Rautaki Whakahaere Whare, Rauhanga hoki ā-Hapori 2021-51

Community Facilities and Buildings Asset Management Plan 2021-51

Quality Information

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<mark>HIGHLIGHTED</mark>   =   Requires updating

Red Text   =   New text, not yet reviewed

>>>>   =   Reference, table or diagram to be added

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1   EXECUTIVE SUMMARY

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

1.1.1   Activity Overview

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 Community Facilities and Buildings Activity concerns the buildings and pools that fall under the "Community Facilities and Property" activity group in Council's Long Term Plan (LTP).

The purpose of the Community Facilities and Buildings Activity Management Plan (AMP) is to ensure that Community Facilities and Buildings 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.

Land associated with "Community Facilities and Property" is dealt separately with in the Parks and Open Spaces AMP.

1.1.2   What we provide

We provide a wide range of community facilities such as pools, libraries, events centres, Council offices, public toilets and an animal pound. We also provide housing for elderly people and manage a variety of Council properties.

Our portfolio includes:
- Pool complexes   (3)
- Spa complex   (1)
- Pool and Spa Buildings   (16)
- Libraries   (3)
- Public toilets   (20)
- Event Centres   (4)
- Halls   (20)
- Housing Complexes   (12)
- Council offices   (3)
- Depots   (3)
- Animal pound   (1)

- Leased buildings   (40)

The value of our building portfolio is in the region of $22 million. More detail about the different types of buildings 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 facilities for people to engage in sports and recreation activities, providing physical and mental health benefits. We also provide a network of public toilets to promote public health.

Council has developed a vision to make Matamata-Piako 'The Place of Choice' – Lifestyle – Opportunities – Home. The Community Facilities and Buildings activity contributes to this vision by providing places for people to participate in sport, recreation and cultural activities, play, relax, or access information.

Community Facilities and Buildings 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)

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.

Section 1: Executive Summary

1.3.1   Growth and Demand

We are planning for population growth and growth in visitor numbers by increasing the capacity and availability of facilities such as sport/event centres and public toilets. This includes additional capital and operational expenditure over the next 30 years.

The aging population may increase demand for elderly persons housing as well as improved accessibility to Council buildings and facilities. We will continue to monitor and review demand.

With the growing population and development of new technologies, we had intended to review the wider community facilities and corporate property portfolio including office space, works depots and library buildings. In the Corporate Property space, the need for an additional wing to the main office in Te Aroha to accommodate additional staff and improve building functionality was under to be under consideration in the 2028-28 LTP however, COVID-19 has forced a reassessment and re-ordering of priorities. As more staff are now able to work remotely, and Council has capped staff numbers, the focus will now be on potential improvements to IT infrastructure and refurbishing/altering internal layouts at the main office rather than a new wing.

Developing an overall buildings strategy was recommended to Council as part of the 2018-28 LTP. Council did not see it as a high priority at the time. The current Council has decided to focus strategic investigation on Elderly Persons Housing opportunities. In the short term, this means investigating potential for providing additional EPH units, either at existing facilities, or new facilities on land Council currently owns. Development of a Housing Strategy is seen as a longer term goal.

In response to changing sport and recreation trends, and changing demands for our sporting facilities and parks and reserves, a Sports Facilities Plan for our district was developed in partnership with Sport Waikato and adopted in 2019. This plan is likely to require a light review in 2021/22. The Plan guided Council and Sport Waikato activity and investment in the District. The recent restructure and refocus of Sport Waikato has created a degree of uncertainty about the nature and scope of their future involvement in the District. There are also uncertainties about who will drive or deliver some programmes in future.

>IP item- Light Review of DSFAP

1.3.2   Compliance

We will keep up with relevant legislation and respond to changes accordingly. This includes undertaking earthquake-prone building and asbestos assessments and developing a response programme to deal with these issues.

1.3.3   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.

1.3.4   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, performance, capacity and use of our facilities. This will inform our renewal and maintenance

programming to ensure we maximise the useful life of our assets for the community. We will take a lifecycle approach to our building assets. This includes developing business cases for significant new assets taking whole-of-asset-life costs into account.

1.3.5 Levels of Service

We will generally maintain current levels of service. Buildings will be maintained to a standard that our community is willing to pay for. This could mean an improvement 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 for our Community Facilities and Buildings assets. Capital programmes identify projects to improve levels of service in some areas.

1.3.6 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.

Section 1: Executive Summary

1.4   Managing the issues and risks

We will continue to monitor issues and trends affecting our Community Facilities and Buildings 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
- Sustainability of volunteer community groups

Uncertainties:

- Impact of COVID19 on tourism
- Future of Tourism Infrastructure Fund
- 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 for next three years

Element	2018-19	2019-20	2020-21
Capital	2,660,000	2,440,000	390,000
Renewal	531,695	745,643	520,995

Operating & Maintenance	4,308,997	4,318,097	4,380,597
Total	**7,500,692**	**7,503,740**	**5,291,592**

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 2018.

1.6.1   Asset changes

- The historic Number 2 Bathhouse has been refurbished and is operational

- Headon Stadium upgrade nearing completion

- Tourism Infrastructure Funding obtained for Wairere Falls & Waharoa Toilets with construction to occur early 2021

- Some community halls have been decommissioned

- Ngarua Hall has been demolished (and there was much rejoicing ☺).

1.6.2   Non-asset changes

- A feasibility study for a Te Aroha tourism precinct was developed with Provincial Growth Fund grant. The anchor project identified by the process was an to replace the current spa facility with a new, larger, bespoke facility. A Business Case was developed and lodged with the Provincial Growth Fund for new spa development. Unfortunately, the business case for the project was not presented to Ministers by MBIE as the PGF was oversubscribed. There is thus no central government funding available towards the new spa complex.

- A District Sports Facilities and Development Plan was developed, with Sport Waikato, to guide investment and service delivery by both organisations at local level. Sport Waikato restructured towards the end of 2020. This has introduced some uncertainty about the future role of Sport Waikato in our District.

- A Sanitary Services Assessment completed for public toilets. This has identified the need for additional toilets in some places and several upgrades/replacements of existing toilets, which are aging and do not meet current accessibility expectations.

- Two successful applications to the Tourism Infrastructure Fund to co-fund a new toilet block at Wairere Falls Carpark Reserve and the replacement of the Waharoa Rest Area toilets at Bruce Clothier Memorial Park.

Section 1: Executive Summary

- Central Government have suspended the Tourism Infrastructure Fund in light of COVID19. This is likely to impact on potential funding sources for some projects e.g. replacement/upgrade of Hetana Street Toilets which would potentially have 'ticked all the boxes' for TIF funding.

- A new General Policies Reserve Management Plan was adopted 2019. The revised GPRMP encourages optimisation and multiple-use facilities.

- A memorials and donated assets policy was adopted.

- New Asbestos Regulations have come into effect.

- A masterplan for Hetana Street Reserve is under development. This will affect future toilet location and design.

- A masterplan for Morrinsville Recreation Ground is under development.

- A Property and Community Projects Department has been formed following a restructure.

1.7   The next steps

A number of capital and renewal projects have been 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

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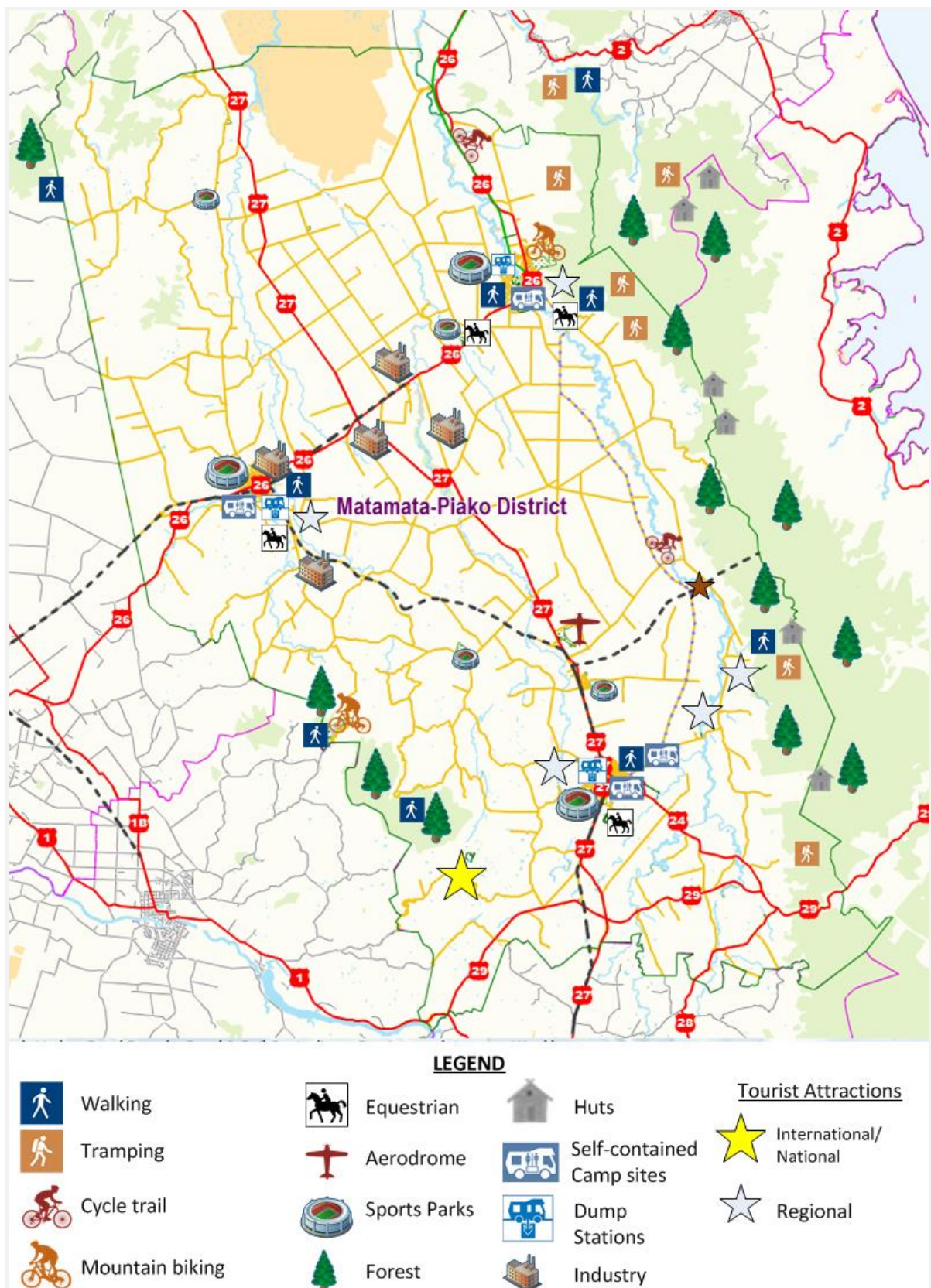
Figure 1.1: Matamata-Piako District at a glance

2   INTRODUCTION

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

2.1   Purpose of the Plan

The purpose of the 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 AMP supports this purpose by:

- Demonstrating responsible management and operation of Community Facilities and Buildings 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 Community Facilities and Buildings 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
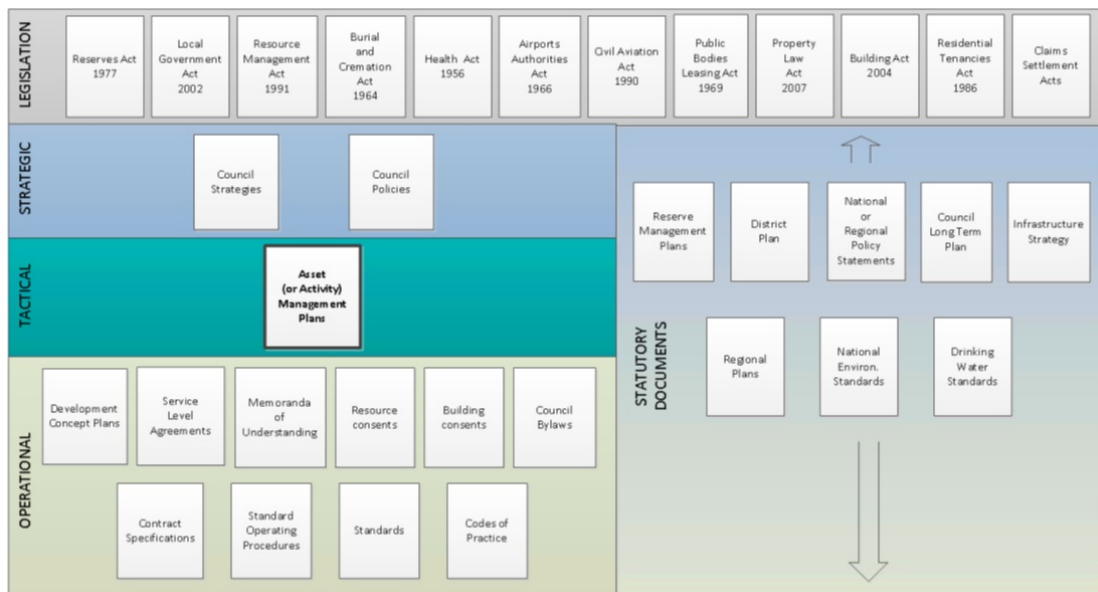
Key Council documents the AMP relates to include the following:

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

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on the AMP in terms of land use policies and the control of 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.

RMPs may affect facilities and buildings in cases where the facility or building is located on a reserve. The General Policies RMP also provides useful information about the use of reserves as well as occupation agreements affecting reserves.

2.2.5   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:

2.2.5.1   *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

2.2.5.2   *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.

2.2.5.3   *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.

2.2.6 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.

2.2.6.1 *Community Leases and Licences Policy*

A Community Group Leases and Licences Policy is under development. 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.

2.2.6.2 *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.

2.2.6.3 *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.

As some community facilities are located on parks, it is useful to know the strategic issues concerning the land on which the facility is situated. Of specific interest to Community Facilities and Buildings, the Strategy:

- provides a framework for consistent service delivery for the different Parks Categories across the District
- provides development standard guidelines for each park category
- provides guidelines for decision-making regarding land acquisition and disposal

The land disposal guidelines have, occasionally, been used as a guide to help assess whether to retain or dispose of a building as there are no specific guidelines for building disposal.

This strategy is currently under review. Draft work suggests that the reviewed Strategy will encourage a more holistic approach to spatial planning of parks and open spaces (e.g. more emphasis on masterplanning), Iwi engagement & consultation, promote collaboration and cooperation, rationalisation of unsuitable facilities. Masterplanning should enable informed decision-making about the long-term future of buildings on the land that the masterplan covers. It is likely that use of Te Aranga Design principles will be incorporated in the Strategy as a protocol for engaging with Tangata Whenua when developing or redeveloping parks and other public open spaces. Council may wish to use the same approach when developing new community facility buildings or significantly altering them.

2.2.6.4 *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.

2.2.6.5 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. The Plan is likely to require a review. The recent restructure of Sport Waikato has introduced uncertainty about their future role in the District.

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2.2.6.6 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.

2.2.6.7 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 facilities.

The Signage Manual is under development and being updated to reflect Council's Te Reo Māori Policy.

2.2.6.8 Te Reo Policy 2019

Council adopted a Te Reo Policy in December 2019. The policy promotes bilingual signage where practicable. Design of new facilities and signage should take this policy into account.

2.2.6.9 Memorials and Donated Assets Policy 2018

This policy provides guidelines on requests from members of the public wishing to donate assets/memorials for installation on Council land.

2.3 How This Plan Will Be Used

This plan will provide information to support the budget forecasts in the LTP for Community Facilities and Buildings assets.

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

- Council Staff involved in:
  - asset management
  - planning
  - policy and strategy development
  - project management
  - the operation and maintenance of Community Facilities and Buildings
- Councillors
- Council committees and working parties
- Special interest groups (such as hall committees and disability action groups)

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 approved, the AMP will be under continuous review with a full revision occurring every three years in advance of the next 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 AMP. The purpose of the IP is to:
- Identify, develop and implement AM planning processes
- Identify and prioritise ways 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.1.2). The logic behind the numbering system is as follows:

Figure 2.2: Improvement Plan Numbering Format
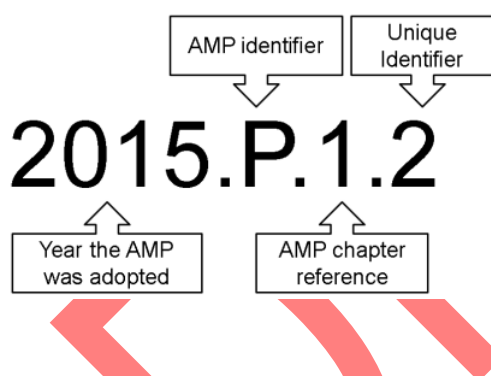
The year portion of the number will allow projects that are carried forward to the next generation AMP to be tracked back to the source. The AMP identifier refers to the activity (i.e. P= Parks and Open Spaces AMP; F = Community Facilities and Buildings AMP).

The next number links to the most appropriate chapter of that 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. Links to the Improvement Plan items are also provided throughout the AMP using the following formats:

➡ **Improvement Plan Item 2015.F.1.2**
➡ **Improvement Plan Item 2018.F.3.1**

Due to a change in the structure of the 2018-48 AMPs the chapter number portion of IP items that have been carried forward from the 2015-25 AMP does not necessarily correspond to the

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most relevant chapter number in the current AMP. The need for renumbering IP items that have been carried forward and a need to cross-reference these between the current and previous versions of the AMP has been identified as an Improvement Plan item.

➡ **Improvement Plan Item 2018.F.2.1**

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

2.4   Assets included in this Plan

The assets included in this plan are summarised in Table 2.1 below.   Chapter 5 provides more detailed asset information.

Table 2.1: Summary of assets covered by this AMP

Asset Group	Asset Type	Purpose	Quantity	
			Sites	Buildings
Pools and spas	Pool facilities	Provide recreation opportunities	3	13
	Spa facilities		1	2
Public toilets	Public toilets	Provide toilet facilities for visitors and locals to use.	20[1]	17[2]
Recreation and Heritage buildings	Event centres	Provide venues for the community to access and use for sport, recreation, events, information and other services.	4	4
	Information centres		2[3]	2
	Museum buildings		2	18
	Aerodrome and campground buildings		1	3
Library buildings	Library buildings		3	2[4]
Housing and Property Management	Elderly Persons Housing	Supports the social wellbeing of our communities by providing affordable and convenient accommodation for elderly people.	12	109[5]
	Community halls	Provide venues for community access and use	21	21
	Leased General Buildings	Provide income from rentals and/or provide venues for community group activities.	8	27
	Non-leased General Buildings	Provide for a range of purposes	3	14
Corporate buildings	Offices	Enable Council to deliver a range of services to the community.	3	6
	Depots		3	14
	Pounds		1	1
	Staff houses		6	8

More detail about the individual assets is available in Section 5.2 and the asset database…

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[1] This excludes the toilet inside the Morrinsville Office/Library complex that is often used by the public but is not considered to be part of the public toilet network. Te Aroha Mineral Spas and Te Aroha iSite toilets are included as although physically part of other buildings they are accessible to the public by having separate entrances to the other facilities that share the buildings. See Table 3.8 for more information.
[2] Excludes Te Aroha iSite and Te Aroha Mineral Spa as these buildings fall under Recreation and Heritage and Pools and Spas respectively.
[3] See 3.7.3 and Table 3.11 for details
[4] Excludes Morrinsville Library which is housed with the Council Office building
[5] Comprising 107 single and two double units.

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2.5   The Plan Format

A top down approach has been taken to develop the AMP, using existing data followed by data improvement. The structure of this plan mirrors the logical process followed for asset management planning as shown in the International Infrastructure Management Manual.

Figure 2.3: Asset Management Process[6]
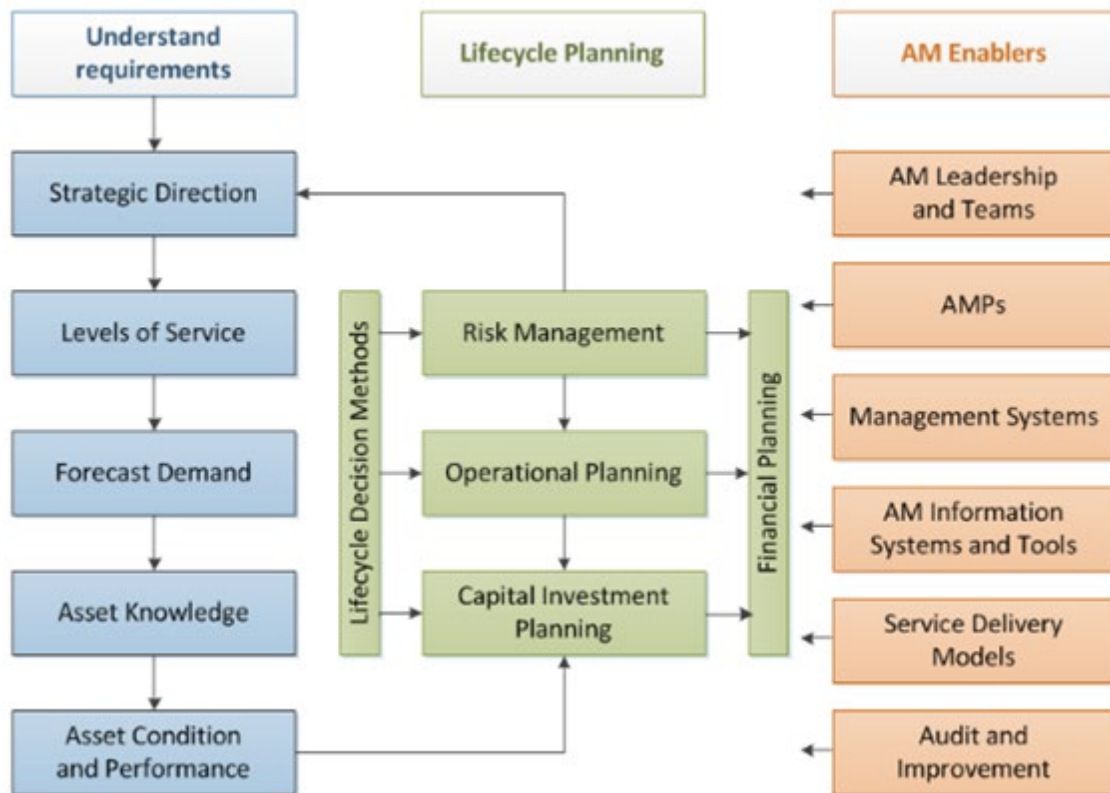
2.6 Key Elements of the Plan

The key elements of the plan are shown in Table 2.2 below:

Table 2.2: Key Elements of Plan

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	• The Purpose of the Plan • Objectives of Asset Management • The plan framework – how it fits in the organisation • How the plan will be used • Level of asset management • Monitoring • Sustainability
Section 3 Levels of Service	• Legislative requirements(what we have to do) • Strategies, Policies and Plans affecting the activity • Customer expectations (what customers want) • Current levels of service (what we provide now) • Desired level of service (what our customers would like) • Identifies stakeholders • Identifies strategic assets • Explains the management structure
Section 4 Growth and Demand	• Demand Drivers (key influences on demand – population forecasts, technological trends, user trends 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

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Section	Content
	• 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	

Community Facilities and Buildings Activity
Management Plan 2018-48

2.7 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
- Incorporating 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 draft AMP was conducted by Waugh Infrastructure in September 2020.

Figure 2.4: Asset Management Compliance Tool based on Draft AMP (September 2020)
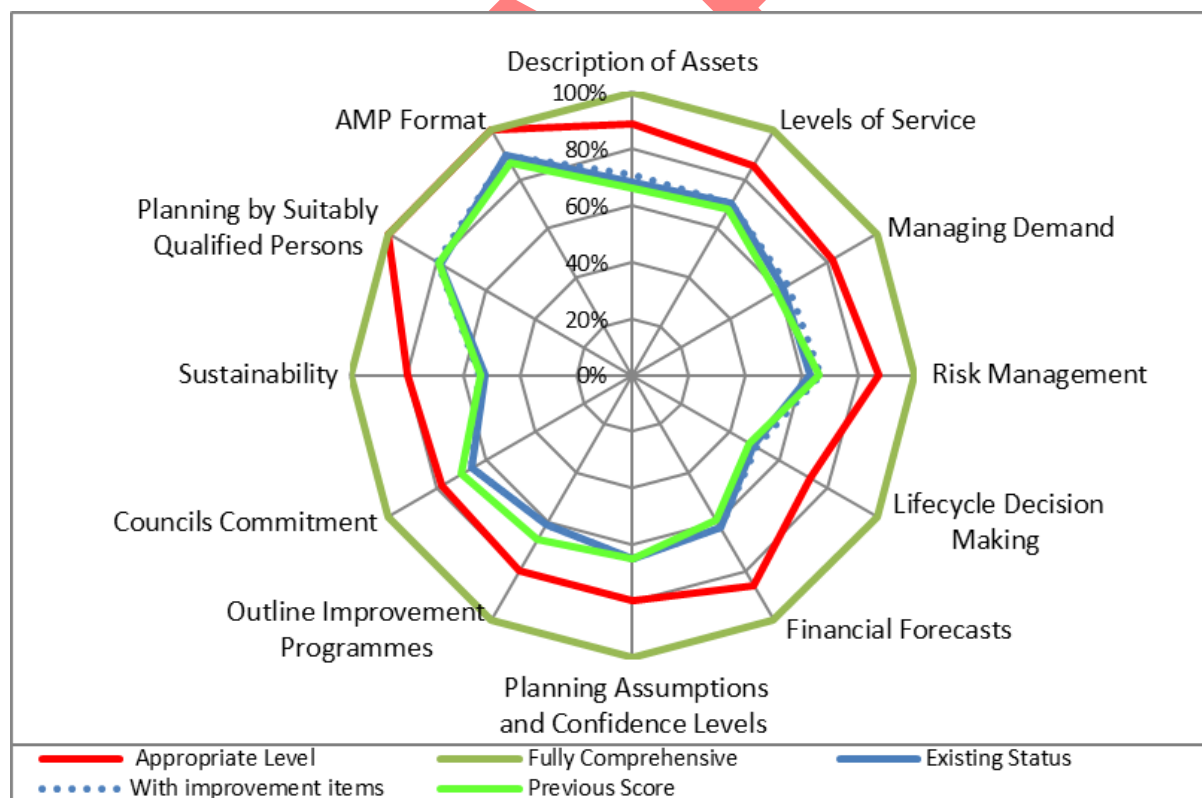
2.8 The Appropriate Level of Asset Management

2.8.1 Levels of Asset Management

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

Table 2.3: 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 the service, lifecycle costs, risk costs and asset lifecycle treatment options

2.8.2 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

In November 2010 Council resolved that the appropriate level of asset management for Community Facilities is 'Core Plus' (a transition between Core and Advanced Asset Management). An updated assessment[7] of the appropriate level of asset management was done in November 2014. The report suggested that the asset management practice should be at an 'Intermediate' level for Community Facilities and Buildings.

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

2.9   Schedule for Monitoring, Auditing and Reviewing the 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

Bi-monthly:
- AMP to be reviewed by external consultant
- Improvement Plan reviewed and updated

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.

Six monthly
- Report to Council

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

Every three years:
- AMP substantially reviewed to coincide with LTP

Ad hoc:
- Audited by Audit NZ

Section 2: Introduction

2.10 Sustainability

2.10.1 Overview

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[8].

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 (5).

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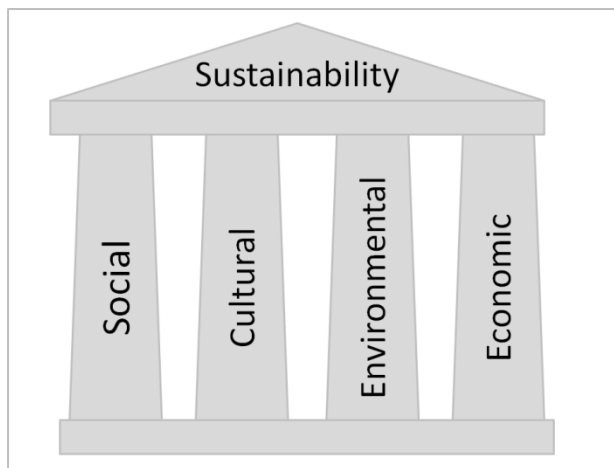
The 'perpetual delivery' aspect of sustainability is also often forgotten. Sustainability is not just about 'doing stuff now to improve things now' but is also about continuing to deliver desired outcomes that meet social, cultural, environmental and economic needs in the future.

2.10.2 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:

- "(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...

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[8] Sustainability Policy adopted 22 February 2012

- (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"

2.10.3   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.

2.10.4   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 needs. 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
- the reasonably foreseeable needs of future generations"

The Policy was due to be reviewed by Corporate Strategy in 2015.

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

Table 2.4 outlines projects identified in the Sustainability Policy 2012 that were particularly relevant to the Community Facilities and Buildings Activity and their current status.

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Table 2.4: Projects identified in Sustainability Policy Relevant to Facilities and Buildings

Project	Progress
Recycling	Paper and plastics at Council offices and facilities are recycled. Food scraps at Council office composted
Supporting national walking/cycling days	Supported by providing funding towards the District Sports Coordinator role and by promoting events on the Council website, newsletters and information centre e.g. Bike Wise Month, Echo Walking Festival
Procurement Policy	Policy is followed
Energy use policy development & Energy Monitoring programme	Participation in energy audits
EPH and staff housing and corporate buildings/facilities	Energy efficient and sustainable materials are used as far as practicable in upgrades of existing facilities and are considered in the design of new facilities

2.10.5   Sustainable management of Community Facilities and Buildings

2.10.5.1   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, environmental dimensions (see Chapter 4 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 5 for discussions on Growth and Demand).

2.10.5.2   Managing our core assets in a sustainable way

Table 2.5 below outlines how various management strategies, policies and practices contribute towards sustainability across the asset groups.

Table 2.5: Promoting/Ensuring Sustainability in the Management of our Assets

Element of Sustainability	Pools and Spas	Public Toilets	Recreation and Heritage	Library Buildings	Housing and Property Management
Effective, efficient use of resources	Community Leisure Provision Strategy AMP Audits	Benchmarking Surveys AMP Audits	AMP Surveys Visitor numbers	AMP	Surveys AMP Lease and licence conditions
Social interests	Surveys Safety audits Public consultation Community Leisure Provision Strategy Reserve Management Plans	Surveys CPTED studies	Surveys Public consultation Community Leisure Provision Strategy Reserve Management Plans	Surveys	Surveys Occupancy rates

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Element of Sustainability	Pools and Spas	Public Toilets	Recreation and Heritage	Library Buildings	Housing and Property Management
Economic interests	AMP Benchmarking Financial Policy	AMP Benchmarking Financial Policy	AMP Benchmarking Financial Policy	AMP Financial Policy	AMP Financial Policy Rentals
Cultural interests	Community Leisure Provision Strategy Reserve Management Plans Te Manuawhenua Forum District Plan	Community Leisure Provision Strategy Reserve Management Plans Te Manuawhenua Forum	Community Leisure Provision Strategy Reserve Management Plans Te Manuawhenua Forum District Plan	Te Manua-whenua Forum	Te Manua-whenua Forum Lease and licence conditions
Environmental interests	RMPs District Plan Kaitiaki Zone Bylaws Kaimai Catchment Forum	RMPs District Plan Kaitiaki Zone Bylaws	RMPs District Plan Kaitiaki Zone Bylaws	District Plan Bylaws	Lease and licence conditions District Plan Kaitiaki Zone Bylaws
Needs of future generations	AMP RMPs Community Leisure Provision Strategy	AMP RMPs Public Toilet Distribution & Performance Assessment	AMP RMPs District Plan	AMP District Plan	AMP

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

2.10.5.3 Operating and maintaining our assets in a sustainable way

Quality procedures and guidelines assist in achieving sustainability aims at operational or maintenance level. These include corporate policies, procedures and 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. Trucks and depots have spill kits.

Pool and spa staff are trained in the appropriate use of pool chemicals. Independent audits verify water testing results and staff are also randomly interviewed as part of the safety audit.

Potential ways to improve sustainability are identified when upgrades to facilities are planned. The Matamata Pool upgrade for example resulted in an average monthly saving on diesel heating costs of $2,500 a month. Insulation has also been retrofitted to most elderly persons housing units.

Sustainability audits of our facilities are to be completed and energy efficiency plans developed.

➡ **Improvement Plan Item 2015.F.6.1**
➡ **Improvement Plan Item 2015.F.6.2**

2.10.5.4 Challenges to sustainable management

Table 2.6 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 2.6: Potential Future Challenges Affecting Sustainability

Element of sustainability	Pools and Spas	Public Toilets	Recreation and Heritage	Library Buildings	Housing and Property Management
Effective, efficient use of resources	Law changes affecting Financial Contributions Dramatic increase in fuel costs Climate change Geothermal supply	Dramatic increase in fuel costs Unforeseen development/ growth	Dramatic increase in fuel costs Climate change		Dramatic increase in fuel costs

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Element of sustainability	Pools and Spas	Public Toilets	Recreation and Heritage	Library Buildings	Housing and Property Management
Social interests	Ageing population More community groups		Ageing population More community groups	Ageing population Preference for electronic books	Ageing population
Economic interests	Law changes Dramatic increase in fuel costs Increased cost of equipment or chemicals	Dramatic increase in fuel costs	Law changes Dramatic increase in fuel costs Operating and depreciation costs for new event facilities		Low market rentals unable to fund expenditure Ageing assets
Cultural interests	Iwi interests	Changing expectations	Changing sport and recreation trends Iwi interests Changing demographics	Changing demographic	
Environmental interests	Greater environmental awareness Energy efficiency Resource consent renewals	Greater environmental awareness Energy efficiency	Energy efficiency	Energy efficiency	Energy efficiency
Needs of future generations	Changes in sport and recreation trends Ageing population	Ageing population	Changes in sport and recreation trends Ageing population	Changes in library use trends Ageing population	Ageing population

2.10.5.5 Significant Effects of the Activity

Potential negative effects of the Community Facilities and Buildings activity are outlined below in Table 2.7 and positive effects in Table 2.8.

Table 2.7: Significant Negative Effects of the Activity

Significant Negative Effect	Existing Effect	Affected Element	How We Will Mitigate the Effects	Potential Effect
The location and design of community facilities could 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 public toilets each year to identify improvements that can be made to reduce anti-social behaviour and increase safety. The development of new facilities will take CPTED principles into account	Decreasing
Our community facilities may be under or over used due to their location, size and distribution	Remain the same	Social Economic Environmental Cultural	We will periodically review our use and distribution of facilities through documents such as our Community Leisure Provision Strategy to ensure we have the right number, size and location of facilities	Decreasing
Health issues could be caused by public toilets if services are not adequately provided	Remain the same	Social Environmental Cultural	We will ensure our staff are trained, our facilities are monitored/audited, and a timely response to complaints/customer requests	Decreasing
The age and design of some housing units, corporate buildings and other facilities may lead to increased maintenance and energy costs	Remain the same	Social Environmental Economic	We will endeavour to lessen maintenance costs through renewals and proactive maintenance. We will participate in energy efficiency audits and implement energy saving methods where practicable	Decreasing

Section 2: Introduction

Table 2.8: Significant Positive Effects of the Activity

Significant Positive Effects of this Activity	Existing Effect	Affected Element	How we will Maintain the Effects	Potential Effect
We provide places for social interaction, events and participation in community life.	Increasing	Social Cultural Economic	Libraries, pools and spas, recreation and heritage facilities provide places for people to socialise and be active	Increasing
We help maintain good public health through the provision, management and maintenance of cemeteries and public toilets.	Remain the same	Social Cultural Economic Environmental	We will continue to provide public toilets in accordance with legislative and safety requirements	Remain the same
Elderly persons housing provides affordable accommodation for the elderly.	Remain the same	Social Cultural Economic	We will continue to monitor rentals for elderly persons housing units to ensure they are below the market median.	Remain the same

3 LEVELS OF SERVICE (WHAT WE PROVIDE)

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 Community Facilities and Buildings 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	Provides areas for sport, recreation and community events Increased variety of activities Provides affordable housing for the elderly
Environmental	Provides a convenient network of public toilets
Economic	Increased visitors due to district attractions - results in increased spending
Cultural	Provides facilities for community events Provides facilities like museums to preserve our cultural heritage

Section 3: Levels of Service

3.2.1.2 Asset management

Section 14(1)(g) of the Act prescribes that a local authority should ensure 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.

3.2.1.3 Community Outcomes

The Act requires that a Long Term Plan 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).

The LTP must, in relation to each group of activities of the local authority, identify the activities within the group of activities and identify the rationale for delivery of the group of activities (including the community outcomes to which the group of activities primarily contributes). The AMPs inform this process.

Community outcomes are also useful in determining levels of service.

In drafting the 2018-28 LTP Council developed new 'Community Outcome Themes' and 'Community Outcomes' (Figure 3.1). Indications are that these will remain in the 2021-31 LTP.

Figure 3.1: 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.

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

Many of our community facilities and buildings are located on reserves that are subject to the provisions of the Reserves Act 1977. The Reserves Act provides for the preservation and management of reserves for the benefit and enjoyment of the public. The Parks and Open Spaces AMP discusses the Reserves Act in more detail. From the facilities/buildings perspective it is important to be aware that if the facility/building is located on a reserve there may be specific requirements in the Reserves Act or the relevant Reserve Management Plan that may apply to the facility/building.

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."

Section 3: Levels of Service

On a broad level, the Community Facilities and Buildings activity contributes to the purpose of the RMA as follows:

Table 3.2: Contribution of Community Facilities and Buildings to the purpose of the RMA

Element	Desired outcomes	How the activity contributes
Use, development and protection of natural and physical resources	Social wellbeing	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 facilities are well maintained and offer attractive experiences and opportunities Some buildings are leased commercially
	Cultural wellbeing	Museums protect cultural and historic artefacts 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 foreseeable future needs		Strategies and policies are reviewed from time to time to take into account changing demographics, needs, aspirations and priorities

Element	Desired outcomes	How the activity contributes
Safeguarding life-supporting capacity of air, water, soil, and ecosystems		We participate in energy audits and try to improve the energy efficiency of our buildings as far as is practicable. New facilities are designed to be environmentally responsible
Avoiding, remedying, or mitigating any adverse effects of activities on the environment		We comply with our resource consents and permit conditions

The District Plan, under the RMA, identifies several heritage buildings in the District.   If any work is planned on listed heritage buildings the relevant requirements of the District Plan need to be met.

3.2.4   Building Act 2004

The Building Act 2014 regulates building work. A number of Regulations have been made under the Act including the New Zealand Building Code, Earthquake-prone Buildings Regulations, and Asbestos 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. New regulations requiring asbestos management plans and policies have recently been introduced. Any building work on Council facilities must comply with relevant Building Act requirements.

3.2.5   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. It is important to be aware of Civil Aviation requirements when dealing with buildings and facilities located at the aerodrome.

3.2.6   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.

3.2.7   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.

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3.2.8   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.

3.2.9   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 of the buildings we own are listed on the New Zealand Heritage List. Heritage NZ must be consulted when new activities are proposed for historic buildings. Listed buildings have been identified in the asset tables in Chapter 3. The New Zealand Heritage List can 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.

3.2.10 Public Bodies Leases Act 1969

This Act concerns the powers of certain public bodies to lease land.

3.2.11 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.

3.2.12 Residential Tenancies Act 1986

The Residential Tenancies Act 1986 reformed and restated the law relating to residential tenancies, defined the rights and obligations of landlords and tenants of residential properties, established the Tenancy Tribunal, established a fund in which bonds payable by tenants are held, and repealed earlier legislation. The provisions of the Residential Tenancies Act applies to Council's Elderly Persons Housing. The Residential Tenancies (Healthy Homes Standards) Regulations 2019, became law on 1 July 2019 and also apply to Council owned dwellings rented for residential use.

3.2.13 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.

3.2.14 Public Records Act 2005

The Public Records Act requires Council to create and maintain accurate and accessible records i.e. store records in a secure facility with environmental controls. This has some implications for Community Facilities.

Some Council facilities have strongrooms to securely store records.

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Recently generated documents are stored in an electronic document management and retrieval system. Older documents have been scanned and added to the EDRMS however there is a backlog of hard copy documents that still need to be scanned. These are currently stored off site a secure facility as no Council storage facilities currently meet the Government's archival standards.

3.2.15 Hazardous Substances and New Organisms Act 1996

The purpose of this Act is to protect the environment, and the health and safety of people and communities, by preventing or managing the adverse effects of hazardous substances and new organisms. Regulations under the Act regulate the handling and storage of hazardous substances. This can potentially affect the design and maintenance of chemical stores, utility sheds etc.

3.3 Stakeholders

3.3.1 Key Stakeholders

In order to provide an efficient level of service the Council needs to identify stakeholders. The following stakeholders have been identified for the Community Facilities and Buildings activity:

Table 3.3: Key External Stakeholders

External Stakeholders	Main Interests
Hall Committees and Users	Community Halls – amount of rates collected, policies and procedures around the use and management of Community Halls
Lessees	Permitted activities on the sites they lease and potential future uses
Neighbours	General Property – permitted activities and future uses for land adjacent to them
Department of Conservation (DOC)	Facilities located on or near ecologically significant sites, land administered by DOC, or crown land where Council has been appointed to control and manage under the Reserves Act 1977.
Waikato Regional Council	Activities involving water takes, bores, discharges to air, water or land (e.g. spas and pools).
Elderly Community	Elderly Persons Housing and Owner Occupier Housing – the availability and affordability of these houses.
General public	All community facilities and corporate buildings accessed by the public
Schools	Students use libraries, pools and event centres for school activities, sports and events
Heritage New Zealand	Heritage New Zealand is consulted when new activities are proposed for Historic Reserves or historic buildings on reserves.
Sports clubs	Event centres, pools
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	Facilities offering visitor experiences

External Stakeholders	Main Interests
Tourism operators	Facilities offering visitor experiences
Public Relations Associations	Facilities offering visitor experiences

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External Stakeholders	Main Interests
Firth Tower Reserve Committee	Buildings located on the Firth Tower Reserve.
Matamata Aerodrome Users Committee	Buildings located at Matamata Aerodrome

Table 3.4: Key Internal Stakeholders

Internal Stakeholders	Main Interests
Council Staff	Staff Housing – the availability of the housing particularly as a new staff member
Elected Members	All community facilities and buildings – ensuring the property is meeting the expectations of the users
Kaimai Consultants (KC)	All community facilities and buildings – coordinating maintenance and other works required to buildings and properties
Kaimai Valley Services (KVS)	All community facilities and buildings – carrying out maintenance on some of the general property. Depots used by KVS.
Assets Strategy & Policy (AS&P)	All community facilities and buildings - ensuring the property is meeting the expectations of the users and the agreed levels of service
Community Facilities Operations (CFOps)	Facilities managed by CFOps e.g. pools and spas.
Library staff	Library buildings
Animal Control Officers	Dog pound
All staff	Council offices
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.

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.

3.3.2   Partnerships

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. Tangata Whenua were involved in the design and opening of the Civic Centre in Matamata. More recently, Te Aranga Design Principles were trialled as part of the Hetana Street Masterplan that will inform future development of the street and reserve as well as the future toilet block(s) at the site. This co-design process has worked well to date.

3.3.2.2   Other established partnerships

In addition to those stakeholders identified above, a number of organisations work in partnership with Council on the provision of housing and other property to improve local wellbeing and contribute to the overall sustainability of the activity. Partnerships have been established with the following:

Table 3.5: Partnerships

Organisation	Role
Hall Committees	Committees are responsible for the day to day operation of the community halls. Meeting are held with each hall committee at least every second year. The purpose of these meetings is to discuss any queries, clarify processes and clarify Council's role
Ministry of Business Innovation and Enterprise (incorporating the former Department of Building and Housing)	They provide information and guidance on building law and compliance, services including weather tight homes, and advice for tenants and landlords. Market rent rates are obtained from the Ministry of Business, Innovation and Enterprise which influence the rents charged by the Housing and Other Property Activity. Bonds are also sent to the department and they help Council deal with troublesome tenants
Work and Income New Zealand	Council works with Work and Income to ensure elderly pensioner housing payments are made and that elderly pensioners receive accommodation supplements
Historical Societies	Operate museum facilities
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
Friends of the Te Aroha Domain	This organisation consists of volunteers who wish to assist Council with the development of the Te Aroha Domain. They are not a formal active group but wish to see this group reinstated
Working Groups	User working groups have been established for a number of facilities, including the pools in each town and Te Aroha Domain
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
Hauraki Rail Trail	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

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

3.3.3 Other Service Providers

There are a number of other agencies that provide facilities for indoor recreation, events and housing in the District. The level of public access to these facilities varies however.

Section 3: Levels of Service

Table 3.6: Other Service Providers

Organisation	Type of Facilities Provided
Schools	Gymnasium facilities and/or pools
Churches	Wedding venues, halls, meeting room facilities
Private businesses	Wedding venues, conference centres, art galleries, gymnasia
Sports Clubs	Clubrooms for use as a hall/venue, pools
Marae	Venues for events and cultural activities
Community groups	Hall facilities (e.g. St John's, Senior Citizen's, RSA etc.)

➡ **Improvement Plan Item 2015.F.2.1**

3.4 Community Consultation

Besides consultation on community outcomes under the LTP process (see 4.2.1), a range of 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 3.10 outlines anticipated future consultation processes.

Table 3.7: Historical Consultation Undertaken for Community Facilities and Buildings

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
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

Consultation Processes	Date	Reasons for Consultation	Extent of Consultation	Result	Key stakeholders Consulted
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
Future of Matamata Civic Centre	2014	To gauge preferred option renovate, revamp or rebuild	Newspapers, website	Submission process	District Community
Ward Forums	2014	To capture concerns and interests at ward level prior to The Right Debate	Café meetings by ward Councillor's	Issues of concern to local communities are highlighted and contact established between members of the community and the appropriate staff	Ward residents
2018-28 LTP process	Legislative requirement criteria of LGA 2002	LGA consultation requirements			Ratepayers
District Sports Facilities Plan	2018	To achieve outcomes of regional sport strategy and to guide future investment in local sports facilities and support services	Survey of sports clubs Drop-in sessions		
Review of General Policies Reserve	Ongoing	Reserves Act Requirement	Reserves Act procedure	RMP adopted	District Community Neighbours

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Consultation Processes	Date	Reasons for Consultation	Extent of Consultation	Result	Key stakeholders Consulted
Management Plan (RMP)					Facility user groups

Table 3.8: 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
Pool 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
Sports and Recreation Survey 2017	2017	To gather current data on sports clubs, facilities and participation trends to feed into the development of a revised Sport and Recreation Strategy	All sports clubs on Sport Waikato database	70% response rate. Data is being processed and will feed into development of new Sport & Recreation Strategy/Local Action Plan	Sports and recreation clubs
Hetana Street Masterplan	2020-	To inform and guide the long-term integrated development and functioning of the overall site	Online survey Drop-in open day Stakeholder meetings Tactical urbanism		Mana Whenua iSITE Business Association Business Owners General public
Morrinsville Recreation Ground Master Plan	2018-	To inform and guide the long-term integrated development and functioning of the overall site	Surveys at public events Targeted stakeholder interviews		Park user groups Mana Whenua General public

Review Matamata Aerodrome Management Plan	2018-	Reserves Act Requirement	Reserves Act procedure	RMP adopted	Iwi Neighbours Aerodrome user group committee CAA Walsh Flying School

Table 3.9: Future Consultation

Consultation Processes	Date	Reasons for Consultation	Extent of Consultation	Intended Result	Key stakeholders to consult
Community Group Leases & Licences Policy	TBC	Community feedback	TBC	Policy adopted	Community groups
Compile Reserve Management Plan for Outdoor Adventure Parks	2018-19	Reserves Act Requirement for some; To guide development and use	Reserves Act procedure	RMP adopted	District Community Neighbours Facility user groups
Compile RMP for Linkage Parks	2023-24	Reserves Act procedure	Reserves Act procedure	RMP adopted	
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	2019-20	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	

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Consultation Processes	Date	Reasons for Consultation	Extent of Consultation	Intended Result	Key stakeholders to consult
Disability Strategy	TBC	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 community facilities. 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 community facilities and buildings. The key legislation affecting parks and open spaces is discussed in more detail in Section 4.

Table 3.10: Legislation and Community Outcomes

Assets	Activity Specific Legislation	Community Outcomes from LTP
Elderly Persons Housing	Local Government Act 2002	Healthy Communities
Pools and Spas Public Toilets Event Centres Community Halls Animal Pound Council Offices	Building Act 2004 Reserves Act 1977 Resource Management Act 1991	Healthy Communities Connected Infrastructure

Section 3: Levels of Service

Assets	Activity Specific Legislation	Community Outcomes from LTP
Pools and Spas Public Toilets Event Centres Community Halls	Building Act 2004 Reserves Act 1977 Resource Management Act 1991 Local Government Act 2002	Health Communities Connected Infrastructure

Table 11: 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

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[9] on 22 July 2020. The Community Facilities and Buildings assets identified as 'strategic assets' in the Significance and Engagement Policy are outlined in Table 3.12 below.

Table 3.12: Strategic Assets

Asset	Group	Rationale
Elderly Person Housing	Assets owned and required to maintain our capacity to provide affordable housing	We own 109 units across the district that provide low cost rental accommodation for elderly people
Libraries	Community facilities and buildings	The community assets listed refer to the assets as a whole that provide services to the whole district
Council offices		
Silver Fern Farms Te Aroha Event Centre		
Westpac Morrinsville Event Centre		
War Memorial Civic Centre, Matamata		
Headon Stadium		
Matamata Pools		
Morrinsville Pools		
Te Aroha Pools		

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 Lifecycle and Risk Management Sections of the AMP (See Chapters 5 & 6).

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[9] CM 2323312

Section 3: Levels of Service

3.7   Management Structure and Responsibilities

The management responsibility for the individual activities within the activity is shown below in Table 3.13 below. The organisational structure is shown in Appendix 1.

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

Community Facilities Operations, which falls under the Business Support Group, manages the pools, spas, aerodrome and historic reserves operations.

The Service Delivery Group is responsible for development, renewals, operations and maintenance of the remaining assets associated with the activity. This is achieved through its business unit, **Kaimai Valley Services** (KVS).

Restructuring in 2019 saw the disestablishment of Kaimai Consultants a professional services business unit. This was replaced by a Roading Team reporting to the General Manager Service Delivery and a **Property and Community Projects Team (**P&CP) resorting under the General Manager Business Support. P&CP are concerned with property management functions for the elderly persons housing and staff housing portfolios, the administration of leases and corporate building. They also manage delivery of small scale construction projects and coordinate volunteer work on Council land.

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. Building renewal budgets and priorities are also discussed at the PAG meetings. The future focus of this group is under review following the restructuring of property functions late in 2019.

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. As several community facilities and buildings are located on parks, issues relating to them are sometimes discussed at PRAG.

Facilities Operations Group (FOG) consists of the Facilities Operations Manager and Facility Managers. FOG typically meets once a month to discuss issues and projects relating to facilities operations. The Facilities Operations Manager attends PAG and PRAG from time to time as the need arises. Issues raised at FOG can potentially be taken to the PAG or PRAG meetings for discussion about renewals, capital funding etc.

Table 3.13: Management Responsibilities

Asset Area	Business Services Group			Service Delivery Group
	Assets Strategy & Policy	**Community Facilities Operations**	**Property & Community Projects**	**Kaimai Valley Services**
Pools and Spas	Policy & Strategy AMPs Reserve Management Plans Asset Database	Operations & Maintenance	Project management (capital & renewal) Engineering services Administration of leases and licences	
Public toilets	Policy & Strategy AMPs Sanitary Services Assessments Asset Database		Project management (e.g. new toilets or substantial upgrades)	Operations & Maintenance
Elderly persons housing	Policy & Strategy AMPs Plans Asset Database		Property management	Property maintenance
Event centres	Policy & Strategy AMPs Reserve Management Plans Asset Database	Operations & Maintenance	Project management	Property maintenance
Museums	Policy & Strategy AMPs Reserve Management Plans Asset Database	Operations (Firth Tower Museum)	Administration of leases (Te Aroha & Morrinsville)	
Information centres	Policy & Strategy AMPs Reserve Management Plans Asset Database	Operations (Te Aroha)	Administration of leases and licences (Matamata & Morrinsville)	Property maintenance (Te Aroha)
Leased buildings	Policy & Strategy AMPs Reserve Management Plans Asset Database		Property management including administration of leases	
Community Halls	Policy & Strategy AMPs Plans Asset Database		Property management	
Council offices	Policy & Strategy AMPs Asset Database		Project management	Property maintenance Cleaning services

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Following the introduction of new LTP activity groups in the 2015-25 LTP there has at times been some uncertainty as to which activity a particular building falls under and who the budget holder is. This is particularly the case where there are several buildings on a large parcel of land and also several activities occurring on the same land. A spreadsheet has been developed to attempt to address this issue with a budget holder clearly identified for each building. The budget holder may however engage other staff to project manage or execute renewal or maintenance work. It is intended that the budget holder for each building and the LTP activity to which the building belongs will also be documented in the asset database.

➡ **Improvement Plan Item 2018.F.3.1**

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[10]. Its vision is: "A healthy, vibrant, physically active and successful sporting region."

Moving Waikato 2025 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.

See also 4.4.3 for discussion about implementation of the strategy at a district/local level.

3.8.2 Regional Sports Facility 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. This Plan was reviewed in 2016 and 2020.

The Regional Sports Facility Plan 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. As far as other facilities were concerned, the Plan recommends maintaining and optimising the existing assets within the Matamata-Piako District.

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

3.8.3 District Sports Facilities Action Plan

In 2009, Council adopted 'Community Leisure Provision - Strategies to enhance leisure and recreation opportunities for the people of the Matamata-Piako District 2009-2019'. This document incorporated the former 'Active Recreation & Facilities Strategy' undertaken in 2007 and the 'Arts, Culture & Heritage Strategy 2008'. The 2009 update was done in response to the global financial crises and Council's ability to fund future leisure provision.

The 2015-25 AMP identified the need to substantially review this strategy. Late in the 2016-17 Financial Year, Sport Waikato were engaged to assist in the development of the new strategy/action plan. An initial survey of sports and recreation clubs produced a 70% response rate. The data was analysed and fed into the development of a District Sports Facility Plan that aligns with the regional strategies but has a focus on local issues within the Matamata-Piako District.

3.8.4 Regional Aquatic Strategy

A regional aquatics strategy is under development. This is as a result of the Regional Sports Facilities Plan.

The aquatics strategy process includes:
- An audit of current aquatic facilities
- Establishing the current state of the network
- Benchmarking of facilities
- Identification of current and future needs
- Regional sports organization trends and projections
- Club data and needs
- Non club trends
- Demographic changes
- Catchment areas and travel times
- Establishing a facilities hierarchy
- Gaps and options analysis
- Identifying priority projects

Insights and implications are discussed in the Future Demand section.

3.8.5 District Aquatic Strategy

An Aquatics Strategy was developed by Watershed Limited in February 2009. The strategy identified upgrade opportunities at the pools and made recommendations about the marketing of the various facilities. A number of upgrade projects have subsequently been completed at the Matamata and Morrinsville pools.

It is recommended that the aquatic strategy be reviewed, in light of the regional aquatic strategy and facilities plan and that aquatics at a district-level are included within the proposed Sport and Recreation Strategy.

➡ **Improvement Plan item 2015.F.3.1**

3.8.6 Disability Strategy

The need to develop a strategy to guide MPDC to accommodate the needs of people with disabilities was proposed in the Improvement Plan for the 2012-22 AMPs. Work on a draft strategy occurred in 2013 & 2014. The strategy is still to be finalised, adopted and implemented. Council workshops held late in 2014 indicated that Council did not consider it to be a high priority in the short term.

➡ **Improvement Plan item 2015.F.3.15**
➡ **Improvement Plan item 2015.F.3.16**

3.8.7 Regional Economic Development Strategy (Waikato Means Business)

The Waikato Means Business[11] 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.

3.8.8 Regional Visitor Strategy and 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[12] 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

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[11] For more information see: http://waikatomeansbusiness.nz/
[12] For more information see: http://www.hamiltonwaikato.com/industry/tourism-opportunities-plan/

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[13].

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.
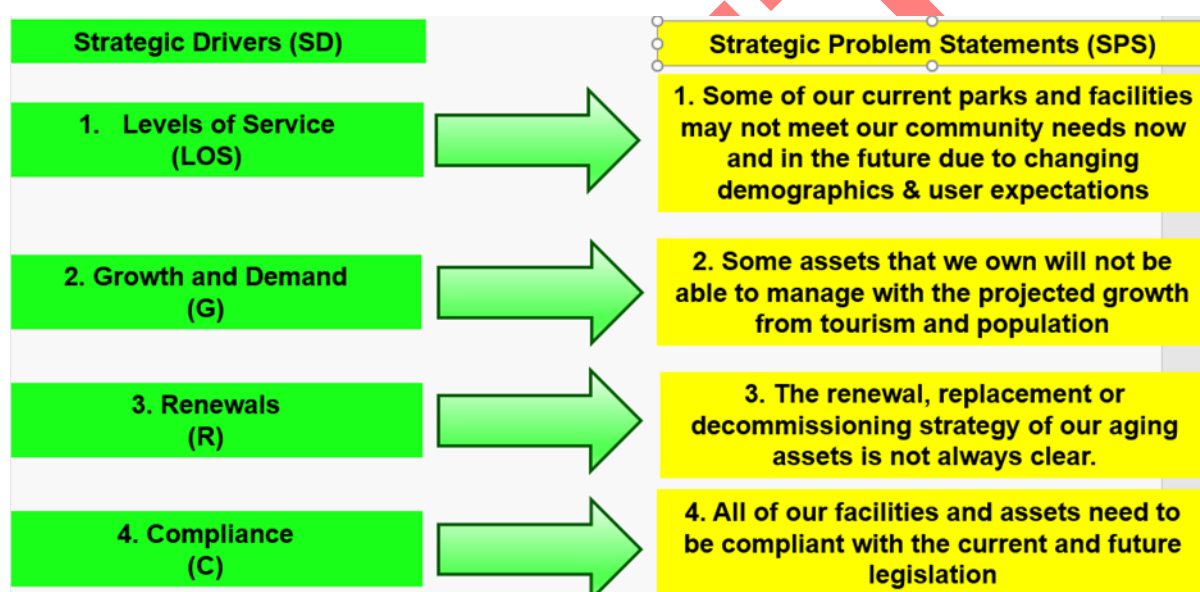
Figure 2: Startegic Drivers and Problems identified in the Infrastructure Strategy

3.8.10   Dangerous, Affected and Insanitary Buildings Policy 2019

The Dangerous, Affected and Insanitary Buildings Policy 2019 has been prepared by Council to comply with section 131 of the Building Act 2004 which requires Council to have a policy on Dangerous, Affected and Insanitary Buildings. This policy supersedes Council's Earthquake-prone, Dangerous and Insanitary Buildings Policy 2016.

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

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[13] For the full document, refer to CM#2348917

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).

The following graphs illustrate the percentage of users that were either 'very satisfied' or 'satisfied' with various Community Facilities and Buildings activities over the period 2013-2017. 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'.

Figure 3.3: Aquatic Facilities (pools and spas) users' satisfaction levels 2013-17
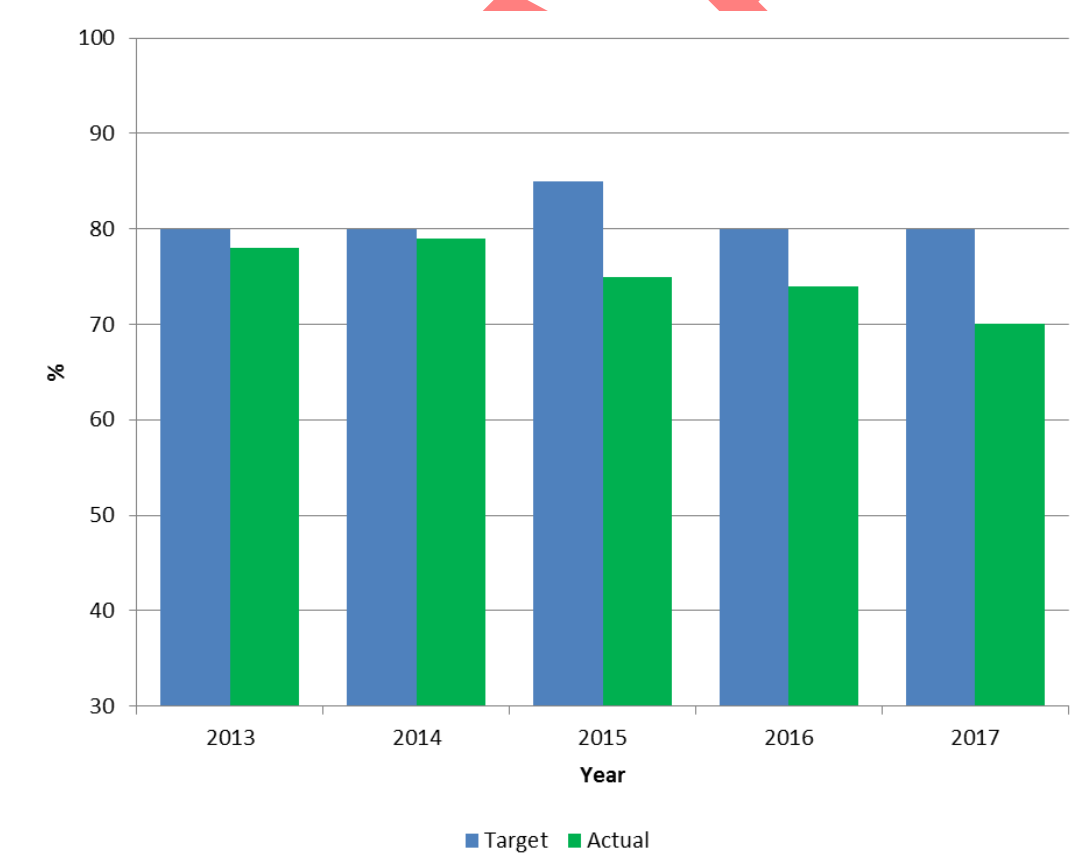
Satisfaction levels for pools and spas were below target over the period 2013-2017. Verbatim complaints were mainly about the cost to pool users. Pool users are heavily subsidised by

ratepayers. The Regional Aquatics Benchmarking Survey also indicated that admission charges for our pools appear to be at the lower end of the scale within the Waikato region[14]. Touch poll surveys conducted by pool staff in indicated relatively high satisfaction levels around issues such as water clarity and water quality.

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[14] See RM# 1894575 & 1894574

Figure 3.4: EPH tenants' Satisfaction Levels 2010-12
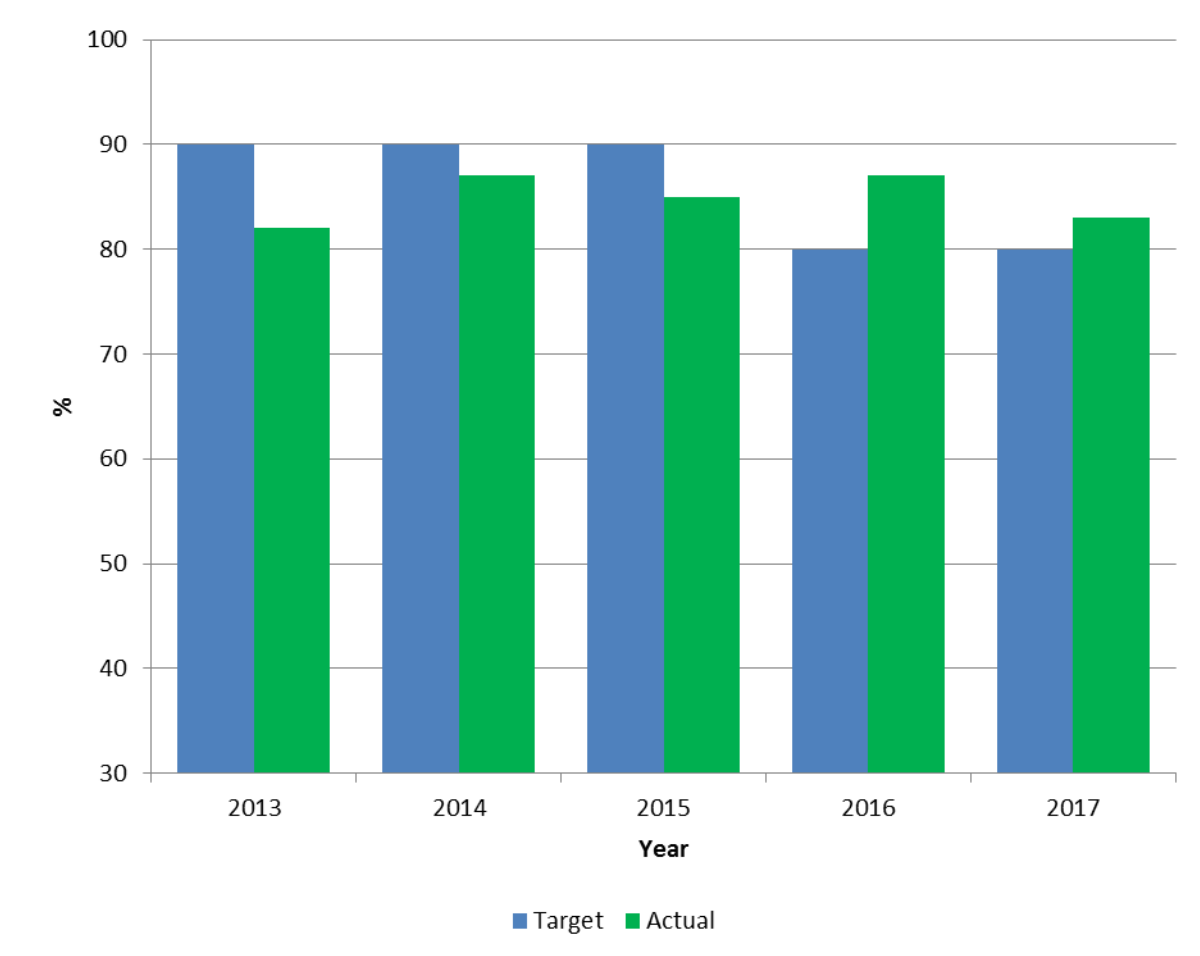
Satisfaction among tenants of Elderly Persons Housing has been above target since 2015-16
(

Section 3: Levels of Service

Figure 3.3). There are only 109 EPH units and not all tenants necessarily complete or return their surveys. In 2013-14 for example, only 68 surveys were returned. Of these, 12% indicated that they were 'neither satisfied nor dissatisfied' which in itself prevents the 90% target from being achieved. This was discussed at a Council workshop in 2014 and lowering the target to 80% was subsequently implemented in the 2015-25 LTP.

From time to time, the survey included a question about users' satisfaction with the location, accessibility and standard of Council offices. No target was set for this question. Results indicated that generally more than 80% of people who had visited a Council office were 'satisfied' or 'very satisfied'.

Internally, staff are asked, via the staff climate survey, whether they are satisfied with their physical work environment. Results for the past three years indicate that on average more than 70% of respondents agreed or strongly agreed that they were satisfied with their physical work environment.

Figure 3.5: User satisfaction levels with Council Offices
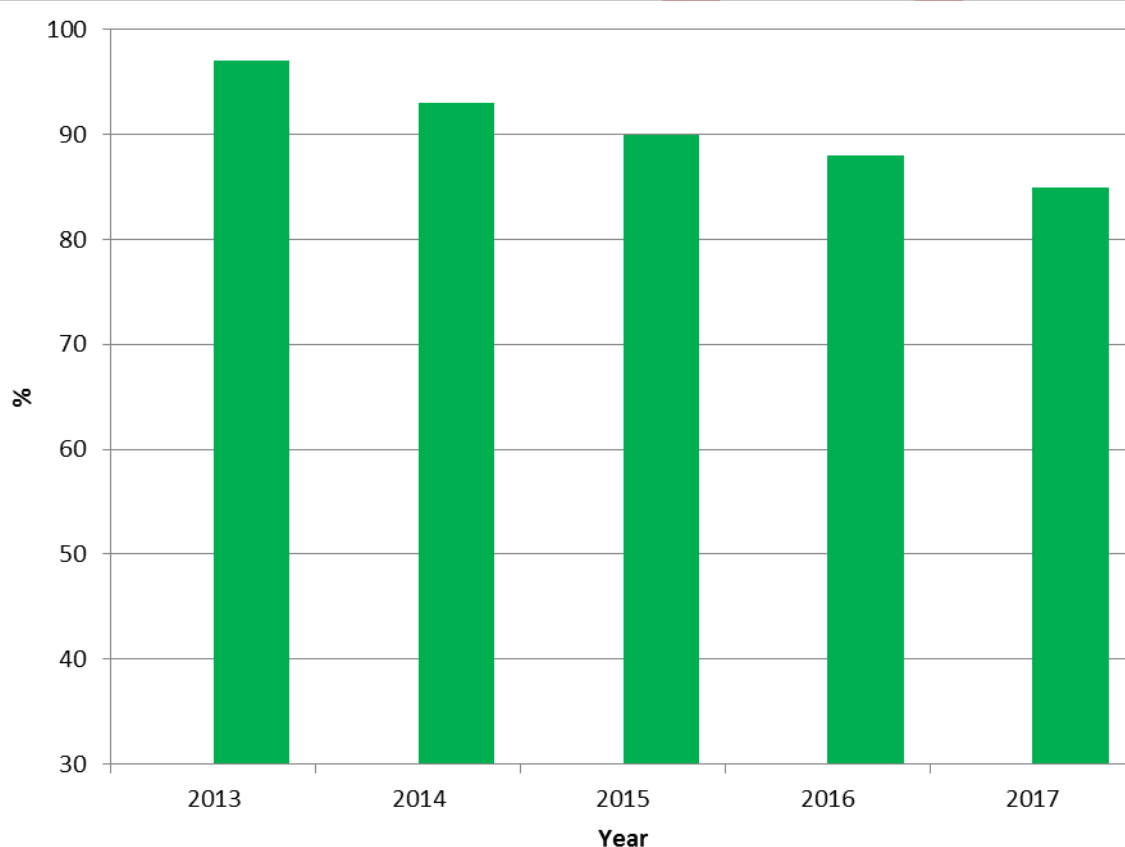
3.9.2   User Intercept Surveys

User intercept surveys of visitors and/or a door to door survey that records visitor expectations, measures visitor satisfaction, measures gaps in levels of service can provide valuable information for management and planning purposes.

Such surveys have been done on an ad hoc basis, including Yardstick Visitor Measures, TouchPoll and SurveyMonkey surveys.

It is recommended that Council implements systematic, regular, user intercept survey across all community facilities.

➡ **Improvement Plan Item 3. 2015.F.3.7**

3.9.3   Public Toilet Distribution and Performance

A sanitary services assessment of the public toilet network was most recently done in 2019[15].

There are currently 17 public toilet facility locations provided throughout the District. This equates to approximately 0.5 toilet block per 1,000 residents. On a national comparison[16] the rate of provision is 0.9 toilets per 1,000 residents. There are also three camper van waste disposal stations.

Levels of satisfaction from users is relatively high at 78%, based on an intercept survey undertaken at six key sites in February 2019. This is largely consistent with survey results from 2008 and 2014 with the notable exception being a fall in satisfaction with the Waharoa facility from 85% in 2008 to 54% in 2019, and also a noticeable decline at the Hetana Street facility from 92% to 83%. The latter two facilities face the most pressure from tourists.
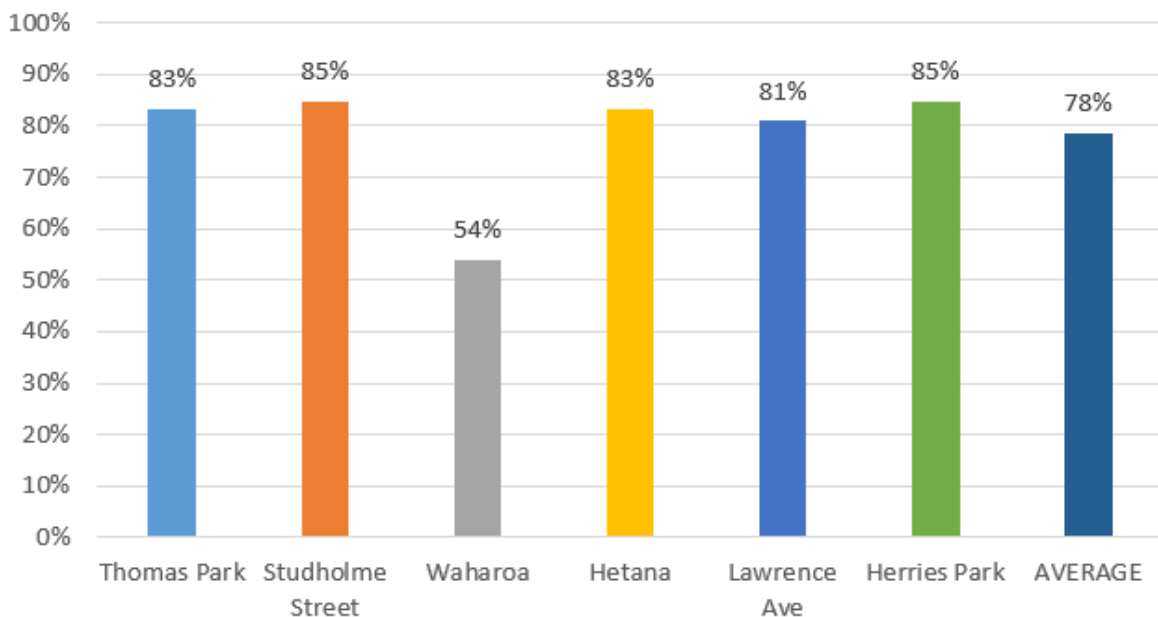
Figure 6: Overall satisfaction by facility 2019

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[15] Full report and supporting documentation in CM Project Folder 18/12344
[16] Yardstick 2015

Section 3: Levels of Service
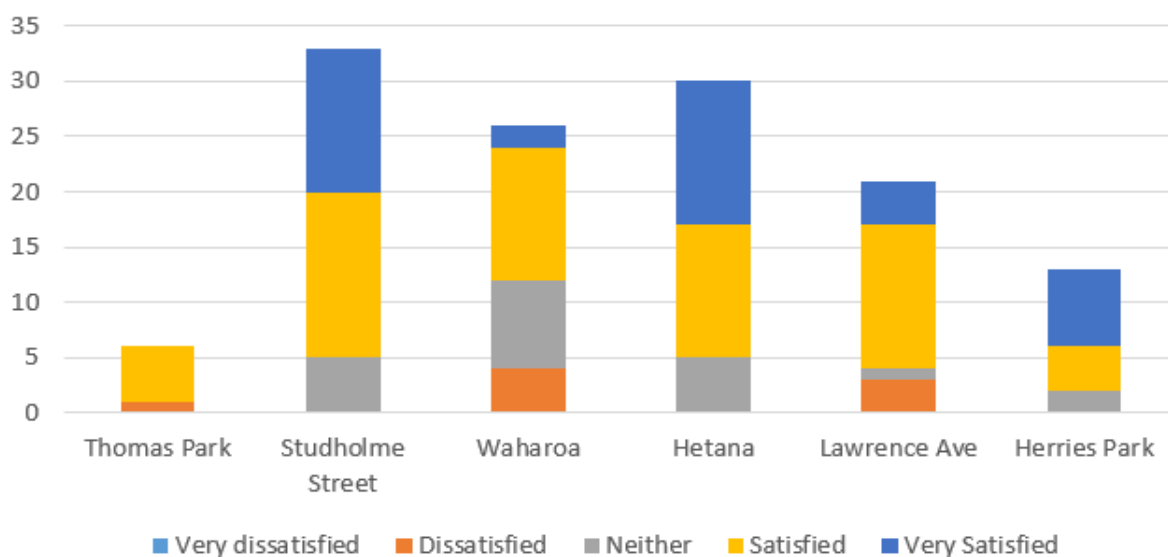
Figure 7: Relative satisfaction levels by facility (2019)

The Waharoa facility is located on State Highway 27 and is a convenient stop for larger vehicles such as trucks and campervans. It's location relative to Tauranga, Rotorua, Auckland and the Coromandel and the proximity of food outlets contribute to its popularity as a stopping place. The facility is however dated and struggles to cope with demand. Council has secured funding from the Tourism Infrastructure Fund to replace the current complex with a modern design that will be more suited to the demand. Physical works to occur early in 2021. The plan is to keep the current toilets open during construction and build the new facility alongside, to minimise disruption to service.

	2008	2014	2018/19	Change from 2014 to 2018/19
Satisfaction survey				
Combined overall	77%	70%	78%	+8%
Herries Park	76%	84%	85%	+1%
Studholme St	83%	78%	85%	+7%
Hetana St	92%	88%	83%	-5%
Waharoa	85%	71%	54%	-17%
Lawrence Ave	86%		81%	
Thomas Park	68%		83%	
Usage per hour				**Average**
Herries Park		4/hr	7/hr	5.5/hr
Studholme St		25/hr	26/hr	25.5/hr
Hetana St		76/hr	116/hr	96/hr
Waharoa		44/hr	42/hr	43/hr
Lawrence Ave			6/hr	6/hr
Thomas Park			2/hr	2/hr

Figure 8: Comparative survey results from 2008 to 2019

Hetana Street is the main toilet serving the Matamata CBD and i-SITE (which in pre-COVID era attracted 250,000 visitors a year). The area is also a stopping point for busses to Hobbiton (one of NZ's top three tourist destinations, which in pre-COVID era attracted more than 500,000 visitors a year). The assessment recommended replacing the facility. Due to COVID the Tourism

Infrastructure Fund has however been suspended. There is uncertainty whether this fund will be available in future. It is likely Council may have to fund the new toilets on its own. Desire for a new, more modern, but site sensitive toilet design, has been identified during the masterplan process for Hetana Street in 2020. Concept toilet designs have been developed and the location(s) of the toilet block(s) will be determined as part of the overall plan for the site.

Figure 9: An early design concept for new Hetana Street Toilets[17]

A new toilet is to be built at Wairere Falls Carpark Reserve early in 2021. Half of the cost of the project is being met by a Tourism Infrastructure Fund grant. Council previously expanded and upgraded the carpark with the aid of TIF funding. The carpark is the gateway to the Wairere Falls tracks that lead to the summit of the tallest waterfalls in the North Island and associated tracks and huts on public conservation land.

A new toilet is also being planned near the Morrinsville i-SITE. This is also likely to be built early 2021.

The average age of the Matamata Piako public toilets is 39 years[18], with 8 toilets over 50 years of age. This represents 38% of the asset currently overdue for renewal.[19] Only four toilet facilities meet current accessibility standards which is of concern in light of the ageing population scenario.

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[17] Source: Draft Hetana Street and Reserve Masterplan 2020. Resilio Studio.
[18] Excludes the Te Aroha information building from the calculation
[19] The age of some older toilets is an estimate therefore should only be used as a guideline for renewal planning

Section 3: Levels of Service

Name	Proposed Category	Town	Asset Condition	Performance Score
Studholme Street Exeloo	Premier	Morrinsville	1	91%
Hetana Street	Premier	Matamata	1	88%
Morrinsville Recreation Ground	Community	Morrinsville	1	86%
Herries Memorial Park	Community	Te Aroha	1	83%
Lawrence Avenue	Premier	Te Aroha	2	75%
Te Aroha Domain - Spa	Community	Te Aroha	2	75%
Studholme Street	Premier	Morrinsville	3	75%
Waharoa Rest Area	Community	Waharoa	1	74%
Firth Tower	Community	Morrisville	2	61%
Boyd Park	Community	Te Aroha	2	57%
Matamata Cemetery	Community	Matamata	1	61%
Matamata Domain	Community	Matamata	2	59%
Te Aroha Domain iSite	Community	Te Aroha	3	57%
Te Aroha Cemetery	Community	Te Aroha	2	56%
Piako Cemetery	Community	Morrinsville	2	54%
Mountain Bike Park	Remote	Te Miro	1	52%
Thomas Park	Community	Morrinsville	3	37%
Tahuna Domain	Community	Tahuna	3	34%
Waihou Rec Ground	Community	Waihou	2	32%
Waharoa Domain	Community	Waharoa	2	23%
Te Aroha Domain Unisex	Community	Te Aroha	2	12%
Average				**58%**

Figure 10: Asset condition and performance of public toilets (Summer 2019)

The average performance assessment score has been declining:

Year	2008	2014	2019	Change 2014 to 2019
Average performance assessment score	74%	62%	58%	-4%

Figure 11: Comparative asset performance of public toilets

This suggests not enough attention may have been paid to toilet facilities over the past few years to ensure that they meet current user expectations. Funding of $100,000 annually for toilet upgrades was included in the 2019-28 LTP. Prior to that, there was no dedicated budget for capital upgrades, only maintenance and renewal.

3.10   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 of 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. Some number of complaints measures were however retained.

The ability to produce reports on CRMs has presented some challenges. Reporting is time consuming and relies heavily on human interpretation of CRMs. Some technical measures in the 2015-25 and 2018-28 AMP could simply not be reported on due to the way the CRMs were structured. CRMs are sometimes also recorded against incorrect categories. Rationalisation of the CRM categories and improved reporting capability has recently been undertaken to address this.

3.11   Linking levels of service to community outcomes

3.11.1   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.

3.11.2   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 consultation processes are shown in Appendix 2.

3.11.3   Reviewed Levels of Service

Table 3.15 below outlines the levels of service as reviewed for the 2018-28 LTP period.

Council adopted new Community Outcomes and Community Outcome Themes in 2017. Council workshops indicated that levels of service are however likely to remain largely the same.   In some cases, the wording has been changed slightly to clarify the level of service, or a technical level of service, or a new performance measure may have been added. Amendments were agreed to at a Council Workshop on 13 September 2017.

No changes were made to these in preparation for the 2021-51 LTP.

Section 3: Levels of Service

Table 3.14: Linkage of Levels of Service to Community Outcomes (2018-28 LTP).

Community Outcome Theme	Community Outcome	Level of Service	LTP 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	Our facilities will be safe for facility users and staff	LTP	Pools & Spas	Four independent safety and quality audits will be carried out on Swimzone Te Aroha, Swimzone Matamata and Te Aroha Mineral Spas. Two independent safety and quality audits will be carried out on Swimzone Morrinsville.	2015-16 Achieved 2016-17 Achieved	Achieved	Achieved	Achieved	Achieved	Measured through audit records. Audit also assesses against NZS 5826:2010 (Pool Water Quality). Added 'safety and quality' to wording.
Healthy Communities	Our community is safe, health and connected	Building Warrant of Witness issued where required	Tech	Pools & Spas	BWoF issued for all Council buildings and facilities that require them	2015-16 Achieved 2016-17 Achieved	BWoF issued for 100% of buildings that require them	BWoF issued for 100% of buildings that require them	BWoF issued for 100% of buildings that require them	BWoF issued for 100% of buildings that require them	Measured through BWoF records.
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	We will provide well maintained aquatic facilities in the district	LTP	Pools & Spas	Percentage of customers that have used aquatic facilities in the last year that are satisfied/very satisfied	2015-16 74% Not achieved 2016-17 70% Not achieved	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 through Annual Customer Satisfaction Survey

Community Outcome Theme	Community Outcome	Level of Service	LTP or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achievement Levels	Target				Additional Information
							2018-19	2019-20	2010-21	2022-28	
Healthy Communities	We encourage the use and development of our facilities	We will promote and encourage our community to use our aquatic facilities	LTP	Pools & Spas	The number of customers using our pool facilities will be maintained	2015-16 Achieved.

2016-17 Achieved. | Visitor numbers within 5% of the five year average | Visitor numbers within 5% of the five year average | Visitor numbers within 5% of the five year average | Visitor numbers within 5% of the five year average | This is measured through pool attendance records. Each visit is counted as one. The figures do not differentiate between residents and out of town visitors. |

Community Outcome Theme	Community Outcome	Level of Service	LTP or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achieve-ment Level	Target				Additional Information
							2018-19	2019-20	2020-21	2022-28	
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	We will provide housing that meets the needs of elderly people	LTP	Housing and Property Management	Percentage of elderly persons housing tenants satisfied/very satisfied with the standard of maintenance and accommodation	2015-16 87% 2016-17 83% 2017-18	80% or more satisfied/ very satisfied	80% or more satisfied/very satisfied	80% or more satisfied/very satisfied	80% or more satisfied/very satisfied	Annual survey of EPH tenants. All tenants are provided with a survey to complete if they wish to
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	We will provide affordable elderly persons housing	LTP	Housing and Property Management	Rent charged for elderly persons housing will be below the market median for the district	2015-16 Achieved 2016-17 Achieved 2017-18 Achieved	Rents are 10% below the market median	Rents are 10% below the market median	Rents are 10% below the market median	Rents are 10% below the market median	Annual accounts are reviewed against market median rents for the District on the MBIE website
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	Elderly Persons Housing will be well utilised	LTP	Housing and Property Management	At least 95% of elderly persons housing will be occupied	2015-16 99% 2016-17 99% 2017-18	95% or more	95% or more	95% or more	95% or more	Measured from occupancy records

Community Outcome Theme	Community Outcome	Level of Service	LTP or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achieve-ment Level	Target				Additional Information
							2018-19	2019-20	2020-21	2022-28	
Health Communities	Our community is safe, health and connected	Customers will receive good customer service	Tech	Housing and Property Management	EPH-related CRMs responded to within the assigned timeframes		90% or more	90% or more	90% or more	90% or more	Immediate Health & Safety issues[20] to be responded to within 2 work hours[21]. Other issues to be responded to within 2 work days[22]

Community Outcome Theme	Community Outcome	Level of Service	LTP or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achievement Level	Target				Additional Information
							2018-19	2019-20	2020-21	2022-28	
Connected Infrastructure	Infrastructure and services are fit for purpose and affordable, now and in the future	Percentage of customers satisfied/very satisfied with Council buildings	Tech	Housing and Property Management	Percentage of customers satisfied/very satisfied with Council buildings	2014-15 93% 2015-16 Not surveyed 2016-17 Not surveyed					New measure

[20] 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.

[21] 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.

[22] 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 or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achievement Levels	Target				Additional Information
							2018-19	2019-20	2010-21	2022-28	
Healthy Communities	We encourage the use and development of our facilities	The number of customers using our event centre facilities remains steady or increases every year	Tech	Recreation & Heritage	2017-18 benchmark and maintain benchmark	New measure					New measure
Connected Infrastructure	Quality infrastructure is provided to support community wellbeing	We will provide well maintained recreation and heritage facilities and will address damage, vandalism and graffiti in a timely manner	LTP	Recreation & Heritage	Damage, vandalism and graffiti complaints regarding Recreation and Heritage Facilities responded to within the assigned timeframe	2015-16 57% Not achieved

2016-17 90% Achieved | 80% or more | 80% or more | 80% or more | 80% or more | Immediate Health & Safety issues[23] to be responded to within 2 work hours[24]. Other issues to be responded to within 2 work days[25] |
| Healthy Communities | Our community is safe, health and connected | Building Warrant of Witness issued where required | Tech | Recreation & Heritage | BWoF issued for all Council buildings and facilities that require them | Achieved | BWoF issued for 100% of buildings that require them | BWoF issued for 100% of buildings that require them | BWoF issued for 100% of buildings that require them | BWoF issued for 100% of buildings that require them | Measured through BWoF records. |

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[23] 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.
[24] 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.
[25] 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 or Technical LoS?	LTP Activity Group	Performance Measure	Historical Achievement Levels	Target				Additional Information
							2018-19	2019-20	2010-21	2022-28	
Healthy Communities	Or community is safe, health and connected	We will do CPTED (Crime Prevention through Environmental Design) studies to ensure safe public toilets for our communities	Tech	Public Toilets	CPTED study carried out on one public toilet per ward per year	2015-16 Achieved 2016-17 Achieved	3 CPTED studies completed per year	3 CPTED studies completed per year	3 CPTED studies completed per year	3 CPTED studies completed per year	Measured by audit records
Healthy Communities	Or community is safe, health and connected	Public toilets will be maintained to acceptable standards	LTP	Public Toilets	Number of complaints received regarding dissatisfaction with the cleanliness of public toilets	2015-16 22 Not achieved 2016-17 34 Not achieved 2017-18	20 or less	20 or less	20 or less	20 or less	Measured via CRM system
Healthy Communities	Or community is safe, health and connected	Public toilets will be maintained to acceptable standards	Tech	Public Toilets	CRM complaints are responded to within the assigned timeframes		90% or more safety or cleanliness related complaints[26] about public toilets are responded to within two work hours of receiving the complaint				Measured via CRM system

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26 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.

3.12 Service Delivery Model

3.12.1 Current arrangements

Community Facilities Operations, an in-house business unit, operates the Pools and Spas and manage the Recreation and Heritage Facilities. Specialist tasks (such as pool audits) are performed by consultants and contractors.

Kaimai Valley Services (KVS), an in-house business unit, performs maintenance tasks such as toilet cleaning and building maintenance. Specialised tasks (such as deep cleaning of toilets, plumbing and electrical work) are outsourced to specialist contractors.

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

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. Building renewal budgets and priorities are also discussed at the PAG meetings.

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. As several community facilities and buildings are located on parks, issues relating to them are sometimes discussed at PRAG.

Facilities Operations Group (FOG) consists of the Facilities Operations Manager and Facility Managers. FOG typically meets once a month to discuss issues and projects relating to facilities operations. The Facilities Operations Manager attends PAG and PRAG from time to time as the need arises. Issues raised at FOG can potentially be taken to the PAG or PRAG meetings for discussion about renewals, capital funding etc.

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

➡ **Improvement Plan Item 2018.F.3.3**

Assessment of service delivery costs is done by participation in benchmarking exercises such as Yardstick as well as through the Section 17A assessment 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: Initial Section 17A Assessments

Activity	RM Number	Decision	Recommended Improvements or Other Comments
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.
Public Toilets	1787430	Enhanced status quo	• Clearer definition of what the minimum service delivery standards are e.g. define "clean" in relation to cleanliness. • Continue improvement initiatives already identified e.g. in the AMP Improvement Plan.
Recreation and Heritage	1812368	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.
Libraries	1809999	Status quo	• Continue working with other Councils to participate in collaborative projects
Pools and Spas	1803215	Not cost-effective to review	• Regional aquatics strategy is underdevelopment and is likely to result in better data for decision-making and analysis • Although a review is not recommended at this time some improvements have been identified in the AMP which can be implemented to improve service delivery

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

Section 4: Future Demand

3.13 Service Delivery Standards

The quality of service delivery is currently monitored through customer satisfaction surveys and external audits of some facilities.

3.13.1 Kaimai Valley Services

In the past there was a Service Level Agreement (SLA) between the former position of Community Facilities Manager and Kaimai Valley Services that outlined operational maintenance specifications for public toilets, mowing etc. 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.

When the 2015-25 AMP was developed responsibility for developing an SLA and setting operational specifications lay with the General Manager: Service Delivery who has control over the operational and maintenance budgets. According to the KVS Manager the specifications within the old SLA was used as a guideline by KVS staff. The former SLA however had its limitations with some aspects of routine maintenance not addressed in the SLA.

The lack of specifications pose potential quality, safety, health, environmental and reputation risks. 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). The issue was raised at staff AMP workshops held in 2017 where it was agreed that the action groups would lead the development of SLAs (i.e. the Parks and Reserves Action Group and the Property Actin Group).

➡ **Improvement Plan Item 2015.F.4.1**

KVS has moved from operating on a frequency-based contract model to an outcomes-based model. Specifications can be therefore be written from an outcomes perspective rather than a frequency basis. The New Zealand Recreation Association developed a National Specification for Parks and Open Spaces Maintenance in 2017. The relevant specifications can potentially be referenced in SLAs not only for parks but public toilets, housing and other property.

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

➡ **Improvement Plan Item 2015.F.4.2**

3.13.2   Community Facilities Operations

There is no service level agreement in place with Community Facilities Operations.

Operational/quality policies and procedures are stored in Promapp and operations are internally audited against these policies and procedures.

As far as the Pools and Spas are concerned, operations are subjected to regular independent audits which ensure compliance with pool standards. Aerodrome operations are subject to Civil Aviation Authority controls.

It was recommended that the functionality of the Maintenance Scheduling Module of AUTHORITY also be investigated and trialled for application in Community Facilities Operations. This was not taken up and since the departure of staff familiar with the system it cannot presently be implemented. It is recommended that CF Ops develop their own routine operations and maintenance rounds.

➡   **Improvement Plan Item 2015.P.4.2**

3.13.3   Property & Community Projects

P&CP provide professional and semi-professional services such as coordinating property investigations, valuations, executing acquisitions and disposals, property inspections and the administration of leases and licences.

In the past there was a Service Level Agreement between the former Community Facilities manager and the former Kaimai Consultants Manager. This document is however considerably out of date as there have been at least four restructures since it was written. It is recommended that a new SLA be drawn up between the Asset Manager Strategy and Policy and the Property & Projects Manager to clarify roles, responsibilities and expectations.

The Property Action Group or PAG may be an appropriate forum to develop such a document.

➡   **Improvement Plan item 2018.F.3.4**

3.14   Audits

Watershed currently conducts external pool safety and quality audits. The standard of auditing is considered to exceed that of Poolsafe accreditation.

KVS conducts some internal audits, including audits of toilet cleaning, however audits are not necessarily documented.   It is recommended that a more robust audit regime and associated documentation is developed.

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

Audit rounds and frequencies could potentially be set up in the Maintenance Scheduling Module of AUTHORITY or by using a standalone product like iAuditor.

Section 4: Future Demand

4   FUTURE DEMAND (PLANNING FOR THE FUTURE)

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 4.3.

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.
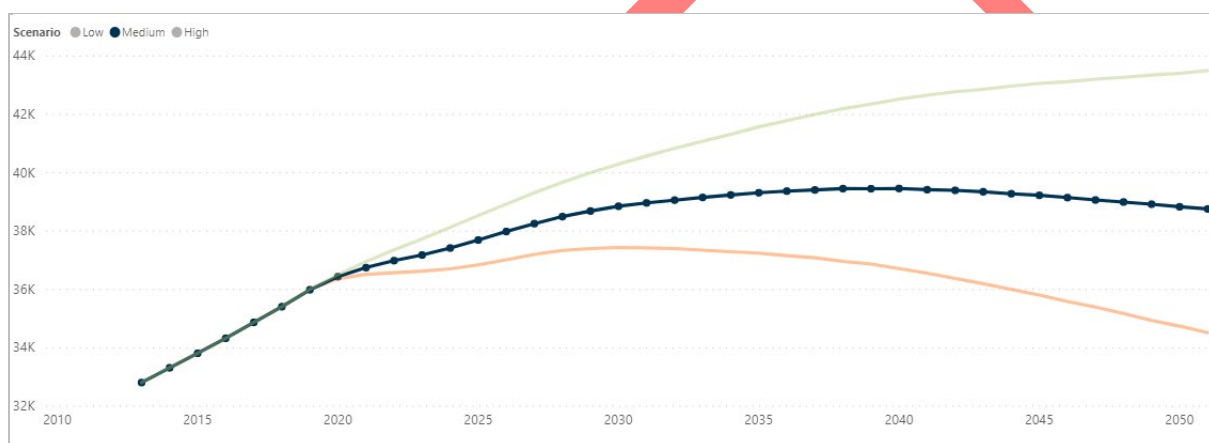
Figure 12: District population forecast 2021-51[27]

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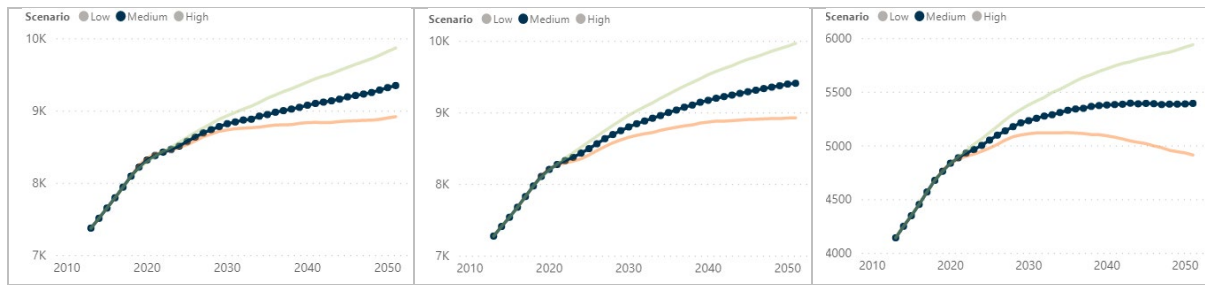
Figure 13: Population forecast by urban area

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.
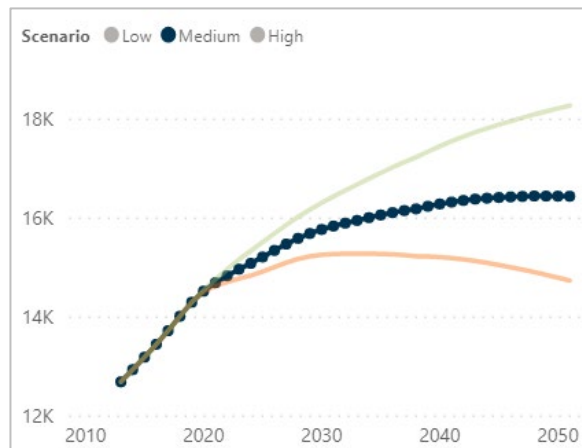
Figure 14: Projected number of households by growth scenario (District)
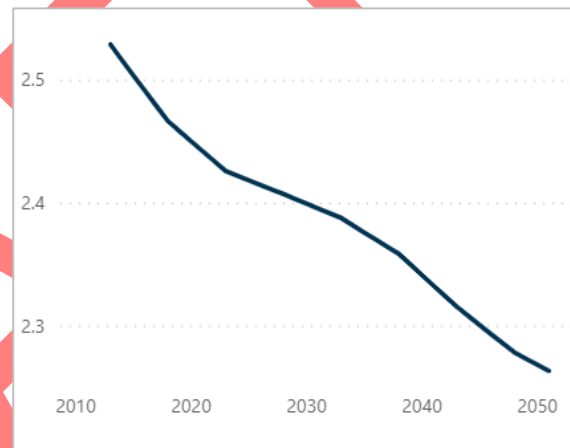
Figure 15: Average household size – Medium Growth Scenario (District)
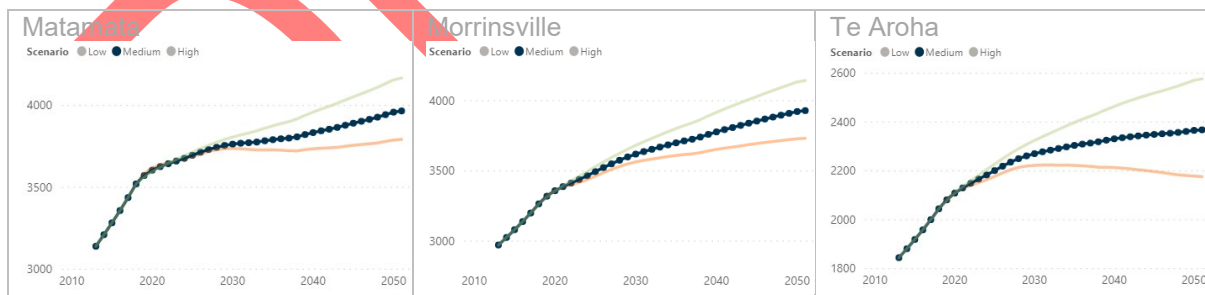
Figure 16: Forecast dwellings by urban area

Occupation levels for dwellings are currently high and are expected to remain so.

Section 4: Future Demand
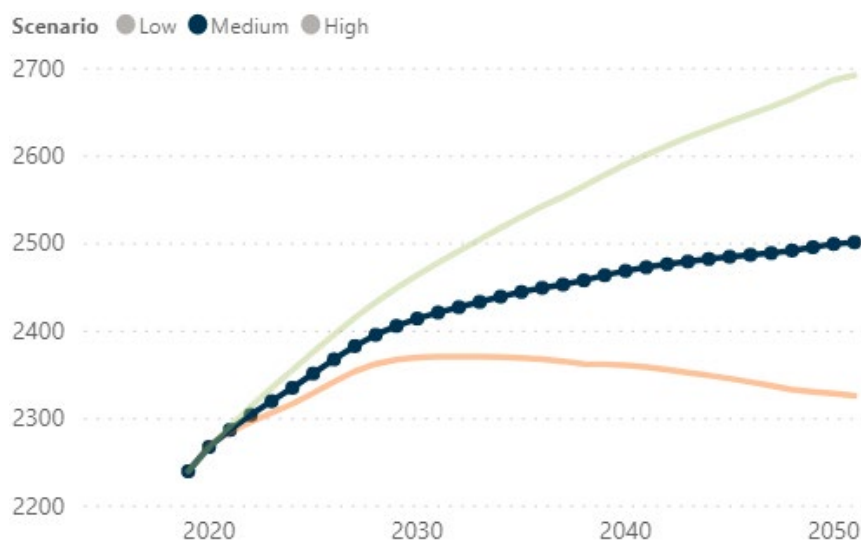
Figure 17: Forecast number of rating units (District)

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[28]. 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.[29]

Figure 18: By 2051 our population will have aged considerably

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28 Statistics New Zealand Website
29 Infometrics Data

Community Facilities and Buildings Activity
Management Plan 2018-48

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.
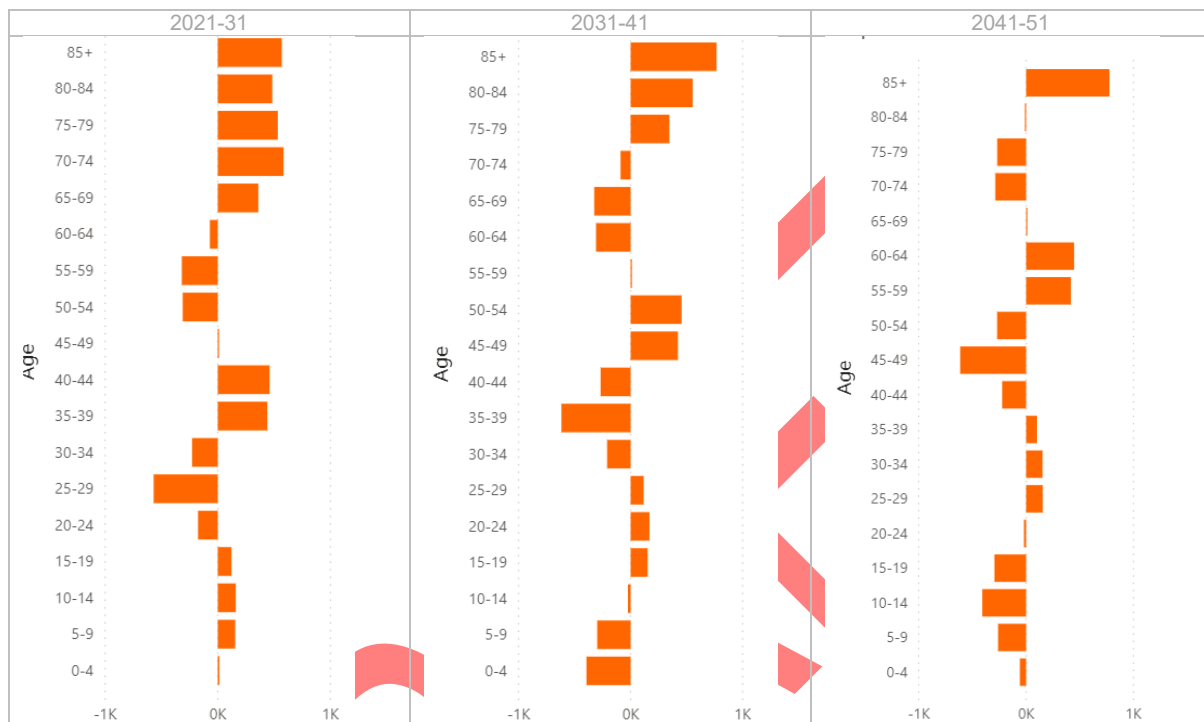
Figure 19: Forecast district population change by decade

The ageing population trend is likely to increase demand for recreation facilities (especially for informal activities such as walking, cycling or swimming). 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; an expectation that swimming pool temperatures are warmer 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[30]. Demand for camping facilities for campervans is likely to increase. 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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[30] NZMCA website

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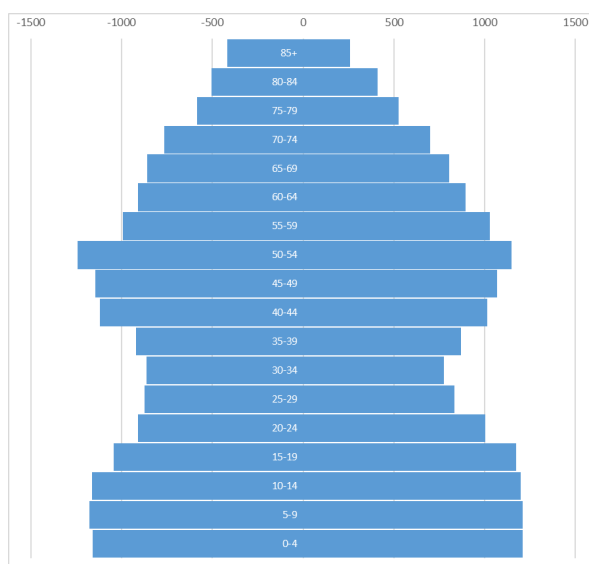
Figure 20: District Age Pyramid in 2021
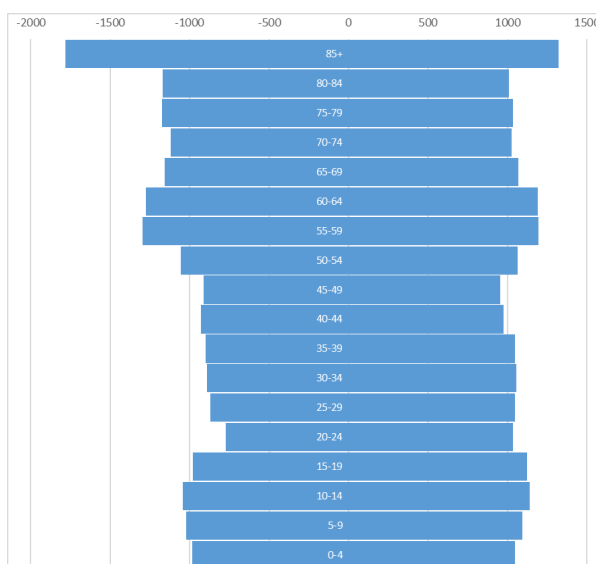
Figure 21: District Age Pyramid in 2051

4.2   Changing sport and recreation trends

4.2.1   General 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
- Low population growth

The Regional Sports Facility Plan, Moving Waikato 2025, and District Sports Facility & Action Plan 2018 all 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

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- Greater cooperation or collaboration between sporting codes and clubs
- Better support and/or coordination of volunteer groups

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 systems, 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 use.

IP Item> Electronic booking system

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4.2.2   Aquatic Trends

The following trends have been identified in the aquatic sector[31]:

- Declining membership of swimming clubs
- Declining participation in competitive swimming
- An overall drop in swimming participation
- Learn-to-swim has the lowest decline in participation
- The 65+ age group is the only one that has shown growth in participation
- Fewer team/group activities
- Increase in 'one-off' event participation
- More need to separate learners, lane swimmers and recreational users
- A wider range of activities and exercise options that compete with swimming

Nationally, recreational/social swimmers make up the vast majority of pool users while swimming competitions account for only 3% of usage.

The needs of older people and children are different from that of swimming clubs especially in terms of needing warmer water. With an ageing population the number of older recreational swimmers is increasing. Activities such as learn-to-swim and aqua therapy provide higher financial returns that lane swimming. There is a shortage of learn to swim facilities in the Waikato.

Ratepayer-funded pool facilities should arguably cater for the needs of the broader community. Ensuring that pool design is not disproportionately influenced by swimming clubs (which potentially only represent a small minority of users) may present a challenge.

Swimming remains the most popular aquatic activity. While just over 6% of Waikato residents would like to do more swimming, less than 1% indicated they would like to do more of a different kind of pool-based sport (such as underwater hockey, water polo etc.).

Recent benchmarking indicated that the average age of Council pools in the Waikato is around 40 years. There also appear to be too many 50 m pools in the region to be sustainable long-term. Historically, a 25 m indoor laned swimming pool has been the 'industry standard'. A 25 m indoor pool should however no longer be the default position when considering new aquatic facilities. Proper business cases need to be developed to ensure new pools are fit for purpose and sustainable long-term.

Criteria	National Benchmark (Provincial)	Our District 2017	Our District 2038
Provision (All Pools Combined)	35 residents per m² of water	15.7	17.7
Provision (Indoor Pools Only)	35 residents per m² of water	109.7	123.7

Figure 22: Pool Provision in our District benchmarked[32]

Overall, our current pool provision exceeds national guidelines (35 residents per m2 of water for provincial areas and 60 residents/ m2 for urban areas) however, we do not meet the benchmark for indoor pool space provision. Potential strategies to address this could include potential partnerships with schools or covering existing pools.

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[31] Waikato Aquatics Strategy Benchmarking Exercise 2017
[32] Ibid

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IP> Investigate school pool partnerships
IP> Investigate/Feasibility Future of MV Pool

4.2.3   Indoor Sports and Recreation Activities

Nationally, a shift from outdoor to indoor facilities is occurring to support demand for indoor sports, to enable year-round participation, and to avoid conflict with other sports. This has included some traditional 'outdoor' sports increasingly becoming 'indoor' sports (e.g. netball).

Tracking the use of indoor facilities presents a challenge. As noted by Sport New Zealand[33], boundaries often overlap between private and public facilities; some sports are played both indoors and outdoors; and facilities may be used both for community and sporting purposes. Council's cash registers and current booking systems provide limited data on facility use. The number of bookings at indoor centres is currently able to be reported but it is not a simple process and does not necessarily track the number of people who used the facility. Booking requests for most facilities are received on manual or electronic forms and approved bookings are then captured in Outlook calendars. This complicates reporting and any meaningful analysis of usage data. A bookings module of the Civica Authority system has been under development for some time but is not yet available. It is recommended that Council implements an electronic booking system that would minimise double handling of data, that is able to manage the bookings for multiple facilities at once and is easily able to produce a suite of reports. This has been raised at a Technical Advisory Group to the Regional Sports Facilities Plan as a potential regional project. With the recent restructure of Sport Waikato the status of this project is unclear.

➡ **Improvement Plan item 2018.F.4.3**

Sport New Zealand[34] observed a decline in participation in indoor sports with increasing age with participation in the 45 -64 year age group being around one-ninth the rate in the 16-24 age groups. Demand for indoor court facilities is highly dependent on the specific sport which the user is participating in, and the age profile of the community. This presents both a challenge and an opportunity to increase participation amongst the older age groups.

Indoor sports and recreation facilities can be among the most expensive Community Facilities. It is important that not only the capital costs of constructing such centres are considered in long term decision-making but also the whole-of-asset-life costs. True demand for indoor facilities can be difficult to quantify. There is a risk that community consultation could focus predominantly on whether respondents want a new facility (or an upgrade) without necessarily considering their commitment to use or willingness to pay for the new (or upgraded) facility.

Through needs assessment and feasibility studies should be undertaken prior to major investment in new facilities or major upgrades. Non-asset solutions (such as improved booking systems and multiple-use line marking) should also be considered as part of such processes. Sport New Zealand's *Community Sport & Recreation Facility Development Guide* provides useful guidelines designed to help those who are looking to build or develop an indoor sports or aquatic facility. It has a particular focus on affordability and whole-of-life financial sustainability of multi-sports centres that can meet a range of community needs while complying with best practice and the required standards. The guide includes reference facility

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[33] National Indoor Facilities Strategy. Sport New Zealand (2013).
[34] Sport New Zealand (2013) p.18

designs, and provides a step-by-step process and supporting information for the stages of the best-practice facility lifecycle.

The Waikato Regional Sports Facilities Plan 2018 defines a facility hierarchy for the Waikato Region that includes international, national, regional, sub-regional, 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 also promotes collaboration between districts when developing new facilities especially indoor court and aquatic facilities. While the primary focus of the plan is on regional and sub-regional facilities many of the guiding principles and evaluation criteria can also be applied to local facilities.

4.3   Tourism

4.3.1   Hauraki Rail Trail

The Hauraki Rail Trail was announced in 2009 as one of several 'quick start' projects towards the National Cycleway Project. The current Hauraki Rail Trail is not a Council asset and is managed by a trust. The trail itself and Council's involvement in it is discussed in more detail in Section 5.3 of the Parks and Open Spaces AMP. It is mentioned here mainly in terms of its influence on other facilities such as public toilets, information centres, event centres, pools and spas.

The section from Paeroa to Te Aroha was opened in May 2012. Currently, the section 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.

It 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.

Council intends extending the trail from Te Aroha to Matamata within the next 12 months. 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 is 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 in 2016-17 and 2017-18 with construction likely to start in 2018-19 depending on funding. A funding application to the Great Ride Enhancement and Extension Fund was made in 2017.The outcome of the funding round is expected to be announced in the near future. Potential extension of the trail to Lake Karapiro was discussed at Council Workshops in 2017.

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[35] 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[36] confirmed the trail's popularity with the older demographic. The largest lifestage group among users (38%) identified themselves

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

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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'.

If the trail is extended as far as Matamata, riders may also be more inclined to stay over in Te Aroha than is currently the case. This could also create demand for leisure activities after a day's riding.

Figure 4.23: Map of the Hauraki Rail Trail

Figure 4.7: Hauraki Rail Trail Experience by Section[37]
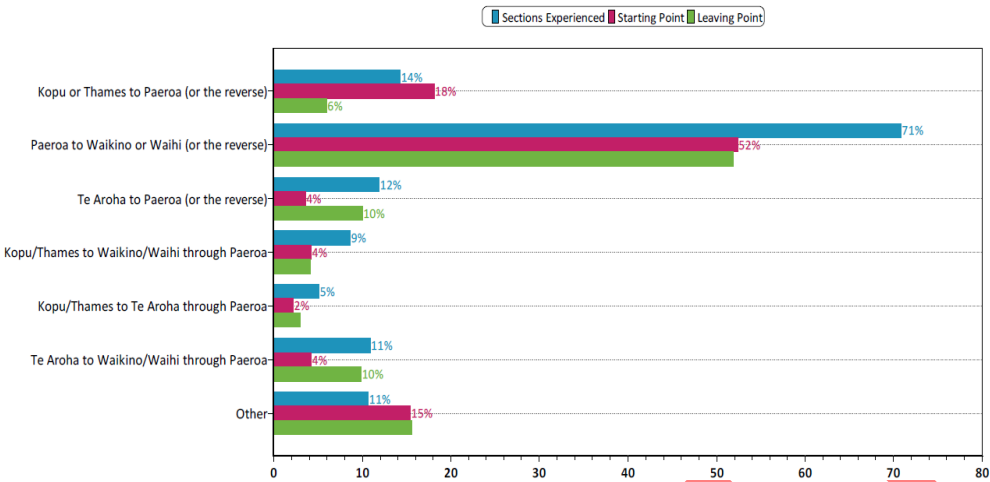
Figure 4.8: Planned Extension of Cycle Trail from Te Aroha to Matamata

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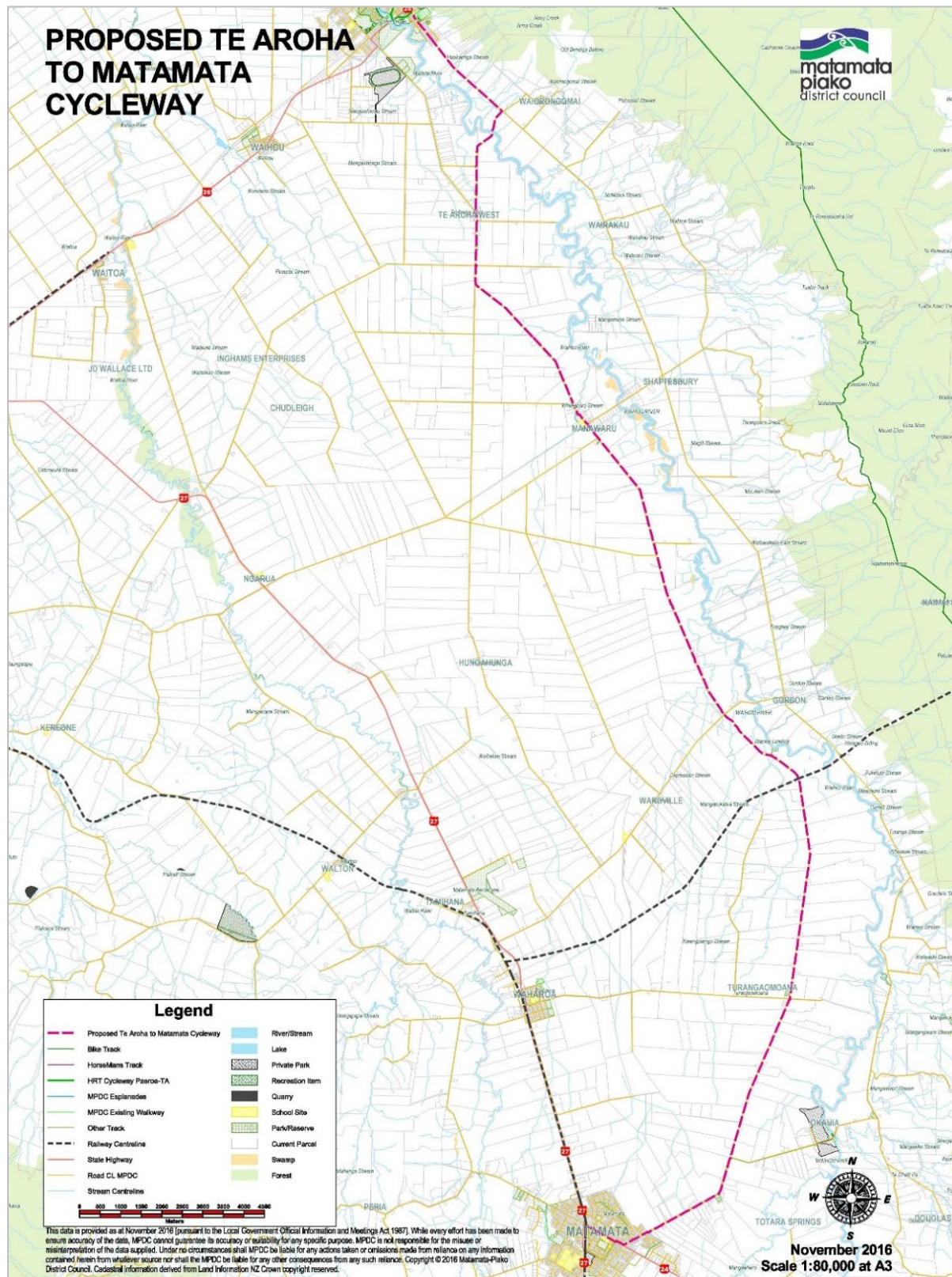
4.3.2   Hobbitton

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[38].

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)[39].

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.

Figure 4.24: Visitors to Hobbiton
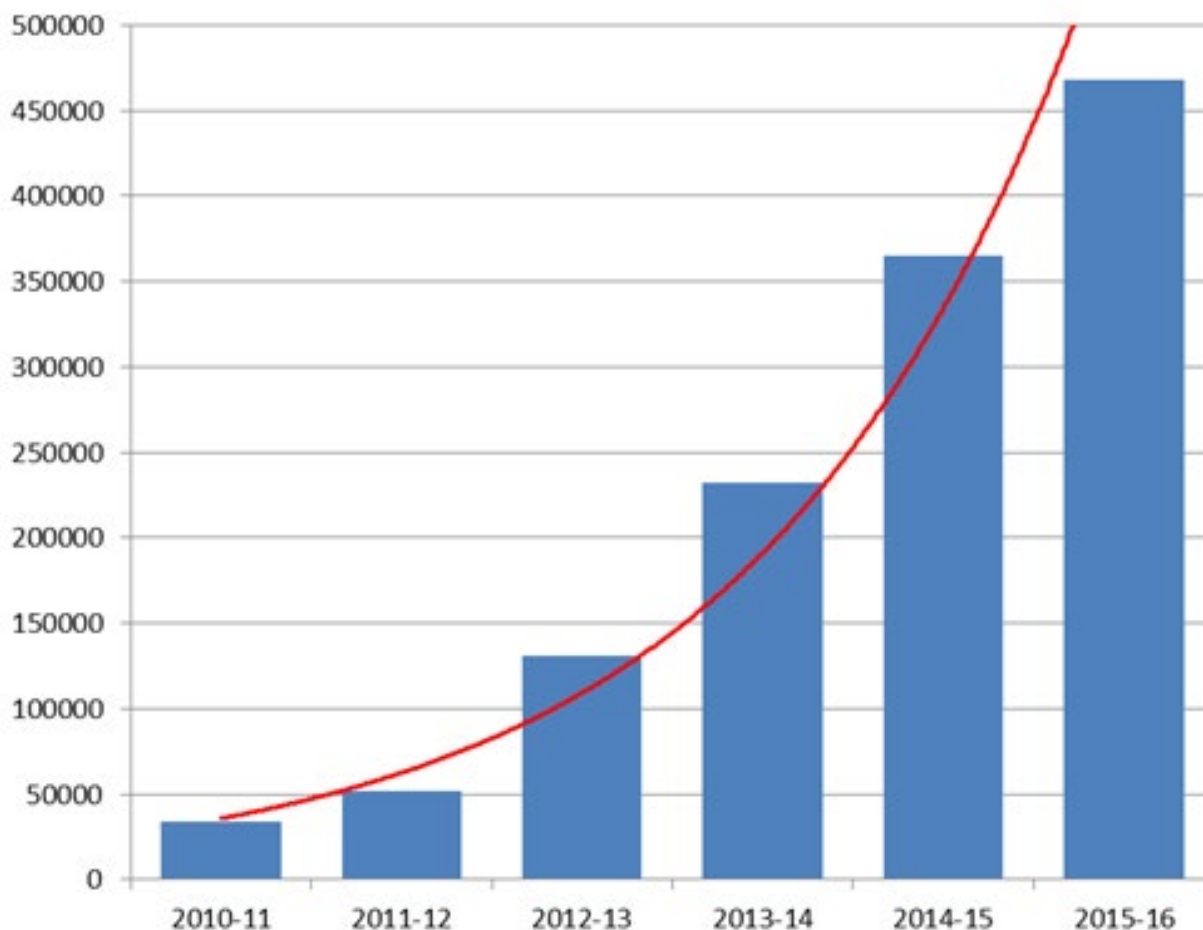
[38] 'Matamata ready for Hobbit tourism boom', *New Zealand Herald*, 21 November 2012
[39] 'Matamata gears for influx of Tolkein pilgrims', *Waikato Times,* 14 November 2012

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4.3.3 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[40]. 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[41]. 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.

4.3.4 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.

[Add some tourism data from HWTourism once available]

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

4.4   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.

Our Civic Centre, event centres and halls are used for a variety of cultural events as are some of our parks. Local marae, churches and private theatres also provide venues for cultural activities.

Council's current role in arts and cultural activities apart from the recent Civic Centre project, is to support community groups through partial funding, with community groups leveraging external funding to get projects completed. Past projects to construct the Morrinsville Museum and Art Gallery are examples of Council's responses to cultural needs in the community. Given our size and resources this approach is unlikely to change

Council administers the Creative Communities Grant Scheme and also provides direct support in the form of grants to three museums and the Wallace Art Gallery. A building is also leased at a nominal rate to the Te Aroha Arts Society for use as a gallery. Council also promotes local heritage through Heritage Trails which involve signposting sites of historical interest within the District.

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4.5   Economic Growth and Development

4.5.1   Economic Growth Rate

The Matamata-Piako Economic Profile provides detailed statistics on the district economy[42].

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 4.25: Average annual GDP Growth 2001-2016[43]

4.5.2   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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[42] Matamata-Piako District Economic Profile 2016, Infometrics Limited. Available online at:
https://ecoprofile.infometrics.co.nz/Matamata-Piako%20District
[43]'ibid

Figure 4.26: Share of total GDP by Industry Sector 2016[44]
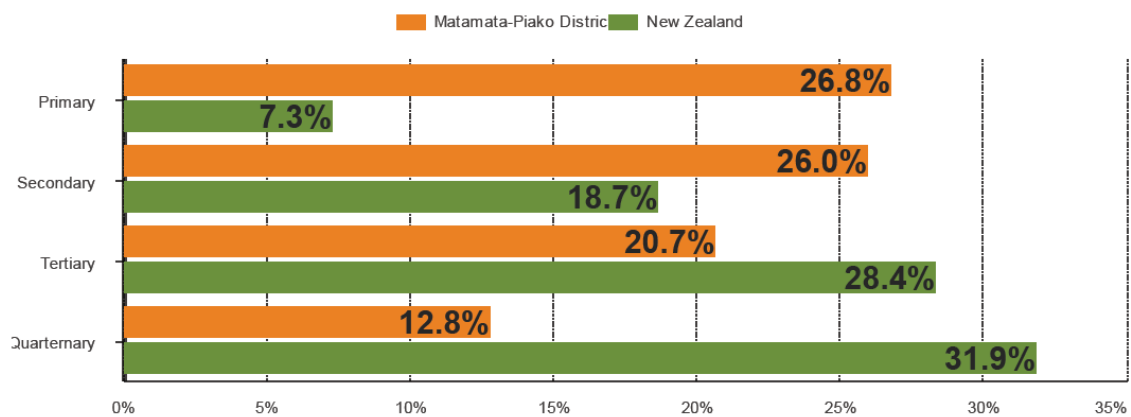
Figure 4.27: Share of total GDP Matamata-Piako District 2016[45]
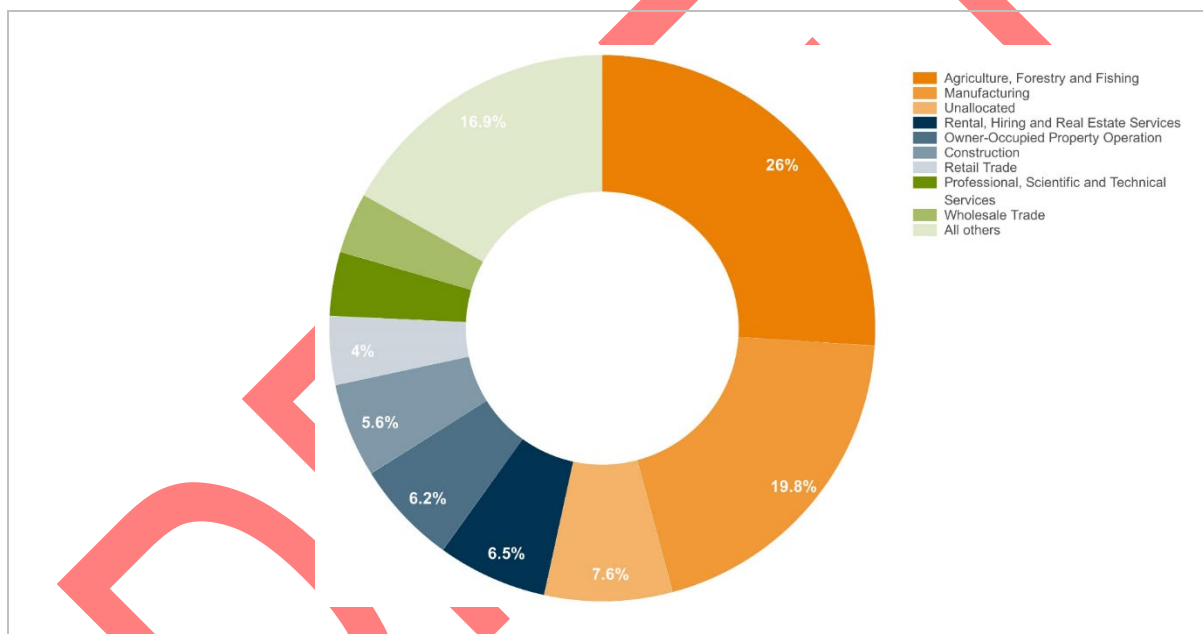
These figures confirm the district's traditional reliance on dairy farming and associated manufacturing activities.

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.

[44]'Matamata-Piako Annual Economic Profile 2013', Infometrics Limited
[45]'ibid

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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.

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.

4.5.3   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 4.28: Average Employment Growth Rate[46]

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%
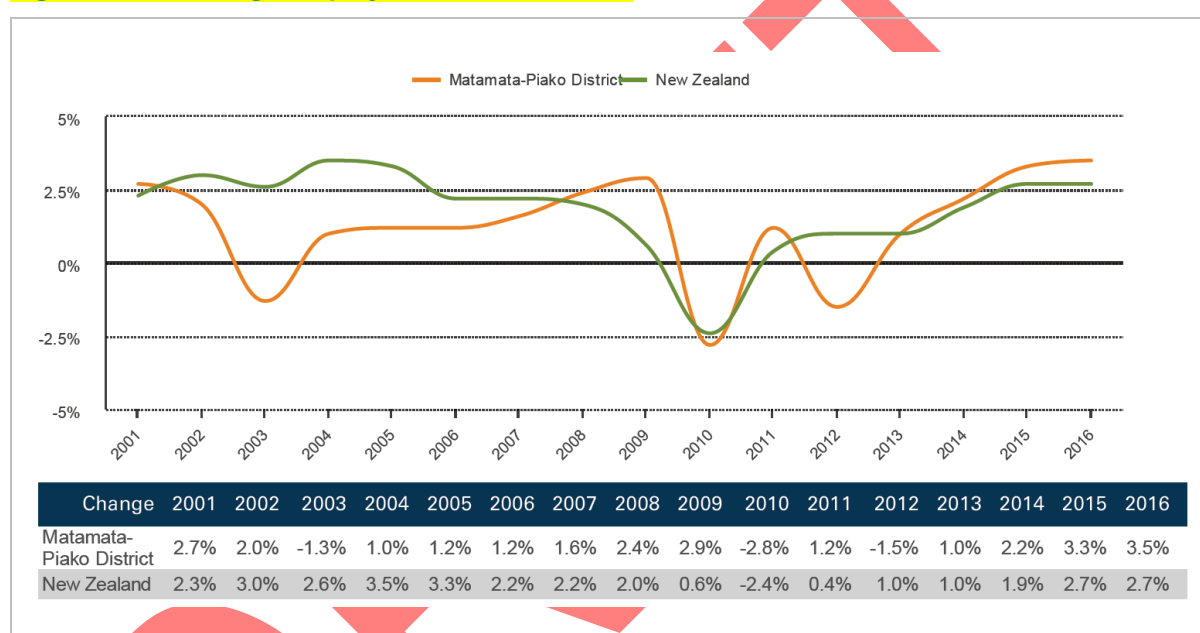
Overall the agricultural sector is the largest employer in the district (22.4%) followed by manufacturing (22.3%) and retail (8.1%).

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.

4.5.4   Unemployment Levels

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

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The unemployment rate for Matamata-Piako was 5% in 2013 compared to 7.1% nationally[47]. Over a ten year period, unemployment has typically been 1-2 % below the national average.

As a result of COVID-19 the District experienced a number of job losses in the tourism and hospitality sector. On balance agriculture and related processing industries continued to operate throughout the lockdown period as they were regarded as essential services.

[47] Statistics New Zealand. 2013 Census Data.

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4.6   District Plan Changes

4.6.1   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

4.6.2   Plan Change 43 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 tools for such protection.

4.6.3   Future Plan Changes

4.7   Changing Work Habits

Changing work habits are likely to continue to influence recreation trends as well as impact upon demand for corporate buildings.

The increasing use of technology may affect future demand for office space.   It is already possible for several roles to work from home or elsewhere via a remote connection to Council's network. Workforce demands for flexible work hours is likely to increase and Council may need to be responsive to the market in order to remain competitive and attract suitable candidates for roles.

The ability to work remotely might reduce the demand for exclusive office spaces assigned to individuals and a greater demand for unassigned office spaces/hot-desking facilities and dedicated filing/storage spaces for work teams.

Some roles are likely to still require dedicated office space however. The rise in mobile technology is likely to enable more administrative work to be done in field and reduce the need for in-office data entry. It is likely that there will still be an expectation from customers for face-to-face interaction with Council especially among older customers and there will remain a need for meeting rooms.

The COVID19 Lockdown has tested working from home arrangements and online meeting platforms. Surveys indicate that while many people enjoy working from home 1-3 days a week they also want to be able to collaborate and socialise face-to-face. Some roles can do very little from home while others can do almost all their work from home. It is likely that future workplaces will need a good mix of workspaces of different sizes and layouts for collaborative work and more formal meetings. It is also likely that shared spaces with other agencies and consultants and contractors will be required which in turn pose security and data management challenges.

4.8   Information Access Trends

The rise of online booking is already impacting upon information centres which have traditionally relied on royalties from bookings made on site. Mobile applications such as TripAdvisor, MyParx, CamperMate and others are also proving an alternative means of access to local tourist information. In future the traditional distinction between libraries and information centres may be considerably less and integration of these services may be a possibility. For the purpose of this AMP however it has been assumed that Council will continue to operate it's current facilities for the next ten years.

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4.9 Capacity to Meet Demand

4.9.1 Pools and Spas

An ageing population is likely to increase demand for informal recreation activities such as swimming. The current facilities are considered adequate to deal with that demand. The aging population is also likely to require a greater percentage of facilities to be accessible to people with disabilities or of limited mobility. This is to be taken into account when facilities are upgraded.

Strategies affecting facility provision will be periodically reviewed, taking into account the latest demographic and recreation trends.

The pool facilities have all been upgraded within the past five years.

The Waikato Regional Sports Facility Plan recommends that we maintain and optimise our existing aquatic facilities. The regional aquatics strategy indicates that we are well provided for overall, in terms of water space per head of population, but compare less favourably when indoor swimming capacity is considered.

Non asset-based solutions, such as extending operating hours / seasons at pools and spas, or partnering with schools, are ways in which increased demand could potentially be addressed.

4.9.2 Public Toilets

The Sanitary Services Assessment[48] conducted in 2018-19 identified the following key actions:

- Implement a planned renewal program to replace 12 facilities (1-2 per year) over the next eight years.

- New toilet designs will generally be smaller, with external access. Standard design should be one or two cubicles, external access, all-gender, with at least one accessible unit.

- Generally aim to increase the number and distribution of public toilet facilities – i.e. more, but smaller facilities.

- Priority replacements include:
  - Replacement of all three cemetery toilets single unit all gender facilities.
  - Waharoa rest area – replace existing facility
  - Studholme Street - Remove existing main toilet building and replace with one additional Exeloo unit, in addition to the existing two Exeloos.
  - Hetana Street – Replace existing facility with new bespoke design

- New locations for consideration were identified as follows:
  - Hinuera (Public toilet and dump station)
  - Additional facility in Morrinsville business district
  - Additional facility in Matamata business district
  - Wairere Falls Track Carpark
  - Tatuanui
  - Rapurapu Reserve

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[48] See CM 18/12344 for detailed reports

- Develop and implement a planned maintenance program to ensure buildings are maintained and refurbished to ensure they continue to meet their desired level of service over their lifetime (40-50 years).

- Prepare detailed development and operating levels of service, based on three proposed level of service categories.

Council has prioritised new toilets at Wairere Falls and Morrinsville CBD and the replacement of the Waharoa Rest Area toilets. Wairere and Waharoa met the Tourism Infrastructure Fund criteria which meant these were co-funded by Central Government. Council has decided to keep the old Studholme Street toilets and the Exeloos open in the short term with a new toilet near the iSITE seen as a higher priority for now.   Preliminary consultation as part of the development of a masterplan for Hetana Street has indicated strong community support for new toilets. Concept designs and potential location(s) are being considered as part of the masterplan. The $100K a year toilet CAPEX in the LTP should be sufficient to address toilet upgrades at the three cemeteries (assuming a standard design). It is recommended that Council allocate specific funding in the LTP towards Hetana Street toilets. It is highly likely that Hetana Street would have qualified for Tourism Infrastructure Funding however with the TIF in suspension it cannot be assumed that Central Government will re-introduce this funding scheme. It is likely that Council will need to fund the full CAPEX cost of new Hetana Street toilets.

An aging population is likely to require a greater percentage of facilities to be accessible to people with disabilities or of limited mobility. Accessibility improvements for public toilets were identified in the survey. Funding needs to be allocated towards systematically improving accessibility and improving facilities.

The following levels of service categories were recommended in the SAA:

Category	Description
Premium	High use toilet generally located in townships or other high use site. Significant tourist/visitor usage. These toilets have a higher level of service in terms of capacity, cleanliness, hygiene, lighting and access. Capacity designed to meet average demand levels for each location.
Standard	Will cater for the bulk of locations, with medium level use. Located in parks, small villages. Usage primarily by visitors to the park. Design approach is standard single or two cubicle units with external access.
Basic	Toilets located at natural parks/trails or other low use sites. Located adjacent to carpark/entry points. Typically, single external access cubicle, constructed with basic, lower cost materials and design.

4.9.3   Recreation and Heritage

The Waikato Regional Sports Facility Plan recommended that existing facilities are maintained and optimised and that partnerships with adjoining districts for indoor sports facilities be considered.

Section 4: Future Demand

Construction of the Te Aroha Event Centre was funded through a combination of community-raised funds and Council funding. Council decided to fund $3.5 million[49] towards the centre. Upon completion the centre became a Council asset. Council is responsible for operating the facility which caters for indoor sports use as well as meeting/function space.

A new District Civic Centre was built in Matamata. The former Matamata War Memorial Hall, Library and Council Office faced a number of issues including leaking roofs, mould issues, seismic issues, as well as functional issues related to the layout. Public consultation indicated a preference for a new Civic Centre to replace these buildings. The new Civic Centre incorporates a library, council office and event spaces.

Headon Stadium is Matamata's main indoor sports venue. It was almost 50 years old and in need of a structural upgrade (it needed a new roof, more storage facilities, improved accessibility for people with disabilities and possibly some structural strengthening). A proposal to upgrade Headon Stadium in 2015/16 at an estimated cost of $1.2M was included in the 2012-22 LTP. As Council was proposing to build a Civic Centre in Matamata, the Headon Stadium upgrade was postponed until 2019/20 in the 2015-25 LTP. The Proposed District Civic Centre was seen as a higher priority for the immediate future. A feasibility study was proposed to examine the current and foreseeable future demand for an indoor sports facility at Headon Stadium in light of demand, recreational trends, and the impact that the Civic Centre might have on demand. In the meantime, a community group-led initiative to build a new two court indoor sports facility elsewhere in Matamata has also been underway. In 2017, Council resolved to put $1.5M towards improving Headon Stadium with a further $2.25M allocated in the 2018-28 LTP towards a potential new indoor court facility for Matamata. The Headon Stadium upgrade was approved and included improving accessibility, replacing/modifying the roof, some earthquake strengthening and modernisation of the toilet/change rooms and kitchen facilities.

The previous AMP recommended that a feasibility study be undertaken for the proposed additional indoor court facility for Matamata. It suggested that the guidelines in the Regional Sports Facility Plan and Sport New Zealand's Community Sport & Recreation Facility Development Guide ought be followed to ensure that demand has been adequately assessed and that realistic whole-of-asset life costs have been considered. If the new stadium concept proves viable, a holistic planning approach should be taken that considers not only the stadium itself but also its impact on its surroundings.

From time to time there has been pressure from users to expand facilities at the aerodrome. The existing hangar area at the aerodrome is nearing capacity and the Aerodrome Committee favours future hangar development along Jagger Road. Long term development of the aerodrome is to be addressed in the management plan review. A potential short term solution to allow hangar development in the area would involve an Outline Plan process under the RMA.

There has also been occasional pressure from community groups to expand the Firth Tower complex. It is recommended that a feasibility study using sound business case methodology should be undertaken prior to any such development. A masterplan or review of the management plan for the site would also present an opportunity for the community to crystalise its vision for the site.

The increasing use of technology especially online booking systems and mobile reference applications (such as Tripadvisor, MyParx, CamperMate, and Strada) is likely to affect the

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[49] $2.25M allocated in 2013/14 and $1M in 2014/15

future of information centres. Potential integration of traditional libraries and information centre functions may be a possibility. The assumption has however been made that Council will continue to operate information centres for the next ten years.

An ageing population may require a greater percentage of recreation and heritage facilities to be accessible for people with disabilities or limited mobility. This is generally addressed as existing facilities are upgraded. New facilities must comply with current Building Code requirements for accessibility.

4.9.4   Library Buildings

Libraries are increasingly becoming 'community lounges' where people congregate not only to read but also to engage in information technology pursuits. Some of these uses have the potential to conflict with each other, for example the need for a quiet space to read or study versus the need to interact via social media platforms versus the need for educational programmes. The changing and sometimes conflicting needs of library users is likely to affect future library building design as well create the need for internal layout modifications in some existing libraries. Refits for the Morrinsville and Te Aroha libraries are proposed within the next ten years. A new library for Matamata is incorporated in the District Civic Centre.

An ageing population may require libraries to be more accessible for people with disabilities or limited mobility. This will generally be addressed as existing facilities are upgraded. New libraries will comply with current Building Code requirements for accessibility.

Increased use of technology is likely to affect future size and layout requirements of libraries with a greater focus on electronic books and access to online information. The potential integration of traditional library and information centre functions may be a distinct possibility. The assumption has however been made that Council will continue to operate libraries in their current form for the next ten years.

4.9.5   Housing and Property Management

4.9.5.1   Elderly Persons Housing

In August 2014, it was agreed that Council should continue in its current role of housing provider for the Elderly Persons Housing units that it currently owns and that it should investigate ways in which it could potentially encourage or facilitate private enterprise to cater for any additional future housing needs.   Whether or not a Housing Strategy is needed was also discussed at the workshop. Council wanted to look into this further and determine whether to invest in more Elderly Persons Housing, if there is sufficient need, or whether to facilitate private businesses to offer this service. Council saw formulating a Housing Strategy as a medium-term priority. A Housing Strategy would take demographic and socio-economic trends into account in assessing the demand and responses to demand. At workshop discussions in 2017 it was recommended that a Buildings Strategy be developed (encompassing Housing as well as other Council buildings). Subsequently, the new Council identified EPH as the priority for investigation with other buildings not considered a priority.

➡ **Improvement Plan Item 2015.F.3.3**

4.9.5.2   Community Halls

Population growth is mainly occurring in the towns. An ageing population is also more likely to gravitate towards urban centres and the rural population is likely to decline. These factors may negatively impact upon the future sustainability of some community halls.

Changes to earthquake-prone building legislation and asbestos regulations are likely to impact on community halls as it may be cost-prohibitive to renovate some halls. The development of strategy to deal with Council-owned earthquake-prone buildings was recommended in the 2015-25 AMP. It is recommended that a more holistic Buildings Strategy be developed to include asbestos as well.

Assessments of Council-owned buildings are to continue.

4.9.5.3   General Buildings

As with community halls, earthquake-prone building legislation and asbestos regulations may impact upon the portfolio of general buildings. Assessments of Council-owned buildings are to continue.   The development of a strategy to deal with Council-owned buildings is recommended.

4.9.5.4   Corporate Buildings

Earthquake-prone building legislation and asbestos regulations may impact on corporate buildings but it is likely to be less than on other buildings owned by Council due to the age of the buildings. Assessments of Council-owned buildings are to continue. The development of a strategy to deal with Council-owned buildings is recommended.

➡ **Improvement Plan Item 2018.F.5.1**
➡ **Improvement Plan Item 2015.F.3.9**

Changing work habits and the emergence of new technologies are likely to impact on future corporate building requirements. The ability to work remotely or use mobile devices in field may reduce need for traditional office space in the long term however more space may be required for hot-desking, meetings (physical or virtual) and storage. Restructures can also affect demand for corporate building space. The current restructuring of the Water and Waste functions is likely to affect demand for office and depot space for example.

Long term utilisation patterns of existing building spaces may need to be reviewed and improved. Where practicable existing building spaces should be reconfigured rather than creating additional building spaces. Business cases should be developed prior to any additions or alterations to existing corporate buildings. Business cases should consider whether existing building layouts can be reconfigured (e.g. departments swopping office space within the same building or repurposing the functions of existing rooms). Consideration should also be given to leasing additional office space especially if the requirement is temporary and/or the rental market is favourable.

It is assumed that Council will continue to manage its current building portfolio for the next ten years. Council has however included funding in the draft LTP for the future proofing of Council offices and depots to ensure that they continue to provide appropriate levels of service.

4.10   Summary

Table 4.3 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 4.1: 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 Recreation and Heritage facilities, Pools and Spas 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	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 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 More demand for 'pay to play' facilities	Review Community Leisure Provision Strategy Improve knowledge of private sport facility providers
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 constant trend of growth in all of the three main townships	Increased use of some facilities requiring more regular maintenance of existing facilities Increased demand for facilities in growth areas Decreased use in areas where the population is declining	Asset replacement to be assessed against current and projected future needs Review Community Leisure Provision Strategy and Aquatic Strategy
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	Increased demand for informal recreation opportunities	Review Community Leisure Provision 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.

Demand Drivers	Likely Changes in Demand	Likely Impact on Assets	Response
			Increased maintenance standards may be required at some high use facilities
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 Community Leisure Provision Strategy Review Reserve Management Plan Endorse or Adopt Regional Sports Strategy (Moving Waikato 2025) 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	Communication with the public throughout LTP process to explain and justify current and future levels of service Review Levels of Service every LTP to take changing trends into account
Increased awareness of environmental issues	Pressure to maintain and enhance environmental values Protection of natural environment and historic sites Increased	Increased demand on service levels	Continue participation in energy efficiency audits Continue good working relationship with agencies such as Department of Conservation and Heritage New Zealand
Changing work habits	More demand to work remotely Increased use of mobile technology	Need to review utilisation of space Upgrade ICT infrastructure	Allocation in Draft LTP towards future proofing offices and depots Develop Buildings Strategy
Changing information access expectations	Expectation to access more information online or via mobile applications	Affect future size and layout requirements of libraries and information centres	Develop Buildings Strategy Consider future integration of libraries and information centres

5   LIFECYCLE MANAGEMENT (HOW WE PROVIDE THE SERVICE)

5.1   Overview

Lifecycle asset management involves the cycle of activities concerning the:

- planning
- creating
- operating
- maintaining
- rehabilitating
- replacing, and
- disposal of assets

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.

Figure 5.1: Lifecycle of an asset
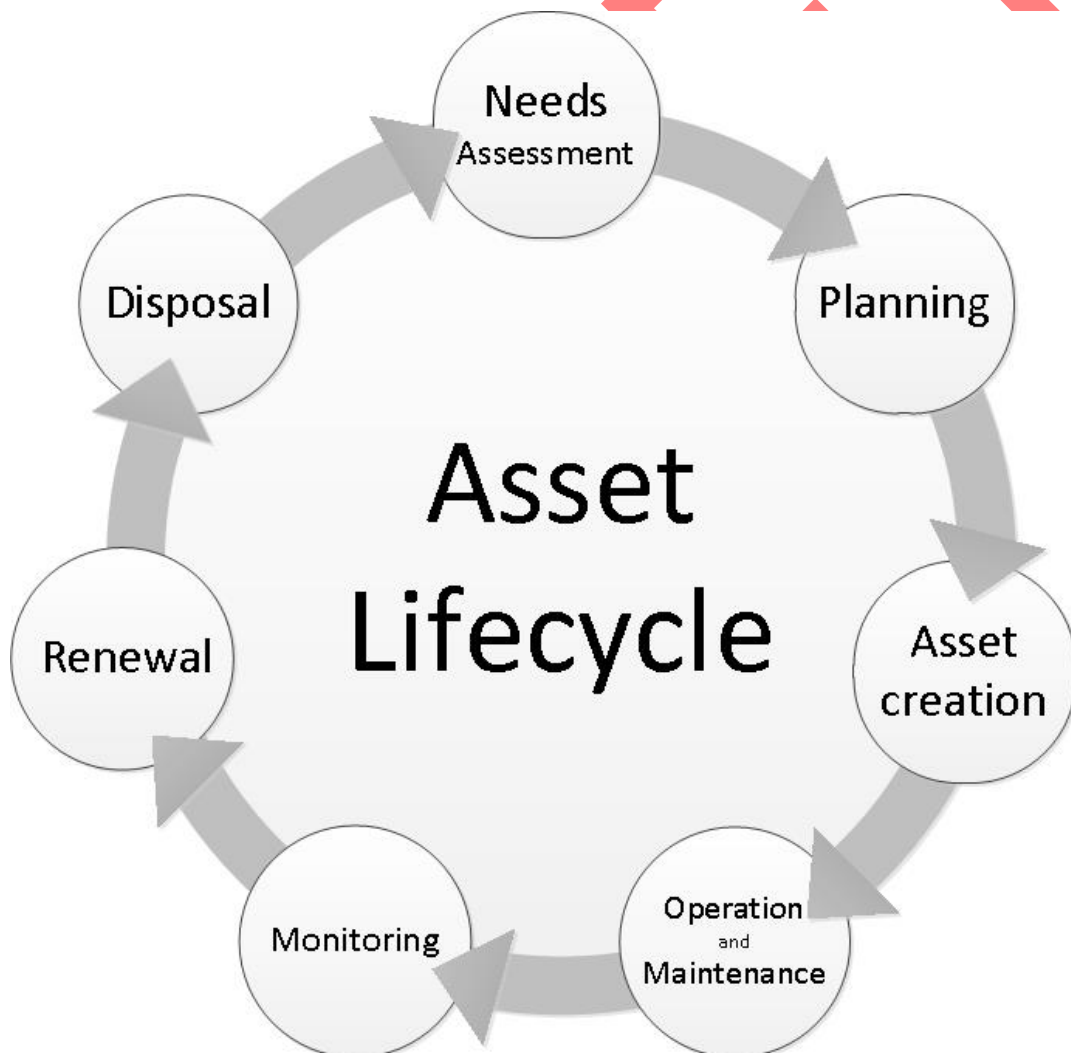
The useful life of an asset is influenced by factors such as:

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.

Section 5: Lifecycle Management

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 Pools and Spas

5.2.1.1 Pools

Swimming pool facilities are provided in Matamata, Morrinsville and Te Aroha. All Council pools are branded as 'Swimzone' and are operated and maintained by Council's Community Facilities Operations staff.

Table 5.2: Swimming Pool tanks by ward

Facility Name	Location	Qty	Pool Name	Indoor or Outdoor	Length (m)	Total Volume	Value[50] (DRC)
Swimzone Matamata	Matamata Domain	4	Eight lane pool	Outdoor	25	575 m³	$975,000
			Four lane pool	Indoor	25	375 m³	$231,000
			Toddlers Pool	Outdoor	8	79 m³	$331,500
			Diving Pool	Outdoor	15	370 m³	
Swimzone Morrinsville	Morrinsville Recreation Ground	3	Intermediate Pool	Outdoor	15	92.7 m³	$5,775
			Olympic Pool	Outdoor	50	975 m³	$1,755,000
			Toddlers Pool	Outdoor	10	10 m³	$1,050
Swimzone Te Aroha	Te Aroha Domain	2	Wyborn Pool	Outdoor	20	168 m³	$742,500
			Toddlers Pool	Outdoor	15	49.5 m³	
						Total	$4,041,825

Swimzone Matamata and Morrinsville mainly provide swimming opportunities for the local population. This includes larger pools for lane swimming as well as toddler pools. Swimzone Matamata was upgraded in 2016.

Swimzone Te Aroha is more focussed on recreational use. It does not provide facilities for competitive lane swimming. The local Swimming Club uses the 25m pool at Te Aroha College for lane swimming.

Information on the asset condition and performance is provided under 5.9.

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[50] Pool Asset Value Certificate. December 2017. CM#1974269

Section 5: Lifecycle Management

5.2.1.2   Spas

Te Aroha and Matamata both have naturally-occurring sources of hot water. Te Aroha mineral water is used for bathing purposes and Matamata mainly for heating purposes.

Most of the spas are located within the historic Te Aroha Domain, a Premier Park that is gazetted as Te Aroha Hot Springs Recreation Reserve. The park aspects of the reserve on which the spas are located are covered by the Parks and Open Spaces AMP and the relevant Reserve Management Plans.

All spas are operated and maintained by Community Facilities Operations.

Table 5.3: Spa Pools by Facility

Ward	Facility Name	Location	Qty	Spa details	Total Volume	Value DRC[51]
Matamata	Swimzone Matamata	Matamata Domain	1	1 x Indoor Spa Pool	9.6 m^3	$19,635
Te Aroha	Te Aroha Mineral Spas	Te Aroha Domain	11	8 x Indoor Spa Pools[52]	13.0 m^3	$42,735
	Swimzone Te Aroha			1 x Outdoor Spa Pool	12.6 m^3	
				1 x Indoor Spa Pool (No.2 Bath House)	12.3 m^3	
	No.7 Maori Bath House			1 x Indoor Spa Pool (No.7 Bath House)	1.3 m^3	
					Total	$62,370

The spa total in Table 5.3 includes the Number 2 and Number 7 Bath houses in Te Aroha Domain. No. 7 is not currently in use. Number 2 Bath house is located within the Swimzone Te Aroha complex. Number 7, also known as 'The Maori Bath house" is within a standalone building within Te Aroha Domain and is separate from the Mineral Spa and Swimzone complexes. The No 2 bath house building is scheduled as a heritage building in the District Plan and was recently renovated. Tangata Whenua have shown an interest in the restoration of Number 7 along with some form of preferential use rights. The Te Aroha Domain Working Party is investigating options. .   A spa pool is also located within the Swimzone Matamata complex.

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[51] Pool Asset Value Certificate. December 2017. RM#1974269
[52] Consisting of two 2 m^3 and six 1.5 m^3 spa pools

5.2.1.3 Pool and Spa Buildings

Buildings located at Pool and Spa facilities are listed in Table 5.4 below:

Table 5.4: Buildings at Pools and Spas

Ward	Facility Name	Building	New Zealand Heritage List/ Rārangi Kōrero Status[53]	District Plan Heritage Site No.	DRC Value ($) 2017
Matamata	Swimzone Matamata (Matamata Sports Centre)	Matamata Sport Centre Pool Office / Shop / Indoor Pool Area / Pump Shed (incl. gym & squash area)			$1,922,949
		Bore shed			$19,058
		Chemical Shed			$9,901
		Filtration Shed			$18,452
		Old Changing Rooms			$94,826
		Mens Changing Rooms			$77,844
		Womens Changing Rooms			$66,995
Morrinsville	Swimzone Morrinsville (Morrinsville Pools)	Pool shop			$50,897
		Changing shed			$157,645
		Sports Centre			$698,028
Te Aroha	Swimzone Te Aroha (Te Aroha Leisure Pools)	Heat shed			$52,410
		No. 2 Bathhouse	Category II	48	$93,385
		Pools Office			$267,101
		Old Lawnmower Shed			$15,614
Te Aroha	Te Aroha Mineral Spas	No. 7 Bathhouse			$49,463
	Te Aroha Mineral Spas	Mineral Spas Building			$415,000
				Total	$4,009,568

Some buildings (such as Matamata and Morrinsville Sports Centres) cover multiple uses and LTP activities. These will need to be reassessed in light of the new LTP activity group splits and split across the activity groups on a pro-rata basis, based on the dominant activity.

➡ **Improvement Plan Item 2015.F.3.10**

5.2.1.4 Consents for pools and spas

Waikato Regional Council requires resource consents to use geothermal resources. The resource consents currently held are outlined in Table 5.5 below.

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[53] In terms of the Heritage New Zealand Pouhere Taonga Act 2014

Section 5: Lifecycle Management

Table 5.5: Consents Held for Pools and Spas

Location/Facility	Consent Authority	Consent Number	Description	Expiry Date
Te Aroha Mineral Spas (Te Aroha Domain)	Waikato Regional Council	118275	Take up to 50 m^3 of geothermal water per day for bathing purposes (maximum rate of 3ℓ/second)	30 Sept 2021
Te Aroha Mineral Spas (Te Aroha Domain)	Waikato Regional Council	127309	Take up to 30 m^3 of geothermal fluid from an underground source for use in bathing pools	-
Swimzone Matamata (Matamata Domain)	Waikato Regional Council	118274	Take and use geothermal heated water from an underground source for municipal swimming pool heating and bathing purposes (not exceeding 970m^3/day)	30 Sept 2021

An application has been lodged to reinstate a bore along Wilson Street to provide up to 30 m^3 of geothermal water (Waikato Regional Council consent application 127309).

5.2.2   Public Toilets

Public toilets provide residents and visitors access to safe, clean and appropriate toilet facilities.

Twenty public toilet facilities are currently provided across the district (this excludes toilets provided within Council offices or libraries which may also used by members of the public from time to time and also excludes toilets within campground facilities). The current public toilet network is outlined in Table 5.6.

Public toilets are operated, cleaned and maintained by Kaimai Valley Services (KVS). Building maintenance is also the responsibility of KVS. Specialised services, such as deep cleaning, are sub-contracted out.

A Sanitary Services Assessment of the public toilet network was undertaken in 2018-19.

Section 5: Lifecycle Management

Table 5.6: Public Toilet Provision[54]

Ward	Facility Name	Unisex Accessible	Unisex	Male Accessible	Female Accessible	Male	Female	Urinals	DRC Value 2017 ($)
Matamata	Hetana Street	1		1	2	3	7	5	$204,767
	Matamata Domain	0		0	0	1	2	1	$39,405
	Firth Tower	0		1	1	0	1	1	$49,426
	Matamata Cemetery	0		0	0	1	1	0	$23,800
	Waharoa Rest Area	0		1	1	0	1	2	$58,598
	Waharoa Domain	0	2	0	0	0	0	0	$3,078
	Matamata Ward	**1**	**2**	**3**	**4**	**5**	**12**	**9**	**$379,074**
Morrinsville	Tahuna Domain	0		0	0	1	2	1	$31,274
	Thomas Park	0		0	0	1	1	1	$27,650
	Studholme Street Exeloos	2		0	0	0	0	0	$257,269
	Studholme Street Toilets	0		1	1	1	1	2	$84,342
	Morrinsville Rec.Ground Exeloos	2		0	0	0	0	0	$104,386
	Piako Cemetery	0		0	0	1	1	1	$22,311

[54] Source: Public Toilet Distribution & Performance Assessment 2014 & Valuation Data 2017

Ward	Facility Name	Unisex Accessible	Unisex	Male Accessible	Female Accessible	Male	Female	Urinals	DRC Value 2017 ($)
	Te Miro Forest	1		0	0	0	0	0	$10,000
	Morrinsville Ward	**5**		**1**	**1**	**4**	**5**	**5**	**$537,232**
Te Aroha	Herries Park	1		0	0	0	0	0	$65,000
	Te Aroha Cemetery	0		0	0	1	1	0	$29,764
	Boyd Park	0		1	1	1	1	0	$112,558
	Lawrence Avenue	0		1	1	1	1	0	$135,533
	Te Aroha Domain Unisex	1		0	0	0	0	0	$11,852
	Te Aroha i-Site	0		0	0	1	1	1	N/A
	Te Aroha Mineral Spas	1		0	0	0	0	0	N/A
	Te Aroha Ward	**3**		**2**	**2**	**4**	**4**	**1**	**$354,707**
District Totals		**9**	**2**	**6**	**7**	**13**	**21**	**15**	**$1,271,013**

The value of the Te Miro Forest toilet reflected in the table above is based on Council's contribution towards the construction cost in the absence of valuation data for the building. This toilet was built in partnership with the Te Miro Mountain Bike Club. The value will be updated when the building is valued in future.

Herries Park Toilet has been replaced with a new toilet. The value above is based on the capital cost of the toilet. It will be updated once the toilet has been valued.

Section 5: Lifecycle Management

5.2.3 Recreation and Heritage Buildings

5.2.3.1 Event Centres

Event centres include Council-owned facilities that provide indoor sports opportunities as well as those that provide large venues for events such as conferences and civic ceremonies. This section excludes buildings that are leased to others or owned by others.

The current event centres are listed in Table 5.7 below.

Table 5.7: Current Event Centres

Ward	Facility Name	Main Use	New Zealand Heritage List/ Rārangi Kōrero Status	Value 2017 ($)
Matamata	Headon Stadium	Indoor sports	None	$1,442,026
	Civic Centre	Meetings, functions	None	Under re-construction
Morrinsville	Westpac Morrinsville Events Centre	Indoor sports, functions	None	$3,237,026
Te Aroha	Silver Fern Farms Te Aroha Event Centre	Indoor sports, functions	None	$4,642,155
TOTAL				[55]$9,321,207

Construction of the Silver Fern Farms Event Centre was funded through a combination of community-raised funds and Council funding. The centre is regarded as a Council asset.

A new Civic Centre, to incorporate a library, council office and event space was recently constructed in Matamata. The Civic Centre replaces the former Matamata Library, Council Office and War Memorial Hall. The bulk of the former buildings was demolished except for part of the former library which was altered and incorporated into the new build. As the building was still under construction when the most recent valuation was underway, it was not valued. Table 5.7 will be updated once the building has been valued.

Headon Stadium is Matamata's main indoor sports venue. It is more than 40 years old and many components of the building have reached or are reaching the end of their lives. There are also issues with a leaking roof and condensation. A survey of the building was undertaken by Cove Kinloch consultants in 2017. An initiative to establish a new, two court, indoor facility in Matamata has been gaining momentum. The initiative is led by a community group. The group's proposed location for the new sports/events centre is Matamata Domain. It is recommended that further investigation be undertaken to establish the needs of the various sporting and community groups in Matamata and the broader community before deciding on the future of Headon Stadium and/or the optimal location and layout of any potential new event centre in Matamata. In December 2017, Council resolved to repair and renew Headon Stadium and allocated $1.5M to this purpose. Council has also provisionally allocated $2.25M in the 2018-28 LTP towards increased court capacity in Matamata which could potentially be put towards a new stadium. It is recommended that the guidelines and processes in Sport New

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[55] Total excludes new Civic Centre which has only recently been completed and is yet to be valued

Event Centres are managed by Community Facilities Operations. The Westpac Morrinsville Event Centre is now managed by Council having previously been managed by a Trust. The Trust still has an overview of the facility and is consulted on any major issues. A booking agent handles the bookings.

The Westpac Morrinsville Event Centre and Headon Stadium were condition-rated in 2014.

5.2.3.2   Museums

Te Aroha Museum operates from the historic Cadman Bathhouse building in Te Aroha Domain. The Cadman Building, named after AJ Cadman, MP, was opened on 24 May 1898 and was the first building in the District specifically built to cater for tourists. The building is owned by Council and has a Category II Historic Place classification. The building is subject to a peppercorn lease to the Te Aroha & District Museum Society Incorporated who operates the museum.

A similar arrangement applies to the Firth Tower Museum in Matamata. Council owns several of the buildings on the property which are leased on a peppercorn basis to the Matamata Historical Society. Museum operations are run by the Historical Society. The Firth Tower was built in 1882 by Josiah Clifton Firth, to provide a lookout over the countryside and it was used as the estate office and as sleeping quarters for single men. The Tower is listed as a Category I Historic Place and several other buildings on the site have Category II status. Table 3.10 lists the buildings at Firth Tower.

Table 5.8: Council owned buildings associated with museums[56]

Ward	Facility Name	Building	New Zealand Heritage List/ Rārangi Kōrero Status	District Plan Heritage Site No.	Value 2017 ($)
Matamata	Firth Tower Museum	Firth Tower	Category I	7	$246,000
		Barn			$82,500
		Former Methodist Church	Category II	5	$196,000
		Firth shed			$130,000
		Gallery/Workshop			$81,000
		Heritage Centre			$211,000
		Homestead	Category II	6	$382,000
		Old Jail	Category II	9	$52,500
		John McCaw Woolshed			$49,200
		Madill Shed			$227,000
		Old Red Stable			$31,000

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[56] Source: 2017 Valuation Data

Ward	Facility Name	Building	New Zealand Heritage List/ Rārangi Kōrero Status	District Plan Heritage Site No.	Value 2017 ($)
		Former Okoroire Post Office	Category II	11	$63,300
		Railway car			$120,500
		Former Gordon/Armadale School Building	Category II	8	$73,000
		Settlers Cottage	Category II	11	$88,400
		Ticket Office			$37,000
		Staff Building			$89,000
Te Aroha	Te Aroha Museum	Cadman Building	Category II	53	$286,000
TOTAL					**$2,159,400**

The Facilities Operations Manager has management responsibility for the Cadman Building and Firth Tower facilities. The Firth Tower complex is managed in conjunction with the Firth Tower Reserve Committee and the Matamata Historical Society.

The Morrinsville Heritage Centre has a land lease from Council. This land is included under General Property in the Parks and Open Spaces AMP. The building itself is owned and operated by the Morrinsville Historical Society Incorporated and is not a Council asset.

Most museum buildings have been captured in the asset database. Most buildings were condition-rated during 2013 and 2014. More detail on asset condition, performance and lifecycle management is provided 5.9.

5.2.3.3   Information Centres

Each of the three towns has an Information Centre providing tourist information and booking services. The three information centres are structured and managed differently due to historical reasons.

Te Aroha Information Centre is located in a Council-owned building at Te Aroha Domain and is operated by Community Facilities Operations staff. The building is maintained by KVS.

The Matamata Information Centre is located in a Council-owned building, known as The Gatehouse, on Hetana Street Reserve. The centre is operated by the Matamata Public Relations Association Incorporated (MMPRA). A service level agreement (SLA) between MPDC and MMPRA outlines maintenance responsibilities for the building and its unique Hobbit-inspired façade (a copy of the SLA is stored in TRIM Container 13/6107). The SLA allows MMPRA to lease the building rent-free but MMPRA are responsible for maintaining and insuring the specialised cladding system and interior fittings. As far as other building maintenance is concerned, the SLA requires Council and MMPRA to agree on a renewal profile that sets out the agreed standard of maintenance for the building and the budget for any required work. Council also supports the centre through grant funding.

Table 5.9: Information centre buildings owned by Council[57]

Ward	Facility Name	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	Value 2017 ($)
Matamata	Matamata Gatehouse iSite			$210,000
Te Aroha	Te Aroha i-Site	Category II	51	$225,000
TOTAL				**$435,000**

These buildings have been captured in the asset database and were condition-rated during 2013 and 2014. More detail on asset condition, performance and lifecycle management is provided in 5.9.

Although situated on Council land, the Morrinsville Information Centre building is not owned by Council. The land is leased to Morrinsville Business and Promotion Association at a peppercorn rental. The Morrinsville Business and Promotion Association owns the building, operates the information centre and is responsible for all maintenance. Council supports the venture through grants. A service level agreement is stored in RM Container 13/6107.

It is assumed that Council will continue to provide information centres using the current model for the next ten years.

5.2.3.4 Aerodrome and Campground Buildings

The majority of the buildings at the aerodrome are not owned by Council. Table 5.1010 lists the buildings owned and operated by MPDC. For detail on the aerodrome land, please refer to the Parks and Open Spaces AMP.

The campground buildings at Morrinsville Recreation Ground are outlined in Table 5.1010 below. For information on the Morrinsville Recreation Ground itself, please refer to the Parks and Open Spaces AMP.

Table 5.10: Buildings on Aerodrome and Campgrounds[58]

Site	Building	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	Value 2017 ($)
Matamata Aerodrome	Implement Shed			$15,000
	Kitchen/Ablution Block			$185,000
	Pump Shed			$11,241
Morrinsville Recreation Ground	Kitchen/Ablution Block			$104,386
TOTAL				**$315,627**

The Aerodrome Manager's house is included under Staff Housing.

5.2.4 Library Buildings

Council owns three Library buildings (see Table 5.1111 below).

Table 5.11: Library buildings

Ward	Facility Name	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	DRC Value 2017 ($)
Matamata	Matamata Library			Under construction
Morrinsville	Morrinsville Library			$1,368,000
Te Aroha	Te Aroha Library	Category II	44	$612,000
TOTAL				**$1,980,000**

A new Matamata Library is incorporated in the new Civic Centre. The value will be updated when the building has been valued.

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[58] Source: 2017 Valuation Data

Assets, Strategy & Policy are responsible for asset management planning of library buildings. Library operations, such as the acquisition and issuing of books, are managed by the District Librarian who reports to the Group Manager: Community Development. More information about the operational aspects of the libraries may be found in the Libraries Activity Plan. The District Librarian is responsible for building maintenance at libraries with KVS generally coordinating the work.

Library buildings have been captured in the asset database. Condition-rating was completed in 2013-14. More detail on asset condition, performance is provided in 5.9.

5.2.5   Housing and Property Management

5.2.5.1   Elderly Persons Housing

Elderly Persons Housing (EPH) provides affordable and convenient accommodation options for elderly people living in the urban environment who wish to have a quiet, maintenance-free, supportive living environment.

Council currently provides 109 EPH units spread over 12 complexes. The current provision and distribution of EPH units is shown in Table 5.120 below.

Assets, Strategy & Policy acts as asset owner and is responsible for strategy and policy issues concerning EPH. Kaimai Consultants acts as landlord and performs property management functions. Property and building maintenance is the responsibility of KVS.

The EPH units have been captured in the asset database and are condition-rated annually. More detail on asset condition and performance is provided 5.9.

Council, through Kaimai Consultants, also acts as the administrator and agent for 48 owner-occupier units (also known as 'Own-your-owns') located in five complexes in Te Aroha and Morrinsville. These buildings are not Council assets and therefore fall outside the scope of this AMP.

Table 5.12: Elderly Persons Housing Provision and Distribution[59]

Ward	Complexes	Number of Units		Address	Year Built	Market Value 2017	Land Value 2017
		Single	Double				
Matamata	Kilbride Flats	6	0	7 Kilbride Road	1983	$433,000	$245,000
	Mangawhero Flats	12	0	17 Mangawhero Road	1972	$769,000	$294,000
	Peria Flats	6	0	23 Peria Road	1966	$399,000	$210,000
	Puketea Flats	6	0	8 Puketea Place	1974	$427,000	$280,000
	Rata St Flats	8	0	55 Rata Street	1987	$610,000	$280,000
	Wairere Flats	6	0	40 Rawhiti Avenue	1973	$422,000	$259,000
Ward Total	**6**	**44**	**0**	**Matamata**		**$3,060,000**	**$1,568,000**
Morrinsville	McPherson Drive	15	0	4 McPherson Drive	1985	$875,000	$665,000
	86 Moorhouse Complex	8	2	86 Moorhouse Street	1967	$575,000	$525,000
	96 Moorhouse	12	0	96 Moorhouse Street	1976	$710,000	$490,000
Ward Total	**3**	**35**	**2**	**Morrinsville**		**$2,160,000**	**$1,680,000**
Te Aroha	Aroha Flats	16	0	87-91 Centennial Ave	1965	$1,089,000	$420,000
	Koromiko Flats	2	0	6 Boundary Street	1977	$652,000	$140,000
	Mokena Flats	10	0	9 Boundary Street	1959	$132,000	$238,000
Ward Total	**3**	**28**	**0**	**Matamata**		**$1,873,000**	**$798,000**
DISTRICT TOTAL	**12**	**107**	**2**	**District-wide**		**$7,093,000**	**$4,046,000**

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[59] Source 2017 Valuation Data

5.2.5.2   Community Halls

Council owns 20 community halls, mainly located in rural areas (see Table 5.13).

These halls are funded through targeted rates that apply to a catchment area around each hall. Individual halls are generally operated by a hall management committee, elected from among the targeted ratepayers. Hall committees also perform minor maintenance activities.

Kaimai Consultants (KC) act as property manager between Council and the hall committees. Any renewal or maintenance work exceeding $500 has to be approved by KC. Each hall has an operating account overseen by KC.

These buildings have been captured in the asset database and were condition-rated during 2013 and 2014. Renewal profiles can be generated and provided to the hall committees to assist with the management of the halls.

More detail on asset condition and performance is provided in 5.9.

Section5: Lifecycle Management

Table 5.13: Community Halls[60]

Ward	Qty	Hall Name	Address	Township	Built	Reliability of Dates	Land Value	Market Value
Matamata	7	Gordon Hall	128 Armdale Road, RD 1	Matamata	1938	Highly Reliable	$24,000	$59,000
		Hinuera Hall	4800 State Highway 29, RD 2	Matamata	1915	Highly Reliable	$105,000	$111,000
		Okauia Hall	Okauia Springs Road, RD 1	Matamata	1961	Highly Reliable	$56,000	$172,000
		Piarere Hall	5920 State Highway 29, RD 1	Tirau	1958	Highly Reliable	$98,000	$125,000
		Te Poi Hall	16 Te Poi Road, RD 3	Matamata	1922	Highly Reliable	$53,200	$120,000
		Walton Hall	282 Walton Road	Walton	1913	Highly Reliable	$145,600	$103,000
		Wardville Hall	512 Wardville Road, R D	Waharoa	1939	Highly Reliable	$171,000	$189,000
Ward Total							$652,800	$879,000
Morrinsville	7	Hoe-O-Tainui Hall	2711 Tahuna-Ohinewai Road, RD3	Morrinsville	1952	Highly Reliable	$22,400	$53,000
		Kereone Hall	761 Hutchinson Road RD 1	Morrinsville	1922	Highly Reliable	$151,200	$115,000
		Kiwitahi Hall	959 Morrinsville-Walton Road, RD1	Morrinsville	1920	Highly Reliable	$165,200	$75,000
		Mangateparu Hall	809 Morrinsville-Tahuna Rd, RD 3	Morrinsville	1924	Highly Reliable	$147,000	$74,000
		Tahuna Hall	Morrinsville-Tahuna Rd, RD 3	Morrinsville	1954	Highly Reliable	$47,600	$163,000
		Tatuanui Hall	4516 State Highway 27, RD 4	Morrinsville	1950	Uncertain	$126,000	$296,000
		Tauhei Hall	854 Tauhei Road, RD 5	Morrinsville	1987	Uncertain	$179,200	$304,000
Ward Total							$838,600	$1,080,000
Te Aroha	5	Elstow Hall	Ngutumanga Road, RD 3	Te Aroha	1930	Uncertain	$210,000	$177,000
		Manawaru Hall	14 Shaftsbury Road, RD 1	Te Aroha	1983	Highly Reliable	$56,000	$260,000
		Springdale Hall	1022 No. 1 Road,	Waitoa	1976	Uncertain	$173,600	$236,000
		Waihou Hall	4372 State Highway 26. RD 3	Waihou	1910	Uncertain	$89,600	$139,000
		~~Waitoa Hall~~	~~6 Farmer Road~~	~~Waitoa~~	~~1911~~	~~Uncertain~~	~~$64,400~~	~~$185,000~~
Ward Total							$593,600	$997,000
Total	**19**						**$2,085,000**	**$2,956,000**

[60] Source: 2017 Valuation

Section 5: Lifecycle Management

5.2.6   General Buildings

5.2.6.1   Leased Buildings

Council owns several buildings located either on Parks or on General Property that are leased to others.

Table 5.14: Council-Owned Buildings on Parks and Reserves that are Leased to Others

Site	Building	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	Value
Hetana Street Reserve	Matamata Information Centre ('The Gatehouse')			See Table 5.1
	Old Matamata Railway Station (Railside-by-the-Green)			$350,999
Kuranui Recreation Reserve	Implement shed			$15,000
Roy Scott Recreation Reserve	Dwelling			$55,000
	Toilet block			$2,500
	Implement shed			$5,000
Te Aroha Domain	Domain Cottage Café	Category II	47	$181,000
	Domain Art Gallery			$124,000
	Croquet Pavilion (clubhouse)			$52,000
	Domain House	Category II	54	$155,000
Boyd Park	AR Johns Memorial – Recreation Hall (lower storey)			$361,947
Waharoa Domain	Community Centre (Old Bowling Club)			$49,500
	Toilet block			$3,078
Piako Cemetery	Barn-style shed (ex-5 Seales Rd)			$25,000[61]
TOTAL				**$1,380,024**

These buildings have been captured in the asset database and most have been condition-rated. More detail on asset condition and performance is provided in 5.9.

The Matamata Information Centre is located in a Council-owned building on a reserve and is leased to the Matamata Public Relations Association Incorporated (MMPRA) who operate it as an information centre. A service level agreement (SLA) between MPDC and MMPRA outlines maintenance responsibilities for the building and its unique Hobbit-inspired façade (a copy of the SLA is stored in RM Container 13/6107). The SLA allows MMPRA to lease the building rent-free but MMPRA are responsible for maintaining and insuring the specialised cladding system and interior fittings. As far as other building maintenance is concerned, the SLA requires Council and MMPRA to agree on a renewal profile that sets out the agreed standard of maintenance for the building and the budget for any required work.

Due to the wide variety of historical leasing arrangements in place with various lessees, the need to develop a Community Group Leases and Licences Policy to provide guidance to staff and community groups has been identified as an Improvement Plan item.

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

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[61] This building is a recent acquisition. It was valued in October 2017 at $25,000 as part of a land acquisition deal.

A commercial lease policy may also need to be developed in future to address commercial leases.

➡ **Improvement Plan Item 2015.F.3.5**

Table 5.15: Council Owned Buildings on General Property that are Leased to Others[62]

Site	Building	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	Value 2017 ($)
61 Tower Road Farm	Council Farm House (main house)			$129,999
	Hay Barn			$0
	Old Stable Building			$2,998
	Sharemilkers Cottage (2nd house)			$115,002
90 Tower Road Farm	Carport			$1,000
	Garage			$2,999
	Haybarn			$500
	Implement Shed			$2,000
	Main house			$119,999
	Sleep Out			$3,000
Rewi Street, Te Aroha	Old Civil Defence Building			$99,000

These buildings have been captured in the asset database and were condition-rated during 2013 and 2014.

5.2.6.2 *Non-leased General Buildings*

There are a number of buildings located on Parks or General Property owned by Council that are not used as community facilities nor leased out to others. This includes a variety of storage sheds as well as buildings that are available for casual hire through the booking system.

Table 5.16: General Buildings that are not Leased to Others

Site	Building	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	Value 2017 ($)
Boyd Park	AR Johns Memorial Grandstand (excluding lower storey)			$354,155
Te Aroha Domain	Domain House	Category II	54	$155,000
	Former Bowling Pavilion			$136,000
	Carport & Garden/Tool Shed			$10,000
	Gazebo No.8 (April's Fountain)			$13,900
	Gazebo over No.15 Spring	Category II	49	$6,689
	Band Rotunda	Category II	50	$39,176
	Former skating rink clubrooms			$59,387
	Workshop			$65,000
	Te Aroha Town Clock	N/A	58	$93,345

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[62] Source: 2017 Valuation Data

Piako Lawn Cemetery	Utilities Shed			$16,120
Tainui Street, Matamata	Former Service Station / Pancake House			$29,998
TOTAL				**$978,770**

These buildings have been captured in the asset database and were condition-rated during 2013 and 2014. More detail on asset condition and performance is provided in 5.9.

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5.2.7   Corporate Buildings

5.2.7.1   Council Offices

The main council office is located in Te Aroha with satellite offices in Matamata and Morrinsville.

Table 5.17: Council Office Buildings[63]

Site	Building	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	Value 30 June 2014 ($)
Te Aroha Office	Te Aroha Office			$1,919,287
District Civic Centre	Matamata Office portion of Civic Centre			[64]See Table 5.7
Morrinsville Office	Morrinsville Office			[65]See Table 5.9

These buildings have been captured in the asset database and were condition-rated during 2013 and 2014. More detail on asset condition and performance is provided in 5.9.

A new Matamata Office was built in 2017-18 within the new Civic Centre complex.

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[63] Source: 2017 Valuation Data
[64] Included within District Civic Centre complex
[65] Included with Morrinsville Library value

5.2.7.2　Depots

The main works depot is located at Waihou between Te Aroha and Morrinsville. There is a smaller depot at Matamata and a few historical depot buildings at the Te Aroha Office.

Table 5.18: Council depots [66]

Site	Building	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	Value
Te Aroha Office Depot	Main garage (long shed)			$135,000
	Store shed (short shed)			$60,000
	Storage shed			$2,300
	Bike shed			[67]$0
	Garage			$64,000
Waihou Depot	Carport			$400
	Fuel shed			$2,400
	Mechanical workshop			$270,000
	Noxious weed shed			$9,000
	Depot Office 1			$110,000
	Depot Office 2			$208,000
	Store Shed			$80,000
	Storeroom			$33,000
	Utilities shed			$72,000
	Workshop halfround 1			$17,000
	Workshop halfround 2			$16,000
Matamata Depot	Matamata Depot 'New Building'			$92,700
TOTAL				**$1,171,800**

This table excludes the old Morrinsville and Matamata Depots which are no longer in use as depots as well as the Dog Pound at Waihou Depot which is covered in 5.2.7.3.

These buildings have been captured in the asset database and were condition-rated during 2013 and 2014. More detail on asset condition, performance and lifecycle management is provided in 5.9.

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[66]　Source: 2017 Valuation Data
[67]　Included in Storage Shed

5.2.7.3   Pound

The District Dog Pound is located at the Waihou Depot. This facility is fairly new and centrally-located (10-25 minutes' drive from all three towns).

Table 5.19: Pound

Site	Building	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	Value 30 June 2014 ($)
Waihou Depot	District Dog Pound			$223,254

These buildings have been captured in the asset database and were condition-rated. More detail on asset condition, performance and lifecycle management is provided in 5.9.

5.2.8   Staff Housing

Staff Housing is provided to assist staff members who are new to the district. The overall management of staff housing is the responsibility of Kaimai Consultants who acts as the landlord for all Staff Housing.   The Asset Strategy and Policy team maintains the asset database with information such as legal descriptions, condition rating data for the houses to component level. A Staff Housing Policy has been developed which outlines the objectives and policies surrounding staff housing (RM#1293418). The policy was last updated in July 2010.   It was recommended that the policy be reviewed within the 2015-25 LTP period however it was not a high priority compared to other items.

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

Table 5.20: Staff Housing[68]

Ward	Location	Built	New Zealand Heritage List/Rārangi Kōrero Status	District Plan Heritage Site No.	Market Value 2017 ($)	Land Value 2017 ($)
Matamata	Aerodrome Manager's House, 6393 State Highway 27	1978			$153,000	Part of Aerodrome
Morrinsville	Morrinsville Recreation Ground, 42 Cureton Street	1970			$120,000	Morrinsville Recreation Ground
Te Aroha	1A Grace Avenue	1985			$284,000	[69]$147,000
	20 Hanna Street	1985				
	2B Churchill Avenue	1979			$151,000	$84,000
	2C Churchill Avenue	1979			$198,000	$84,000
TOTAL					**$906,000**	**$315,000**

These buildings have been captured in the asset database and are condition-rated annually. More detail on asset condition, performance and lifecycle management is provided in 5.9.

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[68] Source: 2017 Valuation Data
[69] 20 Hanna Street and 1A Grace Avenue are adjacent units on the same property

5.2.9 Facilities Provided by Others

Council is not the only provider of facilities in the District. Other providers include:

- Trusts and other community groups
- Schools
- Churches
- Private businesses (event centres, hotels)
- Private golf courses
- Private clubs
- Private racing clubs

Table 5.21: Example of Other Providers of Facilities

Provider	Examples of assets provided
Bedford Park Charitable Trust	Clubroom and toilet facilities for events
Campbell Park Charitable Trust	Clubroom and toilet facilities for events
Te Aroha Trotting Club	Indoor venue for events Outdoor equestrian events
Matamata Racecourse	Indoor venue for events; Outdoor equestrian events
Dalton's Plantation	Indoor venue for events
Matamata Club	Indoor venue for events
Te Aroha Senior Citizen's Hall	Indoor venue for events
Te Aroha Club	Indoor venue for events
Wallace Gallery	Indoor venue for events
Matamata College	Swimming Pool; Gymnasium
Morrinsville College	Swimming Pool; Gymnasium
Te Aroha College	Swimming Pool; Gymnasium

Preliminary work done as part of the Waikato Regional Sports Facility Plan highlighted the need to better understand asset provision by other agencies in the district, especially in terms of indoor sports facilities, pools and event centres.

The need to improve our level of understanding regarding facilities provided by others, such as schools, clubs and businesses, has been identified as an improvement plan item.

➡ **Improvement Plan item 2015.F.2.1**

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.

Community Facilities and Building assets are managed on a lifecycle basis to maintain them in an appropriate condition in order to meet the needs of the community.

Renewals and maintenance programmes aim to ensure that the assets continue to meet community needs. If assets no longer meet the needs of the community they may be considered to be surplus. In the case of land and buildings a Surplus Property Working Group has been set up to identify potentially surplus property for disposal.

Unless they are considered to be surplus to requirements, assets are generally replaced at the end of their useful life.

5.3.1   Strategic Planning

Assets, Strategy & Policy (AS&P) are responsible for strategic and tactical asset management policy and planning.

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.

5.3.2   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 Council-owned building components and pool and spa plant data is stored in AM. Programmes to improve the quality of data for these asset groups have been identified in the Improvement Plan.

The data for buildings, pools and spas is reasonably sound, due to recent condition-rating of buildings as well as annual audits for the pools and spas. Data for utilities connected to Community Facilities and Buildings that do not form part of the public network has largely not been captured yet.

Asset condition rating has largely focussed on buildings and building components. Pools and pool plant have also been condition-rated.

5.4 Asset Development

5.4.1 Planning for New Assets

A number of strategic documents provide a vision of future asset provision for the activity.

The Waikato Regional Sports Facility Plan 2014 provides guidelines for indoor sports and recreation facilities as well as pools. A regional aquatics strategy is also under development.

Council's District Sports Facility & Action Plan 2018 provides guidelines for recreational facilities.

A Sanitary Services Assessment of Public Toilets was completed in 2019 and provides guidance on major capital and renewal projects.

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.

5.4.2 Project Analysis

Business cases are developed for potential projects and 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.

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)

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.

Larger projects (such as new event centres or pools) tend to be funded via the Long Term Plan process. Business Cases should be developed for large projects using robust methodology. Sound planning and feasibility studies should be undertaken before budgets are determined. Whole-of-asset-life costs (including capital, depreciation and operating

costs) should guide investment. The Regional Sports Facility Plan provides evaluation and decision-making guidelines for new facilities or significant upgrades. Sport New Zealand's Community Sport & Recreation Facility Development Guide has a particular focus on the affordability and whole-of-life financial sustainability of multi-sports centres that can meet a range of community needs while complying with best practice and the required standards. It includes reference facility designs, and provides a step-by-step process and supporting information for the six stages of the best-practice facility lifecycle.

A new role was created within the Asset Strategy & Policy Team in 2019 to focus on business cases and feasibility studies. This will add a degree of robustness to the business cases and to some extent alleviate the workload of others in the team.

5.4.3 Project Implementation

Approved projects are allocated to CP&P, KVS or the Facilities Operations Manager to implement, depending on the scope and scale of the project. Routine minor works projects are generally managed by KVS (or the Facilities Operations Manager if it relates to pools and spas) while larger or more specialised projects are coordinated by Property & Projects. Due to resourcing and capacity issues, Council has increasingly been using external consultants to manage project delivery. Council's Procurement Manual provides guidelines for the procurement of goods and services. Once physical work has been completed an asset update form is to be provided to the Asset Systems Officers who then update the asset register.

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 Community Facilities and Buildings activities this includes activities such as pool and spa operations, toilet cleaning, structural inspections and property management. Depending on the nature of the facility, operational tasks are performed by Community Facilities Operations (in the case of pools, spas and information centres), KVS (public toilets) or P&CP.

It is recommended that routine operational and maintenance tasks are scheduled using appropriate software to ensure consistent and reliable service delivery.

➡ **Improvement Plan Item 2015.F.4.2**

Condition-rating 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 Community Facilities and Buildings, this includes activities such as attending to compliance schedule items for buildings, repairing buildings or plant. These tasks are generally performed by contractors overseen either by the Property Maintenance Officer (KVS), Property Services Officer (P&CP) or the Facilities Operations Manager depending on the building or facility involved.

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. Previous AMPs identified the need for maintenance schedules to be developed. It is recommended that routine operational and maintenance tasks are scheduled using appropriate software to ensure consistent and reliable service delivery.

➡ **Improvement Plan Item 2015.F.4.2**

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 for public toilet cleaning and a range of other tasks. This SLA is now defunct however the operational and maintenance specifications that it contained are still used as a guideline by KVS.

There is no SLA in place to clarify the roles and responsibility of the Property Services Officers employed by Property & Community Projects. This is due to the fact that historically the property management function was contained within the Community Facilities Department prior to the restructure. Quality procedures are however set up in the Promapp system.

There is also no SLA in place for Community Facilities Operations. Again, there are quality procedures in Promapp but a general agreement or minimum specifications may be useful.

Developing specifications / service delivery guidelines has been identified as an Improvement Plan item in the previous AMP and in the Section17A review.

➡ **Improvement Plan Item 2015.P.9.3**

Performance measures based on response times to notification of defects via the CRM system have now been incorporated into the levels of service performance measures (see Chapter 4).

As part of the 2018-28 LTP process, key staff involved in the operational management of facilities were invited to attend a workshop in the basic principles of asset management facilitated by Waugh Infrastructure. This was intended to assist staff in distinguishing between capital and renewal projects; maintenance and operational costs; and provide a better understanding of asset condition, performance and lifecycle management.

5.6   Renewals

5.6.1   Current Practice

As of 1 July 2015, renewal profiles for all Council-owned buildings are able to be generated from Authority's Strategic Asset Management Module (SAM) (See 5.6.2).

Renewal budgets for Council-owned buildings and facilities have been available from 1 July 2015.

The Bulk Fund has also 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 Appendix D).

When considering the funding of major building renewals, Council has indicated that they will consider the following:
- the use of the building
- the associated costs and benefits
- the strategic purpose of the building.

A building with very limited use, high replacement cost and having no future use identified will not necessarily be renewed. Some allowance has been made in the building maintenance budgets for disposal and/or demolition.

5.6.2   Renewal Profiles

The Strategic Asset Management module of Authority (SAM) has the capacity to produce renewal profiles. An example of a renewal profile is found in Appendix 5.

A renewal profile generated from SAM can be compared to a renewal budget to assess whether the renewal budget for a particular asset is realistic or not. This can improve future budgeting. A number of scenarios can be run in SAM to take into account changes in asset condition, budget, target asset conditions, criticality and usage.

Currently renewal profiles can only be generated for the following Community Facilities and Buildings assets:
- Building Components

It is intended that renewal profiles will be possible for the following assets as well:
- Plant
- Furniture & Fittings

It is intended that the actual cost of renewals are captured and not flatlined.

5.7 Asset Disposal

The Open Spaces Strategy 2013 includes guidelines for the disposal of land. Council currently has no equivalent adopted strategy to guide the disposal of building assets. Buildings have historically been considered on an ad hoc basis without the benefit of specific guidelines.

At workshops held in 2017 in preparation of the 2018-28 LTP, Council indicated that its strategic approach to the potential disposal of buildings/facilities is to consider the following:

- the use of the building;
- the associated costs and benefits;
- the strategic purpose of the building.

A building with very limited use, high renewal or replacement cost, and no identified future use will not necessarily be renewed and may be considered for disposal. Some allowance has been made in the building maintenance budgets for disposal and/or demolition.

Consideration ought to be given developing a formal strategy or policy to guide the disposal of buildings and similar assets.

➡ **Improvement Plan Item 2018.F.5.1**

The guidelines for land disposal in the Open Spaces Strategy could potentially be adapted and expanded to suit buildings and facilities. Guidelines might, for example, include whether:

- Whether the building is serving a strategic purpose
- Whether the building is in the right location for that purpose
- The current and forecast use of the building
- Whether the building is duplicating the purpose of other buildings nearby
- The condition and performance of the building, especially where other buildings nearby present a feasible alternative venue
- Whether the size and characteristics of the building are appropriate for its intended use or for other uses for which there is sufficient demand
- The costs and benefits of restoration compared to disposal
- Whether there are any special intrinsic or unique values or features to the building that should be protected for public good e.g. historical or cultural values (e.g. it is or should be a scheduled heritage building).
- Whether there are any statutory requirements affecting the building (e.g. located on Crown Land; land taken for public works; under Treaty of Waitangi claim etc.).
- Whether control of the building by another party may be more appropriate given its purpose

5.8   Business processes and practices

5.8.1   Overview of Asset Management Information Systems

The interrelationships between the various historical information and management systems as used by MPDC are depicted in Figure 5.2 below. The light blue arrows show the linkage between where historical and current data is kept.   The dark blue arrows show the interrelationships between current systems.

Figure 5.2: Data Systems
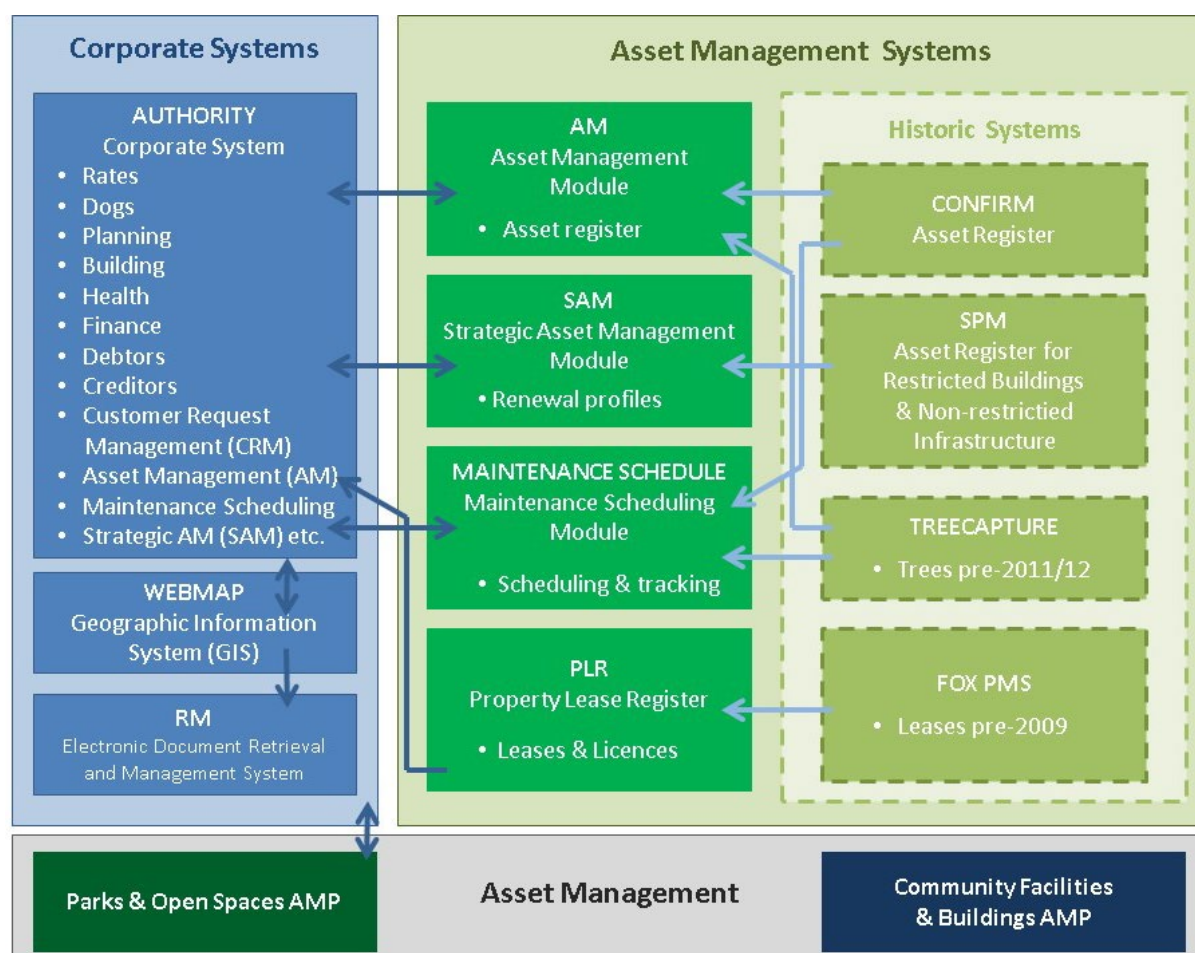
Due to a number of ongoing issues and some limitations of the AUTHORITY AM system, it was decided to migrate community facilities assets to ASSETFINDA instead. ASSETFINDA is already used corporately for utilities assets. The process of verifying data, building and testing new structures in ASSETFINDA is currently underway.

5.8.2   Assetfinda

We are currently migrating asset data to the Assetfinda system.>>Add more info about AssetFinda

5.8.3   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 be saved and catalogued in the electronic document management system, known as Content Manager or 'CM', and assigned a unique identifier. Strategic documents and management plans, including the AMPs, are also stored in CM.

Authority's single database design 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, separate 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 has not been much development towards making these functional. Authority also has an inherent design limitation in that it cannot map assets, something that is a particular issue in the community facilities space, especially when it comes to land assets. There have also been issues with the way that some of the data has been structured in the past, to the point that recapturing some data is seen as more cost-effective than trying to sort the historical data. Issues with the program have meant that many assets have not been captured in it.

5.8.3.1 AM

Authority's Asset Management module (AM) is the 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 modules, Property, the Capital Value register (CVR), Work Orders, Strategic Asset Management (SAM), Maintenance Scheduling, the Street Register, the Property Lease Register (PLR) and the predefined 'roles' for SAM. 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 in use. This module replaced SPM, Confirm & Treecapture.

We are currently migrating the community facilities data to AssetFinda as a trial. This is likely to replace AM as our asset database.

5.8.3.2 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.

5.8.3.3 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 would enable more accurate forecasting for both maintenance and operational budgets and workload planning. This module is not yet operational.

5.8.3.4 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.

5.8.4   Historical Systems

5.8.4.1   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.

5.8.4.2   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.

5.8.4.3   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.

5.8.4.4   Treecapture

This was used for protected and notable trees (not necessarily Council-owned) and has been replaced by the Asset Management module in Authority.

5.8.4.5   Quetzel

Customer requests were handled through Quetzel prior to 2010. It has been replaced by the CRM module of Authority.

5.8.4.6   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).

5.8.5 Overview of Quality Management Systems

5.8.5.1 ISO 9000

ISO 9000 is the international standard for quality management systems. MPDC was until recently ISO 9000 certified. The policies and procedures that form part of the quality management system are on the Intranet with procedures being moved onto the Promapp software system.

5.8.5.2 Promapp

Promapp is a process-mapping software system. Processes and procedures are currently entered into Promapp. All procedures in the system are required to be reviewed regularly. 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

'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

5.9.1 Asset Condition

A condition-rating programme for community facilities buildings has been underway since 2013. The National Asset Condition Grading Standards Manual[70] and subsequent IPWEA[71] publications provide condition-rating guidelines and a scoring system for a range of assets.

Table 5.22 below provides a summary of the condition-rating programme by LTP activity and asset group. The condition data for most of the assets is stored in the AM module of Authority however some more recent data has not been uploaded yet

Building condition rating used to be undertaken in-house by Kaimai Consultants and was last done in 2014/14. The retirement of the staff member who used to do the inspections has affected KC's ability to do the work. It is recommended that building condition rating be outsourced in Year 1 in order to update the condition data and allow new renewal profiles to be developed to ensure future renewal budgets are appropriate.

➡ **Improvement Plan Item 2018.5.2**

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[70] Often referred to as 'PRAMS' after the Working Group that produced the original standard
[71] Institute of Public Works Engineers Australasia

Table 5.22: Condition Rating Programme

Activity	Asset Group	Status	Where to find data
Pools and spas	Pools	Buildings have been condition-rated Plant has been condition-rated Pools have been condition-rated	AM RM 1972166 RM 1987014
	Spas	Buildings have been condition-rated Plant has been condition-rated Spas baths condition-rated	AM RM 1972166 RM 1987014
Public toilets	-	Condition-rated to component level	AM
Recreation and Heritage	Event centres	Buildings have been condition-rated	AM
	Museums	Buildings have been condition-rated	AM
	Information centres	Buildings have been condition-rated	AM
	Aerodrome and campground buildings	Buildings have been condition-rated	AM
Libraries	Library buildings	Buildings have been condition-rated	AM
Housing and property management	Elderly Persons Housing	Buildings condition-rated annually	AM
	Community halls	Buildings have been condition-rated	AM
	General buildings	Buildings have been condition-rated	AM
	Corporate buildings(offices, depots, pound, staff housing)	Buildings have been condition-rated	AM

5.9.2 Asset Performance

Current indicators of asset performance are discussed in Table 5.23 below:

Table 5.23: Asset Performance Indicators

Indicator	How it Measures Asset Performance
Community Leisure Provision Strategy	Assessed provision against recreation trends
Aquatic Strategy	Assessed facilities against trends and recommended upgrades
Aquatic Asset Assessment	Assessed condition and performance of plant at pools and spas
Independent audits	Independent audits of pools and spas
Annual Customer Satisfaction Survey	Gauges public opinion via a telephonic survey
Annual Housing Survey	Surveys Elderly Persons housing tenants
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 of public toilets against CPTED criteria.
Sanitary Services Assessment	Assessed provision of public toilets
Public Toilet Distribution and Performance Assessment	Assessed current toilet network against current and predicted future demand. Included an intercept survey of users at the busiest toilets. Recommended minor service improvements.
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 most recent 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.

User intercept surveys may provide a better indication of asset performance. MPDC previously participated in the Yardstick Visitor Measures Survey. Cost and the time consuming nature of the survey were factors that halted participation. It is understood that this survey has been modified in recent times to make it more user-friendly. It is recommended that we participate in this survey bi-annually for our recreational facilities as well as pools and spas. This will enable trends to be monitored while minimising the cost of the exercise.

➡ **Improvement Plan Item 3. 2015.F.3.7**

5.9.3 Observations on the Condition and Performance of Specific Assets

5.9.3.1 Pools and Spas

The Morrinsville Pools were upgraded in 2012/13 as the plant was past its design life and non-compliant with current design standards. The upgrade included:

- renewal of all pool plant and equipment
- a new balance tank
- new lines for the 50 metre pool
- joint replacement for 50 metre pool
- a new ramp for the 50 metre pool

The Matamata pools were upgraded in 2013/14. The plant was non-compliant with current design standards and the pools tanks required refurbishment. A new hot water bore was sunk securing a supply of geothermal hot water which has significantly reduced energy costs.

Pool and spa tanks were condition rated in 2017[72]. Pools were generally in acceptable condition except for Morrinsville's Toddler and Intermediate pools which scored "Poor" and which are likely to require renewal in the next three years.

The plant associated with pools and spas was rated for condition and performance in 2017 by external consultants[73]. In general, the condition and performance of the plant is at an acceptable level. The need to renew the spa storage tank in No. 7 spa will need to be addressed in the short term.

5.9.3.2 Public Toilets

All public toilet buildings were condition-rated to component level. Condition rating data is stored in the AM database. This will enable renewal profiles to be generated from the Strategic Asset Management module (SAM).

Public Toilet assessments were undertaken by external consultants in 2014 and 2018-19. The assessments included a summary report as well as individual reports on each toilet block.

The assessment found that:

- The distribution of the current network is generally adequate
- Users are generally satisfied with the public toilet network and cleanliness
- In general the toilets are well cared for and maintained, but some facilities are in need of refurbishment or replacement to keep standards high and to cope with change in use
- Potential opportunities to rationalise existing facilities in the central business districts of Te Aroha and Morrinsville were identified
- Potential to provide additional toilets in Matamata
- A number of performance issues were highlighted, including:
    - High pressure on toilets at Waharoa and Hetana Street require replacement or substantial upgrades

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[72] See RM 1972166 & 1987014
[73] See RM 1972166 & 1987014

- o Several toilets are reaching the end of their useful lives and will need to be replaced (including all cemetery toilets)
- o The need to improve accessibility for people with disabilities (the majority of toilets do not comply with current standards)
- o Improving the provision of baby changing facilities
- o Addressing minor maintenance issues more effectively

The 2019 assessment included a recommended replacement and renewal plan and recommended a hierarchy of toilet categories to assist with future planning and service delivery. The information was provided to Council in 2019.

Funding was included in the 2018-28 LTP to rationalise assets and fund a new toilet block at Te Aroha Domain. This was postponed awaiting the outcome of the PGF project for the Domain. This project is now being considered by the Domain Working Party.

Following the 2019 assessment report, Council successfully applied for grants from the Tourism Infrastructure Fund to build a new toilet facility at Wairere Falls and to replace the Waharoa toilets. These projects are currently underway though physical works are not likely to start until early 2021.   The report is feeding into the 2021-51 LTP process. At this stage decisions still need to be made about specific project priorities and funding.

Replacement of the Hetana Street Toilets with a more appropriate facility was recommended by the 2019 report. Prior to COVID these were by far the most used toilets in the District. The nature of the building limits the potential to significantly alter it to address various issues. A new build is likely to be the most cost-effective option. Consultation to date on the masterplan for Hetana Street has indicated public support for replacing the toilets.

CPTED audits, conducted independently of the distribution and performance assessment, found the specific toilets audited to be reasonably safe from a CPTED perspective with only minor issues requiring action. CPTED audits however also found minor maintenance issues that did not appear to have been addressed in a timely manner. A new technical performance measure based on response times to toilet-related complaints has been implemented to address this. The need to improve the auditing of toilets has also been identified as an improvement plan item.

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

5.9.3.3   Recreation and heritage

All Recreation and Heritage buildings were condition-rated to component level. Condition rating data is stored in the AM database. This will enable renewal profiles to be generated from the Strategic Asset Management module (SAM).

To review the performance of the recreation and heritage facility network, it is recommended that the Community Leisure Provision Strategy 2009 (which incorporated recreation as well as arts and culture facilities) be reviewed in this LTP period.

➡ **Improvement Plan Item 2015.F.3.1**

The condition and performance of the War Memorial Hall, Library and council office in Matamata are inadequate. Initial public consultation indicated that the majority of submitters favoured a complete rebuild in preference to renovation. This has led to a proposal in the

2015-25 LTP to replace the existing buildings with a multipurpose civic centre, incorporating the library and council office activities.

Headon Stadium's condition requires reroofing and possibly earthquake strengthening. The performance of Headon Stadium is also negatively affected by a lack of suitable storage facilities. The upgrade of Headon Stadium was included in the previous LTP. It is recommended that a feasibility study be undertaken to verify the current needs of stakeholders to ensure that any future upgrade of the stadium will not only address current shortcomings but also future-proof the facility to meet foreseeable future demands. As Council considers the Matamata Civic Centre proposal to be a higher priority in this LTP period, the proposed upgrade of Headon Stadium is likely to be delayed. The feasibility study may however proceed in the meantime.

> ➡ **Improvement Plan Item 2015.F.3.2**

The Westpac Morrinsville Event Centre may require some renewal during this LTP period. The cost of such renewals would be funded from existing renewal budgets. Major renewal work including rewiring the homestead was undertaken at Firth Tower Museum in 2013-14. There has been some pressure from community groups to expand the museum complex onto adjoining land. A feasibility study is to be undertaken before any such expansion is to occur. Information centres are currently meeting the community's needs. The Matamata i-Site building was expanded in 2012/13 and a new information centre (not owned by Council) was constructed in Morrinsville during 2013/14.

5.9.3.4 Library Buildings

Library buildings have been condition-rated to component level. Condition rating data is stored in the AM database. This will enable renewal profiles to be generated from the Strategic Asset Management module (SAM).

The former Matamata Library required a new roof and was too small to meet current needs. This led to the proposal to incorporate a new library within the proposed District Civic Centre in Matamata. Construction occurred in 2017-18. While part of the former library structure was retained the new build allowed the library layout to be changed and expanded to meet current and foreseeable future needs. The modular nature of the new Civic Centre with access controls at various points make it a far more versatile and adaptable space than the previous layout.

The Morrinsville Library has had issues with leaks for several years. It is recommended that this is addressed as part of any future library upgrade. The present layout of the Morrinsville Library is not ideal given the changing nature of library patronage. The interior is effectively a hall with a mezzanine floor. There are not enough meeting space areas within the building to allow for simultaneous activities to occur within the building without a reasonably high potential for conflict between users. A refit of the library to address structural issues as well as performance is proposed in this LTP period.

Te Aroha's library building includes several internal rooms, however some of these are not currently used for library purposes and are also too small. Remodelling the interior could potentially address future demand for more meeting space and book space however given the age of the library, construction costs are likely to be considerable as specific engineer design will be likely as the internal walls are loadbearing. There is also the likelihood that structural strengthening to meet modern earthquake standards may be required. In the longer term, the suitability of the current building may need to be considered in conjunction with that of the i-

Site. For the purpose of this AMP however it is assumed that the current buildings will be retain for at least the next ten years.

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5.9.3.5   Housing and property management

The buildings associated with this activity have been condition-rated to component level. Condition rating data is stored in the AM database. This will enable renewal profiles to be generated from the Strategic Asset Management module (SAM).

The annual survey of EPH tenants indicates that the majority are satisfied with housing provision.   Resident surveys do not however give an indication of the adequacy or performance of the housing portfolio and associated services as a whole. At a Workshop in August 2014, it was agreed that Council should continue in its current role of housing provider for the EPH units that it currently owns. At Council workshops for the 2018-38 AMP staff suggested that Council may wish to develop a broader Buildings Strategy rather than purely a Housing Strategy.

A Buildings Strategy could also deal with Council-owned buildings that are found to be earthquake-prone or that have major issues with asbestos. Community halls in particular may become an issue if they are found to be earthquake-prone as it may be cost-prohibitive to renovate some of them. Council considered a Building Strategy to be a medium priority.

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

The Matamata Council Office was in relatively poor condition and its performance was limited by its physical condition as well as its size and layout. New offices have been built within the new District Civic Centre. The Morrinsville and Te Aroha offices and the various depots are in reasonably good condition and are considered to be performing adequately. A need for a larger meeting room and storage area has however been identified at Morrinsville. A room previously leased to the Morrinsville Toy Library will be converted to a meeting room and storage space. Demand for office space at Te Aroha office has increased due to additional staff being employed in some departments and the restructure that has led to the creation of the Water and Waste business unit. Some of the increased demand can potentially be met through reconfiguration of existing office space. An allocation has been made in the 2018-28 LTP towards future proofing office space and depots.

The animal pound at Waihou is a fairly new building and currently meets the needs of animal control.

Staff housing currently meets the needs of staff. It is however recommended that the Staff Housing Policy be reviewed during this LTP period.

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

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6   MANAGEMENT RISKS

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 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 from the 2012-22 AMPs 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.

The most common changes from the approach in the 2012-22 AMP affected the consequence ratings in the net risk column. 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. Only in rarer cases, where there be a substantial change in the way that an asset or service is provided would the consequence of the risk be likely to reduce. In some cases, a risk identified in the former AMP was split into two or more separate risk statements for clarity. Risk "ownership" was also reviewed in line with the revised organisational structure and changes in position titles.

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.

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?)		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			
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.5.3
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 liaison with volunteer groups • Improve monitoring of volunteers	2015.P.5.3

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			
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 • Mtce 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 recommendations from Christchurch Earthquake	N/A
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

Section 6: 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?)	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			
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
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	

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			
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	All

Section 6: 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?)	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			
												• Continue to improve documentation, processes and practices	
M9	**Non-Compliance with Legislation and legal requirement** • 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?)		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			
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

Section 6: 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?)	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			
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 • Improve asset handover procedure- • Capture remaining asset data in database • Succession planning • Exit interviews/exit procedure for staff	N/A
M12	**Inadequate project management**	Environmental H&S Reputation	4	4	16	• Project management by	Fair	4	3	12	AMSP KC Manager KVS Manager	• Training for key staff (project management	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?)		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			
	• inadequate scoping, budgets, management, review, consultation, quality, delivery	Operational Financial				KC and external consultants • Promapp process for project management • Communication plans for major projects						training not just promapp training) • Review project management processes in Promapp • Improve project scoping • Improve project brief quality • Improve project review	

Section 6: 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?)	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			
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

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			
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; Executive Team Meetings;	Good	3	2	6	CEO E-Team		N/A
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

Section 6: 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?)	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			
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 &Management input to facilities	N/A
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			
F1	Drowning/near drowning at an aquatic facility	H&S Reputation Financial Operational	5	4	20	• Lifeguards on duty • Hazard ID's and OSH control on high risk sites • Compliance with legislation and standards • Encourage Learn to Swim programmes	Good	5	2	10	Facilities Operations Manager	• Continual review and implementation of Council's liability and H & S policy • Obtain WSMP Level 1 accreditation	

Section 6: 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?)		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			
F2	Earthquake-prone building failure	H&S Reputation Financial Operational	5	4	20	• Earthquake prone buildings assessment carried out and policy developed	Average	5	3	10	KC Manager	• Continue EQPB assessment programme • Review EQPB policy as legislation changes	

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			
F3	Severe chemical reaction at an aquatic facility	H&S Reputation Financial Operational	5	3	15	• Lifeguards on duty • Staff training • Water testing regime • First aid kits • Signage • Hazard ID's and OSH control on high risk sites • Compliance with legislation and standards • Refer to Pool Water Quality NZ standard 5826 2010	Good	5	2	10	Facilities Operations Manager	• Continual review and implementation of Council's liability and H & S policy • Electronic dosing control	
F4	Security around public toilets	H&S Reputation Financial Operational	5	3	15	• CPTED studies • Lighting	Good	5	2	10	KVS Manager	• CPTED taken into account in future design and location of new toilets • Sanitary Services Assessment or	

Section 6: 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?)		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			
												Toilet Surveys to monitor situation	
F5	Water quality	H&S Reputation Financial Operational	3	4	12	• Staff training • Regular water testing • Maintenance of pumps & 15:15dosing systems • Comply with NZS 5826:2010	Good	3	2	6	Facilities Operations Manager		
F6	Microbiological factors	H&S Reputation Financial Operational	4	3	12	• Pool Water Quality Standard NZS 5826:2010 Page 52 Table 19	Good	3	3	9	Facilities Operations Manager	• Ensure procedures comply • Only qualified staff manage water quality daily	
F7	Water temperature	H&S Reputation Financial Operational	3	4	12	• Regular maintenance &servicing • Daily observations	Good	3	2	6	Facilities Operations Manager		
F8	Fire	H&S	5	2	10	• Sprinkler systems in buildings	Good	5	1	5	Facilities Operations Manager		

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			
F9	Structural failure due to neglect	H&S Reputation Financial Operational	5	2	10	• Condition rating assets • Audits • Inspections	Good	5	1	5	CF Manager KVS manager	• Improve auditing of toilets	
F10	Chemical supplies (e.g. Unavailable)	H&S Reputation Financial Operational	3	3	9	• Install Osec machine • Source alternative suppliers • Install UV options	Good	3	2	6	Facilities Operations Manager	• Ensure procedures comply • Only qualified staff manage water quality daily	
F11	Water supply to pools (e.g. Bores drying up)	H&S Reputation Financial Operational	4	2	8	• Water supply is monitored • Water takes do not exceed natural flow at Te Aroha Domain • Regional council resource consent conditions • Electronic monitoring system in Te Aroha	Good	4	1	4	Facilities Operations Manager	• Renew WRC resource consent • Introduce electronic monitoring at Matamata	

Section 6: 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?)		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			
F12	Hot water supply to pools (e.g. Bores drying up, vulnerability of geothermal supply)	H&S Reputation Financial Operational	4	2	8	• Water supply is monitored • Water takes do not exceed natural flow at Te Aroha Domain • Regional council resource consent conditions • Electronic monitoring system in Te Aroha • New bore at Matamata	Average	4	1	4	Facilities Operations Manager	• Renew WRC resource consent • Introduce electronic monitoring at Matamata	

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.F.7.1**

>> Add in Pandemic to risk table
>> Add in as Reputation Risk something about   Community Expectations

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 activity.

Table 6.4: Critical Assets

Critical Asset Type	Consequence of Failure	Impact on Service	Proposed Actions	Actions Undertaken	Residual
Bores	Loss of asset Loss of service Loss of reputation Replacement cost	Service may be disrupted or limited	Maintenance inspections Capturing new assets in database to enable inspections		
Geothermal supply to spas	Loss of asset Loss of service Loss of reputation Replacement cost	Service may be disrupted, limited or cease	Monitoring Compliance with resource consents		
Pool and spa filters, pumps and control equipment (used to supply and/or treat water)	Serious harm Loss of asset Loss of service Loss of reputation Replacement cost	Service may be disrupted or limited	Regular inspections Safety audits Staff training Capturing new assets in database to enable inspections		
Council buildings open to public or intended for regular public use (Event centres and Council offices)	Loss of life Serious harm Loss of asset Loss of service Loss of reputation Replacement cost Reduced capacity to respond to emergencies e.g. unavailable for Civil Defence purposes	Service may be disrupted, limited or cease	BWoF Condition rating Earthquake-prone building assessments Maintenance and renewal programmes		
Council depot	Loss of life Serious harm Loss of asset Loss of service Loss of reputation	Service may be disrupted, limited or cease	BWoF Condition rating Earthquake-prone building assessments Maintenance and renewal programmes		

Critical Asset Type	Consequence of Failure	Impact on Service	Proposed Actions	Actions Undertaken	Residual
	Replacement cost				

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Section 6: Management Risks

Critical Asset Type	Consequence of Failure	Impact on Service	Proposed Actions	Actions Undertaken	Residual
Pool linings/paint	Loss of asset Loss of service Loss of reputation Replacement cost	Service may be disrupted or limited	Regular inspections Safety audits Capturing new assets in database to enable inspections		

Critical Asset Type	Consequence of Failure	Impact on Service	Proposed Actions	Actions Undertaken	Residual

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.

Database migration
IP item to identify critical assets in new DB

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. In the case of Elderly Persons Housing (EPH) for example, the excess used to be $500 per claim but is now $10,000. Historically EPH-related insurance claims have been related to fires and in the region of $8-12,000. 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

For minor losses, the activity is self-insured as the majority of losses (such as vandalism) is unlikely to exceed $10,000. The total loss of a structure such as a building or pool is likely to exceed $10,000. Buildings and facilities are insured through AON. Riskpool currently insures below ground services.

Indications are that as far as earthquake-prone buildings are concerned, insurers will only pay out up to 33%, not total replacement cost. This may have implications for a number of potentially earthquake-prone buildings.

Section 6: Management Risks

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. >> Update latest changes

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.

During the COVID lockdown period, the event centre in Te Aroha and Civic Centre in Matamata were used as community testing stations.

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. Business Continuity Plans are to be developed for Community Facilities.

➡   **Improvement Plan Item 2015.F.7.4**

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 Community Facilities and Buildings activities.

7.2   How We Fund our Activity

Council's 'Revenue and Financing Policy' outlines how activities will be funded (see Appendix 3).

The following table summarises the ways in which the operational aspects of the activity is funded.

Table 7.1: Activity Funding Sources[74]

Asset Group	Funding Source	Proposed Level
Pools and Spas	General Rates Fees and Charges	60-70% 40-30%
Public Toilets	General Rates Fees and Charges	100% 0%
Recreation and Heritage Facilities	General Rates Fees and Charges	80-90% 20-10%
Library Buildings	General Rates Fees and Charges	90% 10%
Housing and Property Management – Corporate and General	General Rates Fees and Charges	80-90% 20-10%
Housing and Property Management – Elderly Persons Housing	General Rates Fees and Charges	0% 100%
Housing and Property Management – Community Halls	General Rates Fees and Charges	80% 20%

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.

Depreciation is calculated on buildings. 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. More information from the most recent valuation (December 2017) is contained in RM container 17/6650.

Depreciation is provided on a straight line basis on buildings (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.

In the past plant at Pools and Spas has not been depreciated. Plant data was updated in AM and SAM and it has been possible to run renewal profiles from 1 July 2015.

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[74] Source: Revenue & Finance Policy

Section 7: Financials

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[75]

Asset Group	Funding Source	Proposed Level
Pools and Spas	Depreciation	100%
Public Toilets	Depreciation	100%
Recreation and Heritage	Depreciation	100%
Library Buildings	Depreciation	100%
Housing and Property Management	Depreciation	100%

Renewal profiles for buildings and plant for Pools and Spas are under development (see Chapter 9 for more information on asset lifecycle management) and Spas will be funded from renewal budges from 1 July 2015.

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 AM asset database (allowing renewal profiles to be developed in SAM) reliance on the Bulk Fund for renewal funding will decrease (see 8.2.3 and Appendix 4 for further discussion of the Bulk Fund process).

7.2.3   Capital Funding

The following table summarises the ways in which the capital aspects of the activities are funded:

Table 7.3: Capital Funding Sources

Asset Group	Funding Source	Proposed Level
Pools and Spas	Loan Other (Iwi)	50% 50%
Public Toilets	Loan Other	78% 22%
Recreation and Heritage	Loan Other (Community Groups)	80% 20%
Library Buildings	Loan	100%
Housing and Property Management		
• Corporate Property	Loan	100%
• Elderly Persons Housing	Fees & Charges	100%

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[75] Source: Finance and Business Services

7.2.3.1   Community Facilities 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)

The Promapp procedures on the intranet provide more detailed information on the Bulk Fund process (see also Appendix D). 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 financial accounts are not totally aligned with the Community Facilities and Buildings activities.

As part of the rationalisation of the AMPs it was intended to more accurately align the accounts with the activities. There has been some improvement in the alignment of the accounts with the activities in the AMPs. 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[76] in October 2014. Further improvement in alignment could be achieved by reviewing the individual works orders set up under each GL code for each activity.

➡ **Improvement Plan Item 2015.F.8.1**

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[76] Activity groups include Pools and Spas, Public Toilets, Recreation and Heritage, Housing and Property Management etc.

Section 7: Financials

Figure 7.1: Alignment of Activities in AMPs and LTP Activity Groups
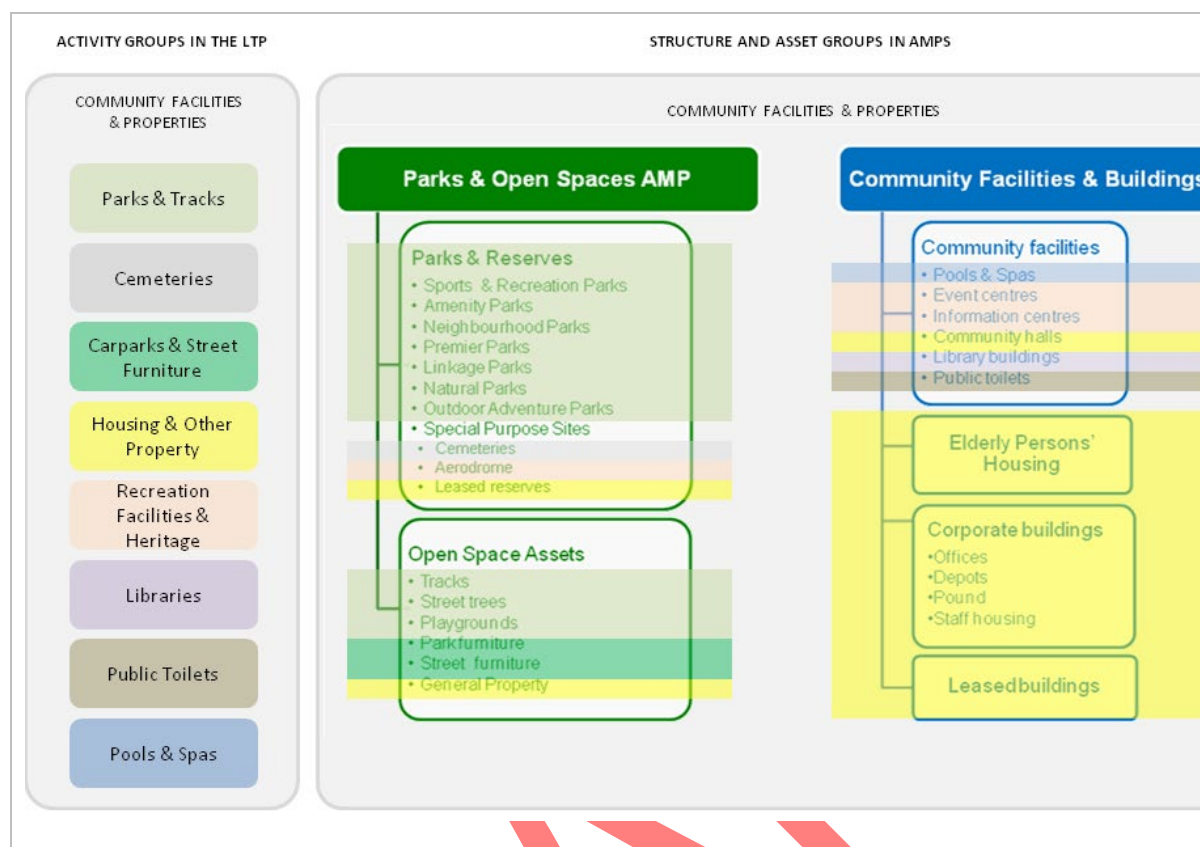
7.4   Financial Statements and Projections

The financial summaries in this AMP cover a 10-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 Expenditure and Revenue

Revenue	2018-19	2019-20
Pools and spas	1,111,806	1,038,777
Public toilets	0	0
Libraries	104,587	87,229
Housing and property	1,339,834	1,379,339
Recreation facilities and heritage	278,298	216,004
Revenue Total	**2,834,524**	**2,721,348**
Expenditure	**2018-19**	**2019-20**
Pools and spas	2,393,555	2,476,945
Public toilets	384,006	409,233
Libraries	858,532	928,648
Housing and property	1,208,258	1,088,971
Recreation facilities and heritage	751,790	776,360
Expenditure Total	**5,596,141**	**5,680,156**
LOSS	**(2,761,616)**	**(2,958,808)**

The following tables summarise the 10-year financial forecast for the Community Facilities and Buildings activities under the following headings:

- Maintenance and Operations
- Capital Expenditure
- Renewals
- Financial Summary

Section 7: Financials

Community Facilities and Buildings Activity
Management Plan 2018-28

Activity	Description	2021-22	2021-23	2021-24	2021-25	2021-26	2021-27	2021-28	2021-29	2021-30	2021-31
Pools & Spas	Te Aroha Spas Operating	648297	648297	648297	648297	648297	648297	648297	648297	648297	648297
Pools & Spas	Pools Operating MM	849549	849549	849549	849549	849549	849549	849549	849549	849549	849549
Pools & Spas	Pools Operating MV	309128	309128	309128	309128	309128	309128	309128	309128	309128	309128
Pools & Spas	Pools Opertaing TA	516838	516838	516838	516838	516838	516838	516838	516838	516838	516838
Pools & Spas	Pool Administration DW	242010	242010	242010	242010	242010	242010	242010	242010	242010	242010
Pools & Spas	Building Maintenance DW	48104	48104	48104	48104	48104	48104	48104	48104	48104	48104
Activity Total		**2613926**	**2613926**	**2613926**	**2613926**	**2613926**	**2613926**	**2613926**	**2613926**	**2613926**	**2613926**
Activity	**Description**	**2021-22**	**2021-23**	**2021-24**	**2021-25**	**2021-26**	**2021-27**	**2021-28**	**2021-29**	**2021-30**	**2021-31**
Public toilets	Operating TA	92653	92653	92653	92653	92653	92653	92653	92653	92653	92653
Public toilets	Building Maint TA	16900	16900	16900	16900	16900	16900	16900	16900	16900	16900
Public toilets	Operating MV	85493	85493	85493	85493	85493	85493	85493	85493	85493	85493
Public toilets	Building Maint MV	14555	14555	14555	14555	14555	14555	14555	14555	14555	14555
Public toilets	Operating MM	208929	208929	208929	208929	208929	208929	208929	208929	208929	208929
Public toilets	Building Maint MM	21555	21555	21555	21555	21555	21555	21555	21555	21555	21555
Activity Total		**440085**	**440085**	**440085**	**440085**	**440085**	**440085**	**440085**	**440085**	**440085**	**440085**
Activity	**Description**	**2021-22**	**2021-23**	**2021-24**	**2021-25**	**2021-26**	**2021-27**	**2021-28**	**2021-29**	**2021-30**	**2021-31**
Recreation & Heritage	Civic Centre	38000	38000	38000	38000	38000	38000	38000	38000	38000	38000
Recreation & Heritage	R&H Direct	61050	61050	61050	61050	61050	61050	61050	61050	61050	61050
Recreation & Heritage	Event Centre Committee	16500	16500	16500	16500	16500	16500	16500	16500	16500	16500
Recreation & Heritage	Event Centre	62216	62216	62216	62216	62216	62216	62216	62216	62216	62216
Recreation & Heritage	Firth Tower	176407	177907	177907	177907	177907	177907	177907	177907	177907	177907
Recreation & Heritage	Information Centre	132059	132059	132059	132059	132059	132059	132059	132059	132059	132059
Recreation & Heritage	Sport Waikato	84000	84000	84000	84000	84000	84000	84000	84000	84000	84000
Recreation & Heritage	Aerodrome Building Maint	9200	9200	9200	9200	9200	9200	9200	9200	9200	9200
Recreation & Heritage	Aerodrome personnel	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
Recreation & Heritage	Aerodrome operting	104667	104667	104667	104667	104667	104667	104667	104667	104667	104667
Recreation & Heritage	TA Eevent Centre	123315	123315	123315	123315	123315	123315	123315	123315	123315	123315
Activity Total		**809414**	**810914**	**810914**	**810914**	**810914**	**810914**	**810914**	**810914**	**810914**	**810914**

Activity	Description	2021-22	2021-23	2021-24	2021-25	2021-26	2021-27	2021-28	2021-29	2021-30	2021-31
Housing & Property	Corporate Property	492004	492004	492004	492004	492004	492004	492004	492004	492004	492004
Housing & Property	General Property	204045	204045	204045	204045	204045	204045	204045	204045	204045	204045
Housing & Property	Halls	78537	78537	78537	78537	78537	78537	78537	78537	78537	78537
Housing & Property	Housing	508838	508838	508838	508838	508838	508838	508838	508838	508838	508838
Activity Total		**1283424**	**1283424**	**1283424**	**1283424**	**1283424**	**1283424**	**1283424**	**1283424**	**1283424**	**1283424**
Activity	Description	2021-22	2021-23	2021-24	2021-25	2021-26	2021-27	2021-28	2021-29	2021-30	2021-31
Libraries	Building Maint	36898	36898	36898	36898	36898	36898	36898	36898	36898	36898

The following table lists major capital projects by activity. Amounts exclude inflation.

Table 7.6: Capital Expenditure Forecast 2021-51

LTP Activity	Project Title	Driver (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF										
Pools & Spas	Toddler Pools Lack Shade or Covers	100				15,000	15,000	15,000	15,000	15,000					
Pools & Spas	Development of Spas - Physical works	100					1,500 ,000	3,500 ,000							
Pools & Spas	Provision of more amenities for our pools (i.e. Splash pads)	100						210,000		210,000		210,000			
Pools & Spas	MV Pool Development	50		50									1,000 ,000	4,500 ,000	4,500 ,000
Pools & Spas	TA Pool Improvements	50		50				500,000							
Total for Pools & Spas						**15,000**	**1,515 ,000**	**4,225 ,000**	**15,000**	**225,000**	**0**	**210,000**	**1,000 ,000**	**4,500 ,000**	**4,500 ,000**

LTP Activity	Project Title	Driver (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF										
Public Toilets	New Public Toilets/Change rooms for Swap Park	100								125,000					
Public Toilets	MV CBD Toilets	100					120,000								
Public Toilets	Improve baby change facilities and access to public toilets where applicable	100				10,000	10,000	10,000							
Public Toilets	Toilet Upgrades (various)	100				100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total for Public Toilets						**110,000**	**230,000**	**110,000**	**100,000**	**225,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**

LTP Activity	Project Title	Driver (%)				2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
		LoS	G	R	EF										
Public Toilets	Toilet Upgrades (various)	100				100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total for Public Toilets						**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**

LTP Activity	Project Title	Driver (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF										
Public Toilets	Toilet Upgrades (various)	100				100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total for Public Toilets						**110,000**	**230,000**	**110,000**	**100,000**	**225,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**

LTP Activity	Project Title	Driver (%)				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	Investigation on E-Transportation Charging Stations														
Recreation & Heritage	Increased indoor sports courts for Matamata	100							2,000,000						
Recreation & Heritage	Infrastructure for motor caravans (e.g. dump stations)	100								100,000					
Recreation & Heritage	MV Civic Centre	100													
Recreation & Heritage	MM Civic Centre Stage	100						200,000							

LTP Activity	Project Title	LoS	G	R	EF										
Recreation & Heritage	Bulk Funds - CFB	100				30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Totals for Recreation & Heritage						**30,000**	**30,000**	**2,230 ,000**	**130,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**

LTP Activity	Project Title	Driver (%)				2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
		LoS	G	R	EF										
Recreation & Heritage	Bulk Funds - CFB	100				30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Totals for Recreation & Heritage						**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**

LTP Activity	Project Title	Driver (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF										
Recreation & Heritage	Bulk Funds - CFB	100				30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Recreation & Heritage	MV Civic Centre	100				$1,300 ,000	$1,300 ,000	$1,300 ,000	$1,300 ,000	$1,300 ,000					
Totals for Recreation & Heritage						**1,330 ,000**	**1,330 ,000**	**1,330 ,000**	**1,330 ,000**	**1,330 ,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**

LTP Activity	Project Title	Driver (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF										
Libraries	MV Library Upgrade	100							150,000						
Totals for Libraries						**0**	**0**	**0**	**150,000**	**0**	**0**	**0**	**0**	**0**	**0**

LTP Activity	Project Title	Driver (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF										
Housing & Property Management	Elderly Persons Housing Strategy, Implementation and Physical Works				100		600,000		1,500,000						
Housing & Property Management	TA Civic Facilities	100									2,000,000	2,000,000			
Housing & Property Management	Future proofing of Corporate Buildings (e.g. Offices, Depots)	100				250,000									
Totals for Housing Property & Management						**250,000**	**600,000**	**0**	**1,500,000**	**0**	**2,000,000**	**2,000,000**	**0**	**0**	**0**

Table 7.7: Building Renewals Detailed

LTP Activity	Project Title	Driver (%)				2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		LoS	G	R	EF										
Housing & Property Management	Housing & Property Management - Council Offices			100		193,366	182,403	108,417	223,615	31,703	114,195	49,696	49,696	49,696	49,696
Housing & Property Management	Housing & Property Management - Depots			100		0	27,128	24,032	2,518	60,656	20,690	46,941	46,941	46,941	46,941
Housing & Property Management	Housing & Property Management - Pounds			100		5,789	549	0	0	0	12,928	8,282	8,282	8,282	8,282
Housing & Property Management	Housing & Property Management - Staff Housing			100		10,764	16,947	13,300	55,883	40,770	25,710	6,377	6,377	6,377	6,377
Housing & Property Management	Housing & Property Management - Leased Buildings			100		73,502	77,313	14,646	15,334	124,838	81,893	65,846	65,846	65,846	65,846
Housing & Property Management	Housing & Property Management - Non Leased General Buildings			100		15,000	40,019	9,074	20,078	27,530	59,296	77,400	77,400	77,400	77,400

Housing & Property Management	Housing & Property Management - Elderly Persons Housing (EPH)			100		506,085	133,642	12,753	348,087	60,929	82,466	316,056	316,056	316,056	316,056
Recreation & Heritage	Recreation Facilities & Heritage Buildings - Aerodrome & Campgrounds			100		2,498	12,038	3,896	12,288	6,451	5,229	6,646	6,646	6,646	6,646
Recreation & Heritage	Recreation Facilities & Heritage Buildings - Event Centres			100		116,813	60,353	112,245	218,978	183,498	25,220	43,502	43,502	43,502	43,502
Recreation & Heritage	Recreation Facilities & Heritage Buildings - Museums			100		11,818	51,559	22,791	62,787	6,495	56,811	12,132	12,132	12,132	12,132
Recreation & Heritage	Recreation Facilities & Heritage Buildings - Information Centres			100		22,480	8,667	9,075	989	2,767	1,906	2,186	2,186	2,186	2,186
Libraries	Libraries			100		84,801	28,732	1,514	58,149	146,326	52,625	48,703	48,703	48,703	48,703
Public Toilets	Public Toilets			100		22,016	9,220	15,975	4,281	17,058	26,195	27,874	27,874	27,874	27,874
Pools & Spas	Pools & Spas			100		51,582	118,089	42,150	13,820	136,578	124,020	33,386	33,386	33,386	33,386
Miscellaneous	Miscellaneous			100		10,564	0	0	0	3,382	7,259	1,395	1,395	1,395	1,395
Cemeteries	Cemeteries - Buildings			100		6,838	522	5,754	562	1,895	1,031	629	629	629	629
Totals for Renewals from 2021 to 2031						**1,133,917**	**767,182**	**395,623**	**1,037,369**	**850,876**	**697,473**	**747,051**	**747,051**	**747,051**	**747,051**

LTP Activity	Project Title	Driver (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF										
Recreation & Heritage	Headon Stadium			100		800,000	800,000	800,000	800,000	800,000					
Libraries	MM Library			100		1,200,000	1,200,000	1,200,000	1,200,000	1,200,000					
Recreation & Heritage	Silver Fern Farms Te Aroha Event Centre			100		1,200,000	1,200,000	1,200,000	1,200,000	1,200,000					
Totals for Renewals in 2041 to 2051						**3,200,000**	**3,200,000**	**3,200,000**	**3,200,000**	**3,200,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Table 7.8: Building Renewals Detailed

| LTP Activity | Project Title | Driver (%) | | | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
		LoS	G	R	EF										
Housing & Property Management	Housing & Property Management - Council Offices			100		193,366	182,403	108,417	223,615	31,703	114,195	49,696	49,696	49,696	49,696
Housing & Property Management	Housing & Property Management - Depots			100		0	27,128	24,032	2,518	60,656	20,690	46,941	46,941	46,941	46,941
Housing & Property Management	Housing & Property Management - Pounds			100		5,789	549	0	0	0	12,928	8,282	8,282	8,282	8,282
Housing & Property Management	Housing & Property Management - Staff Housing			100		10,764	16,947	13,300	55,883	40,770	25,710	6,377	6,377	6,377	6,377
Housing & Property Management	Housing & Property Management - Leased Buildings			100		73,502	77,313	14,646	15,334	124,838	81,893	65,846	65,846	65,846	65,846
Housing & Property Management	Housing & Property Management - Non Leased General Buildings			100		15,000	40,019	9,074	20,078	27,530	59,296	77,400	77,400	77,400	77,400
Housing & Property Management	Housing & Property Management - Elderly Persons Housing (EPH)			100		506,085	133,642	12,753	348,087	60,929	82,466	316,056	316,056	316,056	316,056
Recreation & Heritage	Recreation Facilities & Heritage Buildings - Aerodrome & Campgrounds			100		2,498	12,038	3,896	12,288	6,451	5,229	6,646	6,646	6,646	6,646
Recreation & Heritage	Recreation Facilities & Heritage Buildings - Event Centres			100		116,813	60,353	112,245	218,978	183,498	25,220	43,502	43,502	43,502	43,502

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Recreation & Heritage	Recreation Facilities & Heritage Buildings - Museums			100		11,818	51,559	22,791	62,787	6,495	56,811	12,132	12,132	12,132	12,132
Recreation & Heritage	Recreation Facilities & Heritage Buildings - Information Centres			100		22,480	8,667	9,075	989	2,767	1,906	2,186	2,186	2,186	2,186
Libraries	Libraries			100		84,801	28,732	1,514	58,149	146,326	52,625	48,703	48,703	48,703	48,703
Public Toilets	Public Toilets			100		22,016	9,220	15,975	4,281	17,058	26,195	27,874	27,874	27,874	27,874
Pools & Spas	Pools & Spas			100		51,582	118,089	42,150	13,820	136,578	124,020	33,386	33,386	33,386	33,386
Miscellaneous	Miscellaneous			100		10,564	0	0	0	3,382	7,259	1,395	1,395	1,395	1,395
Cemeteries	Cemeteries - Buildings			100		6,838	522	5,754	562	1,895	1,031	629	629	629	629
Totals for Renewals from 2021 to 2031						**1,133,917**	**767,182**	**395,623**	**1,037,369**	**850,876**	**697,473**	**747,051**	**747,051**	**747,051**	**747,051**

LTP Activity	Project Title	Driver (%)				2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51
		LoS	G	R	EF										
Recreation & Heritage	Headon Stadium			100		800,000	800,000	800,000	800,000	800,000					
Libraries	MM Library			100		1,200,000	1,200,000	1,200,000	1,200,000	1,200,000					
Recreation & Heritage	Silver Fern Farms Te Aroha Event Centre			100		1,200,000	1,200,000	1,200,000	1,200,000	1,200,000					
Totals for Renewals in 2041 to 2051						**3,200,000**	**3,200,000**	**3,200,000**	**3,200,000**	**3,200,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Table 7.9: 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	#	#	#	#	#	#	#	#	#	#
Capital expenditure	405,000	2,375,000	6,565,000	1,895,000	480,000	2,130,000	2,340,000	1,130,000	4,630,000	4,630,000
Renewal expenditure	1,133,917	767,182	395,623	1,037,369	850,876	697,473	747,051	747,051	747,051	747,051
Total expenditure	#######	#######	#######	#######	#######	#######	#######	#######	#######	#######

7.5   Borrowing Needs

Buildings are currently depreciated annually, however other assets are not depreciated.

New capital projects are funded by Loans or by Financial Contributions (from new subdivision activity as long as the improvement is partly or fully related to growth).

7.6   Procurement Policy

The Procurement Strategy deals with how Council will manage procurement (particularly high value, long term or high risk contracts) in a sensible, prudent, efficient and transparent manner. The outcomes, principles, policies and rules guiding procurement decision making are all related in this Strategy for the purchasing of goods or services.

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. Both documents have been updated recently.

7.7   Key Financial Forecast Assumptions

The cost figures in Section 7.5 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.

Section 7: Financials

Table 7.10: Assumptions and Risks

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of Uncertainty	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
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
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 Uncertainty	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					total value of growth projects in the plan is $15.6 million
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					If growth does not occur at the level predicted, it may also impact on the amount of rates 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 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					
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

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of Uncer-tainty	Consequence / Mitigation Strategy
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

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of Uncertainty	Consequence / Mitigation Strategy
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

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of Uncer-tainty	Consequence / Mitigation Strategy
Lifecycle 2	**Sales or transfer of assets:** It is assumed throughout this plan that we will retain ownership of our significant assets and continue with the current Council Controlled Organisations	That the objectives whether financial or nonfinancial of holding strategic assets or Council Controlled Organisations are not achieved	Low	Medium	Low	Should specified returns not be attainable, we would review 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
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

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of Uncertainty	Consequence / Mitigation Strategy
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
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 Uncertainty	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 Uncertainty	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 Uncer-tainty	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
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 Uncertainty	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 Health and Safety Act 1992, the Resource Management Act 1991, Local Government Act 2002 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

Reference	Assumption	Risk	Risk Level	Likely Financial Effect	Level of Uncertainty	Consequence / Mitigation Strategy
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 7.11 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 7.12: 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 7.13: 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 Parks and Open Spaces activity:

Table 7.14: Supporting Data Confidence Level

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Asset Data	Sub Asset Data	Confidence Grade	Accuracy	Comment
Asset Quantity	Pools and Spas	A	1	Condition rating report 2017 for major items. Building condition rating data. Not all plant has been captured in AM yet
	Public Toilets	A	1	Public Toilet Distribution and Performance Survey 2014
	Recreation and Heritage	B	2	Valuation Data 2017 and Building Condition Rating Data
	Library Buildings	A	1	Valuation Data 2017 and Building Condition Rating Data
	Housing and Property Management	B	2	Valuation Data 2017 and Building Condition Rating Data
Asset Location	Pools and Spas	A	1	Condition rating report 2017
	Public Toilets	A	1	Public Toilet Distribution and Performance Survey 2014
	Recreation and Heritage	B	2	Valuation Data 2017 and Building Condition Rating Data
	Library Buildings	A	1	Valuation Data 2017 and Building Condition Rating Data
	Housing and Property Management	B	2	EPH Data highly reliable. Rest of portfolio varies, mostly reliable
Asset Condition	Pools and Spas	A	1	Buildings condition rated. Condition rating report 2017 for tanks and major plant.
	Public Toilets	A	2	Public Toilet Distribution and Performance Survey 2014. Building Condition Rating Data
	Recreation and Heritage	B	2	Building Condition Rating Data
	Library Buildings	B	2	Building Condition Rating Data
	Housing and Property Management	B	2	Building Condition Rating Data
Asset Performance	Pools and Spas	C	3	Annual Customer Survey Aquatic Strategy is 5 years old
	Public Toilets	A	1	Public Toilet Distribution and Performance Survey 2014
	Recreation and Heritage	C	2	Community Leisure Provision Strategy is 5 years old. Some data from CRMs. Ad hoc customer surveys
	Library Buildings	C	2	Annual Customer Surveys and some data from CRMs
	Housing and Property Management	C	3	EPH data reasonably sound. Annual Resident Survey for EPH tenants. Data for rest of portfolio varies

Asset replacement costs				
Asset lives				

8   IMPROVEMENT PLAN

This section details the improvements to the asset management system that will increase the level of confidence in the AMP.

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 is shown in Appendix F 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.

8.2   New Improvement Plan

8.2.1   How to Read the New Improvement Plan

The Improvement Plan for the 2015-25 LTP has a new format. Individual Improvement Plan items are now 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. >> TO DO: Renumber IP to simplify
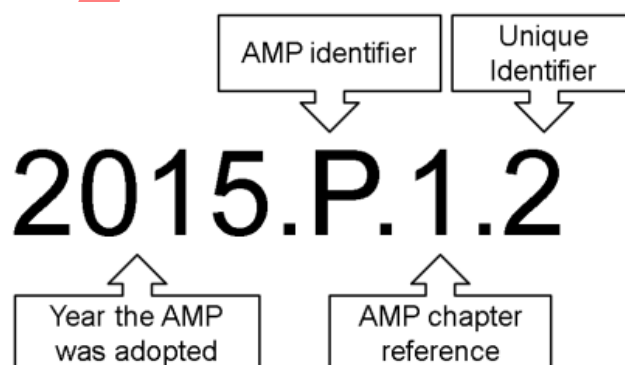
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In the example above, one can see at first glance that the item comes from the 2015 Parks and Open Spaces AMP, that it is relevant to Chapter 1 and is the second improvement item relevant to Chapter 1.

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
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)

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	Element	Minimum	Core	Intermediate
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 2021-51

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.

Table 8.3: Improvement Plan 2021-51 sorted by Improvement Number >><mark>**TO DO:**</mark> Update numbering & dates

Abbreviations:

APO	Assets Projects Officer	FOG	Facilities Operations Group	PAG	Property Action Group
ASO	Asset Systems Officer	FOM	Facilities Operations Manager	PFP	Parks & Facilities Planner
ASTL	Asset Systems Team Leader	PCPM	Property & Community Projects Manager	POM	Parks Operations Manager
				PRAG	Parks and Reserves Action Group

2018 AMP IP Number	2021-51 AMP IP Number	Priority	Improvement	Driver	Element	Action Officer	Target completion
2015.F.3.10		3	Investigate splitting multi-use buildings (MMSC etc) into new LTP activity groups	Description of assets	Asset Register Data	ASTL & PFP	
2015.F.3.6		2	Review Staff Housing Policy	Growth & Demand	AM Policy Development	PFP	
2015.F.3.8		1	Develop a more robust audit system and audit documentation for public toilet audits	Levels of Service and Risk Management	Quality Management	POM	
2015.F.4.1		1	Develop minimum standards around cleaning and maintenance of public toilets	Risk Management	Quality Management	PRAG	
2015.F.7.1		1	Develop and implement Risk Action Plans for Community Facilities	Risk Management	Risk Management	FOM & PFP	
2015.F.7.2		1	Risk assessment for critical assets	Risk management	Risk Management	FOM & PFP	
2015.F.7.3		1	Review insurance requirements	Risk Management	Risk Management	PCPM	

2015.F.9.2		1	Condition rate pools and spas (pools and spas themselves not the buildings)	Sustainability Description assets Risk Management	Asset Condition	FOM	
2018.F.3.1		1	Budget holder for each building to be identified in asset database	Desctiption of assets	Decision making	ASTL & PFP	
2018.F.3.2		1	Rationalisation of the CRM categories and improved reporting capability	Level of Service	Levels of Service and Performance Management	PAG	
2018.F.3.3		1	Develop Terms of Reference for PAG and FOG	Lifecycle decision making	Decision making	PAG, FOG	
2015.F.3.2		2	Headon Stadium investigation into use and feasibility of future development options	Growth & Demand	Decision making	External	
2015.F.3.5		2	Develop a Commercial Lease Policy	Risk Management	AM Policy Development	PFP	
2015.F.3.7		2	Facility user intercept surveys e.g. Yardstick Visitor Measures (at least every two years)	Levels of Service	Levels of Service and Performance Management	APO	
2015.F.3.9		2	Develop a strategy to deal with earthquake-prone buildings owned by Council	Risk Management	AM Policy Development	PFP	
2015.F.4.2		2	Develop and implement scheduling system for O&M tasks	Risk Management	Maintenance Planning	POM & FOM as appropriate	

2015.F.7.4		2	Develop Business Continuity Plans for Facilities	Risk Management	Risk Management	FOM	
2015.F.9.3		2	Develop specifications / service delivery guidelines for facilities and buildings	Levels of Sevrice	Quality Management	FOG, PAG, PRAG as appropriate to asset	
2018.F.5.1		2	Strategy or policy to guide the disposal of buildings and similar assets	Lifecycle decision making	Decision making	PFP	
2015.F.2.1		2	Investigate facilities provided by others in the district	Levels of Service	Demand Forecasting	PFP	
2015.F.6.1		3	Energy efficiency audits	Sustainability	AM Policy Development	Energy Efficiency Group	
2015.F.6.2		3	Develop energy efficiency plans for Council facilities	Sustainability	AM Policy Development	Energy Efficiency Group	
2015.F.9.1		3	Capture utility data for Community Facilities and Buildings in Asset Database	Description of assets	Asset Register Data	PFP	
NEW			Capture building data in AssetFinda	Description of assets	Asset Register Data	ASTL	
NEW			Capture pool & spa data in AssetFinda	Description of assets	Asset Register Data	ASTL	
2018.F.3.4		3	Service Level Agreement between AS&P & KC	Lifecycle decision making	Levels of Service and Performance Management	AMSP	
2015.F.3.15	-	4	Develop Disability Strategy	Levels of Service	Levels of Service and Performance Management	PFP	
2015.F.3.16	-	4	Implement Disability Strategy	-	Levels of Service and Performance Management	PFP	

2015.F.3.3		4	EPH model investigation	Growth & Demand	Decision making	PCPM	
2015.F.3.11		5	Revise Morrinsville Heritage Trail	Levels of Service	Levels of Service and Performance Management	APO with input from PFP as/when required	
2015.F.3.12		5	Revise District Heritage Trail	Levels of Service	Levels of Service and Performance Management	APO with input from PFP as/when required	
2015.F.3.14		5	Revise Matamata Heritage Trail	Levels of Service	Levels of Service and Performance Management	APO with input from PFP as/when required	
NEW			Review District Sports Facilities & Action Plan	Levels of Service	Decision making	PFP/SW/Consultants	

Table 8.4: Improvement Plan 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 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		
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

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

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 about to go to consultation • Recent Population Growth Scenario Projections (2014) • Open Spaces Strategy (2013) • Community Leisure Provision Strategy (2009) • Regional Sports Facilities Plan (2014) • Public Toilet Distribution and Performance Assessment (2014)		
Appropriate Target	Intermediate	• Period review of demographic, economic and recreation trend assumptions • Periodically review strategies • Feasibility studies with a range of demand scenarios for major projects		

>>Insert table

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	Intermediate	- Maintenance cost data for individual assets often not known - Data largely complete for buildings. Pool data in process. - Reasonable confidence in critical asset data but there are known gaps (e.g. pools) - New activity group structure introduced with effect 1 July 2015		
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 - High confidence in critical asset data - Systematic asset data capture and verification programmes in place - Improved alignment with new LTP categories		

>>Insert table

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	Intermediate	• Buildings condition-rated to component level • Pool and Spa Plant condition-rated • Pools and Spas themselves not fully condition-rated yet • Renewal profiles available for most assets		
Appropriate Target	Intermediate	• Systematic condition-rating programmes in place for all buildings, pools, spas and critical plant • Condition rating information used to update asset lives and produce renewal profiles		

>>Insert table

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

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 • Renewal profiles to aid decision making • More systematic approach to operations and maintenance tasks

>>Insert table

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	Intermediate	• Renewal profiles from SAM available for most buildings • Condition data for buildings is recent and has a high level of accuracy • Gaps are known and programmes are in place (e.g. pools data)		
Appropriate Target	Intermediate	• Greater use of renewal profiles and asset data to set budgets • Condition-rating programmes to feed into renewal planning		

See Decision Making

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	Core	• CRM system • Maintenance often reactive • Maintenance planning often not formalised		
Appropriate Target	Intermediate	• 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		

>>Insert table

Capital Works Planning				
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 Capital projects for the next three years are fully scoped and estimated	As for "core" plus formal options and business case analysis Development has been completed for major projects in the 3-5 year period Major capital projects for the next 10-20 are conceptually identified and broad cost estimates are available	Long term capital investment programmes are developed using advanced decision techniques such as predictive renewal modelling (refer section 3.1)
Current Status	Intermediate	• 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 • Major projects subject to business case analysis		
Appropriate Target	Intermediate	• Improved criteria for assessing proposed Bulk Fund projects • LoS, Strategies, and Risk, to have greater influence on prioritisation • Strategies used more to guide capital works planning		

See: '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 • Renewal profiles available for most assets		
Appropriate Target	Intermediate	• Renewals – based on asset performance and condition information • Optimised trade-off between maintenance and renewals in line with budget constraints		

See: 'Renewal Planning', 'Capital Planning', 'Maintenance Planning' and 'Asset Condition' sections.

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	• 10 year financial programme • 3 year improvement programme		
Appropriate Target	Intermediate	• Intermediate status for all AMPs		

See: Remainder of Improvement Plan

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 or not assessed) • Condition data for buildings and plant is recent and fairly comprehensive • Performance data for public toilets is recent • Performance data for other assets is variable • Planned maintenance functionality is available but not implemented yet • CRM • GIS		
Appropriate Target	Intermediate	• Data systematically captured and updated to improve functionality of systems • Planned maintenance functionality implemented • Condition and performance information held for critical assets, buildings, pools, spas		

See: 'Asset Register Data' and 'Levels of Service and Performance Measures' sections

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 • Internal service delivery approaches not reviewed for some time • External contracts in place • Internal procedures in Promapp • Procurement Strategy • Approved contractors • Contracts Procedures Manual		
Appropriate Target	Intermediate	• Minimum service delivery standards for internal providers that are outcome based		

See: 'Quality Management' and 'Levels of Service and Performance Measures' sections.

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 • 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		

>>Insert table

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 major improvement actions		

See: All sections of Improvement Plan

9 APPENDICES

9.1 Appendix 1: Organisational Charts

9.1.1 Assets, Strategy & Policy (AS&P)

9.1.2 Property & Community Projects

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┌─────────────────────────────────────┐
│        Chief Executive Officer       │
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                   │
┌─────────────────────────────────────┐
│      Group Manager Business Support  │
└─────────────────────────────────────┘
                   │
┌─────────────────────────────────────┐
│ Property and Community Projects Manager │
└─────────────────────────────────────┘
                   │
┌─────────────────────────────────────┐
│    Coordinator Operations and Projects │
└─────────────────────────────────────┘
┌─────────────────────────────────────┐
│         Property Services Officer    │
└─────────────────────────────────────┘
┌─────────────────────────────────────┐
│         Property Services Officer    │
└─────────────────────────────────────┘
┌─────────────────────────────────────┐
│       Project Manager (fixed term)   │
└─────────────────────────────────────┘
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9.1.3   Kaimai Valley Services (KVS)

9.1.4　Community Facility Operations (CFOps)

9.1.5 FOG – Facilities Operations Group

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┌─────────────────────────────┬─────────────────────────────┐
│ Facilities Operations       │ Facilities Operations Advisor│
│ Manager                     │                             │
└─────────────────────────────┴─────────────────────────────┘
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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

9.1.6 PAG – Property Action Group

Asset Manager Strategy & Policy

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 (LTP, AP, BF)
Project briefs (Co-ordinate BF)
LTP/AP inputs
Strategic / policy input

MAINTENANCE & OPERATIONS
Strategic input
Policy advice
Levels of Service
Monitoring

OTHER PROJECTS
Strategic input
Policy advice
Project scoping (LTP, AP, BF)
Project briefs (BF)

Facilities Operations Manager

STRATEGY & POLICY
Input into relevant strategies, policies & plans from operational perspective for pools, spas, recreation and heritage buildings

MAINTENANCE & OPERATIONS
Coordinate routine maintenance for Pools and Spas, Te Aroha iSITE, Event Centres, Council-operated buildings at Firth Tower and Aerodrome
Manage routine operations for pools, spas, Te Aroha i-SITE, Firth Tower, Aerodrome

CAPITAL & RENEWAL
Manage assigned projects

OTHER PROJECTS
Manage assigned projects

Kaimai Consultants Manager

Property Services Officers

STRATEGY & POLICY
Input into relevant strategies, policies & plans from operational property management perspective

CAPITAL & RENEWAL
C&R Planning for Buildings
Prioritise renewals
Asset Updates

MAINTENANCE & OPERATIONS
Property management
Administer leases and licences
EPH complaints
EPH surveys
Arrange property valuations
Arrange S. 40 assessments
Property disposals
Arrange asbestos assessments
Arrange seismic assessments
Insurance claims
1st line property enquiries

OTHER PROJECTS
Project briefs (input)
Asbestos Management Plan

Coordinator: Operations & Projects

MAINTENANCE & OPERATIONS
Technical advice
(landscaping & horticulture)

CAPITAL & RENEWAL
Manage assigned projects

OTHER PROJECTS
Manage assigned projects

KVS Manager

Works Manager

Property Maintenance Supervisor

STRATEGY & POLICY
Input into relevant strategies, policies & plans from an operations and maintenance perspective

CAPITAL & RENEWAL
Technical advice
Project scoping
Deliver assigned projects

MAINTENANCE & OPERATIONS
Coordinate routine maintenance
Reactive maintenance
Maintain Building WoFs

OTHER PROJECTS
Project briefs (input)
Manage assigned projects

Parks Operations Manager

STRATEGY & POLICY
Input into relevant strategies, policies & plans from an O&M perspective (public toilets, cemetery buildings)

CAPITAL & RENEWAL
Manage assigned projects for public toilets, cemeteries etc.

MAINTENANCE & OPERATIONS
Coordinate routine maintenance
Reactive maintenance
Routine operations
(e.g. cleaning of public toilets and offices)

OTHER PROJECTS
Project briefs (input)
Manage assigned projects

PAG is chaired by Asset Manager Strategy & Policy.
Attendance by Coordinator Operations & Projects is upon request e.g. when there are relevant projects to discuss.

9.1.7 PRAG – Parks and Reserves Action Group

GM Business Support

GM Service Delivery

Asset Manager Strategy & Policy

Property & Community Projects Manager

KVS Manager

Assets Project Management Officers

PROJECTS
Project scoping
Feasibility
Business Cases
Project briefs (input)

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

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 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)
Project implementation
(assigned, minor projects)

9.2 Appendix 2: Linkage of Levels of Service to Community Outcomes (2018-28 LTP)

Community Outcome	Rationale	Level of Service 2015-25 LTP	LTP Reported or Technical LOS ?	LTP Activity Group	Performance Measures	Target 2018-28	Historical Achievement Levels	Additional Information
1d. Council will encourage access to good quality and affordable housing	We provide elderly persons housing in our community so elderly people can have access to good quality affordable housing	We will provide housing that meets the needs of elderly people	LTP	Housing and Property Management	Percentage of elderly persons housing tenants satisfied/very satisfied with the standard of maintenance and accommodation	80% or more satisfied/ very satisfied	2009/10 94% 2010/11 86% 2011/12 92% 2012/13 82% 2013/14 87% 2014/15 2016/17 2017/18	Annual survey of EPH tenants. All tenants are provided with a survey to complete if they wish to.
		We will provide affordable elderly persons housing	LTP		Rent charged for elderly persons housing will be below the market median for the district	Rents are 10% below the market median	2009/10 Achieved 2010/11 Achieved 2011/12 Achieved 2012/13 Achieved 2013/14 Achieved 2014/15 2016/17 2017/18	Annual accounts are reviewed against annual market median rents on MBIE website for the Matamata-Piako District.
	High occupancy rates for elderly persons housing will ensure we are providing affordable housing in the district	Elderly persons housing will be well utilised	LTP		At least 90% of elderly persons' housing will be occupied	95% or more	2009/10 Achieved 2010/11 Achieved 2011/12 Achieved 2012/13 Achieved 2013/14 Achieved 2014/15 2016/17 2017/18	Measured from occupancy records

Community Outcome	Rationale	Level of Service 2015-25 LTP	LTP Reported or Technical LOS ?	LTP Activity Group	Performance Measures	Target 2018-28	Historical Achievement Levels	Additional Information
1d. Council will encourage access to good quality and affordable housing	We will respond to customer enquiries in an efficient and appropriate manner	Customers will receive good customer service	Technical	Housing and Property Management	EPH-related CRMs responded to within the assigned timeframes	90% or more	2009/10 96% 2010/11 97% 2012/13 99% 2013/14 99%	Immediate Health & Safety issues[77] to be responded to within 2 work hours[78]. Other issues to be responded to within 2 working days[79].

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[77] 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.

[78] 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.

[79] 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.

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	
1f) Council services and activities will contribute to the health and wellbeing of our community /iwi	Our facilities will contribute to the health and wellbeing of our community /iwi by being safe for facility users and staff	Our facilities will be safe for facility users and staff	LTP	Pools and Spas	Four independent audits will be carried out on SwimZone Te Aroha, SwimZone Matamata and Te Aroha Mineral Spas. Two independent audits will be carried out on SwimZone Morrinsville.	Achieved	Achieved				Reworded from previous years due to change in facility names. Measured through audit records. Audit also assesses against NZS 5826:2010 (Pool Water Quality).
		Building Warrant of Fitness issued where required	Technical	Pools and Spas Recreation and Heritage	Building WoF issued for all Council buildings and facilities that require them	New measure	Issued for 100% of community facilities buildings that require a Building Warrant of Fitness				New measure to include the safety of facility buildings under this Community Outcome
3a) Council's reserves and facilities will be safe, well maintained and accessible to encourage people to use them	We will have good aquatic facilities that meet the expectations of users	We will provide well maintained aquatic facilities in the district	LTP	Pools and Spas	Percentage of customers satisfied/very satisfied with aquatic facilities that have used them in the last year	2012/13 78% 2013/14 79%	80 % or more satisfied or very satisfied				Measured through our Annual Customer Survey.
		We will promote and encourage our community to use aquatic facilities	LTP		The number of customers using our pool facilities will be maintained.	2009/10 110,862 2010/11 105,766 2011/12 107,783 2012/13 107,898 2013/14 120,391	Visitor numbers will be within 5% of the five year average				This is measured through pool attendance records. Each visit is counted as one, the figures do not differentiate between residents and out of district visitors.

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 promote and encourage our community to use Community Events Centres	The number of customers using our facilities remains steady or increases each year	Technical	Recreation and Heritage	2015 Establish Benchmark 2016-25 Maintain Benchmark	New measure	Establish benchmark	Maintain or exceed benchmark			New measure to track performance of event centres
	We will promote and encourage our iSites	The number of customers using iSite remains steady or increases each year	Technical		2015 Establish Benchmark 2016-25 Maintain Benchmark	New measure	Establish benchmark	Maintain or exceed benchmark			New measure to track performance of iSites
	We will provide Council buildings that meet the needs of our communities	Percentage of customers satisfied/very satisfied with Council buildings	Technical	Housing and Property Management	Percentage of users satisfied or very satisfied with Council Offices	2012-13 93% 2013-14 85%	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 via Annual Customer Survey. New performance measure.

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 assess the safety of public toilets and make necessary improvements to ensure people feel safe when using our public toilets	We will do CPTED (Crime Prevention through Environmental Design) studies to ensure safe public toilets for our Communities	Technical	Public Toilets	CPTED study carried out on one public toilet per ward per year	Achieved	3 CPTED studies completed per year				Measured by audit records.
	The maintenance of public toilets will be monitored to ensure the health and wellbeing of our community is not negatively affected	Public toilets will be maintained to acceptable standards	LTP		Number of complaints received regarding dissatisfaction with the cleanliness of public toilets	Amended measure	15 or less complaints about cleanliness of public toilets per financial year				Performance measure reworded to focus on cleanliness. Measured via CRM system.
			Technical		CRM complaints responded to within the assigned timeframes	New measure	90% or more safety[80] or cleanliness related complaints about public toilets are responded to within two working hours[81] of receiving the complaint				Measured via CRM system.

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[80] 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.

[81] 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

Community Facilities and Buildings Activity
Management Plan 2018-28

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 respond to customer enquiries in an efficient and appropriate manner	We will provide well maintained recreation and heritage facilities and will address damage, vandalism and graffiti in a timely manner.	LTP	Recreation and Heritage	90% or more of damage, vandalism and graffiti complaints regarding recreation and heritage facilities will be responded to within the assigned timeframe.	New measure	90% or more of damage, vandalism and graffiti complaints regarding recreation and heritage facilities will be responded to within the assigned timeframe.				Measured via CRM system. The timeframe for responding to health & safety[82] related CRMs is within two work hours[83] of receiving the complaint. The timeframe for responding to other CRMs is within 2 work days[84] of receiving the complaint.

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[82] 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.

[83] 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

[84] 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
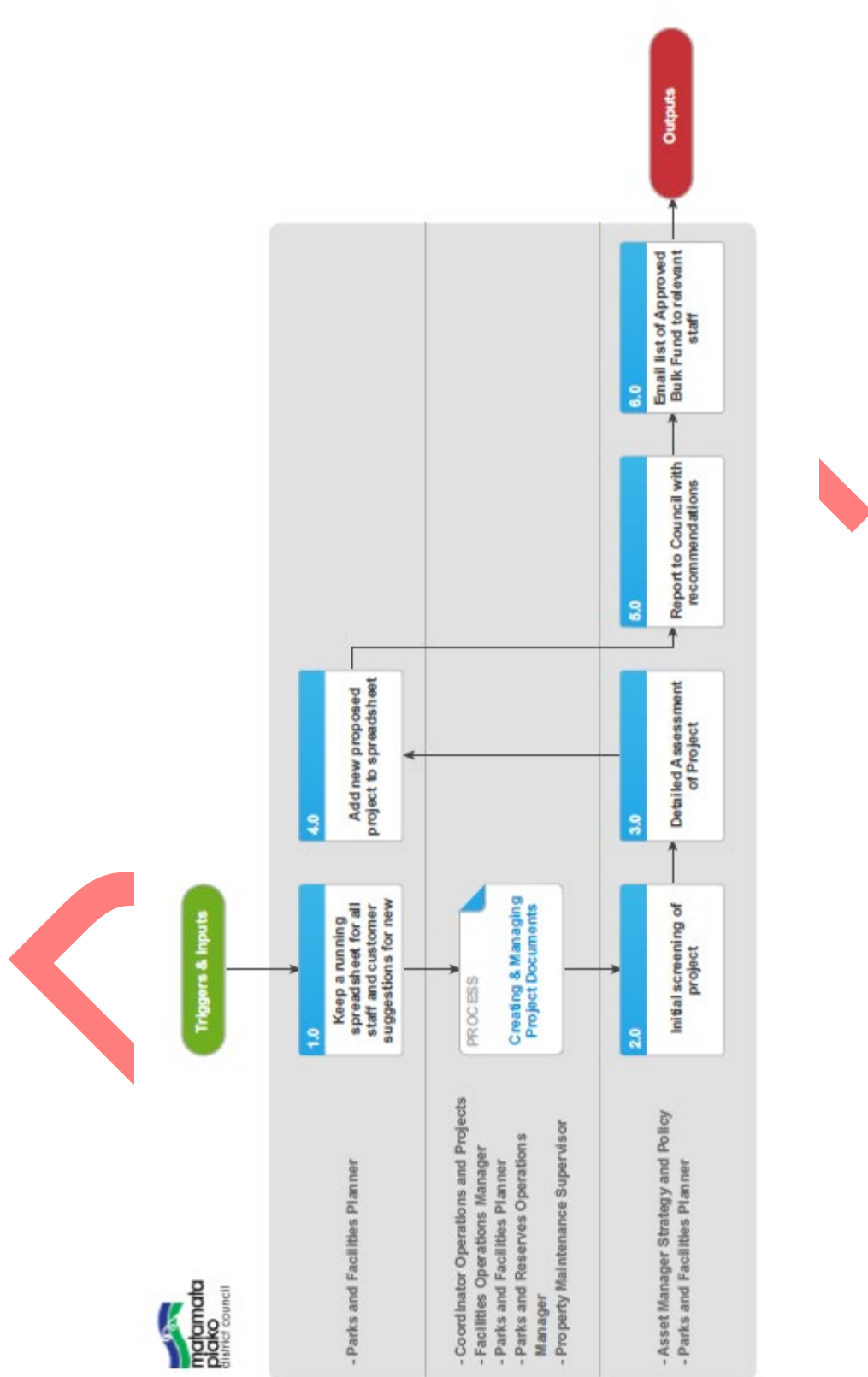
9.3   Appendix 3: Financial Policy

See RM 1945372 for latest draft

9.4 Appendix 4: Bulk Fund Process

9.5 Appendix 5: Renewal Profile Example

>>TO DO: Add example once available form new database system

DRAFT

Appendix 6: Improvement Plan 2015-25 LTP (RM 1504253)

IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target Completion	Projected Cost	Annual Progress Update (Month Year)
2015.F.2.1	3	Investigate facilities provided by others in the district	Levels of Service	Demand Forecasting	Internal	CFP	2016-17		
2015.F.3.1	3	Review/Revise Community Leisure Provision Strategy	Levels of Service	Levels of Service and Performance Management	External	CFP	2016-17		
2015.F.3.10	1	Investigate splitting multi-use buildings (MMSC etc) into new LTP activity groups	Description of assets	*Asset* Register Data	Internal	ASO	2016-17		
2015.F.3.11	5	Revise Morrinsville Heritage Trail	Levels of Service	Levels of Service and Performance Management	Internal	CFP	2016-17		
2015.F.3.12	5	Revise District Heritage Trail	Levels of Service	Levels of Service and Performance Management	Internal	CFP	2016-17		
2015.F.3.13	1	Update fields in Asset Register (AM) to reflect new LTP activity groups	Description of assets	Asset Register Data	Internal	ASO	2015-16		
2015.F.3.14	5	Revise Matamata Heritage Trail	Levels of Service	Levels of Service and Performance Management	Internal	CFP	2016-17		
2015.F.3.15	2	Assess need for Disability Strategy	Levels of Service		Internal	CFP	2016/17		
2015.F.3.16	2	Implement Disability Strategy				CFP	2016-25		
2015.F.3.2	2	Headon Stadium investigation into use and feasibility of future development options	Growth & Demand	Decision making	Internal	CFP	2018/19		
2015.F.3.3	4	EPH model investigation	Growth & Demand	Decision making	KC	CFP	2016-17		
2015.F.3.4	3	Investigate distribution and performance of public toilet network	Growth & Demand	Demand Forecasting	External	CFP	2019-20		
2015.F.3.5	2	Develop a Commercial Lease Policy	Risk Management	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.F.3.6	1	Review Staff Housing Policy	Growth & Demand	AM Policy Development	Internal	CFP	2015-16		
2015.F.3.7	2	Facility user intercept surveys e.g. Yardstick Visitor Measures (at least every two years)	Levels of Service	Levels of Service and Performance Management	External	CFP	2015-16		
2015.F.3.8	1	Develop a more robust audit system and audit documentation for public toilet audits	Levels of Service and Risk Management	Quality Management	Internal	CFP	2015-16		
2015.F.3.9	2	Develop a strategy to deal with earthquake-prone buildings owned by Council		AM Policy Development	External	CFP	2017-18		
2015.F.4.1	1	Develop minimum standards around cleaning and maintenance of public toilets	Risk Management	Quality Management	Internal	CFP	2015-16		
2015.F.4.2	2	Investigate and where practicable implement Maintenance Scheduling Module of Authority for O&M rounds	Risk Management	Maintenance Planning	Internal	CFP & ASO	2016-17		
2015.F.6.1	3	Complete energy efficiency audits	Sustainability	AM Policy Development	External	CFP	2015-16		
2015.F.6.2	3	Develop energy efficiency plans for Council facilities	Sustainability	AM Policy Development	External	CFP	2018-19		
2015.F.7.1	1	Develop and implement Risk Action Plans for Community Facilities	Risk Management	Risk Management	Internal	FOM	2015-16		
2015.F.7.2	1	Risk assessment for critical assets	Risk management	Risk Management	Internal	CFP	2015-16		
2015.F.7.3	1	Review insurance requirements	Risk Management	Risk Management	KC	CFP	2015-16		
2015.F.7.4	2	Develop Business Continuity Plans for Facilities	Risk Management	Risk Management	Internal	CFP	2015-16		

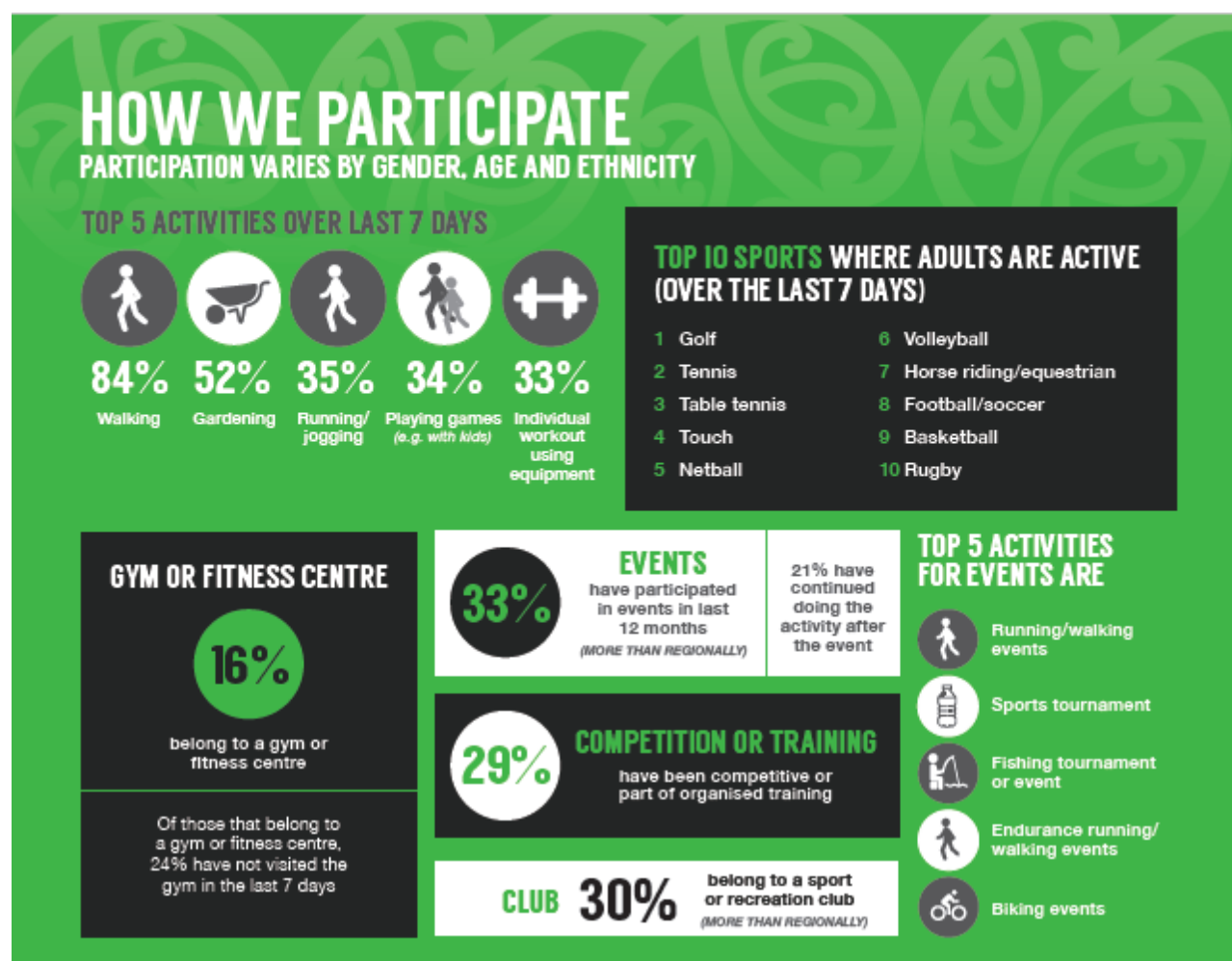| IP Number	Priority	Improvement	Driver	Element	Resourcing	Action Officer	Target Completion	Projected Cost	Annual Progress Update (Month Year)
2015.F.8.1	1	Review & realign Work Orders under GL for CF&P activity groups	Description of assets	Asset Register Data	Internal	ASO & CFP	2015-16		
2015.F.9.1	3	Capture utility data for Community Facilities and Buildings in AM	Description of assets	Asset Register Data	KC	CFP	2016-17		
2015.F.9.2	1	Condition rate pools and spas (pools and spas themselves not the buildings)	Sustainability Description assets Risk Management	Asset Condition	External	CFP	2015-16		
2015.F.9.3	2	Develop specifications / service delivery guidelines for facilities and buildings	Levels of Service	Quality Management	Internal	CFP	2016-17		
2015.F.9.4	3	Align renewal profile data in SAM with new LTP categories and AMP structure	Description of assets	Renewal Planning	Internal	CFP & ASO	2016-17		
2015.F.9.5	1	Improve assessment method for Bulk Fund projects by applying weighting factor to Strategic alignment and LoS criteria		Decision making	Internal	CFP	2015-16		
2015.F.9.6	3	Introduction to asset management training for key staff (e.g. NAMS Asset Management 101) to invite key operation staff as well		Asset Management Teams	Internal	Waugh and/or NAMS	2015-16		

9.6   Appendix 7: Council buildings requiring Building Warrant of Fitness

Compliance Schedule	Short Description	Valuation No.
134.2010.00004015.001	Waihou Dog Pound	05309/201.04
134.2010.00000241.001	Domain House	05311/345.00
134.2010.00000270.001	Firth Tower	05320/116.15
134.2010.00000100.001	Headon Stadium	05316/279.00
134.2010.00000255.001	Matamata Library	05318/631.00
134.2010.00000256.001	Matamata Area Office	05318/631.00
134.2010.00000268.001	Matamata Sports Centre	05318/712.00
134.2010.00000134.001	Memorial Grandstand Boyd Park	05312/369.00
134.2010.00000257.001	Matamata War Memorial Hall	05318/631.00
134.2010.00000263.001	Morrinsville Event Centre	05302/477.00
134.2010.00000261.001	Morrinsville Heated Pools	05301/307.00
134.2010.00000262.001	Morrinsville Library	05302/567.00
134.2010.00000238.001	Te Aroha Office	05311/226.00
134.2010.00000239.001	No 2 Bathhouse	05311/345.00
134.2010.00000235.001	Te Aroha District Museum (Cadman Bathhouse)	05311/345.00
134.2010.00000236.001	Te Aroha i-Site	05311/345.00
134.2010.00000237.001	Te Aroha Leisure Pools - Wyborn Pool	05311/345.00
134.2010.00000240.001	Te Aroha Library	05311/229.00
134.2010.00004034.001	Te Aroha Spa Complex	05311/345.00
CS4099	Silver Fern Farms Event Centre	
TBA	Civic Centre, Matamata	

9.7   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% Walking
52% Gardening
35% Running/jogging
34% Playing games (e.g. with kids)
33% 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
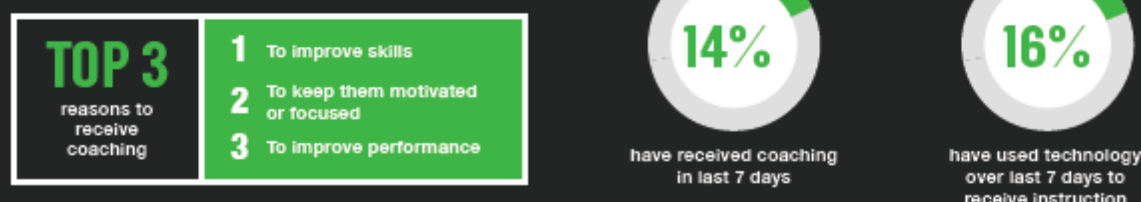Endurance running/walking events
Biking events

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

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

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

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

*Source: Sport New Zealand Value of Sport 2018.

VOLUNTEERING

VOLUNTEERS MAKE SPORT HAPPEN. THEY ARE THE HEART OF SPORT AND RECREATION
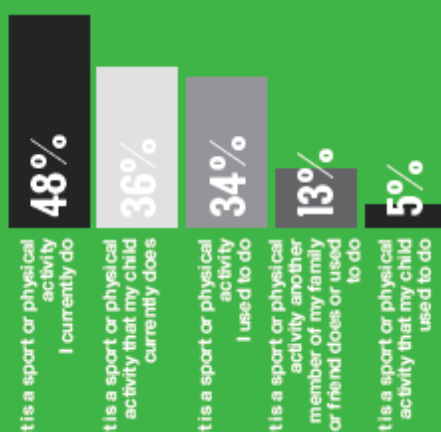
31% HAVE VOLUNTEERED IN LAST 12 MONTHS
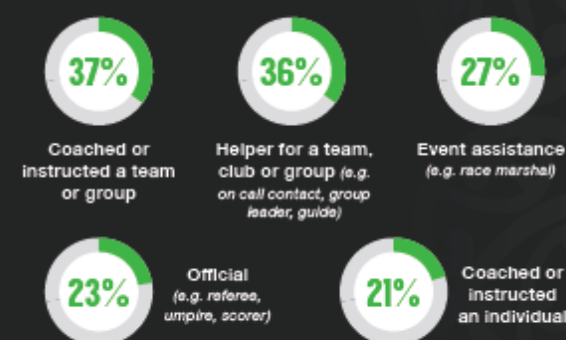
41% CONSIDER THEY MAY VOLUNTEER IN THE NEXT 12 MONTHS

4.02 AVERAGE HOURS[6] 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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