17		
2015.P.4.1	2	Park user intercept surveys e.g. Yardstick Parkcheck Visitor Measures (at least every two years)	Levels of Service	Levels of Service and Performance Management	External	Xyst	Every two years starting 2015-16		
2015.P.4.10	2	Develop a more robust audit system and audit documentation to monitor KVS parks maintenance & operations	Levels of Service	Quality Management	Internal	CFP	2015-16		
2015.P.4.11	4	Participate in MyParx smart phone app	Levels of Service	Information Systems	Internal	Comms	2017-18		
2015.P.4.12	4	Review and if required establish additional technical standards to provide an additional level of performance measurement	Levels of Service and Sustainability	Levels of Service and Performance Management	Internal	CFP	2017-18		Done as part of the AMP review/update process

IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target completion	Projected cost	Annual progress update (Month Year)
2015.P.4.13	3	Investigate and trial functionality of Maintenance Scheduling Module for KVS	Levels of Service	Maintenance Planning	Internal	CFP	2015-16		
2015.P.4.2	2	Investigate ecological monitoring methods and priorities for natural parks and linkage parks	Sustainability	Levels of Service and Performance Management	External	CFP	2017-18		
2015.P.4.3	1	Develop specifications / service delivery guidelines for Parks operations	Levels of Sevrice	Quality Management	Internal	CFP	2015-16		KVS Manager responsibility
2015.P.4.4	2	Develop a strategy for plant pests	Sustainability	AM Policy Development	Internal	CFP	2017-18		
2015.P.4.5	3	Plan change to remove 'reserves layer' in District Plan from parks and general properties that are not gazetted as reserves under Reserves Act 1977	Sustainability	AM Policy Development	External	CFP	2015-16		
2015.P.4.6	1	Update track information on website	Levels of Service	Information Systems	Internal	CFP	2015-16		Last updated April 2014
2015.P.4.7	2	Update park information on website	Levels of Service	Information Systems	Internal	CFP	2015-16		
2015.P.4.8	2	Update tracks brochure	Levels of Service	Information Systems	Internal	CFP	2015-16		
2015.P.4.9	1	Update Te Aroha Domain brochure	Levels of Service	Information Systems	Internal	CFP	2015-16		
2015.P.5.1	1	Investigate structures to better support and manage volunteer community groups	Risk Management and Sustainability	Risk Management	Internal	CFP	2015-16		
2015.P.6.2	3	Investigate ways to assist achievement of Sustainability Policy	Sustainability	AM Policy Development	Internal	CFP	2017-18		

IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target completion	Projected cost	Annual progress update (Month Year)
2015.P.6.3	2	Investigate Emmission Trading Scheme obligations and whether we are eligible for credits for forestry land	Sustainability	AM Policy Development	Internal	CFP	2016-17		
2015.P.6.4	4	Investigate Arbor Day opportunities - partnership opportunities with schools and/or community groups	Sustainability	AM Policy Development	KC	CFP	2015-16		Towards achieving Sustainability Policy
2015.P.7.1	1	Review risk assessment for critical assets and develop risk action plans	Risk Management	Risk Management	Internal	CFP	2015-16		Part of AMP process
2015.P.7.2	2	Develop Business Continuity Plans for Parks and Open Spaces	Risk Management	Risk Management	Internal	CFP	2015-16		
2015.P.8.1	1	Review & realign GL codes against new LTP activity groups	Sustainability	Financial and Funding Strategies	Internal	CFP	2015-16		Done. October 2014.
2015.P.8.2	1	Review & realign Work Orders under GL for CF&P activity groups	Sustainability	Financial and Funding Strategies	Internal	ASO & CFB	2015-16		
2015.P.9.1	3	Investigate and where practicable implement Maintenance Scheduling Module of Authority for O&M rounds	Levels of Service	Maintenance Planning	Internal	ASO	2015-16		
2015.P.9.2	3	Asset lifecycle factors to be considered in revision of RMPs	Lifecycle decision making	Renewal Planning	Internal	CFP	2015-2020		
2015.P.9.3	3	Asset lifecycle factors to be considered in revision of Track Strategy	Lifecycle decision making	Renewal Planning	Internal	CFP	2015-16		
2015.P.9.4	1	Develop handover procedure for new assets	Description of assets and Lifecycle decision making	Quality Management	Internal	ASO & CFB	2015-16		
2015.P.9.5	1	Develop procedure for new play equipment to be inspected for compliance at installation	Risk Management	Quality Management	Internal	CFP	2015-16		

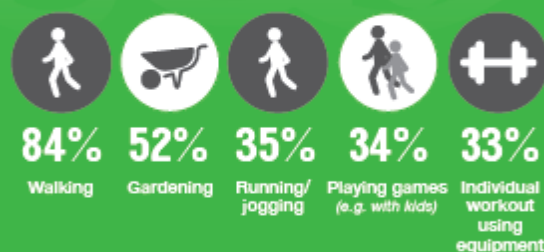| IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target completion	Projected cost	Annual progress update (Month Year)
2015.P.9.6	3	Introduction to asset management training for key staff (e.g. NAMS Asset Management 101) to invite key operation staff as well	Description of assets	Asset Management Teams	Internal	Waugh or NAMS	2015-16		
2015.P.9.7	1	Improve assessment method for Bulk Fund projects by applying weighting factor to Strategic alignment and LoS criteria	Levels of Service	Decision making	Internal	CFP	2015-16		

Appendix 9: Sport & Recreation Data

INDICATIVE PROFILE ONLY

MATAMATA PIAKO DISTRICT

Sport and Active Recreation

PARTICIPATION PROFILE
ADULTS 18+

Physical activity makes a positive contribution to health and wellbeing.

WHAT WE DO

53% do more than 150 minutes[1] a week of physical activity – enough to positively impact their health
(LESS THAN THE WAIKATO REGION)

WHERE WE PARTICIPATE

TOP 5 PLACES
TO BE PHYSICALLY ACTIVE[2]

54% Private property, home, garden or pool

50% On the road or footpath

22% Walkway

18% Public park, field, playground, skate park or BMX track

17% Gym or fitness centre

70% want to do more physical activity (VS 73% REGIONALLY)

77% feel being physically active in the great outdoors is an important part of New Zealanders lives

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Due to a small sample size, all results in this profile are indicative only. [1]Moderate to vigorous physical activity for sport, exercise and recreation. Activity causes a slight, but noticeable, increase in breath and heart rate, or is intense enough to make you out of breath. [2]Responses from those that indicated they have done physical activity in the last 7 days (participants).

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HOW WE PARTICIPATE

PARTICIPATION VARIES BY GENDER, AGE AND ETHNICITY

TOP 5 ACTIVITIES OVER LAST 7 DAYS

84%	52%	35%	34%	33%
Walking	Gardening	Running/ jogging	Playing games (e.g. with kids)	Individual workout using equipment

TOP 10 SPORTS WHERE ADULTS ARE ACTIVE (OVER THE LAST 7 DAYS)

1 Golf
2 Tennis
3 Table tennis
4 Touch
5 Netball
6 Volleyball
7 Horse riding/equestrian
8 Football/soccer
9 Basketball
10 Rugby

GYM OR FITNESS CENTRE

16% belong to a gym or fitness centre

Of those that belong to a gym or fitness centre, 24% have not visited the gym in the last 7 days

EVENTS

33% have participated in events in last 12 months *(MORE THAN REGIONALLY)*

21% have continued doing the activity after the event

COMPETITION OR TRAINING

29% have been competitive or part of organised training

CLUB 30% belong to a sport or recreation club *(MORE THAN REGIONALLY)*

TOP 5 ACTIVITIES FOR EVENTS ARE

- Running/walking events
- Sports tournament
- Fishing tournament or event
- Endurance running/ walking events
- Biking events

QUALITY EXPERIENCES ARE DEFINED BY:

Societal change means the landscape for delivery of sport is changing. For sport and active recreation providers it will be critical to understand these changes and what can be done to keep people engaged.

DRIVERS FOR A GOOD CLUB SPORTS EXPERIENCE ARE[3]:

- Social environment
- Fulfilling potential
- Quality of coaches
- Being friendly & welcoming
- Fair & equal opportunities
- Providing information when needed
- Professional & well managed
- Clean & well maintained facilities

COACHING AND INSTRUCTION[4]

TOP 3 reasons to receive coaching

1 To improve skills
2 To keep them motivated or focused
3 To improve performance

14% have received coaching in last 7 days

16% have used technology over last 7 days to receive instruction

[3]Source: Sport New Zealand. Voice of participant survey 2017.
[4]Responses from those that indicated they have done physical activity in the last 7 days (participants).

WHY WE PARTICIPATE
AND HOW WE FEEL ABOUT IT

79% of adults see physical activity as an essential part of their life

84% are satisfied with their life

SCREEN TIME **53%** say they would be lost without their mobile phone

TURN IT OFF TO BE ACTIVE AND CONNECT WITH YOURSELF AND OTHERS

WELLBEING 82% recognise that being physically active is important for their mental health and wellbeing

55% state sport and physical activity gives them motivation and a sense of purpose

53% say they find it easier to concentrate after physical activity

REASONS FOR BEING ACTIVE:

Matamata-Piako adults are motivated by maintaining physical health, mental emotional wellbeing and having fun.

- 51% Improve skills or performance
- 49% To lose or control weight
- 49% Will only do the physical activity if they find it fun
- 46% Challenging yourself and trying to win
- 42% Being physically active with others
- 28% Wanting to look good

TOP 5 BARRIERS ARE:

When adults would rather spend time doing other activities, spending time with the family takes precedence over physical activity.

68% know they should do more physical activity

56% Other commitments are taking priority (e.g. work, family)

22% I struggle to motivate myself

21% I prefer to spend my time on other interests/hobbies

21% I am too tired or don't have the energy

20% I already do a good amount of physical activity

SPORT AND PHYSICAL ACTIVITY ENABLES HAPPIER AND HEALTHIER PEOPLE AND BETTER CONNECTED COMMUNITIES[5]

- reduces rates of non-communicable disease (cancer, heart disease, type 2 diabetes and obesity) and improves life expectancy
- reduces rates of mental health conditions such as depression and anxiety
- participation early in life is positively associated with maintaining active and healthy behaviours later in life
- participation is positively associated with better cognitive function and academic achievement

- participation can help develop important life skills including teamwork, self-confidence and leadership
- participation has the potential to strengthen social networks and build a sense of belonging for participants
- participation has the potential to bring communities together, contributing to community identity and reducing antisocial behaviour
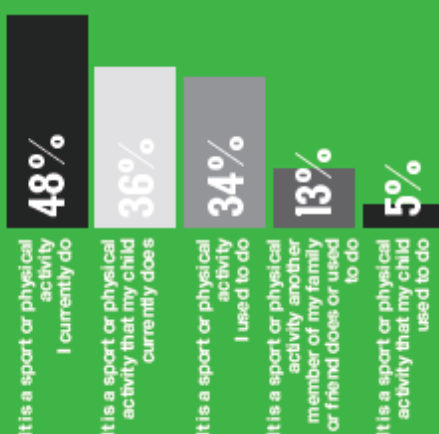
[5]Source: Sport New Zealand Value of Sport 2018.

VOLUNTEERING

VOLUNTEERS MAKE SPORT HAPPEN. THEY ARE THE HEART OF SPORT AND RECREATION

31% HAVE VOLUNTEERED IN LAST 12 MONTHS

41% CONSIDER THEY MAY VOLUNTEER IN THE NEXT 12 MONTHS

4.02 AVERAGE HOURS[8] VOLUNTEERING IN LAST 7 DAYS

INVOLVEMENT IN VOLUNTEERING WAS MOTIVATED BY[6]:

48% It is a sport or physical activity I currently do

36% It is a sport or physical activity that my child currently does

34% It is a sport or physical activity I used to do

13% It is a sport or physical activity another member of my family or friend does or used to do

5% It is a sport or physical activity that my child used to do

OF THOSE THAT DID VOLUNTEER OVER THE LAST 12 MONTHS[6]

37% Coached or instructed a team or group

36% Helper for a team, club or group (e.g. on call contact, group leader, guide)

27% Event assistance (e.g. race marshal)

23% Official (e.g. referee, umpire, scorer)

21% Coached or instructed an individual

IMPLICATIONS FOR PROVIDERS

WHAT TO CONSIDER:

- Make it more than just sport
- Provide inclusive offers
- Cater for differences in gender, ethnicity and age
- Think beyond competitive sport
- Consider the barriers and how to overcome them
- Cater for the diverse range of motivations
- Find creative ways to re-engage the disengaged
- Make it fun!

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