

Property and Facilities Asset Management Plan 2015 - 2025



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Cover Photos (clockwise, top left to bottom left): Riverside Pool, Marina, Trafalgar Centre, Stoke Hall

TABLE OF CONTENTS

EXECUTIVE SUMMARY 8

1. INTRODUCTION 24

1.1 Context 24

1.2 Plan Framework 30

1.3 Level of Asset Management 30

2. KEY ISSUES..... 32

2.1 Priorities 32

3. LEVELS OF SERVICE 37

3.1 Customer Research and Expectations 37

3.2 Strategic and Corporate Goals..... 37

3.3 Legislative Requirements..... 37

3.4 Levels of Service Summary..... 39

4. DEMAND TRENDS 44

4.1 Existing Situation 44

4.2 Demand Drivers..... 44

4.3 Demand Forecast 44

4.4 Demand Impact on the Activities and Assets 48

4.5 Demand Management Plan 48

5. SUSTAINABILITY 50

5.1 Overview of Sustainability 50

5.2 Sustainability at Nelson City Council 50

6. RISK MANAGEMENT..... 52

6.1 Risk Management Overview 52

6.2 Risk Management Process 52

6.3 Risk Summary 60

7. LIFECYCLE MANAGEMENT 63

7.1 Overview 63

7.2 Asset Lifecycle 63

7.3 Critical Assets..... 64

7.4 Lifecycle Management Programme..... 64

7.5 Management Strategies 65

7.6 Operations and Maintenance Plan 67

7.7 Renewal/Replacement Plan..... 69

7.8 Creation of new Assets 70

7.9 Disposal Plan..... 72

8. FOCUS AREAS..... 74

8.1 Public toilets..... 74

8.2 Crematorium 87

8.3 Marina..... 96

8.4 Libraries 106

8.5 Community Centres & Halls 124

8.6 Community Properties 130

8.7 Trafalgar Centre..... 140

8.8	Swimming Pools.....	147
8.9	Community Housing	162
8.10	Civic House and State Advances	168
8.11	Strategic Properties	173
8.12	Forestry.....	187
8.13	Saxton Field Buildings/ Stadium	200
8.14	Other Buildings & Bridges On Parks and Reserves	206
8.15	Heritage Buildings	211
9.	FINANCIAL SUMMARY	222
9.1	Overview	222
9.2	Financial Statements and Projections	223
9.3	Revenue and Financing Policy	256
9.4	Asset Valuation and Depreciation.....	257
9.5	Assumptions and Uncertainties.....	258
10.	MANAGEMENT PRACTICES	263
10.1	Overview	263
10.2	Information Systems	264
10.3	Quality Management.....	267
10.4	Project Management.....	269
10.5	Confidence Rating in Attributes, Condition and Performance	270
10.6	Condition Assessment	270
10.7	Contracts and Maintenance.....	271
11.	IMPROVEMENT PLAN	273
11.1	Ten Year Improvement Plan.....	273
11.2	Monitoring and Review Procedures.....	273
11.3	Performance Monitoring and Management	273
11.4	Plan monitoring and review	274

LIST OF APPENDICES

APPENDIX A: GLOSSARY OF TERMS..... 275
APPENDIX B: Statutes and Policies Affecting Community Facilities..... 280
APPENDIX C: Asset Management Process 282

LIST OF TABLES

Table 1.1:	Key Stake Holders.....	26
Table 1.2:	Summary of Activities / Assets included in the plan.....	27
Table 1.3:	Plan Framework	30
Table 4.1:	Population forecasts	44
Table 6.1:	Risk Reduction, Readiness, Response and Recovery Status	57
Table 6.2:	Interdependency – Nelson City Council and other Utility Providers following a Disaster.....	57
Table 7.1:	Management Strategies	65
Table 7.2:	Operations and Maintenance Strategies.....	68
Table 7.3:	Renewal Strategies	70
Table 7.4:	Upgrade Strategies	71
Table 7.5:	Disposal Strategies.....	73
Table 8.1.1:	Current Levels of Service	78
Table 8.1.2:	Key contractual performance measures	78
Table 8.1.3:	Public Toilets Risk Summary	79
Table 8.1.4:	Public Toilets Seismic assessments	80
Table 8.1.5:	Public Toilets within city or suburban centres	81
Table 8.1.6:	Public Toilets Improvement items.....	85
Table 8.2.1:	Crematorium usage.....	88
Table 8.2.2:	Number of pet cremations.....	88
Table 8.2.3:	Crematorium Levels of Service.....	89
Table 8.2.4:	Key contractual performance measures	90
Table 8.2.5:	Crematorium Risk Summary	91
Table 8.2.6:	Crematorium Asset Management Improvement Items	94
Table 8.3.1:	Marina Levels of Service and Key Contractual Performance Measures	100
Table 8.3.2:	Marina Charging Comparison	103
Table 8.3.3:	Marina Asset Management Improvement Items	105
Table 8.4.1:	Libraries utilisation summary	108
Table 8.4.2:	Libraries Levels of Service	108
Table 8.4.3:	Libraries Levels of Service Performance from 2012	109
Table 8.4.4:	Libraries Asset Management Improvement Items.....	122
Table 8.5.1:	Community Halls annual visits	124
Table 8.5.2:	Community Halls Levels of Service and Key Contractual Performance Measures ...	125
Table 8.5.3:	Community Halls Risk Summary.....	126
Table 8.5.4:	Community Halls Asset Management Improvement Actions	129
Table 8.5.1:	Community Properties Levels of Service	131
Table 8.6.2:	Community Properties Risk Summary	132
Table 8.6.3:	Community Properties Earthquake Assessment Summary	132
Table 8.6.4:	Community Properties Asset Management Improvement Actions.....	139

Table 8.7.1:	Trafalgar Centre Levels of Service	140
Table 8.7.2:	Trafalgar Centre Risk Summary.....	142
Table 8.7.3:	Annual number of users and Cost to Rates.....	142
Table 8.7.4:	Trafalgar Centre Asset Management Improvement Actions.....	146
Table 8.8.1:	Swimming Pools Levels of Service and Key Contractual Performance Measures	150
Table 8.8.2:	Visitor numbers as a proportion of population	151
Table 8.8.3:	Swimming Pools Risk Summary.....	152
Table 8.8.4:	Average cost to rates subsidy per visitor compared to increase in inflation.	153
Table 8.8.5:	Riverside - Total annual admissions 2006-2013	154
Table 8.8.6:	Nayland - Total annual admissions 2006-2013	154
Table 8.8.7:	Riverside Net cost per admission 2006-2013.....	155
Table 8.8.8:	Riverside - Annual total operating cost per m2 of water 2006-2013.....	156
Table 8.8.9:	Nayland - Net cost per admission 2006-2013	157
Table 8.8.10:	Nayland - Annual total operating cost per m2 of water 2006-2013	158
Table 8.8.11:	Swimming Pools Asset Management Improvement Actions.....	161
Table 8.9.1:	Community Housing Levels of Service	163
Table 8.9.2:	Community Housing Risk Summary	164
Table 8.9.3:	Community Housing Building Summary	165
Table 8.9.4:	Community Housing Maintenance Costs	166
Table 8.9.5:	Income and Total Operation and Maintenance Expenditure.....	167
Table 8.9.6:	Community Housing Asset Management Improvement Actions.....	167
Table 8.10.1:	Civic House Levels of Service.....	168
Table 8.10.2:	Civic House Risk Summary	169
Table 8.10.3:	Civic House Asset Management Improvement Actions	172
Table 8.11.1:	Strategic Properties Levels of Service and Key Contractual Performance Measures	174
Table 8.11.2:	Strategic Properties Seismic Assessment Summary.....	175
Table 8.11.3:	Strategic Properties Asset Management Improvements Actions.....	186
Table 8.12.1:	Forestry Levels of Service	190
Table 8.12.2:	Forestry Areas Summary.....	193
Table 8.12.3:	Summary of Area in Hectares as at 30 June 2011:.....	193
Table 8.12.4:	Planted Area by Species 30 June 2014	194
Table 8.13.1:	Saxton Buildings Levels of Service and Key Contractual Performance Measures....	201
Table 8.13.2:	Saxton Buildings Asset Management Improvement Actions	204
Table 8.14.1:	Park Buildings Levels of Service	207
Table 8.14.2:	Key contractual performance measures.....	207
Table 8.15.1:	Historic Buildings Levels of Service	211
Table 8.15.2:	Heritage Risk Summary	213
Table 8.15.3:	Heritage Buildings Earthquake Assessment Summary.....	213
Table 8.15.4:	Founders Buildings.....	215
Table 8.15.5:	Heritage Buildings Asset Management Improvements Actions	221

Table 9.2.1:	Public Toilets Financials.....	223
Table 9.2.2:	Crematorium Financials	225
Table 9.2.3:	Marina Financials	226
Table 9.2.4:	Library Financials	228
Table 9.2.5:	Community Halls Financials	232
Table 9.2.6:	Community Properties Financials	235
Table 9.2.7:	Trafalgar Centre Financials	237
Table 9.2.8:	Swimming Pools Financials	239
Table 9.2.9:	Community Housing Financials.....	240
Table 9.2.10:	Civic House and State Advances Financials	241
Table 9.2.11:	Strategic Properties Financials	244
Table 9.2.12:	Forestry Financials	247
Table 9.2.13:	Saxton Field Buildings Financials	248
Table 9.2.14:	Parks Buildings Financials.....	251
Table 9.2.15:	Heritage Assets Financials	252
Table 9.5.1:	Significant Forecasting Assumptions and Uncertainties	258
Table 10.1:	Condition assessment definitions.....	270
Table 10.2:	Maintenance Contracts.....	271

LIST OF FIGURES

Figure 4.1:	Nelson City Council Population Projections 2011 - 2045	45
Figure 4.2:	Population projections by area – 2015, 2025 and 2045.....	47
Figure 4.3:	Population projections by age group by area	48
Figure 8.1.1:	2011 survey – Quality of Public Toilets	76
Figure 8.1.2:	2011 survey – Quantity of Public Toilets	77
Figure 8.1.3:	Superloo Utilisation	77
Figure 8.2.1:	Number of human and pet cremations, and chapel use.....	89
Figure 8.2.2:	Crematorium Income.....	94
Figure 8.3.1:	Aerial view of Nelson Marina	96
Figure 8.3.2:	Marina User Feedback on Fees	98
Figure 8.3.3:	Marina User Feedback on Ablution Blocks	98
Figure 8.3.4:	Marina User Feedback on Capital Development.....	99
Figure 8.3.5:	Marina Total Income.....	103
Figure 8.3.6:	Operating Surplus	104
Figure 8.6.1:	Map of Community Properties	130
Figure 8.7.1:	Trafalgar Centre Hours Used.....	143
Figure 8.8.1:	Riverside People’s Panel Results	148
Figure 8.8.2:	Nayland People’s Panel Results	148
Figure 8.8.3:	Riverside CLM Survey Results	149
Figure 8.8.4:	Nayland CLM Survey Results.....	149
Figure 8.8.5:	Riverside Water Use and Energy Consumption.....	152
Figure 8.8.6:	Riverside and Nayland - Total annual admissions 2006-2013.....	155

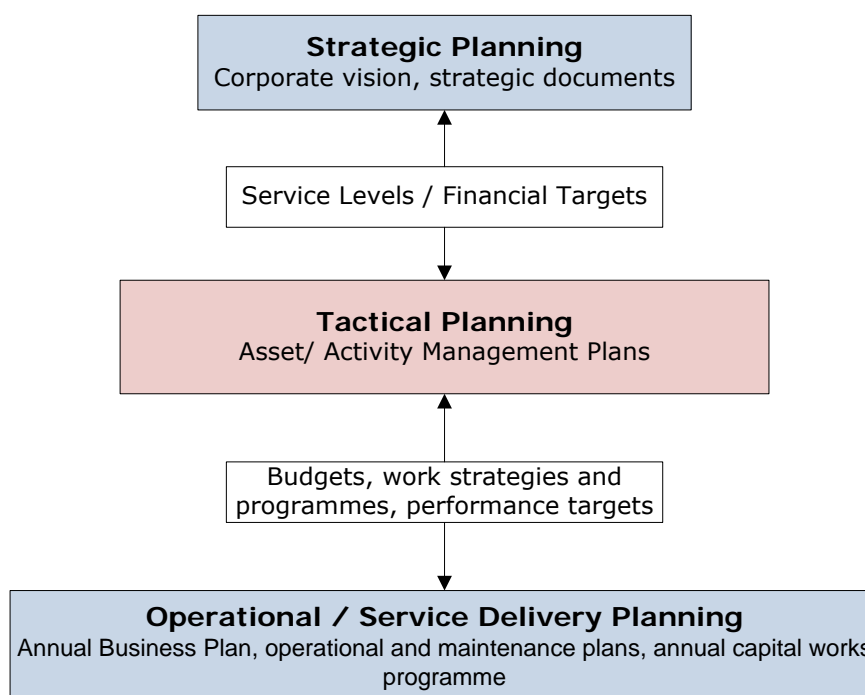
Figure 8.8.7: Riverside - Net cost per admission 2006-2013.....	156
Figure 8.8.8: Riverside - Total operating cost and revenue 2006-2013	156
Figure 8.8.9: Nayland - Net cost per admission 2006-2013	158
Figure 8.8.10: Nayland - Total operating cost and revenue 2006-2013	158
Figure 8.8.11: Riverside Water Use and Energy Consumption.....	160
Figure 8.15.1: Founders Map.....	215
Figure C1: Asset Management Process.....	282

EXECUTIVE SUMMARY

THE PURPOSE OF THE PLAN

This Asset Management Plan produced for property and facility assets owned and managed by the Nelson City Council provides a 10 year outlook commencing July 2015. The Asset Management Plan demonstrates how the Nelson City's goal of delivering the agreed levels of service will be achieved through effective and sustainable management.

This Asset Management Plan is the first combining all the buildings owned by Nelson City Council. Sections from the previous Community Facilities AMP have been included and expanded upon.



INCLUDED IN THIS PLAN

Council's Property and Facilities include:

Council activity	Included in Plan
Public Toilets	Asset and Activity
Crematorium	Asset and Activity
Marina	Asset and Activity
Libraries	Asset and Activity
Community Halls	Asset and Activity
Community Properties	Asset and Activity
Trafalgar Centre	Asset and Activity
Swimming Pools	Asset and Activity
Community Housing	Asset and Activity
Civic House & State Advances	Asset and Activity
Strategic Properties	Asset and Activity

Council activity	Included in Plan
Forestry	Asset and Activity
Saxton Stadium and Pavilion	Buildings
Parks & Reserves Buildings	Buildings & Bridges
Historic (Isel, Melrose, Broadgreen, Founders)	Assets

Goal of the Activity

Purpose of this Property and Facilities Asset Management Plan is to support the goals of the various activities by ensuring that assets are operated and maintained, so that they provide the required level of service for present and future customers in a sustainable and cost effective manner.

The content of the Asset Management Plan further supports the purpose by:

- ✓ Demonstrating responsible, sustainable management and operation of property and facilities assets which represent a significant, strategic and valuable asset belonging to Nelson City.
- ✓ Justify funding requirements.
- ✓ Demonstrating regulatory compliance under, Section 94(1) of the Local Government Act 2002 which in summary requires the Long Term Plan to be supported by:
 - Quality information and assumptions underlying forecast information.
 - A framework for forecast information and performance measures is appropriate to assess meaningful levels of service.
 - Demonstrating clear linkage to community agreed outcomes with stated levels of service.

Rationale for Council's Involvement

Legislative Requirements

The Nelson City Council is a local authority established under the Local Government Act 2002 (the Act) with purpose and responsibilities set out in the Act. In particular the purpose as it relates to infrastructure is as follows:

10 Purpose of local government

(1) *The purpose of local government is—*

(b) to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

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

(a) efficient; and

(b) effective; and

(c) appropriate to present and anticipated future circumstances.

and the Act further defines core services to the community as:

11A Core services to be considered in performing role

In performing its role, a local authority must have particular regard to the contribution that the following core services make to its communities:

(a) network infrastructure:

- (b) public transport services:
- (c) solid waste collection and disposal:
- (d) the avoidance or mitigation of natural hazards:
- (e) libraries, museums, reserves, recreational facilities, and other community infrastructure.

KEY ISSUES

Council's priorities between 2015 and 2025 will focus on the following areas:

- ✓ Earthquake Prone Building upgrading
- ✓ Developing strategic linkages between planning documents and regional initiatives as they relate to Property and Facilities Assets
- ✓ Completing the Property Asset Review, which will provide key improvement items, strategic linkages and rationale / examination of property ownership including identification of inappropriate property holdings and recommendations regarding realising the value of such
- ✓ Operational management improvements – service delivery, leases, maintenance tracking
- ✓ Improving the management of assets through ongoing review of principles and practices
- ✓ Improving project delivery
- ✓ Integration with town centre developments
- ✓ Significant capital expenditure is currently identified for library updates, Green Meadows, Pools and the Trafalgar Centre solution

Summary of issues by section:

Section	Issues
Public Toilets	<p>The key issue to be addressed in Council's provision of public toilets is continuing to meet resident and visitor expectations. The main factors affecting user perceptions are a combination of cleanliness, provisioning, perceptions of safety, availability, the condition of the asset and the refurbishment frequency.</p> <p>The majority of public toilets are open for use seven days a week, 24 hours a day and can be subject to vandalism. Toilets are closed at night if there is a spate of vandalism. As example, the toilets outside Stoke Library have been subject to consistent vandalism over the last 6 years and are often forced to be closed at night.</p>
Crematorium	<p>Review of existing legislation could lead to significant increase in operating costs – the Burial and Cremation Act 1964 and Cremation Regulations 1973 are in the process of being reviewed by the Law Commission in 2014.</p> <p>Following the 2010 Crematorium Review (report ref: A377403) the Council reaffirmed that it would continue to run the crematorium under a management contract. The current contract runs until 30 June 2016. Council also agreed to review the crematorium's financial performance in 2014. This offers an opportunity to review Council's role in provision of cremation services (as it did in 2003 and 2010).</p>

Section	Issues
Marina	<p>Hard stand space is currently being provided by a private provider. That land owner currently has a sub-division application before Council.</p> <p>Should that sub-division be approved and the provision of hardstand area currently provided is lost or reduced then Council under the Resource Consent granted for the marina would have to provide the hardstand area.</p> <p>Council has resolved to investigate a public hard stand area (3500m²) with implementation in year 1 of LTP. The provision of a travel lift will be factored in to this investigation.</p> <p>Facilities for other users including sea scouts, the rowing club, the kayak racing club, TS Talisman Cadets, Nelson Bays Yacht Training Association (NBYTA) and Waka Ama needs resolution.</p> <ul style="list-style-type: none"> ✓ Utilisation of storage space between users needs review. Some boats (Waka Ama) are stored on the grass reserve. ✓ The sharing of launching facilities amongst water sports groups and recreational boaties. ✓ Consideration of options for additional land and buildings to accommodate the increasing recreational and leisure activities at the marina in a manner that does not conflict with berthage activities <p>Funding policy review - Providing good quality facilities for marina users balanced with retaining the valued low cost fees. The marina is now self funding. The challenge will be maintaining both the quality and the affordability that the boating community desires. Council's decision not to increase fees substantially in the 2011 Annual Plan confirmed this low cost approach.</p>
Libraries	<p>The changing role of libraries</p> <p>In 2008 Nelson Public Libraries prepared a strategic plan to driver the future direction of library services. This remains the library's guiding document.</p> <p>Since 2008 the library landscape and customer expectations have changed significantly which impacts on the key goals and implementation priorities identified in this strategic plan.</p> <p>The use of technology both by customers and by libraries as a service delivery tool and as a method of engaging with customers is probably the most visible shift.</p>

Section	Issues
	<p>The way customers engage with their library has also shifted significantly. Whilst physical visits are still very important customers are also choosing to engage libraries online and through social media.</p> <p>Customers now have wider expectations as to the role of the library. Traditional uses like the provision of books remain strong but increasingly the library is seen as both a community and digital hub. The place where people can meet, can access technology and participate in the digital/online world, learn new skills and connect with their local community.</p> <p>Of significant relevance to future asset management is the ongoing demand for a physical library space and the way in which that space is to be used. This is also covered in the Future Capital section.</p> <p>Related to the demand for space is the question over opening hours that enable customers to utilise the growing ranges of services and resources provided by the Library. This is covered in more depth in the section on operations.</p>
Community Centres & Halls	<p>Detailed Seismic Assessments have been completed for all three halls. Stoke Hall has a rating of 24%, Wakapuaka 37% and Trafalgar Hall over 67%. Stoke Hall has been identified as earthquake prone and its future will be determined after completion of the new Community Centre at Greenmeadows and be considered as part of other Stoke initiatives.</p> <p>Providing ongoing cost effective levels of service balanced with an affordable fee structure is becoming increasingly difficult.</p> <p>All three halls (Trafalgar 1956, Wakapuaka 1950's, Stoke 1950's) are aged and each requires significant on-going maintenance including refurbishment of items such as roofs, kitchens and toilets.</p> <p>Wakapuaka Hall is under utilised. It serves a relatively small community and is not user friendly for small group activities. It also requires significant heating in the winter. The future of this hall will be investigated in detail through the Property Assets Review project.</p> <p>Stoke/Greenmeadows Community and Sports Facility Council received a very strong and consistent response which was used to develop a brief for the project. An external project manager has been appointed, with \$5.7 million set aside in 2015/16 and 2016/17 to build the facility. Council recognises that the new facility is not a project in isolation and wider issues raised through the survey will be tackled in close partnership with the community.</p>
Community properties	<p>Initial seismic assessments indicate some of the properties may be earthquake prone and could require strengthening.</p> <p>The long term need of each facility and the costs to Council of providing this service will be investigated through the Property Assets Review.</p> <p>Regular requests for space indicate a community desire/need for Council to provide low cost accommodation.</p> <p>There is a need to investigate if current assets and practices are the most cost effective solution to deliver the service and meet the needs of the community (i.e.: sharing of facilities between like groups). The long term need of each facility and the costs to Council of providing this service will also be considered during the Property Assets Review.</p>

Section	Issues
Trafalgar Centre	<p>There is a need for seismic strengthening to meet current standards. The Trafalgar Centre has been identified as an earthquake prone building and was closed in December 2013 to manage the risk to public safety. Considerable effort has been put in since 2013 by Council to address the current closure and review a number of options to relocate those events previously booked at the Trafalgar Centre to other venues, including Saxton Stadium. Council has supplied funding in 2015-16 for works required to re-open the facility.</p> <p>Upgrading and maintaining all aspects of the facilities to ensure that the Trafalgar Centre remains an attractive destination for event and conference organisers as well as national touring productions. The viability of Nelson to attract major events and conferences, e.g. accommodation options, geographic isolation, other local attractions and activities</p> <p>The future governance and management of the facility also needs review. There are possible synergies and benefits from integrated management with the Theatre Royal and Nelson School of Music in terms of ticketing, promotion, audience development, technical servicing and management.</p>
Swimming pools	<p>The key issue facing the Nelson City Aquatic Facilities is the age and quality of both facilities. This is starting to become a limiting factor in their performance and usage.</p> <p>The Riverside Pool is an old facility (Built 1927) and while currently meeting service levels, consideration to expanding and modernising is required. Modern pools have learn to swim facilities and in many cases Gym facilities.</p> <p>A review of Nayland Pool is required to ensure current service levels continue to meet community needs. This facility is open for aquatics November-March inclusive.</p>
Community Housing	<p>Demand for most of the units has remained strong since 2003 and is expected to remain high into the foreseeable future.</p> <p>The community housing units are between 20-50 years old. While careful maintenance will allow the units to remain serviceable well into the future, maintenance costs will rise and the units will inevitably date in appearance and functionality. Issues such as double glazing and wall / floor insulation, which will increasingly be features of newer buildings, will begin to drive more extensive refurbishment budgets.</p> <p>Closely related to age and occupancy is the issue of ongoing funding for the units. Currently the rental is set at 25% of the New Zealand Government Superannuation. This level of rental is not expected to meet the basic administration and maintenance costs of the units into the future, particularly as maintenance and refurbishment becomes more extensive and at closer intervals.</p>

Section	Issues
Civic House	<p>Tenancy required for level six.</p> <p>Civic House and associated buildings require a programmed renewal and maintenance plan which incorporates landlord and tenant responsibilities contained within the leases held.</p> <p>The State Advances Building has been confirmed as surplus to Council requirements. A recent expressions of interest process resulted in no submissions being received. Council now needs to revisit the future of this building as part of the Property Assets Review.</p> <p>Council's accommodation needs in the future will inform the Property Assets Review.</p>
Strategic properties	<p>The Initial Earthquake Prone buildings survey indicates varying degrees of strengthening work may be required.</p> <p>These assets will be reviewed during the Property Assets Review project which is providing information and strategic advice on all Council owned buildings and land to decision makers. The objective is to ensure holdings align with and contribute to Council objectives.</p>
Forestry	<p>The Key Issues for the Forestry Activity are:</p> <ul style="list-style-type: none"> ✓ Continued compliance with legal and regulatory requirements ✓ Harvesting close to the Maitai Reservoir – scheduled for 2015-2016 ✓ Collateral damage from harvesting activities ✓ Public perception of forestry activities, specifically the post harvest landscape ✓ Harvesting in several high risk areas – poor historical planting decisions ✓ Continuation of the Forestry Management contract ✓ Increasing recreational use ✓ Wilding conifer spread to native vegetation areas ✓ Increase in environmental interest ✓ Climatic changes resulting in instances of increased tree fall ✓ Fluctuating industry viability and prices

Section	Issues
Saxton Stadium	<p>Adhoc requests from users for such things as storage buildings. The quality, location and design of future buildings and facilities must compliment existing buildings and overall appearance.</p> <p>There is a growing need for indoor training facilities for groups, clubs and individuals.</p> <p>Saxton Field has been developing at a rapid pace in recent years. A great deal of infrastructure has been added, including stadium, pavilions and specialised surfaces. The development of policies and processes to guide an increasingly complex set of assets has not kept pace with the physical works. There is an aim in the Reserve Management Plan to govern and manage Saxton Field as a regional reserve through a single organisation and set of policies. Furthering Saxton Field Governance is a priority.</p> <p>The temporary closure of the Trafalgar Centre in 2013 has resulted in Saxton Stadium being used for events. This has an effect on the availability of the Stadium for existing community users. This issue has been closely managed to ensure impact on community is minimised.</p> <p>There is a growing desire by non-recreation community groups to relocate to activities and/ or events to Saxton Field.</p> <p>Resource Consent restrictions on the number of events and noise restrictions after 10pm have implications on the growing use of this facility to host events.</p>
Other Parks Buildings	<p>Asset attribute and condition data for the bridges and smaller buildings needs review and update into the asset management systems.</p>
Heritage Assets	<p>Risk of building failure resulting from a seismic event - Initial earthquake assessments have been done and any remedial work required to mitigate deficiencies will be determined and prioritised by Council. This may affect the ability of some existing venues to be used and capital expenditure may be required to upgrade these spaces or provide new spaces to meet levels of service.</p> <p>The day to day management of these facilities relies on the good will of various individuals and voluntary trusts. This can be risky where resourcing is limited to only one or two individuals.</p>

LEVELS OF SERVICE

Background

Nelson City Council's Annual Plan and Long Term Plan consultation processes over the last several years have gathered information on preferred levels of service and the extent of Council's facilities portfolio. This consultation has given the community the opportunity to be involved in the process of indicating the level of service required in a number of areas within the activities.

The Nelson City Council Long Term Council Community Plan/Long Term Plan community outcomes encompass the community's vision of the sort of place where they would like to live in the future. These outcomes guide the future development of the district and illustrate how the Council's activities contribute to the high level goals.

Section	What Council will provide	Performance Measures & Targets
Public Toilets	<u>Accessibility</u> Public toilets are accessible to residents and visitors in areas of high public use.	Toilet facilities are provided within 200m of any point within the central city and suburban centres.
		Toilets available to garden visitors in all Public Gardens by 2017 ¹ .
		Sports grounds toilets are accessible to players, spectators and other park users of premiere grounds.
		Other parks and reserves toilets are accessible in areas of high use
	<u>Safety</u> Toilet buildings are well designed, safe and visible.	New or refurbished toilets comply with NZS4241:1999 Public toilets standard
		New or refurbished toilets adhere to CPTED ² (safer design) principles.
	<u>Quality</u> Toilet facilities are clean, in good condition and well maintained.	Minimum cleanliness level >90% (based on staff audit)
		Over 90% of toilets maintain Grade 3 asset condition rating
		Toilets are refurbished at least every 10 years.
Crematorium	<u>Affordability</u> A crematorium that meets the return in Council's funding policy	Crematorium fees and charges comprise 90% of operating costs.
	<u>Quality</u> Crematorium facilities are clean, in good condition and well maintained	Maintain Grade 3 ³ asset condition
	<u>Sustainability</u> The crematorium is operated in an environmentally responsible manner.	No complaints from neighbouring properties.
		Least environmental impact fuel used where available and cost effective.
		Compliance with legislative requirements including discharge consent conditions.
	Marina	<u>Affordability</u> Marina is financially sustainable

¹ except Melrose grounds – utilisation doesn't support

² crime prevention through environmental design

³ Refer to section 10 for condition assessment explanation of grades

Section	What Council will provide	Performance Measures & Targets
	<u>Quality</u> Marina facilities are clean, in good condition and well maintained	Maintain Grade 3 ⁴ asset condition
	<u>Compliance</u> Marina fulfils legislative responsibilities	Resource Consents are adhered to 100% compliance required
	<u>Accessibility</u> Marina facilities in sufficient quantity and type to support the needs of residents and visitors to Nelson in the future.	Monthly occupancy of berths must exceed 90%
		70% of users are satisfied or very satisfied with marina
		Marina berths and pile moorings no less than 80% occupied
	Libraries	<u>Accessibility</u> Residents have access to a high quality collection of resources.
No more than 10% of collection items have not been issued in the previous 12 months.		
No more than 10% of collection items have been issued more than 70 times.		
<u>Quality</u> Library facilities are clean, in good condition, well maintained and provide a safe and welcoming environment		Maintain Grade 3 ⁵ asset condition
		At least 80% of customers are satisfied or very satisfied with libraries
		75% of population are library members
<u>Accessibility</u> Library customers can easily access information and electronic resources		70% of available public computers sessions are used
		Wifi user levels remain static (48,995 as of 2012-13)
		Increase Facebook 'Likes' and Twitter followers by 50% per year for next two years (222 FB Likes & 311 Twitter followers)
<u>Accessibility</u> Customers are offered a range of public classes and programmes		Introduce 2 new classes or programmes per year (41 as of 2013)
		Increase the overall numbers participating in library programmes annually (180 participants in 2013)
Community Halls		<u>Affordability</u> Community Halls meet the

⁴ Refer to section 10 for condition assessment explanation of grades

⁵ Refer to section 10 for condition assessment explanation of grades

Section	What Council will provide	Performance Measures & Targets
	return in Council's funding policy	Wakapuaka Hall – operational costs at least 10% funded by users
	<u>Accessibility</u> Community Halls provided are sufficient in quantity and type to support the needs of residents	Demand being met through booking requests.
	<u>Quality</u> Community Halls are clean, in good condition and well maintained	Maintain Grade 3 ⁶ asset condition
		Monthly BWOF checks completed by contractor
Community properties	<u>Affordability</u> Community properties are affordable for residents	Community properties meet the requirements set out in the Community Assistance Policy
	<u>Quality</u> Community properties are clean, in good condition and well maintained	Maintain Grade 3 ⁷ asset condition
		Monthly BWOF checks completed by contractor
		Pass annual property inspections
<u>Accessibility</u> Community properties provided in sufficient quantity and type to support the needs of residents of Nelson in the future.	Demand being met with existing supply of buildings	
Trafalgar Centre	<u>Quality</u> Facilities are clean, in good condition and well maintained	Maintain Grade 3 ⁸ asset condition
		Pass BWOF inspections
	<u>Accessibility</u> A versatile multi-purpose indoor facility that meets the needs of Nelson residents and visitors for a high quality, large capacity events venue and to maximise the utilisation across a range of users	Annual number of users is maintained at or above the average of approximately 80,000/ year
		Annual usage hours exceeds 2500
<u>Cost effectiveness</u> Efficient operation of the facilities	Net cost per user no greater than \$6.00 per year	

⁶ Refer to section 10 for condition assessment explanation of grades

⁷ Refer to section 10 for condition assessment explanation of grades

⁸ Refer to section 10 for condition assessment explanation of grades

Section	What Council will provide	Performance Measures & Targets
Swimming pools	<u>Affordability</u> Access to facilities and services are affordable.	Pool admission and learn to swim charges no greater than 10% higher than industry average as measured by Yardstick Leisurecheck
	<u>Quality</u> Facilities are clean, in good condition and well maintained	Maintain Grade 2 ⁹ asset condition
		Pass BWOFF inspections
		Achieve NZS 5826:2010 for water quality
	<u>Accessibility</u> Swimming pools that meet the needs of users and provide opportunity for aquatic based recreation activities and learn to swim programmes	Provision of a swimming pool that is within 10km (driving distance) of 80% of the Nelson City population
		80% of customers are satisfied with the Swimming Pools (CLM survey)
	<u>Cost effectiveness</u> Efficient operation of the facilities	To operate at net cost lower than the industry average for peer group as measured by Yardstick
Community Housing	<u>Affordability</u> Community Housing is affordable and cost effective	All tenants meet the criteria as defined in the Community Housing Policy 2009
		Community Housing meets Council funding policy
	<u>Quality</u> Community Houses are clean, in good condition and well maintained	Maintain Grade 3 ¹⁰ asset condition
		Emergency maintenance of units, existing fittings and structures is carried out with 24 hours of notice
		Respond to maintenance complaints and enquiries within 3 days
	<u>Accessibility</u> Housing occupancy maximized	Occupancy is maintained at 95% or greater
		Vacated units prepared for occupancy within 20 working days
	<u>Safety</u> Community Housing tenants are safe	Smoke alarms are provided in each unit and checked annually
		Locks and security stays are fitted and maintained in each unit
		Grounds are maintained free of dangerous hazards

⁹ Refer to section 10 for condition assessment explanation of grades

¹⁰ Refer to section 10 for condition assessment explanation of grades

Section	What Council will provide	Performance Measures & Targets
Civic House	<u>Quality</u> Civic House is clean, in good condition and well maintained	Maintain Grade 3 ¹¹ asset condition
		Monthly BWOFF checks completed by contractor
Strategic properties	<u>Fiscal Responsibility</u> Strategic properties are managed efficiently	95% of rents received on time
		Outstanding debt recovered within 1 month
		Ongoing management of Strategic Properties aligns with long term strategic timelines
	<u>Quality</u> Strategic properties are clean, in good condition and well maintained	Maintain Grade 3 ¹² asset condition
		Monthly BWOFF checks completed by contractor
<u>Safety</u> Buildings are safe and do not contain hazards to visitors	Urgent maintenance issues – Safety and Hygiene 6 hr response time	
Forestry	<u>Cost effective</u> Forestry activity seeks to maximise financial return	Plans developed around harvesting when international market rates are above average.
	<u>Quality</u> Forests are well maintained and post harvest areas comply with contractual terms for quality	Post harvest forest conditions comply with contractual agreements.
	<u>Accessibility</u> Forests remain accessible to recreational users	Designated tracks maintained and remain open unless conditions dictate otherwise. Tracks closed during harvesting.
Saxton Stadium	<u>Quality</u> Community facilities are clean, in good condition and well maintained	Maintain Grade 3 ¹³ asset condition
		Monthly BWOFF checks completed by contractor
Other Parks Buildings	<u>Quality</u> Buildings are clean, in good condition and well maintained	Maintain Grade 3 ¹⁴ asset condition
		BWOFF checks completed by contractor
Heritage Assets	<u>Affordability</u> Heritage buildings meet the return in Council's	Founders Heritage Park -Maintain commercial leases at 90% of available spaces for rent

¹¹ Refer to section 10 for condition assessment explanation of grades

¹² Refer to section 10 for condition assessment explanation of grades

¹³ Refer to section 10 for condition assessment explanation of grades

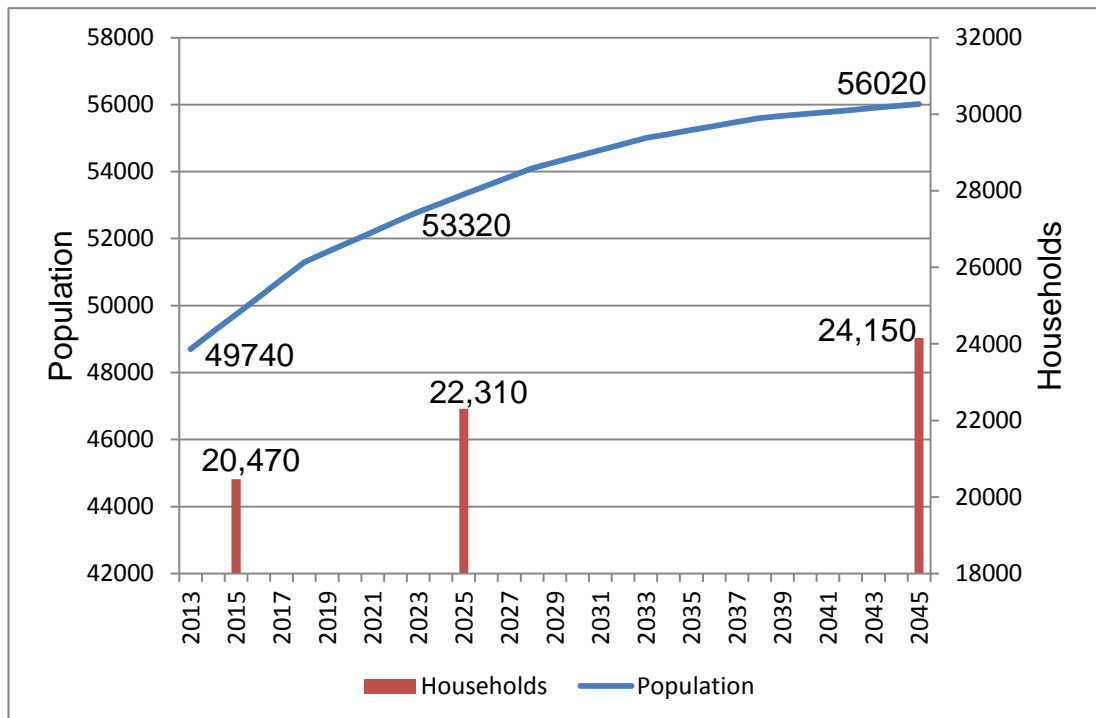
¹⁴ Refer to section 10 for condition assessment explanation of grades

Section	What Council will provide	Performance Measures & Targets
	funding policy	Cost to ratepayers per visitor is spread more equitably across all heritage facilities (start 15-16)
	<u>Quality</u> Heritage buildings are clean, in good condition and well maintained	Maintain Grade 3 ¹⁵ asset condition
		BWOF checks completed as required
		Maintain building to ICOMOS ¹⁶ NZ Charter standards
	<u>Accessibility</u> Heritage buildings provide adequate physical access to everyone	Founders Heritage Park - Maintain suitable access into public spaces.
		Opening hours reflect customer demand

DEMAND TRENDS

Population Forecasts

The population of Nelson City in 2011 was 46,437 in the 2013 census and is projected to increase to approximately 56,020 by 2045 (Statistics New Zealand).



Additional factors beyond population influencing demand include:

- ✓ Changes in customer expectations

¹⁵ Refer to section 10 for condition assessment explanation of grades

¹⁶ International Council on Monuments and Sites

-
- ✓ Technology
 - ✓ Environmental factors
 - ✓ Legislative
 - ✓ Corporate policies

Demand Management

Demand Management strategies are used as alternatives to the creation of new assets. They are aimed at modifying customer demands to achieve:

- ✓ The delivery of cost-effective services
- ✓ Defer the need for new assets and optimise the performance/utilisation of the existing assets
- ✓ Manage exiting assets sustainably

Nelson City Council is working on a range of strategies to manage the demand for community facilities.

SUSTAINABILITY

The Local Government Act 2002 requires that local authorities take a sustainable development approach to everything they do. Council adopted a Sustainability Policy in 2008 setting out Council's commitment to sustainability through the services it provides and in the way it operates as an organisation.

In doing this we are required to take into account:

- ✓ The social, economic and cultural interests of people and communities; and
- ✓ The need to maintain and enhance the quality of the environment; and
- ✓ The reasonably foreseeable needs of future generations

Council seeks to strengthen its previous efforts in this area through the Sustainability Policy.

Council adopted the Nelson 2060 vision in 2012 and the Nelson 2060 Strategy in 2013. Nelson 2060 envisages a city that has purposefully implemented sustainable development principles and technologies to create a beautiful city.

The Nelson 2060 Strategy includes a checklist to help determine whether actions and decisions taken by Council move Nelson towards its vision and goals, are in line with Council's four sustainability principles and represent value for money.

Nelson 2060 – The Vision

Nelson 2060 is an inclusive city, with a diverse range of residents who can connect easily to each other and to the beautiful place we call home. Our inclusive leadership style supports our unique approach to living, which is boldly creative, ecologically exemplary, socially balanced and economically prosperous.

Sustainability and Asset Management

Council recognises the benefits that come from incorporating sustainable practices with asset management activities.

Sustainable development actions and approaches are embedded throughout this asset management plan in the sections on: Levels of Service, Demand Management, Lifecycle Management, and Financial Management.

Community infrastructure is installed and maintained on the understanding that the assets are provided in perpetuity for the benefit of future generations.

Longevity of an asset is a prime consideration when design and planning is undertaken for new or replacement.

IDENTIFYING AND MINIMISING RISKS

Council's Risk Management Strategy is in its formative stage. Council is progressing down the path of completing, implementing and maintaining risk plans for each asset and activity to minimise the likelihood of non-achievement of critical business objectives. The risk factors that have been assessed to have an extreme or high level of risk are associated with the following:

Risk assessment is carried out by considering possible impacts of failure of a component using the following criteria: health and safety, public health, asset performance, environmental and legal compliance, historical or cultural, financial and public perception.

Risks around earthquake prone building and subsequent remediation requirements currently present the biggest risk area and highest cost to the Property and Facilities Assets.

LIFECYCLE MANAGEMENT

Summary of lifecycle management strategies (operations, maintenance, disposal, etc)

FINANCIAL SUMMARY

See Section 9 for Focus Area Financial Statements 2015-25.

ASSET MANAGEMENT PRACTICES

The 'Core' Asset Management planning criteria of this manual was prepared by the New Zealand Auditor General in 2005 and is recognised as a standard minimum compliance for activity management provisions in the New Zealand Local Government Act 2002. The 'Advanced' criteria describe Audit expectations for the management of complex and high value infrastructure with high associate risks. Increasingly asset management for a city the size of Nelson is seen to be a mix of 'Core' and 'Advanced' practice, described as "Intermediate", depending on the function and resources available.

Asset management policy (approved 2010, ref: A28848) proposed a 'Core' level of asset management for many of the assets in this plan. At the time it was determined to be appropriate and fit for purpose. Asset management practices for this activity are currently operationally focussed and are managed at the core level of asset management; however, the level needs review considering the value of assets now contained in this plan.

Asset registers are held in the Councils Infor Public Sector Asset System (IPS8) linked to Councils GIS.

Service delivery is predominately by outsourced contract, with a number of different contracts held by different providers, including NELMAC and Spotless Services. Service Levels are specified in the contracts.

MONITORING AND IMPROVEMENT PROGRAMME

A key to the effectiveness of the development of the Property and Facilities Activity will be the asset management monitoring and improvement programme.

The Property Assets Review will provide early direction regarding many of the asset focus areas in this Plan, and detailed monitoring and improvement plans will be further developed following the review.

The Group Manager, Infrastructure monitors programme achievements through regular individual and team meetings with asset managements. Programme monitoring includes both regular formal and informal reporting of progress.

1. INTRODUCTION

This section sets out the philosophy for the ongoing operation and development of the Nelson City Council Property and Facilities and the scope and layout of this Asset Management Plan.

1.1 CONTEXT

1.1.1 Asset Management Goals

The goal of asset management is “to meet a required level of service, in the most cost effective manner, through the management of assets for present and future customers.”¹⁷

The key elements of asset management include:

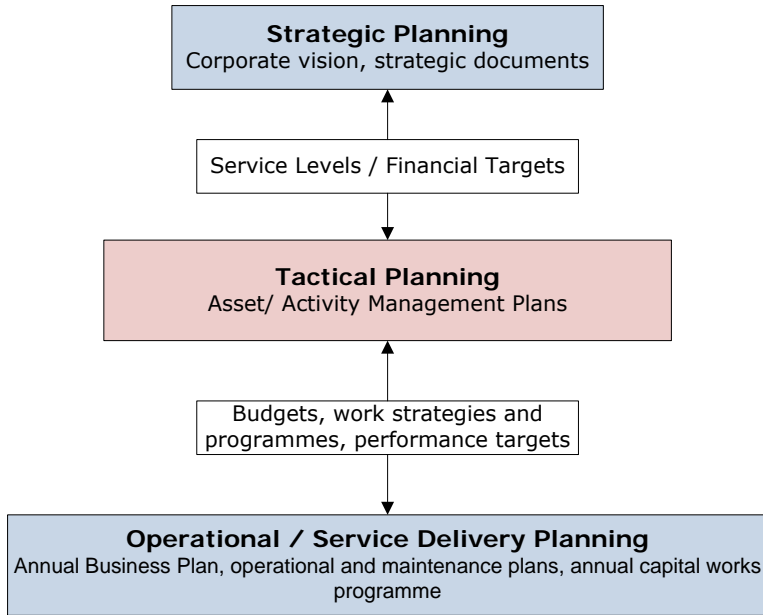
- ✓ Defining levels of service and monitoring performance
- ✓ Managing changes in demand
- ✓ Using a life-cycle approach to cost-effectively deliver service levels
- ✓ Identifying, assessing, and managing risks
- ✓ Having a long-term financial plan

1.1.2 Lifecycle Asset Management Activities

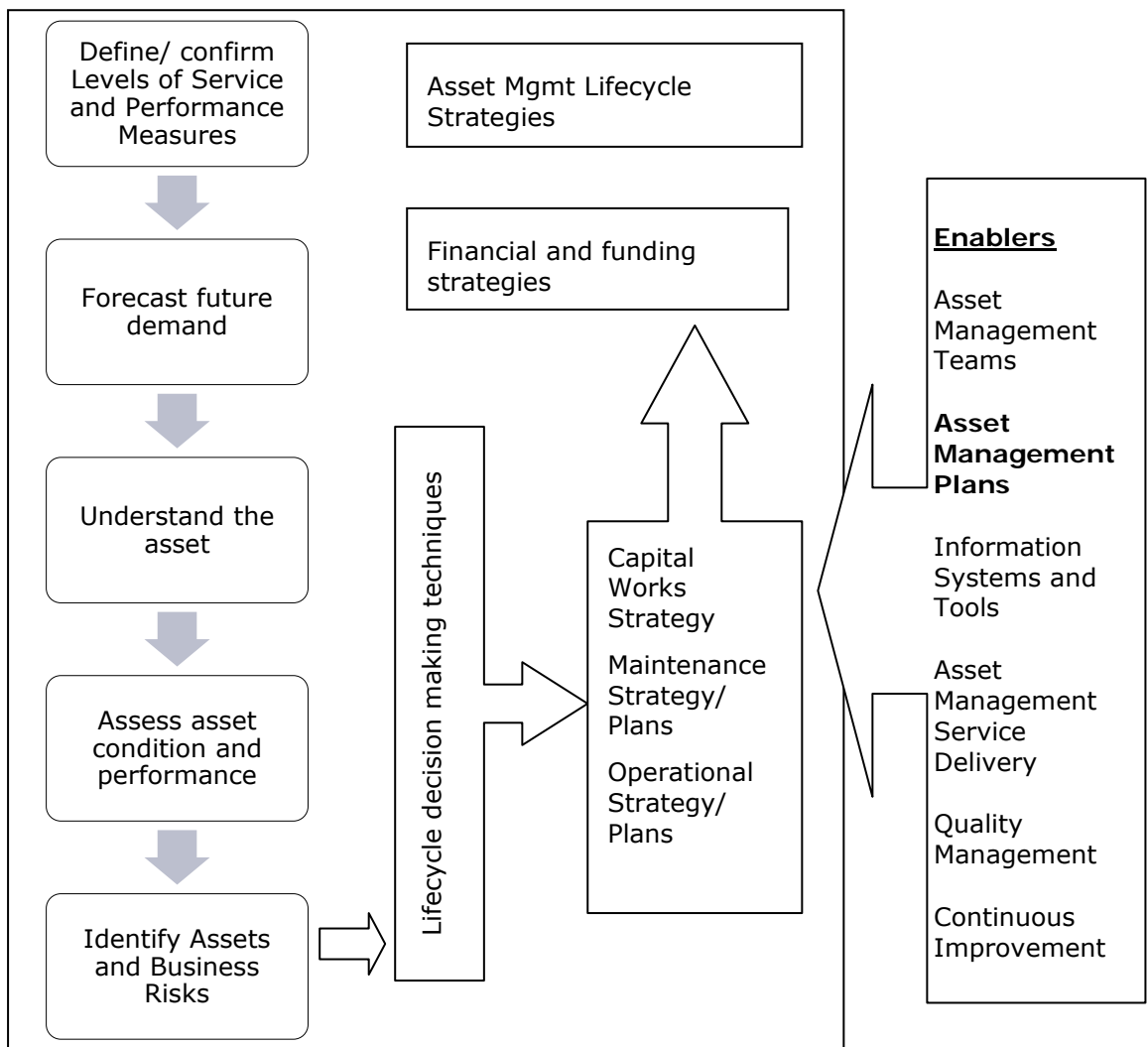
Stage	Objective
Requirements Definition	Understand the needs of the customers and problems encountered in meeting those needs
Asset Planning	Ensure the most cost effective solution is used to meet the user needs
Asset Creation/ Acquisition	Create a new asset or improve existing asset to meet the outcomes defined in asset planning
Asset Operations and Maintenance	Day to day running of the assets and ensuring maintained inline with agreed plans
Monitoring Asset Condition and Performance	Ensure the assets are meeting the defined service levels
Asset Rehabilitation/ Replacement	Renew assets to restore required condition and performance standards
Asset Disposal/ Rationalisation	Remove assets that are no longer economically viable or where no longer required

¹⁷ International Infrastructure Management Manual – 2011, NAMS

1.1.3 Asset Management Planning



1.1.4 Asset Management Process



1.1.5 Purpose of the Plan

Purpose of this Property and Facilities Asset Management Plan is to support the goals of the various activities by ensuring that assets are operated and maintained, so that they provide the required level of service for present and future customers in a sustainable and cost effective manner.

The content of the Asset Management Plan further supports the purpose by:

- ✓ Demonstrating responsible, sustainable management and operation of property and facilities assets which represent a significant, strategic and valuable asset belonging to Nelson City.
- ✓ Justify funding requirements.
- ✓ Demonstrating regulatory compliance under, Section 94(1) of the Local Government Act 2002 which in summary requires the Long Term Council Community Plan to be supported by:
 - Quality information and assumptions underlying forecast information.
 - A framework for forecast information and performance measures is appropriate to assess meaningful levels of service.
 - Demonstrating clear linkage to community agreed outcomes with stated levels of service.

1.1.6 Key Stake Holders

The plan recognises the following external and internal key stake holders:

Table 1.1: Key Stake Holders

Key Stakeholders	Main Interests
External Stakeholders	
Residents and ratepayers	Public health and safety, service reliability, environment, cost.
Nelson City Council (unitary authority)	Environment.
Government agencies (MoH, MoE, Audit New Zealand)	Public health and safety, service reliability, environment, cost.
Tangata Whenua	Kaitiakitanga, environment, cultural heritage, public health and safety.
Consultants, Contractors and suppliers	Procurement, technical, projects/programmes.
Internal Stakeholders	
Councillors and Sub-committees	Public health and safety, service reliability, environment, cost.
Staff	Public health and safety, service reliability, environment, cost.

1.1.7 How This Plan Will be Used

This plan will provide the substantiation for budget forecasts put forward in the Long Term Plan (2015-2025). Nelson City Council will:

- ✓ Implement a continuous improvement approach to asset management planning in the short term.
- ✓ Fully review the Asset Management Plan three-yearly in advance of the Long Term Plan. Annual amendments or updates will be undertaken if significant asset management changes occur.
- ✓ Report variations in the adopted annual plan budgets against the original asset management plan forecasts and explain the level of service implications of budget variations.

1.1.8 Assets Included in This Plan

This asset management plan combines community facilities that previously covered in separate asset management plans, namely the Community Facilities Asset Management Plan 2012 and the Parks and Recreation Asset Management Plan 2012. This plan also includes property assets not previously covered in an asset management plan.

Asset Management Plans are reviewed every three years to align with the Long Term Plan process.

Table 1.2: Summary of Activities / Assets included in the plan

Sub activity	Assets Included	Activity Included
Public Toilets	Yes	Yes
Crematorium	Yes	Yes
Marina	Yes	Yes
Libraries	Yes	Yes
Community Halls	Yes	Yes
Community Properties	Yes	Yes
Trafalgar Centre	Yes	Yes
Saxton Stadium and Pavilion	Yes	No. Parks & Reserves AMP
Swimming Pools	Yes	Yes
Community Housing	Yes	Yes
Civic House & State Advances	Yes	Yes
Strategic Properties	Yes	Yes
Forestry	Yes	Yes
Buildings and bridges on Parks & Reserves	Yes	No. Parks & Reserves AMP
Campground buildings	Yes	No. Parks & Reserves AMP
Cemeteries buildings	Yes	No. Parks & Reserves AMP
Historic Cemeteries buildings	Yes	No. Parks & Reserves AMP
Historic Houses (Isel, Melrose, Broadgreen)	Yes	No. Heritage AMP
Founders	Yes	No. Heritage AMP
Artworks	No. Arts AMP	No. Arts AMP
Solid Waste	No. Solid Waste	No. Solid Waste AMP
Utility treatment plants, reservoirs, pump stations	No. Utilities AMPs	No. Utilities AMPs
NSOM, Museum, Suter	No NCC assets	No. Arts AMP

Sub activity	Assets Included	Activity Included
Natureland	No NCC assets	No. Parks & Reserves AMP

1.1.9 Links to Community Outcomes

Councils are required by the Local Government Act 2002 to have community outcomes, which are a statement of the outcomes Council is working to achieve in meeting the current and future needs of our community.

In 2014 Nelson City Council and Tasman District Council were involved in a process to develop a set of shared regional outcomes. These are contained in the table below. While the two Councils share joint outcomes, the descriptions that accompany them are individual to each Council to reflect their community’s different needs and aspirations.

These regional outcomes fit with the purpose of local government to guide delivery of services in a way that is efficient, effective and appropriate to present and anticipated future circumstances. Adopting joint outcomes with Tasman District Council demonstrates an understanding that we are one region and need to collaborate to provide the best and most efficient service to our communities.

The Community Outcomes are supported by levels of service provided by each activity. The alignment and degree of support will depend on the activity and the project or service provided.

Community outcomes	How the Council activities in this plan contribute to the outcome
Our unique natural environment is healthy and protected	Council is guardian to many special ecosystems as well as a range of spaces for active and passive recreation. It works to preserve and enhance those areas through better links and connections and well-designed facilities.
Our urban and rural environments are people-friendly, well planned and sustainably managed	Attractive and functional community facilities and spaces are available for community use and to bring people together.
Our infrastructure is efficient, cost effective and meets current and future needs	Council seeks to apply sustainable energy use practices in its facilities.
Our communities are healthy, safe, inclusive and resilient	Council facilities and surrounding spaces are designed and maintained to be accessible, safe and to encourage activity for people of all ages and abilities.
Our communities have opportunities to celebrate and explore their heritage, identity and creativity	Heritage buildings and surrounding areas are protected and appropriate interpretation provided. Residents and visitors are encouraged to explore our diverse heritage and historic places. Venues, activities and events that support and celebrate our creativity are accessible to all ages and incomes.

Community outcomes	How the Council activities in this plan contribute to the outcome
Our communities have access to a range of social, educational and recreational facilities and activities	A range of recreational facilities and opportunities are provided. Facilities, events and services support community cohesion and an inclusive, welcoming city. Healthy lifestyles are supported with opportunities to be active and participate in the community.
Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement	Residents and businesses are encouraged participate in informing the decision making process.
Our region is supported by an innovative and sustainable economy	Partnerships with business and community groups are valued. Facilities are developed and maintained to support the local economy and attract visitors to our region.

1.1.10 Relationship to the Nelson Long Term Plan

This Asset Management Plan (AMP) both shapes and is shaped by the Nelson Long Term Plan (Council's 10 year plan as required under the Local Government Act). Every three years, the current AMPs are one of the main documents on which the ten year spending programme for Council is based. The strategic direction set in each Long Term Plan provides the context for each subsequent AMP when they are reviewed.

Asset Management Plans are an integral component of the Council planning process.

1.1.11 Relationship to Other Council Policies and Planning documents

This Plan interacts with a number of other Council policies and plan. See Appendix B for further information.

Te Tau Ihu Settlement Acts 2014

The Ngāti Kōata, Ngāti Rārua, Ngāti Tama ki Te Tau Ihu, and Te Ātiawa o Te Waka-a-Māui Claims Settlement Act 2014, Ngāti Apa ki te Rā Tō, Ngāti Kuia, and Rangitāne o Wairau Claims Settlement Act 2014 and the Ngāti Toa Rangatira Claims Settlement Act 2014 (The Acts) provides statutory obligations for Council in respect to general decision making processes. The Acts are the culmination of Central Government's resolution of claims lodged by the eight iwi for redress of past wrong's and provides for Cultural, Relationship and Financial redress.

Statutory acknowledgments may impact works programmes within the Asset Management Plan and the eight iwi will potentially be considered as affected parties under section 95E of the Resource Management Act, which the settlement legislation provides for. The proposal to establish a Freshwater Advisory Committee under the settlement legislation would be a potentially effective tool for achieving a forum to involve the iwi of Te Tau Ihu in the development of future asset management planning, infrastructure strategies and Long Term Plans.

Nga Taonga Iho Ki Whakatu Management Plan

Iwi Management Plans (IMP) are prepared under the Treaty of Waitangi and has status under the Resource Management Act 1991. Nga Taonga Iho ki Whakatu Management Plan was prepared by five of the six tangata whenua iwi of Nelson with the assistance of Council, and is a planning document that Council is required to take into account when preparing or changing the Regional Policy Statement, Regional plan or District Plan. The Nelson IMP documents iwi worldview and aspirations for the management of resources,

and helps Councillors and staff to better understand these issues. Integrating the iwi management plan into Nelson City Council’s policy framework is part of Council’s approach to statutory compliance and acting in partnership with local iwi.

1.1.12 Benchmarking

Nelson City Council is a member of a benchmarking group known as Yardstick. It was established in 2001 by local authority parks managers involves an annual survey of members and the subsequent publishing of comparative data. Yardstick covers levels of service, financial information, best practice, asset management and policy and planning. Over half of all Councils in New Zealand are members of Yardstick. Where possible, chapters in this plan use Yardstick data to compare Nelson’s performance to other Councils in New Zealand.

1.2 PLAN FRAMEWORK

This Property and Facilities Asset Management Plan (P&F AMP) is the first to cover all the building assets at Nelson City Council. It has been developed to align with the suggested structure from the 2011 International Infrastructure Management Manual (IIMM) and contains assets from existing AMPs as well as assets not previously included in AMPs.

The plan consists of a main section, focus areas, and appendices.

The main sections lay out the global approach and policies while the focus areas provide the details for each area.

Table 1.3: Plan Framework

Section	Summary
Intro/ Overview	Sets the context for the plan/ section
Key Issues	Most significant issues to be managed for each activity/ asset
Levels of Service	What Council provides and how success is measured
Demand Trends	Identifies trends that may affect asset utilisation, needs, and management
Sustainability	Describes alignment with Nelson 2060 vision and objectives
Risk	Explains how uncertainty is managed
Lifecycle Management	Describes management of assets from conception through creation and maintenance to disposal
Financial Summary and Assumptions	Details funding required to support effective management of the asset base
Management Practices	Internal controls and processes used to ensure assets are delivering expected levels of service
Improvement Plan	Actions required to improve asset management practices

1.3 LEVEL OF ASSET MANAGEMENT

The ‘Core’ Asset Management planning criteria of this manual was prepared by the New Zealand Auditor General in 2005 and is recognised as a standard minimum compliance for activity management provisions in the New Zealand Local Government Act 2002.

The 'Advanced' criteria describe Audit expectations for the management of complex and high value infrastructure with high associate risks. Increasingly asset management for a city the size of Nelson is seen to be a mix of "Core" and "Advanced" practice, described as "Intermediate", depending on the function and resources available.

Asset management policy (approved 2010, ref: A28848) proposed a 'Core' level of asset management for many of the assets in this plan. At the time it was determined to be appropriate and fit for purpose. Asset management practices for this activity are currently operationally focussed and are managed at the core level of asset management; however, the level needs review considering the value of assets now contained in this plan.

Asset registers are held in the Councils Infor Public Sector Asset System (IPS8) linked to Councils GIS.

Service delivery is predominately by outsourced contract, with a number of different contracts held by different providers, including NELMAC and Spotless Services. Service Levels are specified in the contracts

2. KEY ISSUES

2.1 PRIORITIES

The key issues for the 2015/25 Property and Facilities assets and activities:

2.1.1 Summary of Issues by section

Section	Issues
Public Toilets	<p>The key issue to be addressed in Council’s provision of public toilets is continuing to meet resident and visitor expectations. The main factors affecting user perceptions are a combination of cleanliness, provisioning, perceptions of safety, availability, the condition of the asset and the refurbishment frequency.</p> <p>The majority of public toilets are open for use seven days a week, 24 hours a day and can be subject to vandalism. Toilets are closed at night if there is a spate of vandalism. As example, the toilets outside Stoke Library have been subject to consistent vandalism over the last 6 years and are often forced to be closed at night.</p>
Crematorium	<p>Review of existing legislation could lead to significant increase in operating costs – the Burial and Cremation Act 1964 and Cremation Regulations 1973 are in the process of being reviewed by the Law Commission in 2014.</p> <p>Following the 2010 Crematorium Review (report ref: A377403) the Council reaffirmed that it would continue to run the crematorium under a management contract. The current contract runs until 30 June 2016. Council also agreed to review the crematorium’s financial performance in 2014. This offers an opportunity to review Council’s role in provision of cremation services (as it did in 2003 and 2010).</p>
Marina	<p>Provision of sufficient hardstand area to meet the requirements of the resource consent is still an issue that requires resolution.</p> <p>Facilities for other users including sea scouts, the rowing club, TS Talisman Cadets, Nelson Bays Yacht Training Association (NBYTA) and Waka Ama.</p> <p>Providing good quality facilities for marina users balanced with retaining the valued low cost fees. The marina is now self funding. The challenge will be maintaining both the quality and the affordability that the boating community desires.</p>

Section	Issues
Libraries	<p>The use of technology both by customers and by libraries as a service delivery tool and as a method of engaging with customers is probably the most visible shift.</p> <p>The way customers engage with their library has also shifted significantly. Whilst physical visits are still very important customers are also choosing to engage libraries online and through social media.</p> <p>Customers now have wider expectations as to the role of the library. Traditional uses like the provision of books remain strong but increasingly the library is seen as both a community and digital hub. The place where people can meet, can access technology and participate in the digital/online world, learn new skills and connect with their local community.</p> <p>Of significant relevance to future asset management is the ongoing demand for a physical library space and the way in which that space is to be used.</p> <p>Related to the demand for space is the question over opening hours that enable customers to utilise the growing ranges of services and resources provided by the Library. This is covered in more depth in the section on operations.</p>
Community Halls	<p>Detailed Seismic Assessments have been completed for all three halls. Stoke Hall has a rating of 24%, Wakapuaka 37% and Trafalgar Hall over 67%. Stoke Hall has been identified as earthquake prone and its future will be determined after completion of the new Community Centre at Greenmeadows and be considered as part of other Stoke initiatives.</p> <p>Providing ongoing cost effective levels of service balanced with an affordable fee structure is becoming increasingly difficult.</p> <p>All three halls (Trafalgar 1956, Wakapuaka 1950's, Stoke 1950's) are aged and each requires significant on-going maintenance including refurbishment of items such as roofs, kitchens and toilets.</p> <p>Wakapuaka Hall is under utilised. It serves a relatively small community and is not user friendly for small group activities. It also requires significant heating in the winter. The future of this hall will be investigated in detail through the Property Assets Review project.</p> <p>Stoke/Greenmeadows Community and Sports Facility Council received a very strong and consistent response which was used to develop a brief for the project. An external project manager has been appointed, with \$5.7 million set aside in 2015/16 and 2016/17 to build the facility. Council recognises that the new facility is not a project in isolation and wider issues raised through the survey will be tackled in close partnership with the community.</p>

Section	Issues
Community properties	<p>Initial seismic assessments indicate some of the properties may be earthquake prone and could require strengthening.</p> <p>The long term need of each facility and the costs to Council of providing this service will be investigated through the Property Assets Review.</p> <p>Regular requests for space indicate a community desire/need for Council to provide low cost accommodation.</p> <p>There is a need to investigate if current assets and practices are the most cost effective solution to deliver the service and meet the needs of the community (i.e.: sharing of facilities between like groups). The long term need of each facility and the costs to Council of providing this service will also be considered during the Property Assets Review.</p>
Trafalgar Centre	<p>There is a need for seismic strengthening to meet current standards. The Trafalgar Centre has been identified as an earthquake prone building and was closed in December 2013 to manage the risk to public safety. Considerable effort has been put in since 2013 by Council to address the current closure and review a number of options to relocate those events previously booked at the Trafalgar Centre to other venues, including Saxton Stadium. Council has supplied funding in 2015-16 for works required to re-open the facility.</p> <p>Upgrading and maintaining all aspects of the facilities to ensure that the Trafalgar Centre remains an attractive destination for event and conference organisers as well as national touring productions.</p> <p>The viability of Nelson to attract major events and conferences, e.g. accommodation options, geographic isolation, other local attractions and activities</p> <p>Future governance and management. Whether there are possible synergies and benefits from integrated management with the Theatre Royal and Nelson School of Music in terms of ticketing, promotion, audience development, technical servicing and management.</p>
Swimming pools	<p>The age and quality of both facilities is starting to become a limiting factor in their performance and usage.</p> <p>The Riverside Pool is an old facility (Built 1927) and while currently meeting services levels, consideration to expanding and modernising is required.</p> <p>Modern Pools have learn to swim facilities and in many cases Gym facilities.</p> <p>A review of Nayland Pool is required to ensure current service levels continue to meet community needs.</p>

Section	Issues
Community Housing	<p>The community housing units are between 20-50 years old. While careful maintenance will allow the units to remain serviceable well into the future, maintenance costs will rise and the units will inevitably date in appearance and functionality. Issues such as double glazing and wall / floor insulation, which will increasingly be features of newer buildings, will begin to drive more extensive refurbishment budgets.</p> <p>Closely related to age and occupancy is the issue of ongoing funding for the units. Currently the rental is set at 25% of the New Zealand Government Superannuation. This level of rental is not expected to meet the basic administration and maintenance costs of the units into the future, particularly as maintenance and refurbishment becomes more extensive and at closer intervals.</p>
Civic House	<p>Tenancy required for level six.</p> <p>Civic House and associated buildings require a programmed renewal and maintenance plan which incorporates landlord and tenant responsibilities contained within the leases held.</p> <p>The State Advances Building has been confirmed as surplus to Council requirements. A call for Expressions of Interest for this building resulted in no submissions being received. Council now needs to revisit this building and consider alternative uses for this building/site.</p> <p>Council's accommodation needs in the future.</p>
Strategic properties	<p>The Initial Earthquake Prone buildings survey indicates varying degrees of strengthening work may be required.</p> <p>These assets will be included in the Property Assets Review project which is providing information on all Council owned buildings and land to decision makers. The objective is to ensure holdings align with and contribute to Council objectives.</p> <p>In many instances purchases of Strategic Properties are undertaken under the Public Works Act. This requires a formal process to be followed and places requirements on Council if and when the Property/Asset is no longer required for that work.</p>
Forestry	<p>Harvesting in high risk areas including close to the Maitai Reservoir – scheduled for 2015-16</p> <p>Collateral damage from harvesting activities</p> <p>Public perception of forestry activities, specifically relating to post harvesting landscape</p> <p>Seeds intruding on native forests – wilding pine</p> <p>Ensuring operations align with primary objectives of the activity while balancing environmental and recreational user needs.</p>

Section	Issues
Saxton Stadium	<p>Adhoc requests from users for such things as storage buildings. The quality, location and design of future buildings and facilities needs to keep within the overall design and appearance of existing buildings.</p> <p>Growing need for indoor training facilities for groups. clubs and individuals</p> <p>Saxton Field has been developing at a rapid pace in recent years. A great deal of infrastructure has been added, including stadium, pavilions and specialised surfaces. The development of policies and processes to guide an increasingly complex set of Assets has not kept pace with the physical works. There is an aim in the Reserve Management Plan to govern and manage Saxton Field as a regional reserve through a single organisation and set of policies. Furthering Saxton Field Governance is a priority.</p> <p>The closure of the Trafalgar Centre has resulted in Saxton Stadium being used for events. This has an effect on the availability of the Stadium for existing community users.</p> <p>Resource Consent restrictions on the number of events and noise restrictions after 10pm have implications on the growing use of this facility to host events.</p>
Other Parks Buildings	Need to validate asset attribute and condition data for the bridges and smaller buildings and update into the asset management systems
Heritage Assets	Risk of building failure resulting from a seismic event. Initial earthquake assessments have been done and any remedial work required to mitigate deficiencies will be determined and prioritised by Council. This may affect the ability of some existing venues to be used and capital expenditure may be required to upgrade these spaces or provide new spaces to meet levels of service

3. LEVELS OF SERVICE

3.1 CUSTOMER RESEARCH AND EXPECTATIONS

While the Long Term Council Community Plan consultation process incorporates the Levels of Service associated with the activities, Nelson City Council has also undertaken a range of consultation processes over the past nine years specifically targeted at gathering information on preferred levels of service or the extent of infrastructure that Council has/will be required to install.

Council has adopted Nelson 2060 as the long term vision of what residents' would like Nelson to be in the future. To assist in achieving this long term goal, Council has adopted a number of outcomes to set priorities for the first three years of the Long Term Plan. These medium term goals provide a broad picture of what improvement would bring and assist with decision making.

3.1.1 Residents' Survey

Every year since 1998, a comprehensive survey is undertaken which, among other things, helps to establish relative priorities among the significant activity areas for Council and measures the level of satisfaction with Council performance in each of these areas.

Note: The maximum margin of error on a sample size of 400 is $\pm 4.9\%$ (95% confidence level).

The assets contained in this plan are included in a wide range of activity areas covered in the survey but the majority support the following activity areas: Parks and open spaces, recreation and leisure, community facilities, and culture, heritage, and arts.

Where specific questions and responses relate to specific areas of this AMP, the information will be included in that section.

2012 Residents Survey

The 2012 Residents Survey identified parks and open spaces (83% satisfied or very satisfied), recreation and leisure (78% satisfied or very satisfied), community facilities (76% satisfied or very satisfied) and as Council's core strengths. These areas were the top 3 in level of satisfaction. Culture, heritage, and arts was ranked 5th (65% satisfied or very satisfied) out of fifteen.

Community facilities, recreation and leisure, and parks and open spaces were all areas where residents indicated they were willing to pay more to enhance the services. Residents were less willing to pay more for culture, heritage, and arts.

3.2 STRATEGIC AND CORPORATE GOALS

Councils are required by the Local Government Act 2002 to have Community Outcomes – a statement of the measures of success that Council is working to achieve for the community. Council's community outcomes were developed in 2005 with significant input from the community. The Long Term Plan 2012-22 also included seven Council priorities to provide a specific focus within the wider outcomes Council aimed to achieve.

3.2.1 Contribution to Council Outcomes

Levels of service within this Plan have been developed with the objective of assisting Council in achieving the community outcomes by:

- ✓ Building healthy, accessible and attractive places
- ✓ Providing a wide range of healthy and safe leisure/recreation opportunities that meet community needs and improve wellbeing
- ✓ Ensuring community facility assets are well planned, inclusive and accessible
- ✓ Managing our community facility resources in a sustainable manner and protecting and enhancing important assets for future generations.

3.3 LEGISLATIVE REQUIREMENTS

The legislative requirements form the minimum level of service as Council is required to comply. It does not necessarily mean that all levels of service are covered within the legislation.

The Local Government Act 2002: Defines the purpose of local authorities as enabling local decision-making by and on behalf of the community, and allows local authorities the power of general competence.

3.3.1 Local Government Act

The Nelson City Council is a local authority established under the Local Government Act 2002 (the Act) with purpose and responsibilities set out in the Act. In particular the purpose is as follows:

10 Purpose of local government

(1) The purpose of local government is—

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

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

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

and the Act further defines core services to the community as:

11A Core services to be considered in performing role

In performing its role, a local authority must have particular regard to the contribution that the following core services make to its communities:

- (a) network infrastructure:*
- (b) public transport services:*
- (c) solid waste collection and disposal:*
- (d) the avoidance or mitigation of natural hazards:*
- (e) libraries, museums, reserves, recreational facilities, and other community infrastructure.*

14 Principles relating to local authorities

(1) In performing its role, a local authority must act in accordance with the following principles:

- (a) a local authority should—*
 - (i) conduct its business in an open, transparent, and democratically accountable manner; and*
 - (ii) efficient and effective manner:*
- (b) a local authority should make itself aware of, and should have regard to, the views of all of its communities; and*
- (c) when making a decision, a local authority should take account of—*
 - (i) the diversity of the community, and the community's interests, within its district or region; and*
 - (ii) the interests of future as well as current communities; and*

- (iii) the likely impact of any decision on the interests referred to in subparagraphs (i) and (ii):*
 - (d) a local authority should provide opportunities for Māori to contribute to its decision-making processes:*
 - (e) a local authority should collaborate and co-operate with other local authorities and bodies as it considers appropriate to promote or achieve its priorities and desired outcomes, and make efficient use of resources; and*
 - (f) a local authority should undertake any commercial transactions in accordance with sound business practices; and*
 - (fa) a local authority should periodically—*
 - (i) assess the expected returns to the authority from investing in, or undertaking, a commercial activity; and*
 - (ii) satisfy itself that the expected returns are likely to outweigh the risks inherent in the investment or activity; and*
 - (g) a local authority should ensure prudent stewardship and the efficient and effective use of its resources in the interests of its district or region; and*
 - (h) in 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) If any of these principles conflict in any particular case, the local authority should resolve the conflict in accordance with the principle in subsection (1)(a)(i).*

3.3.2 Other Legislation

Key legislation or policies that relates to each activity will be noted in the relevant section.

3.4 LEVELS OF SERVICE SUMMARY

3.4.1 Levels of Service to June 2015

Activity or Facility Type	Level of Service	Performance Measure	Target
Sustainability	Community Facilities will be managed so as to maximise their sustainability.	The number of sustainability initiatives identified and implemented each year.	At least one new sustainability initiative implemented each year for each activity area in this Plan (or an equivalent number averaged across the Plan).
Public Toilets	Public toilets are accessible to residents and visitors in areas of high public use.	Toilets per 200m radius in central city and suburban centres.	Toilet facilities are provided within 200m of any point within the central city and suburban centres.

Activity or Facility Type	Level of Service	Performance Measure	Target
	Toilet buildings are well designed, safe and visible.	Project briefs for new or refurbished toilets meet SNZ4241:1999 and CPTED (safer design) guidelines. Statistics from NZ Police	Compliance with SNZ4241:1999 Public toilets standard and adhere to CPTED (safer design) principles. Minimise assault/criminal behaviour.
	Toilet facilities are clean, in good condition and well maintained.	Residents Survey satisfaction improves from 2009. Number of complaints about toilets. Toilets are refurbished at least every 10 years.	Annual residents' survey gauges resident satisfaction. Number of complaints reduces over life of Plan.
Crematorium	A crematorium that meets the return in Council's funding policy.	Yearly general ledger analysis. Number of cremations/chapel hires show increase in usage. User charges fund operation of pet cremator.	Crematorium fees and charges comprise 90% of operating costs. Marketing strategy implemented by 2013.
	The crematorium is operated in an environmentally responsible manner.	Level of environmental impact as determined by discharge consent conditions, level of fossil fuel usage, and discharge of air toxins.	Least environmental impact fuel used where available and cost effective. Emissions meet discharge consent conditions. Increase in use of renewable and untreated wood and cardboard/banana leaf coffins.
Marina	Marina facilities in sufficient quantity and type to support the needs of residents and visitors to Nelson in the future.	Level of user satisfaction with type of facility and quantity by 3 yearly surveys of facilities user groups. Level of resident satisfaction with facilities provided.	70% of users are satisfied or very satisfied with marina. Occupancy of the marina berths exceeds 90%.
	Marina is financially sustainable.	The marina is self funding, including making sufficient income to cover costs of upgrading / replacing facilities.	There is no cost to rates to operate the marina. Fees and charges cover the maintenance and renewal of marina facilities.

Activity or Facility Type	Level of Service	Performance Measure	Target
Libraries	Residents have access to a high quality collection of resources.	The percentage of respondents to a library survey who generally find what they want at the libraries.	Maintain or improve on the 2007 survey results: At Elma Turner Library – 85% At Stoke Library - 77%
	Library customers can easily access information and electronic resources.	Number of catalogue searches Number of web page views Sessions on library databases Computer bookings Types of computer classes, and numbers of people attending them	Electronic usage continues to increase
	The library is a well used, welcoming and safe environment.	The level of satisfaction with the libraries as determined by residents' survey Trends in membership, door counts	At least 80% of customers are satisfied or very satisfied with libraries 75% of population are library members Door counts increase
	Opening hours suit the majority of users.	Percentage of respondents very/fairly satisfied with opening hours, in library user surveys.	At least 75% of survey respondents are very/fairly satisfied with library opening hours
Social Facilities	Social facilities provided in sufficient quantity and type to support the needs of residents of Nelson in the future.	Level of public and user satisfaction with social facilities.	Number of complaints in Council's Ozone System about social facilities reduce over time. Residents' survey indicates 70% are satisfied or very satisfied with social facilities provided.
	Social facilities are financially sustainable.	Costs to rates matches funding policy.	Maintenance and operation of social facilities meets the rates funding policy.

Activity or Facility Type	Level of Service	Performance Measure	Target
Events Centre (Trafalgar Centre)	A versatile multi-purpose indoor facility that meets the needs of Nelson residents and visitors for a high quality, large capacity events venue.	Provision of Trafalgar Centre	To continue to provide the Trafalgar Centre
	To operate the Trafalgar Centre efficiently.	Net cost per user	Net cost per user no greater than \$6.00 per year
	To maximise the utilisation of the Trafalgar Centre across a range of users.	Number of people using the Trafalgar Centre and total hours used	Annual number of users is maintained Annual usage hours exceeds 2500
Swimming Pools	Swimming pools that meet the needs of users and provide opportunity for aquatic based recreation activities and learn to swim programmes.	Provision of two swimming pools Annual customer surveys Yardstick benchmarking comparison	Provision of a swimming pool that is within 10km (driving distance) of 80% of the Nelson City population Years 1-3, 60% of customers are satisfied with the Swimming Pools; Years 4-10 – 80% satisfied. Admissions per m2 per annum above average of peer group as measured by Yardstick
	To operate the pools efficiently.	Net cost per admission	To operate at net cost lower than the industry average for peer group as measured by Yardstick
	Affordable for all.	Annual yardstick benchmarking analysis	Pool admission and learn to swim charges no greater than 10% higher than industry average as measured by Yardstick Leisurecheck.
Community Housing	Community Housing will be maintained to ensure structure is sound and weatherproof.	Two year Asset condition rating system	Maintain community housing assets at no less than Grade 3

Activity or Facility Type	Level of Service	Performance Measure	Target
	Community Housing tenants are safe.	Percentage of units with smoke alarms Percentage of units with locks and security stays Two yearly condition assessments	Smoke alarms are provided in each unit Locks and security stays are fitted in each unit Grounds are maintained free of dangerous hazards
	Community Housing operated efficiently	Annual report measurement	Annual budgets are met
	Housing occupancy maximized	Monthly management reports	Occupancy is maintained at 95% or greater

3.4.2 Proposed Levels of Service 2015-2025

Refer to Levels of Service section in each Focus Area or the summary table in the Executive Summary.

4. DEMAND TRENDS

This section outlines the existing demand, demand forecasts, growth and expectations and the demand management strategies that Council utilise.

4.1 EXISTING SITUATION

The Census provided a count of the usually resident population in Nelson on Census night (5 March 2013) of 46,437. The count excludes visitors from overseas and residents who are temporarily overseas on census night. There is generally an undercount of about two percent in the number of residents on census night.¹⁸

4.2 DEMAND DRIVERS

4.2.1 Factors influencing demand

- ✓ Population
- ✓ Aging populations
- ✓ Changes in customer expectations
- ✓ Technology
- ✓ Environmental factors
- ✓ Legislative
- ✓ Corporate policies

4.3 DEMAND FORECAST

4.3.1 Population Trends¹⁹

Historic population estimates and projections to 2045 are shown in the table below. The information is sourced from Statistics New Zealand local population trends, published in December 2010. For the future projections, the medium population projection has been used in this document. Due to the recent earthquakes in Christchurch, the planned census for 2011 has not taken place and is now planned for March 2013.

New Zealand population projections have been increased by 200 to allow for higher internal migration following the Canterbury earthquakes. Recent estimates from Statistics New Zealand have supported this assumption.

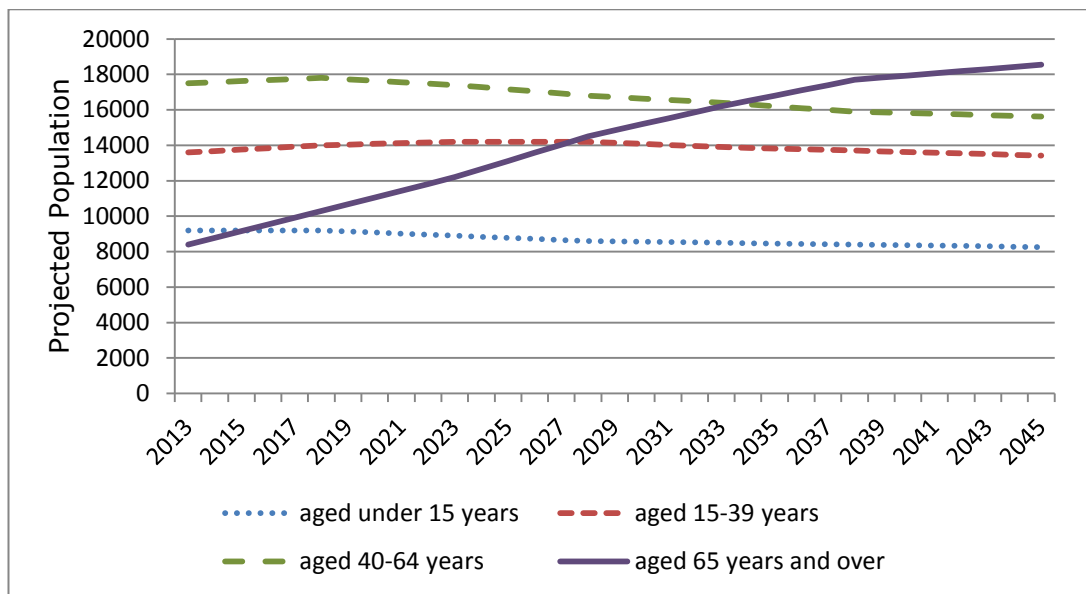
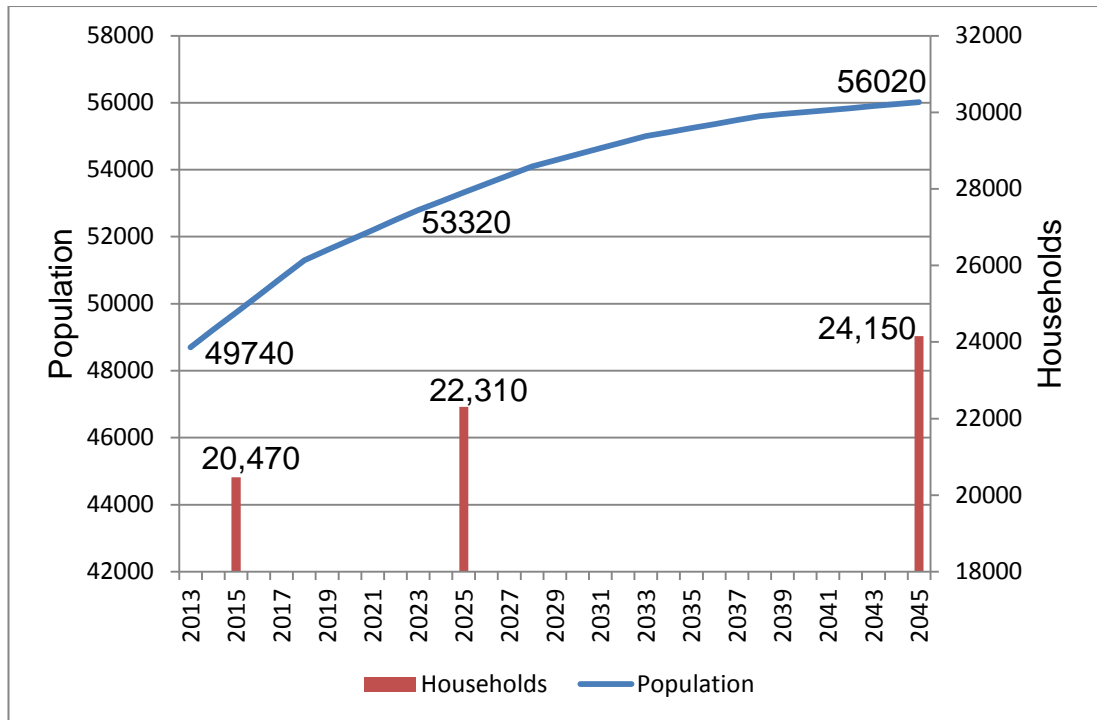
Table 4.1: Population forecasts

	2013	2015	2025	2045
Population	48,700	49,740	53,320	56,020
Households	No collected	20,470	22,310	24,150
Median age	42	43	46	50
Aged 65 years and over	8,400 17%	9,160 18%	13,120 25%	18,540 33%
Aged 15-64	31,100 64%	31,380 64%	31,360 59%	29,040 52%
Aged under 15 years	9,200 19%	9,200 18%	8,780 16%	8,260 15%

¹⁸ Population Trends and Age Structure sourced from Information on Nelson's Population and Demographics 2014 (A1114741)

¹⁹ Ibid, section directly sourced from A1114741

Figure 4.1: Nelson City Council Population Projections 2011 - 2045



4.3.1.1 Key trends:

- ✓ Population and household numbers increasing but at a slower rate
- ✓ Ageing population
- ✓ Smaller households
- ✓ Growth in Stoke

Nelson’s population is expected to grow by 3,600 residents over the next ten years, to 53,320 in 2025, at an average annual growth rate of 0.7 percent.

Half the growth between 2015 and 2025 is driven by an increase in Stoke’s population and the populations in Nelson Central, Nelson North and Tahuna are also expected to increase.

Population growth is expected to slow down over time, based on the assumption that deaths will increase while births stay constant, and that migration rates also remain constant.

Nelson's population is likely to grow by a further 2,700 over the 20 years between 2025 and 2045, to 56,000 in 2045, at an average annual growth rate of 0.2 percent.

Most of the growth in these later years is again driven by an increasing population in Stoke and, to a lesser extent, in Nelson North.

Nelson's population is ageing and the median age is projected to increase from 43 in 2015 to 50 in 2045.

The proportion of the population aged 65 years and over will increase from 18% in 2015 to 25% in 2025 and is likely to make up a third of the population in 2045.

The proportion of the population aged under 15 years will decrease after 2018, from 18% to 16% in 2025 and to 15% by 2045.

4.3.1.2 Household trends

The number of households in Nelson is projected to increase by about 1,800 in the ten years between 2015 and 2025, to 22,310

As with the population growth, about half the increase between 2015 and 2025 in the number of households is driven by growth in Stoke and a quarter is by Nelson Central

The number of households in Nelson is projected to increase by another 1,800 in the twenty years between 2025 and 2045, to 24,150, with over half of the increase driven by an increasing number of households in Stoke

Overall there is a trend towards smaller households with an increase in one-person households.

4.3.1.3 Areas

The following sections summarise the area unit data by four different areas:

Stoke: Saxton, Ngawhatu, Langbein, Isel Park, Nayland, Maitlands, and Enner Glynn area units

Tahunanui: Nelson Airport, Tahunanui, and Tahuna Hills area units

Nelson Central: Grampians, Toi Toi, Washington, Britannia, Port Nelson, Broads, Kirks, Bronte, Trafalgar, The Brook, Atmore, Maitai, and The Wood area units

Nelson North: Atawhai, Clifton, Glenduan and Whangamoia area units

Most of Nelson's population and housing growth over the next 10 and 30 years is projected to be in Stoke, based on current information about available residential land. Three-quarters of the population growth and over half of the housing growth between 2015 and 2045 are projected to be in Stoke.

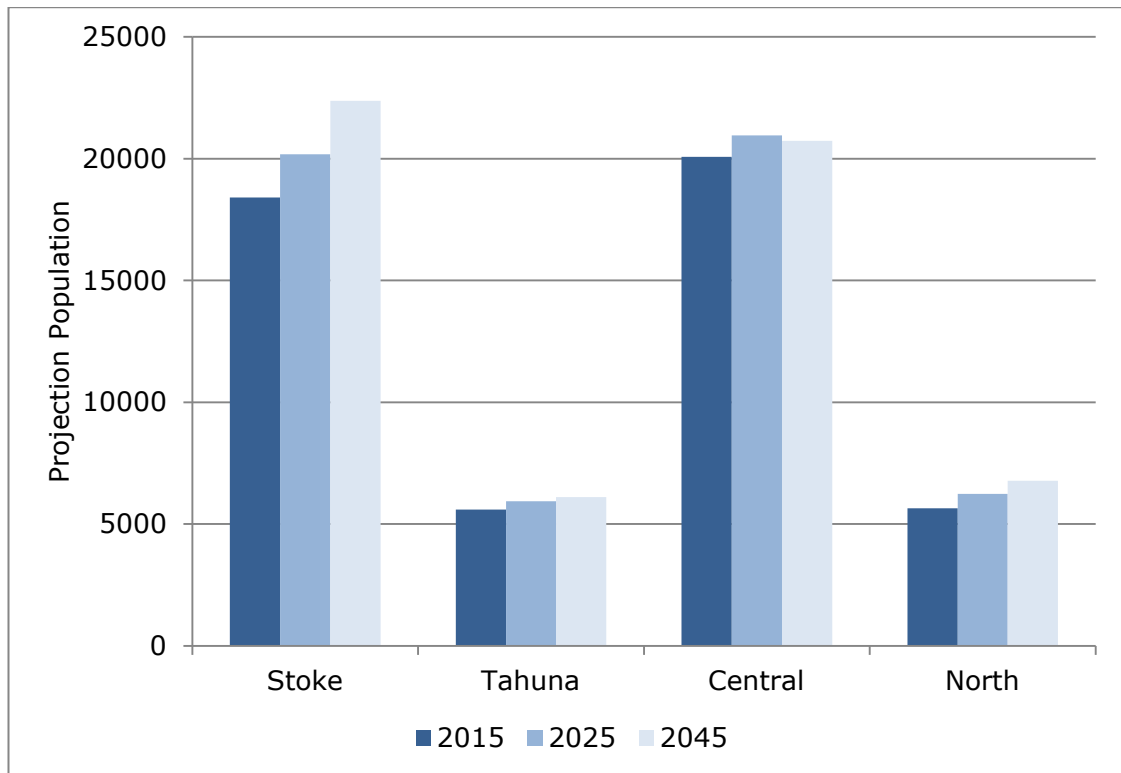
Each area's share of Nelson's total population and housing stay fairly similar. The percentage of Nelson residents living in Stoke increases slightly from 37 percent in 2015 to 40 percent in 2045 and Nelson Central's proportion falls from 40



percent to 37 percent. From 2031 there will be more people living in Stoke than in the Nelson Central area.

The populations in Tahunanui and Nelson North both stay at about 11 percent of Nelson's total.

Figure 4.2: Population projections by area – 2015, 2025 and 2045



4.3.2 Age structure

Nelson's population is projected to age, with the median age increasing from 42 years in 2015 to 44 years in 2025 and 50 years in 2045. The proportion of the population aged 65 and over will increase from 18 percent in 2015 to 23 percent in 2025 and 33 percent in 2045. With increasing life expectancy, the proportion aged 75 and over will experience the greatest growth, from 8 percent in 2015 to 18 percent in 2045.

Conversely, the working-age population (defined as 15-64 years) will steadily decline. Most of the decrease is in the 40-64 year old age group. However the retirement age could change at some point and there is also likely to be more people working beyond the retirement age.

The number of children is projected to increase initially but then decline from about 2021.

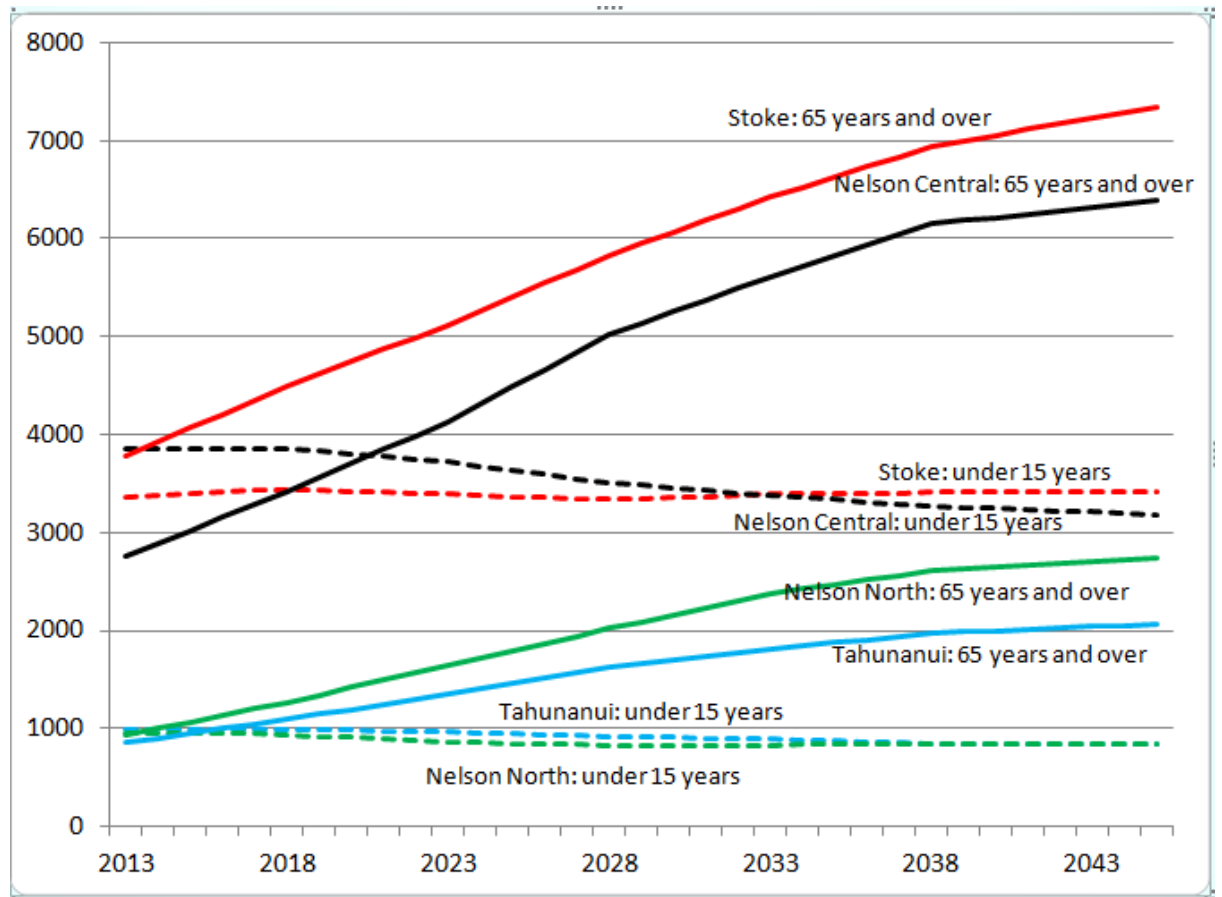
Older residents (65 years and over) are projected to outnumber children in Nelson from 2016 although this is already the case in Stoke and Nelson North.

The percentage of residents aged 65 and over increases between 2015 and 2045 in all four areas. The proportion is projected to almost double in Nelson North and Tahunanui, to about a third of the population by 2045. The proportion in Nelson Central will increase from 14 percent of the population in 2015 to more than a quarter in 2045. The older residents' proportion of Stoke's population increases from 22 percent to 29 percent between 2015 and 2045.

While there will continue to be more older people living in Stoke than in Nelson Central, Stoke's share of older Nelson residents will decrease from 44 percent in 2015 to 39 percent in 2045. The proportion in the other three areas will increase.

There will be more children living in Stoke than in Nelson Central from about 2033.

Figure 4.3: Population projections by age group by area



4.3.3 Other factors

- ✓ Changes in customer expectations
- ✓ Cross boundary
- ✓ Technology
- ✓ Environmental factors - freshwater
- ✓ Legislative – NRMP, treaty settlements (ref: A1170296)
- ✓ Corporate policies

4.4 DEMAND IMPACT ON THE ACTIVITIES AND ASSETS

Detailed in each focus area section

4.5 DEMAND MANAGEMENT PLAN

Demand Management strategies are used as alternatives to the creation of new assets. They are aimed at modifying customer demands to achieve:

- The delivery of cost-effective services.
- Defer the need for new assets and optimise the performance/utilisation of the existing assets.
- Manage exiting assets sustainably

Nelson City Council is working on a range of strategies to manage the demand for community facilities.

4.5.1 Asset Programmes to Meet Demand

Specific measure required to meet demand changes are identified in the focus area sections.

5. SUSTAINABILITY

5.1 OVERVIEW OF SUSTAINABILITY

The Local Government Act 2002 requires that local authorities take a sustainable development approach to everything they do. Council adopted a Sustainability Policy in 2008 setting out Council's commitment to sustainability through the services it provides and in the way it operates as an organisation.

In doing this we are required to take into account:

- ✓ The social, economic and cultural interests of people and communities; and
- ✓ The need to maintain and enhance the quality of the environment; and
- ✓ The reasonably foreseeable needs of future generations

5.2 SUSTAINABILITY AT NELSON CITY COUNCIL

5.2.1 Nelson 2060

In 2011 Council began work on a 50 year vision of what Nelson could become, using sustainability principles. The vision statement was adopted in the Long Term Plan 2012-22 and the full Strategy in 2013. It identified ten goals that the Nelson community said were priorities for action and Council is now working to ensure that these goals and sustainability principles are integrated into all the decisions made about its activities.

Nelson 2060 – The Vision

Nelson 2060 is an inclusive city, with a diverse range of residents who can connect easily to each other and to the beautiful place we call home. Our inclusive leadership style supports our unique approach to living, which is boldly creative, ecologically exemplary, socially balanced and economically prosperous.

5.2.2 Sustainability and Asset Management

Council recognises the benefits that come from incorporating sustainable practices with asset management activities.

Sustainable development actions and approaches are embedded throughout this asset management plan in the sections on: Levels of Service, Demand Management, Sustainability, Risk Management, Lifecycle Management, and Financial Management. These practices align most closely with delivering the following goals:

Goal Three: Our natural environment – air, land, rivers and sea – is protected and healthy

Goal Six: We move from using fossil fuels to renewable energy sources

Goal Seven: Our economy thrives and contributes to a vibrant and sustainable Nelson

Goal Nine: Everyone in our community has their essential needs met

Goal Ten: We reduce our consumption so that resources are shared more fairly

Community infrastructure is installed and maintained on the understanding that the assets are provided in perpetuity for the benefit of future generations. Longevity of an asset is a prime consideration when design and planning is undertaken for new or replacement.

5.2.3 Examples of Sustainable Practices for Property & Facilities assets

Monitoring and continuously reducing fossil fuel use through facilities design and development, operations and maintenance and exploring options for using alternative fuels:

The potential for the crematorium to be fired by used canola oil is currently being investigated, and as well as vehicles and equipment at the cemeteries to use bio diesel.

Option to use pelletised wood fuel for heating Nayland Pool (would require agreement of Nayland College whose boiler provides the heat).

In determining location of future community facilities, transport fuel use and accessibility by public transport, cycling or walking will be taken into account.

Energy efficiency and conservation initiatives:

- ✓ Montgomery Superloo has solar water panels.
- ✓ Insulation has been retrofitted into 138 community houses.
- ✓ The shower heads were replaced at Riverside Pool to reduce water consumption. The Tahuna Community Police Station was insulated.
- ✓ The CAB/Plunket building in Paru Paru Road was insulated.
- ✓ Energy efficient lighting installed at Elma Turner Library. Weekly savings of \$157 per week (\$8190 per year). Black curtains were also fitted in the children's library to reduce heat and glare in summer.
- ✓ Riverside Pool has solar water heating for showers, and a new more energy efficient pump. New pool covers have reduced heat loss from the pools.
- ✓ The southern end rebuild of the Trafalgar Centre includes collection of roof-shed rainwater to flush toilets.
- ✓ Sustainability is one of the evaluation criteria in service contracts.

Plastics, such as coffin handles, must be removed before any cremation takes place, thereby reducing the pollutant emissions, or ensure only polyethylene plastics are used.

The Operations team has a Sustainability Management Plan which looks at opportunities for reducing the application of manufactured pesticides/chemicals.

Programmes in place to monitor, reduce, recycle and reuse waste from the community facilities, including green waste.

Ensure Council facilities minimise fine particle and other discharges to air through best practice or fuel switching.

Location of future facilities having regard to transportation impacts on greenhouse gas production.

Use renewable energy or fuels or implement energy efficient solutions as opportunities arise and costs allow.

Focus on reducing pool leaks.

The community facilities provide opportunities for people of varying physical abilities to improve their health and wellbeing.

Consider green building solutions at planning and design stages for new facilities when practical and appropriate.

Funding for smart building trials has been included in the plan for priority facilities.

6. RISK MANAGEMENT

This section looks at the Risk Management processes set up by Nelson City Council for assessing and managing risk. Risk is used as a strategic decision-making tool assisting with developing and prioritising strategies and work programmes.

6.1 RISK MANAGEMENT OVERVIEW

6.1.1 Background

Risk is defined by ISO 31000²⁰ as the 'effect of uncertainty on objectives'. The level of risk is the combination of the likelihood of an event occurring and, if the event occurs, the magnitude of its impact on objectives.

Risk management is a coordinated set of repeatable processes used to identify, assess, and control risks in a coherent manner. The aim of risk management is to increase the probability of efficiently achieving goals and protecting value through eliminating or reducing threats and maximising opportunities.

A Risk Management Strategy is designed 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.

Component level risk is to be assessed following the completion of the criticality assessment. It is important to note that risk management is not simply about the downside of events such as financial loss or legal proceedings. It also refers to the upside and opportunities that exist for the Nelson City Council to do things more innovatively, sustainably and effectively.

6.2 RISK MANAGEMENT PROCESS

The risk management process is consistent with the joint Australian New Zealand Standard AS/NZIS4360:2004 Risk Management, Aligns with SNZ HB 4360:2000 (Risk Management for Local Government Standards) and the associated Risk Management Guidelines (SAA/SNZ HB 436:2004), to ensure risks are managed on a consistent basis.

6.2.1 Risk Management Context

Risks can be seen to arise from many areas of Local Government - Built Assets, Business Risk, Governance, Legal, Financial, Information Management, Human Resources.

6.2.1.1 Legislative Compliance

Relevant legislation relating to this activity includes:

- ✓ Local Government Act 2002
- ✓ Reserves Act 1977
- ✓ Resource Management Act 1991
- ✓ Building Act 2004
- ✓ Health & Safety In Employment Act 1992

²⁰ International standards for risk management

6.2.1.2 Industry Standards and Guidelines

There a number of industry standards and guidelines that affects this activity. The activity areas that are considered to carry risk and where compliance with industry standards or guidelines is in place are:

Facilities operations:

- ✓ NZS 8409:2004 Management of Agrichemicals
- ✓ SNZ HB 8630:2004 Tracks and outdoor Visitor Structures
- ✓ NZS 3910:2003 Conditions of Contract for Building and Civil Engineering Construction
- ✓ NZS 8603:2005 Design and Application of Outdoor Recreation Symbols
- ✓ NZ 4241:1999 Public Toilets guidelines for service standards and design.

Probability Impact Matrix				
	Potential consequence			
Likelihood	Minor	Moderate	Major	Severe
Almost certain	M	H	E	E
Likely	M	H	E	E
Possible	M	H	H	E
Unlikely	L	M	H	H
Rare	L	L	M	M

RISK LIKELIHOOD		
Descriptor	Next 12-24 months	%
Almost certain	71-90% or higher chance of the event occurring	90%
Likely	51% - 70% chance of event occurring	70%
Possible	31% - 50% chance of event occurring	50%
Unlikely	6% - 30% chance of event occurring	30%
Rare	Less than 5% chance of event occurring	5%

Risk Consequence Criteria

Factor	Minor	Moderate	Major	Severe
Areas of Impact	10	20	40	80
Goals/ Objectives (effectiveness)	Requires adjustment of an objective - does not impact progress towards overall goals/ outcomes	May require changes to several objectives and will impact on outcomes	Significantly hinders ability to deliver majority of agreed goals & objectives	Completely prevents ability to deliver all agreed goals & objectives
Financial (efficiency)	capital cost/ loss <\$10k	capital cost/ loss \$10-\$100k	capital cost/ loss \$100-\$500k/ year	capital cost/ loss >\$1m/ year
Reputation / Customer Perception	One off negative comment on an issue	Significant issue or event that paints Council in a negative light	One off event or series of events that result in loss of confidence from one or more key stakeholders	Relentless/sustained reputation issues. Resignation of senior staff or elected members. Scandal
	Informal dissatisfaction by small group of customers/ stakeholders, no media coverage	Several customer/ stakeholders express concern, dissatisfaction, media interest	Key customers/ stakeholders upset, one off negative media coverage	Most customers/ stakeholders formally complain, sustained negative media coverage, internal/ 3rd party investigation
Legal / Compliance	General concerns or 'could do better' within context of overall compliance	Compliance issues cause concern at corporate level and need to be addressed	Significant compliance breach which exposes the organisation to legal challenge/ prosecution	Significant compliance failure resulting in sustained legal issues, prosecution, and/or liability to organisation, Sr mgmt, and/ or councillors
Relationships / political	Relationship issues between key parties cause delays to key decisions	Significant one off or ongoing relationships issues that impact on key objectives	Severe breakdown of relationships resulting in resignations of key stakeholders	Public severance of relationship with Council
Asset Performance	Asset fail impacts fewer than 4 customers / day	Asset failure impact on >40 people/ day	Asset failure impact on >400 people/ day	Asset failure impact on >4000 people/ day

Risk Consequence Criteria

Factor	Minor	Moderate	Major	Severe
Areas of Impact	10	20	40	80
People	Impact on wellbeing or engagement level of <5 staff	Impact on wellbeing or engagement level of 5-15 staff	Significantly detracts from engagement and/ or wellbeing of 15 - 50 staff	Conflict with organisational culture, values, or purpose for all staff
Health and Safety	Near miss report, minor injury to single person	Injury to single members of staff, contractors, or public	Injuries to several members of staff, contractors, or public	Serious injuries/ possible fatalities of staff, contractors, or public

6.2.2 Identification

The risk register for assets included in this plan has reviewed by operational and asset management staff and updated as appropriate. The register includes a consequence rating and a likelihood ranking to produce an overall risk ranking for each event.

The first step is to identify risks to activity objectives (consider both possible threats and opportunities). This step focuses on what and how things can happen that may impact on achievement of activity objectives.

In updating the risk assessment the following issues will be addressed:

- ✓ All risks should be identified, and an assessment made of the likelihood and impact of the risk occurring.
- ✓ The identified risks should be categorised into high, moderate or low risks, based on the likelihood and impact assessments.
- ✓ Mitigation strategies should be identified, and the risks reassessed assuming the mitigation strategies have been implemented.

Sources of Risk include: Natural events, Political circumstances, Human behaviour, technical issues: innovation, obsolescence, economic circumstances, management activities and controls

Areas of Impact include: Customer / Community, Performance: levels of service, project delivery, People (internal and external), intangibles (goodwill, reputation), financial (costs and income), organisational culture, environment, assets

6.2.3 Analysis

Once identified risks are assessed against the probability of the event occurring and the impact of that event on the activity objectives if it occurred. Confirm clear and complete risk descriptions and assess against established criteria. Relationships between risks should also be noted.

6.2.4 Evaluation

Risks are then reviewed against criteria and decision made on whether to accept the risk. Risks that aren't acceptable are prioritised for treatment.

6.2.5 Treatment

For risks requiring further treatment, a response plan is developed. This should include clear actions and required funding to treat the threat or maximise the opportunity.

Treatment options include:

Reduce Likelihood	Reduce Consequence
Contract conditions	Contingency planning
Audit/ compliance programmes	Disaster recovery plans
Project management	Public relations
Supervision	Minimise exposure to sources
Training	Contract conditions
Inspection & process controls	Insurance

The mitigation strategies are detailed and the residual risk is then ascertained. The risk register must be reviewed on a regular basis, to ensure that all risks are relevant and understood. Where required, the mitigation strategies should be noted and addressed in the relevant section.

6.2.5.1 Insurance

All buildings and plant are adequately insured. Insurance cover is reviewed and updated annually through Councils insurance brokers.

An insurance excess of \$2,500 applies to any claim. This means that for minor asset damage or loss, which applies to the majority of repairs required for accidental or vandalism damage, the Council effectively self insures by providing an annual budget provision to meet these repair costs.

6.2.5.2 Emergency Management

Civil Defence and Emergency Response Plans

The following documents are available for guidance in the Civil Defence and Emergency Management:

- Civil Defence Emergency Management Plan.
- Nelson City Council Emergency Procedures Manual - exercises are carried out on a six monthly basis to ensure all staff are familiar with the procedures.

Section 64 of the Civil Defence Emergency Management Act 2002 requires Local Authorities to:

64 Duties of local authorities

(1) A local authority must plan and provide for civil defence emergency management within its district.

(2) A local authority must ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency"

Local Civil Defence Emergency Management Arrangements

Nelson-Tasman Civil Defence Emergency Management Group is a joint committee of both Nelson City Council and Tasman District Council.

The Nelson Tasman Civil Defence Emergency Management Group Plan provides for an 'all hazards' approach to emergency management planning and activity within the Civil Defence Emergency Management Group area for Nelson City and Tasman District. The Civil Defence Emergency Management Group Plan states the civil defence emergency management structure and systems necessary to manage those hazards, including the

arrangements for declaring a state of emergency in the Group’s area. The Group Plan is the primary instrument whereby the community identifies and assesses its hazards and risks, and decides on the acceptable level of risk to be managed and how it is to be managed.

Lifelines Responsibility

Section 60 of the Civil Defence Emergency Management Act 2002 requires Local Authorities to:

60 Duties of lifeline utilities

Every lifeline utility must—

(a) ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency

Nelson City Council participated in the Nelson-Tasman Engineering Lifelines project as a life line utility.

The following table indicates the status of the stormwater schemes in the areas of Risk Reduction, Readiness, Response and Recovery.

Table 6.1: Risk Reduction, Readiness, Response and Recovery Status

Activities Required	Description	Stormwater Status
Risk Reduction	Identifying hazards, describing risks, and taking actions to reduce the probability or consequences of potential events.	Asset Management Plan Risk Treatment Schedule and Plan.
Readiness	Planning and preparation required to equip agencies and communities to respond and recover.	Emergency procedures manual and exercises.
Response	Addressing immediate problems after an emergency.	Stormwater Mutual Aid Plan.
Recovery	Addressing the long-term rehabilitation of the community.	Nelson-Tasman Civil Defence Emergency Management Group.

Electricity Supply

The electricity lines suppliers are Network Tasman Ltd and Nelson Electricity Ltd.

Energy supply is via contracts with Trustpower, Contact Energy and Meridian Energy. We are currently tendering these accounts with other Councils to procure a new contract from Jan 2012.

Interconnectivity Effects

Interconnectivity or interdependence between different utilities during and after a disaster is of utmost importance. In the event of failure, access is necessary to visit a site and provide power for recovery or removal of debris. To enable effective and efficient recovery of lifelines from an event which disrupts their service, dependencies on other lifelines must be understood and where necessary, mitigated against.

4-5 details the interdependence²¹ between Nelson City Council and other utility providers following a disaster.

Table 6.2: Interdependency – Nelson City Council and other Utility Providers following a Disaster

²¹ Assessment of Interdependency Workshop: February 2008

The degree these utilities are dependent on these											
	Roading	Sea Transport	Air Transport	Water Supply	Wastewater	Stormwater	Electricity	Fuel Supply	Broadcasting	Telecommunications	
Roading		1	2	2	2	3	1	3	3	3	
Sea Transport	2		0	1	1	0	2	2	1	2	
Air Transport	3	1		1	1	0	2	2	0	1	
Water Supply	3	2	2		0	0	3	3	3	1	
Wastewater	3	2	2	1		0	2	2	2	1	
Stormwater	3	2	2	0	0		3	3	2	1	
Electricity	3	2	2	0	1	2		3	2	3	
Fuel supply											
Broadcasting	2	0	2	0	0	0	3	2		3	
Telecommunications	3	1	2	0	0	0	3	3	2		
Total Dependency	22	11	14	5	5	5	19	23	15	15	
3 = Essential to Operations 2 = Important to Operations 1 = Low/Minimal Reliance or requirement 0 = No Reliance or Requirement											

The above table shows a high dependence for Nelson City Council on roading, electricity and fuel supplies following a disaster.

6.2.5.3 Resources

Sufficient staff resources of a suitably skilled nature are in place to manage and operate this activity. A number of staff have been trained in emergency response through the assistance of the Emergency Operations Centre (EOC) located in Tasman.

6.2.5.4 Service Standards

The specifications for all regular maintenance and operation activities have been defined and documented in the maintenance contracts that have been prepared.

6.2.5.5 Health and Safety

Council has a Health and Safety Co-ordinator who in-conjunction with the Nelson City Council Health and Safety Committee ensures the responsibilities under the Health and Safety in Employment Act 1992 are met. Regular safety training is provided to staff and induction processes have been established for contractors and consultants working on Council sites where required. Council contracts and tenders require stringent HSE compliance.

A Health & Safety Policy and Council Hazard Register is in place for the Council. The hazard register primarily deals with hazards associated with Council staff or contractors working on Council sites and the control measures to be implemented to minimise the hazard.

Facilities user safety is addressed through the Council Hazard Register. Inspections are undertaken regularly and equipment is manufactured and installed in compliance with the relevant standards.

6.2.5.6 Contracts Supervision

Maintenance contractors are supervised directly by staff from the Parks and Facilities. In some cases an architect or other specialist consultant may supervise contractors on development projects.

6.2.5.7 Attention to Repairs

Faults or request for service reported by the public are dealt with by the customer services staff and referred to the community facilities supervisor for action if required, or referred to the Parks and Facilities staff responsible for the area or activity as appropriate, for action. Inspection and remedial work is carried out within the following response times:

- ✓ Urgent (public safety issues) – 2 hours
- ✓ Priority – 24 hours
- ✓ Standard – 5 working days
- ✓ Non urgent – 15 working days

Minor faults or requests for service received after hours are referred direct to the appropriate contractor, who has authority to take the appropriate action required (within limits specified in their contract).

6.2.5.8 Delegations

Financial authority delegations are in place for all staff with purchasing authority.

6.2.5.9 Responsibility Allocated to Ensure Completion of Work

Individual responsibilities are defined in job descriptions and annual work programmes. Progress against annual work programmes is monitored on a quarterly basis through staff meetings and other communication.

A formal review of performance is undertaken at the end of each financial year, areas for improvement (if any) identified, and the work programme for the coming year is agreed.

6.2.5.10 Council Policies

The Council has a Corporate Policy manual in which are recorded all Council policies.

6.2.6 Other Treatment practices

In relation to the community facilities activity, the following provisions will be made:

- ✓ To maintain and ensure compliance with up to date Health and Safety Plans for all staff and contractors and manage the contractors response to new Health & Safety issues
- ✓ To maintain a risk assessment register and to review and update this as part of the Activity Management Plan review
- ✓ To monitor the condition of facilities on a regular basis
- ✓ To monitor potential hazards in all facilities grounds on a regular basis, and to take appropriate action to reduce possible risks by eliminating, mitigating or isolating the hazard as soon as any potential hazard is identified
- ✓ To monitor structures and public buildings so that they are maintained in a safe and sound condition that complies with the Building Act where required

6.2.7 Monitoring and Reporting

Progress towards achieving the outcomes identified in the Community Plan is assessed during annual plan and community plan development and in more detail when the activity management plan is reviewed every three years.

6.2.7.1 Expenditure

Operational and capital expenditure is monitored monthly to ensure expenditure is achieved within budget targets.

6.2.8 Risk Management Improvement Programme

It is considered that the Asset Risk Schedule must be further developed to a component level to be confident that the asset has been appropriately evaluated. This is necessary as different assets lend themselves to different treatment options. These treatment options may include:

- ✓ Increased maintenance
- ✓ Early replacement
- ✓ High level of procedures, decision making process, contingency plans and operation and maintenance manuals
- ✓ Accepting risk i.e. do nothing, monitor

These treatment options may increase operating and depreciation costs but offsets the high level of risks associated with Nelson City Council assets.

It is considered that if the improvements or actions indicated in the improvement and action plans are implemented then the level of risk is considered to be at an acceptable level for the ongoing operation of the Nelson City Council property and facility assets.

6.3 RISK SUMMARY

The most significant risks that span the majority of property and facilities assets result from natural events and recently uncovered hazards. The primary driver behind response decisions revolve around successful delivery of cost effective levels of service (primarily public safety and continuous service of critical assets).

Other high level risks are noted in the focus area sections.

6.3.1.1 Seismic Events

Evaluating buildings and structures based on likelihood and consequence of failure.

Nelson City Council is required to undertake seismic assessments of some of its buildings in accordance with the Building Act and its own Policy for Earthquake Prone, Dangerous and Insanitary Buildings. These assessments are being undertaken by independent consultants. Initial assessments of all of Council's buildings have been completed. Detailed assessments were completed on 38 buildings that rated below 34%NBS following an initial assessment.

Out of the 38 detailed assessments, 28 buildings require no further action under the Building Act (17 buildings achieved above 34% NBS following detailed assessments, 9 buildings have been strengthened to achieve above 34%NBS, 1 building rated below 34%NBS has been demolished and another building rated below 34%NBS is scheduled to be demolished in the 15/16 financial year). A total of 10 buildings will require additional work to either strengthen the building to 34%NBS or otherwise remove the risk. With the exception of two, these buildings have been issued with Section 124 notices.

Nelson City Council expects that further detailed assessments will be completed on moderate risk buildings, i.e buildings provisionally rated between 33 and 67%NBS following initial assessment. This may lead to impairment of further buildings in coming years.

A complete list of the seismic assessments is located in the NCC Earthquake assessment register (A666409).

6.3.2 Climate Change

There has been considerable work undertaken at a national level on the possible effects of climate change and sea level rise. The New Zealand Government has published projections of climate change to 2080. The general trend for Nelson is of winters being

wetter and the other seasons being drier. More frequent heavy rainfall events have been predicted. By the 2090s the typical temperature rise is expected to increase +2 degrees Celsius and extreme rainfall events should increase by about 16%.

The key climate influences on property and facility assets is....

Sea Level Rise: Nelson City Council has factored predicted sea level rise into its minimum ground and floor level requirements for low lying sites in the Nelson Resource Management Plan and Engineering Standards. The predictions for sea level rise, flooding, and storm surges will be monitored on an ongoing basis to ensure that the Council's planning documents and building requirements reflect the most up to date predictions.

The High Intensity Rain Fall Analysis for Nelson Urban Area carried out by NIWA in 2008 indicated the following; *the present Nelson City design storm intensity chart is somewhat conservative: the 50 year return period totals on this chart are close to 100 year return period HIRDS estimates. However, a degree of conservatism in the estimates is probably desirable, especially since intensities increase moving to higher elevations inland from the coast.*

The Nelson City Council Land Development Manual incorporates changes noted in the NIWA report. In view of the predicted changes in sea level and changes in rainfall intensity, the effects on the existing reticulation (pipes and rivers) and the associated effects to the hydraulic grade lines in pipes need to be reviewed.

6.3.3 Hazardous Activities and Industries

The regulations apply if the following activities will be carried out on a HAIL identified site:

- ✓ remove or replace an underground fuel storage system or any of its parts
- ✓ sample the soil to determine contamination
- ✓ disturb the soil (earthworks)
- ✓ subdivide the land (see exception below)
- ✓ change the use of the land

The regulations do not apply to:

- ✓ existing uses (including consented activities before 1 January 2012) on HAIL land
- ✓ subdivision of production land that does not stop being production land
- ✓ sampling or disturbing soil on production land such as an orchard or market garden that is also HAIL land, unless the activity is near the house or involves removing or replacing a fuel storage system
- ✓ land where a detailed site investigation exists and shows that contaminants in the soil are at or below background concentrations
- ✓ changing the use of HAIL land to a use that is not reasonably likely to harm human health
- ✓ land within your property that was not used for any purpose described on the HAIL. That is, the regulations only apply to the actual area that is HAIL land.

Resource consent exclusion

If the NES regulations apply to work on a HAIL site, resource consent is not required providing certain requirements are met. The following examples are the types of things that need to be complied with:

- ✓ demonstrating to your council that it is highly unlikely that there will be a risk to human health given the intended subdivision or proposed new use (note soil samples are not necessarily required for this)
- ✓ ensuring earthworks do not expose people to contaminated soil and that all contaminated soil is taken to an approved facility when the activity involves disturbing soil (earthworks)

-
- ✓ ensuring works associated with the removal or replacing of an underground fuel storage system have been done in accordance with the industry guideline.
 - ✓ If you cannot meet the requirements of a permitted activity you will need to apply for a resource consent. Your application must include a report of the results of a detailed site investigation, including the results of soil sampling.

6.3.4 Unforeseen Events

Coastal erosion and sea level rise is a major risk faced by the community facilities activity, in particular the Tahunanui Campground, Marina and Trafalgar Street Hall. Council has a current policy of managed retreat which is in use at the Tahunanui campground although there is pressure from the campground lessee to undertake rock protection works. A storm, flood or high tide event (or a combination of these together) could result in significant damage to the coastline along the Tahunanui campground and up the banks of the Maitai River where the Trafalgar Hall is located. Potential damage to community facilities is mitigated by limiting development on high risk areas e.g. riverbank or low lying coastal areas. No other provisions are in place to deal with the effects of a major flood on this activity as the consequences are not considered to be significant compared with other issues that will arise in the case of this scale of event.

Another risk, highlighted in the earthquakes in Christchurch, is earthquake risk, and particularly liquefaction risk. More work is programmed across all activity areas (infrastructure, parks, and community facilities) to investigate this risk further. A major initiative to improve knowledge about the seismic risk to community facilities is underway in the first years of this Plan.

Storm damage to cemetery and campground trees is a major risk faced by the community facilities activity, however, while clean up costs can be considerable and time consuming (as a percentage of the budget), this risk is not considered of particularly major consequence to the Council and community as a whole. The best way to reduce this risk is for regular tree maintenance to be undertaken, which is in place.

The current Council approach is to deal with events as or if they arise. For minor events the costs will be accommodated within existing budgets if possible. If additional costs over budget are incurred, this will be reported to Council.

7. LIFECYCLE MANAGEMENT

7.1 OVERVIEW

This section outlines the practices and strategies required to manage and operate Nelson City Council's assets in a cost-effective manner while delivering agreed levels of service. Lifecycle management describes existing practice at each stage of the asset lifecycle and provides justification for new assets. Lifecycle Management allows Nelson City Council to clearly identify both the short and long term requirements for delivering a cost effective service to the community.

7.2 ASSET LIFECYCLE

Assets have a lifecycle as they move through from the initial concept to the final disposal. Depending on the type of asset, its lifecycle may vary from 10 years to over 100 years. Key stages in the asset lifecycle are:

	Asset planning	When the new asset is designed - decisions made at this time influence the cost of operating the asset and the lifespan of the asset. Alternative, non-asset solutions, must also be considered.
	Asset creation or acquisition	When the asset is purchased - constructed or vested in the Nelson City Council. Capital cost, design and construction standards, commissioning the asset, and guarantees by suppliers influence the cost of operating the asset and the lifespan of the asset.
	Asset operations and maintenance	When the asset is operated and maintained - operation relates to a number of elements including efficiency, power costs and throughput. Maintenance relates to preventative maintenance where minor work is carried out to prevent more expensive work in the future and reactive maintenance where a failure is fixed.
	Asset condition and performance monitoring	When the asset is examined and checked to ascertain the remaining life of the asset - what corrective action is required including maintenance, rehabilitation or renewal and within what timescale.
	Asset rehabilitation and renewal	When the asset is restored or replaced to ensure that the required level of service can continue to be delivered.
	Asset disposal and rationalisation	Where a failed or redundant asset is sold off, put to another use, or abandoned.

7.2.1 Asset Failure Modes

Generally it is assumed that physical failure is the critical failure mode for many assets. However the asset management process recognises that other modes of failure exist. The range of failure modes includes:

Type	Description
Structural	Where the physical condition of the asset is the measure of deterioration, service potential and remaining life.
Capacity	Where the level of under or over capacity of the asset is measured against the required level of service to establish the remaining life.
Level of Service Failure	Where reliability of the asset or performance targets are not achieved.
Obsolescence	Where technical change or lack of replacement parts can render assets uneconomic to operate or maintain.
Cost or Economic Impact	Where the cost to maintain or operate an asset is greater than the economic return.
Operator Error	Where the available skill level to operate an asset could impact on asset performance and service delivery.

7.3 CRITICAL ASSETS

Critical assets are considered to be those assets for which the consequence of failure is unacceptable and would result in a major disruption to meeting one or more levels of service.

The effect of criticality on an asset is highlighted in the following areas:

- ✓ Operation and maintenance planning
- ✓ Proactive or scheduled maintenance
- ✓ Priorities for collecting and determining the required level of reliability of data for Asset Management systems
- ✓ Priorities for undertaking condition assessments
- ✓ Adjusting economic lives with respect to renewal profiles
- ✓ Prioritising/deferring renewals
- ✓ Prioritising expenditure
- ✓ Prioritising levels of service reviews

The role of critical assets is such that failure is not an acceptable event given the difficulty of repair and the strategic role they play. By contrast non-critical assets are relatively quickly and easily repaired or replaced and expected service lives can be maximized.

Monitoring and intervention strategies are therefore quite different for both categories of asset. Critical assets attract a greater level of monitoring and ongoing condition assessment, with physical investigations taking place at a much earlier stage. Conversely non-critical assets can be expected to undergo a higher level of repair before complete replacement is considered.

A methodology for determining asset criticality to a component level might be necessary along with options to integrate criticality into the ongoing operation, maintenance, renewal and new capital programme for each activity.

Knowledge of critical assets within Property and Facilities are held by staff and not documented in an asset register. To effectively manage critical assets, they will need to be identified, documented, and managed for each activity area.

7.4 LIFECYCLE MANAGEMENT PROGRAMME

The Lifecycle Management Programmes cover the four key categories of work necessary to achieve required outcomes. These programmes are:

Management Programme:

Management functions required to support the other Programmes - Developed and Implemented by Nelson City Council

Operations and Maintenance Programme:

To ensure efficient operation and serviceability of the assets so that they achieve their service potential over their useful lives - Developed, Managed and Implemented by Nelson City Council

Renewal Programme:

To provide for the progressive replacement of individual assets that have reached the end of their useful lives - Developed, Managed and Implemented by Nelson City Council

Maintaining the service potential of the assets and ensuring that the assets achieve that potential

Development Programme:

To improve parts of the system currently performing below target service standards and to allow development to meet future demand requirements - Developed, Managed and Implemented by Nelson City Council

Closing service gaps. Meeting future demand

The operations and maintenance and renewal programmes are focused on maintaining the current service potential of assets, and are primarily driven by the condition of assets although asset performance is often an indicator of asset condition.

The development programme is focused on closing service gaps by increasing the service potential within each activity and is primarily driven by the performance of assets and the need to accommodate growth in the city.

7.5 MANAGEMENT STRATEGIES

Table 7.1: Management Strategies

Strategy	Objective/ Description
Strategic Planning	
Human Resources	Develop the professional skills of the staff through adequate training and experience Personal Development Plans will be agreed with staff each year and a register maintained to record training history. Staff are encouraged to belong to appropriate professional bodies and to attend appropriate conferences, seminars and training courses.
Strategic Alignment	This Asset Management Plan will support the achievement of relevant Community Outcomes for Nelson City Council. Community Outcomes for Nelson City Council are set out in the Long Term Plan. The intended contribution of the Nelson City Council Property & Facilities activities to the achievement of Community Outcomes is shown in this Asset Management Plan.

Strategy	Objective/ Description
Service Levels	<p>A clear statement of the property and facilities services provided and standards to be achieved that directly link to, and support the stated community outcomes, are shown within this Asset Management Plan.</p> <p>Service standards are incorporated into contracts as part of an internal performance management framework for each activity and will be used for performance and monitoring purposes.</p>
Sustainable Management	<p>Ensures all planning for the management, operation, maintenance, renewal and development of the activities is compatible with sustainable management principles.</p> <p>Nelson City Council will pursue ways of limiting the unnecessary use of natural resources and endeavour to comply with sustainability principles during decision-making. This will involve auditing the systems and materials used, and developing ways to incorporate sustainable operation and development principles into Nelson City Council activities.</p>
Data Management and Utilisation	
Data Collection	<p>Data collection programmes (condition, performance, asset registers) closely aligned with business needs are operated in accordance with documented quality processes.</p> <p>Data collection, maintenance and analysis are expensive and it is important that programmes and techniques are cost effective and consistent with business needs. Systematic processes will be introduced for the collection and upgrading of essential data based on asset criticality including:</p> <ul style="list-style-type: none"> Asset attribute information Asset performance data Asset condition data. <p>Develop index of intensity, location and effects of flood events and location of flood data and continue to record and assess storm surges.</p>
Geographical Information System Data	<p>Geographical information system data will be the subject of defined quality assurance processes.</p> <p>Nelson City Council has quality processes to ensure that all data entered to the Geographical information system meets defined quality standards and supports Asset Management through connectivity with the asset register and Asset Management data storage.</p>
Business Processes	
Asset Management Plan Updates	<p>This Asset Management Plan remains a strategic 'living' document and will be updated as required and reviewed at three yearly intervals to coincide with the Long Term Plan.</p> <p>The scope of the review will be influenced by changes in Community Outcomes for Nelson City Council, service standards, improved knowledge of assets and corporate strategy/ policy and process.</p>
Risk Management	<p>Risk Management is an essential part of Asset Management. Activity risks will be managed by implementing a Risk Management Plan and the implementation of risk mitigation measures to maintain risk exposure at agreed levels.</p> <p>Risk mitigation measures will include maintaining appropriate insurance cover, emergency response planning, condition monitoring of critical assets, preventative maintenance, operational plans, review of standards and physical works programmes.</p>
Infrastructure Asset valuation	<p>Perform valuations in a manner that is consistent with national guidelines and Nelson City Council corporate policy for valuation cycles which are carried out every 1-3 years to reflect international financial activity and align with the Long Term Plan requirements.</p> <p>Asset valuations are the basis for several key asset management processes including asset renewal modelling and financial risk assessments. Valuations will be carried out based on data from the Asset Management System to ensure audit ability and alignment with other processes.</p>
Monitoring	
Level of Service Standards	<p>Continue with the monitoring procedures to ensure assets are contributing to the community outcomes as stated and that internal controls are also monitored and managed.</p>
Asset Performance	<p>The performance of assets are monitored as an input to asset renewal and asset development programmes. The Monitoring includes:</p>

Strategy	Objective/ Description
	Customer service requests Asset failure records Asset Maintenance records Compliance with Resource Consents Critical asset audits Legislative compliance.
Financial Management	
Budgeting	Expenditure programmes for each activity indicates Council funding and budgets with a 12 year projection. Use the Asset Management Plans to provide sufficient detail to demonstrate the decision making process for those 12 year projections.
Financial management	Manage the activity budgets in accordance with statutes and corporate policy. This involves: Economic appraisal of all capital expenditure Annual review of Asset Management Plan financial programmes Recording of significant deferred maintenance and asset renewals Continuous monitoring of expenditure against budget.
Sustainable Funding	Ensure each activity is managed in a financially sustainable manner over the long term. The financial requirements for the provision of each activity, sustainable and to acceptable standards over the long term will be identified and provided for in the budgets. These financial requirements include: Management of the activity Operation and maintenance of the activity Asset replacement Asset development to ensure that the ability of each activity to deliver an acceptable level of service is not degraded by growth in Nelson City Council.

7.6 OPERATIONS AND MAINTENANCE PLAN

7.6.1 Introduction

Operations and maintenance (O&M) strategies set out how the each activity will be operated and maintained on a day-to-day basis to consistently achieve the optimum use of assets. O&M activities fall into the following categories, each having distinct objectives and triggering mechanisms:

Operations - Activities designed to ensure efficient utilisation of the assets, and therefore that the assets achieve their service potential. Operational strategies cover activities such as energy usage, control of mechanical and electrical plant, inspections and service management.

Maintenance - Maintenance strategies are designed to enable existing assets to operate to their service potential over their useful life.

This is necessary to meet service standards, achieve target standards and prevent premature asset failure or deterioration. There are three types of maintenance:

- Preventative Maintenance (Programmed): A base level of maintenance carried out to a predetermined schedule. Its objective is to maintain the service potential of the asset system.
- Predictive Maintenance - Maintenance actioned as a result of condition or performance evaluations of components. Its objective is to avoid primary system failure
- Reactive Maintenance (Un-programmed)- Maintenance carried out in response to reported problems or system defects. Its objective is to maintain day-to-day levels of service.

7.6.2 Definition

Routine maintenance is the regular ongoing day-to-day work necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. This includes:

- ✓ Regular and ongoing annual expenditure necessary to keep the assets at their required service potential.
- ✓ Day-to-day and/or general upkeep works designed to keep the assets operating at required levels of service.
- ✓ Works which provide for the normal care and attention of the asset including repairs and minor replacements.
- ✓ Unplanned (corrective) maintenance (i.e. isolated failures requiring immediate repair to make the asset operational again).

7.6.3 Method of Delivery

The operation and maintenance of Nelson City Council is carried out using a combination of Nelson City Council staff and external contractors consisting of:

- ✓ Asset Management for management and administration (Nelson City Council).
- ✓ Operations business unit for supervision (Nelson City Council)
- ✓ External contractors for specialist activities and operations.

7.6.4 Maintenance Planning

Currently much of the asset maintenance is reactive and preventative. Further work moving towards advanced asset management planning techniques for critical components is considered appropriate to apply predictive maintenance programmes. This approach would allow for maximising the useful life of an asset while minimising the consequences of unforeseen failures.

7.6.5 Operations and Maintenance Strategies

The following table sets out the operations and maintenance strategies:

Table 7.2: Operations and Maintenance Strategies

Strategy	Objective/ Description
Maintenance	
Preventative Maintenance	Preventative Maintenance will be carried out in terms of defined routine maintenance items and triggers for these activities to be carried out.
Reactive Maintenance	Remedial maintenance will be undertaken as quickly as practically possible to restore an asset to a satisfactory condition after a failure or other unsatisfactory condition has been detected.
Repairs	The detection and repair of faults causing failure will be undertaken as quickly as practically possible. The fault will be isolated and components repaired or replaced as appropriate and then if warranted the item will be tested to ensure that it meets the relevant operational standard.
Redesign and Modification	Redesign may be necessary if an asset or system does not meet its operational objective. Similarly, modifications may be necessary to improve the operating characteristics. Redesign and modifications will be undertaken in a methodical manner to ensure alternative options are considered and optimum decisions made.
Operations	
Operations	Operational activities are delivered by staff or contractors. Staff will be responsible for the determination and optimisation of planned and unplanned works, work methods and maintenance scheduling to achieve the target service standards.
Physical Works Monitoring	Audits of work will be carried out to verify compliance with standards.

Strategy	Objective/ Description
Incident management	Effectively respond to and manage incidents to ensure system availability and service continuity, and mitigate adverse effects. Maintenance staff and contractors are expected to effectively manage minor incidents. Nelson City Council staff will become involved in serious incidents.

7.7 RENEWAL/REPLACEMENT PLAN

7.7.1 Introduction

Renewal expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to original capacity is deemed to be new capital. Work displaying one or more of the following attributes is classified as rehabilitation or renewal expenditure:

- ✓ Works which do not increase the capacity of the asset (i.e. works which restore them to their original size, condition, capacity etc.)
- ✓ The replacement component of augmentation works which increase the capacity of the asset (i.e. that portion of the work that restores the asset to their original size, condition, capacity etc)
- ✓ Reconstruction or rehabilitation works involving improvements and realignment
- ✓ Renewal and/or renovation of existing assets (i.e. restore the assets to a new or fresh condition)

Cyclic renewal strategies are intended to provide for the progressive replacement of individual assets that have reached the end of their useful life. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard that reflects its age profile, and ensures that the community's investment in assets is maintained.

Failure to maintain an adequate cyclic renewal programme will be reflected in a greater decline in the overall standard of the system of assets than would be expected from the age profile of the asset system.

Cyclic renewal works fall into two categories:

- ✓ Rehabilitation: Involves the major repair or refurbishment of an existing asset. Rehabilitation produces an extension in the life of an asset. It does not provide for a planned increase in the operating capacity or design loading.
- ✓ Renewal: Does not provide for a planned increase to the operating capacity or design loading. Some minor increase in capacity may result from the process of renewal, but a substantial improvement is needed before system development is considered to have occurred.

7.7.2 Renewal/Replacement Strategies

Renewals of facility assets occur when they are no longer able to meet level of service requirements. Currently the renewals budget is set based on known condition of the asset and predictions around when the asset will need to be replaced. However a full renewal plan for all community facilities has not been developed and renewal planning has been on a reactive basis, replacing assets as and when needed.

With a regular programme of condition assessment of community facilities assets in place, a project underway to check and update all asset group information in the asset register and processes being developed to ensure new assets are recorded, it is intended that a move towards a more proactive approach to asset renewals can be implemented, based around a programme generated from the asset management database. This programme will more accurately predict the asset renewal budget and will allow for a full renewal plan to be developed. This will be developed for the next activity management plan.

7.7.3 Renewals Strategy

Nelson City Council renewal strategy is currently based on condition and age. Within the next ten years it is expected that this will move to a strategy based on a combination of the following:

- ✓ Asset Performance
- ✓ Asset criticality (using the business and extended asset risk schedules)
- ✓ Ongoing maintenance need
- ✓ Age and condition (age data used to estimate condition when condition data not held)

The transition to the renewal strategy will take some time to implement as supporting evidence of the above is obtained. These will include:

- ✓ Field maintenance condition feedback
- ✓ Asset failure records
- ✓ Specific inspections and condition rating of assets

The following table sets out cyclic renewal strategies:

Table 7.3: Renewal Strategies

Strategy	Objective/ Description
Identification of Renewal Needs	Renewal/replacement needs are identified by analysing; Condition reports, maintenance records (asset failure and expenditure history), request for service (RFS) records, and observations of public, staff and contractors. Renewal forecasts are based on an assessment of remaining asset lives (integrated with the valuation process). Remaining lives for aboveground assets (discrete assets) have been estimated from condition assessments, maintenance history and customer issues. The short-term asset renewal programmes are prepared from specific renewal needs identified from the above information. Long-term asset renewal programmes are prepared from the remaining life profiles for the assets. A review of the renewal strategy is required to take into consideration criticality and earlier intervention requirements along with the preparation of a integrated condition assessment programme as an input to determining useful lives of assets.
Prioritisation of Renewal Projects	Decisions on renewal works consider the short and long-term effects on the operating and structural integrity of the system.
Deferred Renewals	The quantity and impact of deferred renewals (if any) is tracked The Council recognises that although the deferral of some items on cyclic renewal programmes will not impede the operation of many assets in the short term, repeated deferral will create a future Council liability. As Council currently funds asset renewals from depreciation deferred renewals are not expected.

7.8 CREATION OF NEW ASSETS

7.8.1 Introduction

Asset development provides for a planned increase in the service capability of the asset or the creation of new assets to meet demand drivers.

Asset development and asset renewal can occur simultaneously. The purpose of asset renewal is to prevent a decline in the service potential of the assets whereas asset development is concerned with the service improvements, measured by asset performance.

7.8.2 Definition

New works are those works that create a new asset that did not previously exist or works which upgrade or improve asset. They may result from growth, social or

environmental needs. Capital expenditure projects display one or more of the following characteristics:

- ✓ Construction works which create a new asset that did not previously exist in any shape or form.
- ✓ Expenditure which purchases or creates a new asset (not a replacement) or in any way improves an asset beyond its original design capacity.
- ✓ Upgrading works which increase the capacity of the asset.
- ✓ Construction works designed to produce an improvement in the standard and operation of the asset beyond its present capacity.

7.8.3 Asset Upgrade Strategies

Capital

Planned capital work is based on asset needs to meet levels of service requirements and development standards. The following criteria are considered when developing capital projects:

Primary criteria

- ✓ Does the project relate to policy or plan objectives
- ✓ Health and safety risk or requirement
- ✓ Legislative requirement
- ✓ Existing Council obligation

Secondary criteria

- ✓ Maintenance of an existing asset
- ✓ Degree of community needs, expectation or use
- ✓ Financial risk of deferring work
- ✓ Cost range
- ✓ Ongoing cost per annum

The table below sets out the strategies used for developing capital works programmes. These strategies are intended to progressively close gaps between target service standards (taking account of demographic and economic growth projections) and the current service capability of the asset system.

Table 7.4: Upgrade Strategies

Strategy	Objective / Description
Identification of Upgrade Needs	Asset upgrade needs are identified from analysis of: Demand forecasts System performance monitoring Risk assessments (Risk Management Plan), and Customer service requests. A provisional forward capital works programme is maintained and updated at least annually.
Upgrade Project Categorisation	Upgrade projects will be separated into projects to close service gaps and projects required to accommodate growth.
Prioritisation of Upgrade Projects	Upgrade projects are justified and prioritised using a risk based process. Decisions on upgrade works consider the short and long-term effects on the operating and structural integrity of the asset In determining the requirement for capital or asset upgrade works the short and long-term effects on the operating and structural integrity of the system are considered, together with any forecast change to the activity All feasible options, including non-asset demand management options and the use of second-hand plant, are considered.

Strategy	Objective / Description
Project Approval	<p>A long-term upgrade programme is prepared from projects meeting the assessment criteria, and all projects are approved through the Annual Plan process.</p> <p>The actual timing of asset upgrade works will reflect the community's ability to meet the cost, as determined through the Annual Plan process.</p> <p>Scheduled projects meeting assessment criteria not funded are listed on the forward works programme for the following year.</p>
Project Design	<p>All asset upgrade works will be designed and constructed in accordance with current adopted industry standards (or known future standards).</p> <p>In determining capital or asset upgrade work requirements the short and long term effects on the operating and structural integrity of the system are considered, together with the demands of any forecast increase in loading upon the system.</p> <p>The standardisation of designs and specifications will be considered in the interest of facilitating replacement and operational simplicity.</p>
Funding Strategies	<p>Nelson City Council will review annually funding requirements and strategies to achieve equitable funding of upgrade works through, targeted rates, development and or financial contributions.</p>
Gifted Assets	<p>The risk, cost and benefits of accepting any new privately funded assets constructed in association with property development will be considered on a case by case basis in approval decisions.</p> <p>Such assets will be accepted into public ownership when satisfactorily completed in accordance with approvals given.</p> <p>Council will not contribute to the cost of such work unless there are exceptional service standard or equity issues.</p>

7.9 DISPOSAL PLAN

7.9.1 Introduction

The disposal plan recognises that there can be activities and costs associated with the decommissioning and disposal of assets which are no longer required in support of service levels or activity goals. In some situations there can be revenue resulting from asset disposal.

7.9.2 Asset Disposal Plan

Mechanical equipment that has been replaced will be reused for parts or sold as scrap metal unless it is considered to have genuine resale value. In this case, the piece of surplus equipment will be sold with income directed to the Nelson City Council account.

Disposal

Disposal of community facilities assets will be considered where these are not required to meet target levels of service within this Plan. In all cases disposal processes must comply with Council's legal obligations under the Local Government Act 2002, Public Works Act 1981 and the Reserves Act 1977 and meet requirements to involve the public in significant decisions.

The sale of surplus assets can be beneficial to Council either by using proceeds to pay debt and hence reducing loan servicing costs or by improving service and facilities by investing the sale proceeds in new projects, which are of direct benefit to the community.

Any proposals for the disposal of significant assets will be referred to Council and the community for their consideration and comment.

7.9.3 Asset Disposal Strategies

Table 7.5: Disposal Strategies

Strategy	Objective/ Description
Asset Disposal	Assess each proposal to dispose of surplus or redundant assets on an individual basis, subject to the requirements of the relevant legislation.
Residual Value	The residual value (if any) of assets, which are planned to be disposed off, will be identified and provided for in financial projections.

7.9.4 Summary of Future Costs

Assets, which are disposed of, have generally reached the end of their useful lives and have minimal or no residual value.

8. FOCUS AREAS

8.1 PUBLIC TOILETS

8.1.1 Overview

Public toilets aim to provide a safe and comfortable public convenience within the city centre, suburban centres, and select parks & reserves. Nelson has forty-two public toilet facilities. Changing rooms accompany most public toilets on sport grounds.





8.1.2 Key Issues

The key issue to be addressed in Council’s provision of public toilets is **continuing to meet resident and visitor expectations**. The main factors affecting user perceptions are a combination of cleanliness, provisioning, perceptions of safety, availability, the condition of the asset and the refurbishment frequency.

The majority of public toilets are open for use seven days a week, 24 hours a day and therefore can be subject to **vandalism**. Toilets are closed at night if there is a spate of vandalism. As example, the toilets outside Stoke Library have been subject to consistent vandalism over the last 6 years and are often forced to be closed at night.

There is a relationship between the costs of cleaning and repairing vandalism, and opening hours. Insufficient user information is currently available to enable a recommendation to implement a service-wide approach to opening and closing times. A monitoring and information collecting improvement target is planned to start in 2015/16.

8.1.3 Levels of Service

Customer Feedback & Expectations

The 2011 survey of residents showed that slightly more than one-third of respondents are satisfied with the quality of public toilets. The large response to neither satisfied nor dissatisfied (40%) brings the total that are content with the quality of public toilets

to 75% (an increase from 67% in 2010). The reasons for dissatisfaction were mainly relating to cleanliness and perceived lack of maintenance. Many of the comments in relation to poor cleanliness of the public toilets were related to those in the Buxton Carpark. These toilets have since been upgraded.

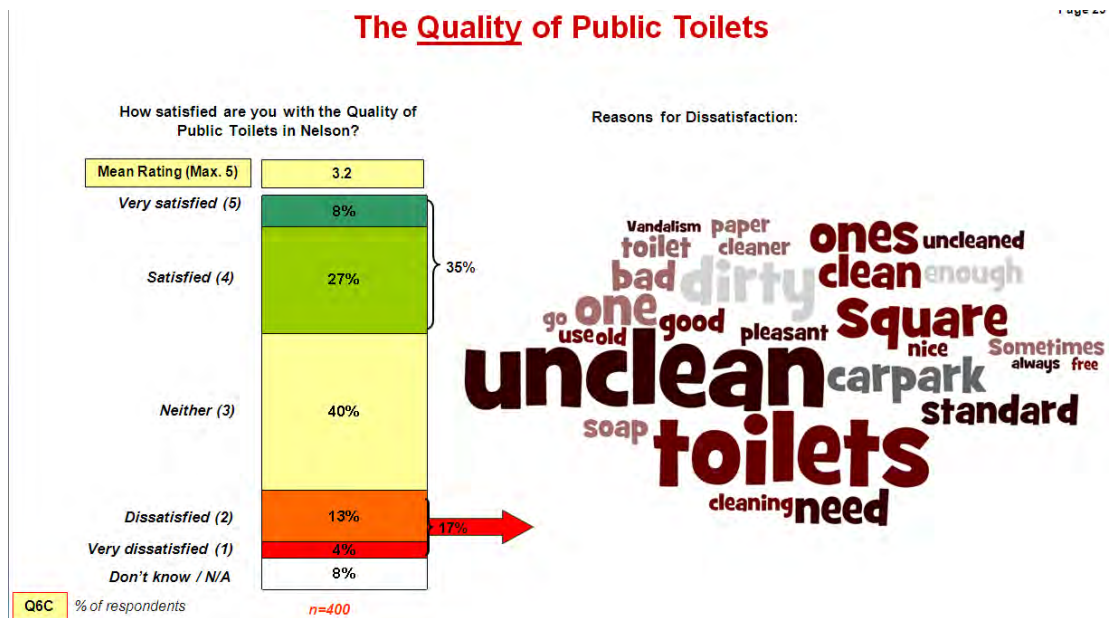
It is anticipated that another survey of residents will occur in 2016/2017 to allow the results from that survey to be considered and included in the next Asset Management Plan and Long Term Plan 2018-28.

Setting a standard level of service across the entire portfolio of Council toilets is difficult.

When planning future upgrades it is necessary to consider the number of visitors who would use the facility, the number of families, the general location and the overall profile of the facility. Service provided should reflect these elements.

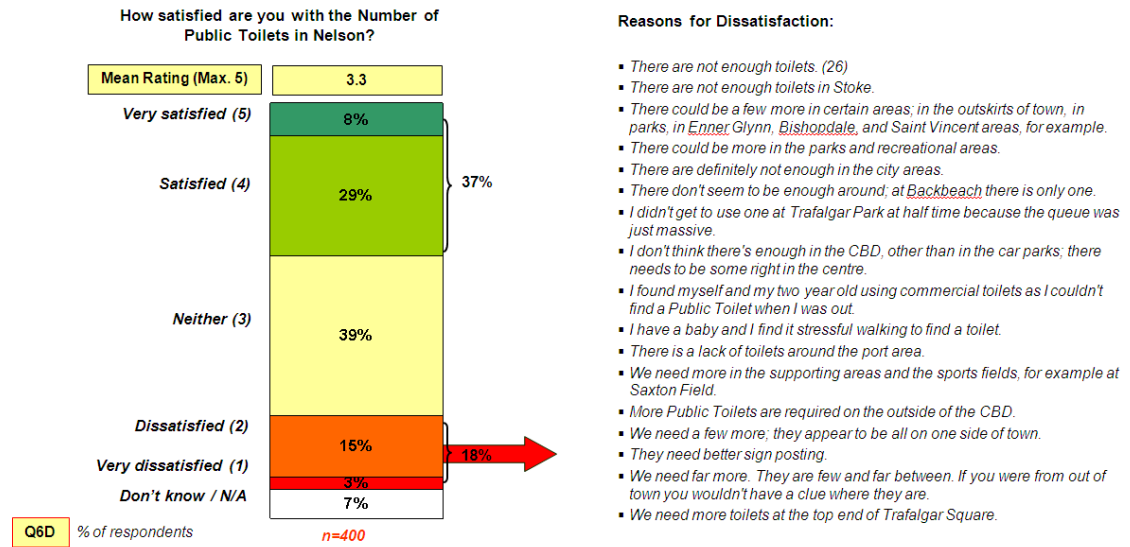
The successful Buxton Toilet upgrade from 2013 is an example of a differing LOS in a high profile area.

Figure 8.1.1: 2011 survey – Quality of Public Toilets



The great majority of users (75%) are content with the number of public toilets available. This is up from 67% in 2010. Only 18% of respondents were not satisfied with the quantity of public toilets. Reasons stated for dissatisfaction included: not enough toilets, they are hard to find, signage is poor and many are locked at night.

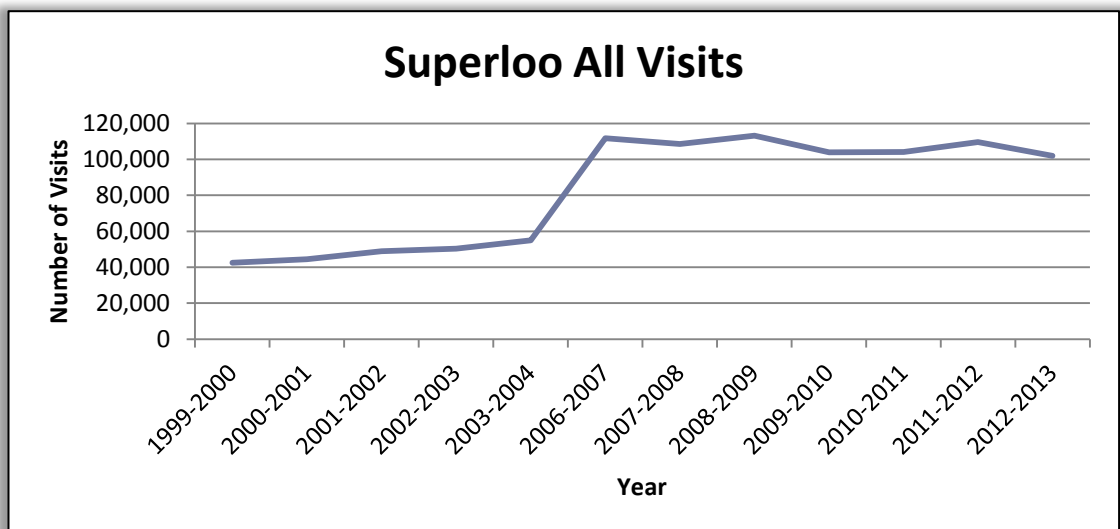
Figure 8.1.2: 2011 survey – Quantity of Public Toilets
The Number of Public Toilets



The other customers of the public toilets are visitors to Nelson. There is a gap in knowledge with respect to the usage rates and demand for different facilities by visitors to Nelson. On 'the bathroom diaries' website (an international online forum) the Montgomery Superloo is rated as good, and it is acknowledged that squat toilets and bidet are available.

Patronage statistics of the Superloo show that numbers double in the summer months, compared to winter. The statistics also show that demand for the Superloo has more than doubled since its opening in 1999 and since 2006-07 has been fairly steady at around 110,000 users per year.

Figure 8.1.3: Superloo Utilisation



The i-Site at Millers Acre serves approximately 170,000 customers per year seeking information on activities and services within the Nelson region. Staff at the i-Site and nearby businesses have mentioned they receive complaints about lack of cleanliness of the toilet facilities in Millers Acre car park.

The i-Site attracts buses of tourists approximately two times daily (mid morning and

mid afternoon). Those buses as well as tourist activity vehicles which also use this area as a pick up and drop off point results in approximately 150-200 tourists arriving and departing from the Millers Acre car park area daily over the winter. Over the summer months this number increases dramatically. To get a better indication of exact demand, the traffic will be monitored over the 2015-16 year.

Council’s Service Request system shows that in the 12 months from July 2014 to March 2015 there were a total of 106 complaints about public toilet facilities with 18 of those complaints about cleanliness or maintenance required at the Millers Acre Site.

Council aims to provide public toilets within 200m walking distance of each other within the city centre, and at strategic locations elsewhere within community centres. These can either be accommodated within a park or reserve (not covered by this plan) or within other public space.

Many businesses, including cafes, bars and larger shops, provide toilets for use by their customers during business hours.

Table 8.1.1: Current Levels of Service

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Accessibility</u> Public toilets are accessible to residents and visitors in areas of high public use.	Toilet facilities are provided within 200m of any point within the central city and suburban centres.	Y	Y	Y
	Toilets available to garden visitors in all Public Gardens except Melrose grounds by 2017.	N ²²	N	N
	Sports grounds toilets are accessible to players, spectators and other park users of premiere grounds.	N:in CAPEX plan	N:in CAPEX plan	N:in CAPEX plan
	Other parks and reserves toilets are accessible in areas of high use	N:in CAPEX plan	n/m	n/m
<u>Safety</u> Toilet buildings are well designed, safe and visible.	New or refurbished toilets comply with NZS4241:1999 Public toilets standard	Y	Y	Y
	New or refurbished toilets adhere to CPTED ²³ (safer design) principles.	Y	Y	Y
<u>Quality</u> Toilet facilities are clean, in good condition and well maintained.	Minimum cleanliness level >90% (based on staff audit)	Y: 97%	N: 89%	Y: 91%
	Over 90% of toilets maintain Grade 3 asset condition rating	Y	n/m	n/m
	Toilets are refurbished at least every 10 years.	Y	Y	Y

Table 8.1.2: Key contractual performance measures

²² New toilet at Queens Gardens 2016/17.

²³ crime prevention through environmental design

Key Contractual service levels measures and targets	Achievement		
	14-15	13-14	12-13
Toilet blockage repair within 2 hours	Y	Y	Y
Graffiti & poster removal within 24 hours	N: 70% compliant	Y	Y
Obscene graffiti & objectionable item removal within 2 hours	Y	Y	Y
Health & safety issue within 2 hours	Y	Y	Y
General vandalism within 2 days	N: 80% compliant	Y	Y
Routine repairs and maintenance within 5 working days	N: 80% compliant	Y	Y

8.1.4 Future Demand

Council needs to provide for approximately 2,000 additional residents over the next ten years, and for growth in visitor demand.

Tourism is a key economic driver in the Nelson region, and seasonal use of the public toilets varies with the large influx of tourists during the summer months creating more demand. It is important that visitors to Nelson have a positive experience with public toilets.

Any refurbishment of toilet facilities in the City Centre in the future, should also consider the demand for additional squat toilets, complementary facilities for visitors (e.g. lockers, clothes washing), baby changing facilities and future events in Nelson that attract large numbers of people/tourists and the risks associated with providing or not providing public toilet facilities for these.

The above facilities are currently provided at the Superloo which is meeting the current demand for such services.

Design and planning for an increase in toilet facilities provided at Millers Acre is underway with work programmed for 2015-2016.

Unisex toilet facilities are now more acceptable and the appropriateness of unisex toilets in some areas will form part of any new design and refurbishment.

8.1.5 Sustainability actions and initiatives

Current activities that support the goals and principles of Nelson 2060:

- ✓ Use of bio-degradable consumables and/or cleaning products.

8.1.6 Risk Management

Table 8.1.3: Public Toilets Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Injuries to users due to violence	High	design to meet CPTED standards. Design, lighting, cameras in some facilities, community watch patrols	Moderate	Med	Accept
Vandalism - Building unavailable for use or service quality compromised	Med	Cameras in the foyer of some facilities, prompt repairs, vandal proof design and materials	Moderate	Med	Accept

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Health of users affected due to unsanitary facilities or hazards	High	Management contractor required to have active health and safety system in place. Contract requires minimum standards. Public liability insurance. Hygienic disposal bins	Strong	Med	Accept
Building deficient or fails requiring facilities to close due to poor/lack of maintenance	High	Programmed condition assessments, ongoing maintenance regime, vendor monitors	Strong	Low	Accept
Building collapse due to earthquake	Low	new structures to meet New Building Standards. Old structures prioritised for detailed assessment	Deficient	Low	Reduce

Table 8.1.4: Public Toilets Seismic assessments

The following table has been extracted from the seismic assessment working document (ref: A666409). This document is being updated as new information comes available and after detailed assessments have been completed. The priority for evaluation of the public toilets is based on usage.

Building Name	Location	IEP %NBS
Anzac park toilets - new	Anzac park	N/R
Beach Café & Toilets	70 Beach 8 Beach	DSA: 76%
Botanics Changing room	Hardy Street East	52
Branford 1/2 round Toilets	Hardy Street East	74
Branford Park Toilets	Branford Park	N/R
Broadgreen gardens WC	Broadgreen	99
Buxton Carpark WC	Buxton Carpark	100
Greenmeadows change room (Stoke tennis club)	Songer Street	34
Greenmeadows park toilets	Songer Street	N/R
Guppy Park Change Rooms	40 sovereign street	74
Isel park toilet	Isel Park	99
Maitai camp Toilet block A	472 Maitai Valley Road	17
Maitai camp toilet block B	472 Maitai Valley Road	36
Maitai camp toilet block E	472 Maitai Valley Road	43
Maitai dam toilet block		100
Maitai WC - Sunday Hole		100
Marina WC/Shower/Lndry		74
Marsden Cemetery old WC	158 Marsden valley Rd	medium
Miyazu toilet block		87
Modellers pond WC	Tahunanui	74
Montgomery Superloo	Montgomery Carpark	36
Neale park changing shed	27 north road, Neale park	36
Ngawhatu change room and toilet	Ngawhatu reserve	N/R
Pioneers Park Reserve Toilet	Pioneers Park	N/R
Skating rink toilets	Tahuna beach reserve	29

Building Name	Location	IEP %NBS
Stoke library toilet	35 Putaitai Street	100
Tahuna sports field change room	70 Beach 8 Beach	43
Toilet - Hockey Pavilion (Saxton Field Change Rooms)	Saxton	52
Toilet and entrance facility	Trafalgar Park	100

8.1.7 Lifecycle Management

8.1.7.1 Operations

Toilet facilities are managed by the Infrastructure Group and are currently under contract to Spotless Services.

Council currently maintain 42 toilets under the toilet contract and the average performance for the full year (2012/13) is 89% cleanings performed on a timely basis (target >90%) across all blocks.

Long drops at Hira are maintained by Nelmac for parks and those at the dam by the caretaker.

The leased toilets are not actually toilets that are leased they are toilets that are within other leased buildings (i.e. the cricket club rooms at Victory; the golf course at Marsden Valley Road).

The Superloo also provides, for a fee, towels, showers, locker and laundry facilities.

8.1.7.2 Detailed description of assets

Public Toilet expenses are allocated to the type of park where they are located.

Table 8.1.5: Public Toilets within city or suburban centres

Facilities	Toilets	Other
Buxton Carpark – refurbished 13/14	6 (2 gents, 4 ladies)	1 urinal
Marina (Akersten St)	4 (2 gents, 2 ladies)	
Marina (Vickerman St)	4 (2 gents, 2 ladies)	
Millers Acre (Nelson Visitor Centre)	3 (1 gents, 2 ladies)	1 urinal
Montgomery Carpark Superloo	12 (2 gents, 4 ladies, 2 squat, 1 child's, 3 unisex)	3 bidet, 4 urinals, 2 showers, parents room, laundry facilities, lockers
Nightingale Library memorial (exterior)	3 (1 gents, 2 ladies)	1 urinal
Stoke Hall (exterior)	1 unisex	
Stoke Library (exterior)	4 (1 gents, 2 ladies, 1 unisex)	1 urinal, nappy change
Wakapuaka Hall (exterior)	2 (1 gents, 1 ladies)	1 urinal

Public Toilets listing from GIS.

Building Description	Owner	Park Name
Toilet - Buxton Square	NRES	CENTRAL BUSINESS DISTRICT
Toilet - Botanics - Gents	NRES	BOTANICS SPORTSFIELD
Toilet - Monaco Reserve	NRES	MONACO RESERVE
Toilet - Wakapuaka Hall	NRES	WAKAPUAKA RESERVE
Toilet - Miyazu Japanese	NRES	MIYAZU JAPANESE GARDENS

Building Description	Owner	Park Name
Toilet - Neale Park	NRES	NEALE PARK
Long Drop - Haulashore Island	NRES	HAULASHORE ISLAND
Toilet - Queens Gardens	NRES	QUEENS GARDENS
Toilet - Golf Club - Leased	NRES	WAAHI TAAKARO GOLF COURSE
Toilet - Victory Square	NRES	VICTORY SQUARE
Toilet - Melrose Grdn - Leased	NRES	MELROSE GARDENS
Toilet - Golf Course - Leased	NRES	WAAHI TAAKARO GOLF COURSE
Toilet - Andrews Farm - Leased	PVTE	ANDREWS FARM RESERVE
Long Drop - Oyster Island	NRES	OYSTER ISLAND
Toilet - Brook Camp - Leased	PVTE	BROOK RESERVOIR MOTORCAMP
Toilet - Brook Camp - Leased	PVTE	BROOK RESERVOIR MOTORCAMP
Toilet - Broadgreen	NRES	BROADGREEN GARDENS
Toilet - Brook Camp - Leased	PVTE	BROOK RESERVOIR MOTORCAMP
Toilet - Brook Camp - Leased	PVTE	BROOK RESERVOIR MOTORCAMP
Toilet - Brook Camp - Leased	PVTE	BROOK RESERVOIR MOTORCAMP
Toilet - Brook Camp - Leased	PVTE	BROOK RESERVOIR MOTORCAMP
Toilet - Brook Camp - Leased	PVTE	BROOK RESERVOIR MOTORCAMP
Toilet - Stoke Library	NRES	STOKE LIBRARY GARDENS
Toilet - Isel Park	NRES	ISEL PARK
Long Drop - Third House Hut	NRES	BROOK CONSERVATION RESERVE
Long Drop - Roding Footbridge	NRES	RODING WATER RESERVE
Long Drop - Roding Radio Mast	NRES	RODING WATER RESERVE
Long Drop - Champion Smelter	NRES	RODING WATER RESERVE
Long Drop - United Creek	NRES	RODING WATER RESERVE
Toilet - Back Beach	NRES	TAHUNANUI BEACH FORESHORE
Toilet - Pioneers Park	NRES	PIONEERS PARK
Toilet - Netball Pavilion	NRES	SAXTON FIELD
Toilet - Vickerman Street	NRES	MARINA
Toilet - Tahuna Library	NRES	TAHUNANUI RECREATION RESERVE
Toilet - Botanics - Ladies	NRES	BOTANICS SPORTSFIELD
Toilet - Millers Acre	NRES	MILLERS ACRE INFO CENTRE
Toilet - Greenmeadows	NRES	GREENMEADOWS
Toilet - Ngawhatu	NRES	NGAWHATU SPORTSFIELD
Toilet - Basin Reserve	NRES	BASIN RESERVE GARDENS
Toilet - Wakefield Quay	NRES	WAKEFIELD QUAY GARDENS
Toilet - Branford Bbq	NRES	BRANFORD PARK
Toilet - Hockey Pavilion	NRES	SAXTON FIELD
Toilet - Novaloo	NRES	ANZAC MEMORIAL PARK
Toilet - Sunday Swimming Hole	NRES	MAITAI RIVER ESPLANADE
Northern Toilet Block	NRES	TRAFALGAR PARK
Entrance Toilet Block	NRES	TRAFALGAR PARK
Toilet - Akersten St - Leased	NRES	MARINA
Toilet - Beach Cafe	NRES	TAHUNANUI RECREATION RESERVE
Toilet - Roller Skating Rink	NRES	TAHUNANUI RECREATION RESERVE
Toilet - Modellers Pond	NRES	TAHUNANUI RECREATION RESERVE

Building Description	Owner	Park Name
Toilet - Lions Playground	NRES	TAHUNANUI RECREATION RESERVE
Toilet - Bisley Walk	NRES	TAHUNANUI RECREATION RESERVE
Marina public toilet	NRES	MARINA
Toilet - Branford Park	NRES	BRANFORD PARK
Toilet - Neale Park	NRES	NEALE PARK
Toilet - Montgomery Sq Superloo	NRES	CENTRAL BUSINESS DISTRICT
Toilet - Soccer Pavilion	NRES	SAXTON FIELD
Toilet - Adjacent Cathedral	NRES	CHURCH HILL
Toilet - Adjacent Selwyn Place	NCC	CHURCH HILL
Toilet - 1903 Site	NCC	CENTRAL BUSINESS DISTRICT

The Buxton loo was refurbished in 2013-14 in partnership with the community.

8.1.7.3 Maintenance

Many toilet facilities are old. While they meet the needs of the community the age of the facility results in some looking unclean and therefore affects customer satisfaction.

Pay and free public toilet management costs include cleaning, programmed maintenance and un-programmed maintenance (i.e. works required due to damage or vandalism). Management costs have overall been reducing over the last two years. This is attributed to a change in cleaning contract and a decrease in un-programmed maintenance.

All power and water costs are accounted for by the building asset where the toilets reside.

The Opus condition assessment undertaken in December 2013 is being used alongside information provided by the contractor and Council staff audits to assist in setting maintenance funding levels and identify priority works.

All public toilets buildings received an average grade of 3 or higher (1 = excellent condition, 5 = poor), however there are a few components that rated below a condition of 3 and will be reviewed by Council staff and prioritised appropriately.

name	description	Component	rating	Total (\$)
Dun Mountain Hut	Toilets	Toilet Electrical services	5	2,000
		Toilet Fittings	4	5,000
		Toilet Floor covering	5	5,000
		Toilet Paint	5	5,000
		Toilet Plumbing services	5	2,500
Dun Mountain Hut Total				19,500
Greenmeadows Reserve	Mens Toilets	Toilet Plumbing services	4	2,500
	Women's Toilets	Toilet Plumbing services	4	2,500
Greenmeadows Reserve Total				5,000
Hira store reserve	Toilets	Toilet Floor covering	4	5,000
Hira store reserve Total				5,000
Maitai Reserve	Maitai Water Reserve	Toilet Paint	4	5,000

name	description	Component	rating	Total (\$)
Maitai Reserve Total				5,000
Melrose Gardens	Toilets	Toilet Paint	4	5,000
Melrose Gardens Total				5,000
NEALE PARK	Free	Toilet Electrical services	4	2,000
NEALE PARK Total				2,000
Roding Water Reserve	Bivvy Hut Toilet	Toilet Fittings	4	5,000
		Toilet Floor covering	4	5,000
		Toilet Paint	5	5,000
Roding Water Reserve Total				15,000
Waahi Takaro Reserve	Toilet	Toilet Floor covering	4	5,000
		Toilet Plumbing services	4	2,500
Waahi Takaro Reserve Total				7,500
Grand Total				64,000

Contractor reports against contractual performance measures on a monthly basis.

8.1.7.4 Renewals

Council's level of service aligns with the New Zealand Standard for Public Toilets NZS4241:1999 which requires refurbishment every 10 years. Nelson City Council carries out a detailed condition assessment every three years and the priority for refurbishment of toilets is reviewed as this time.

The renewal programme is reviewed annually and decisions are made based on most recent condition, performance, and utilisation data.

In 2012-13 Lion's playground, Bisley Walk changing rooms, and the Stoke library toilets were refurbished. In 2013-14 Neale Park, Beach Café, and the Botanics were also refurbished.

All of these toilets were all refurbished to existing levels of service. The toilet block at the Beach Cafe although currently meeting levels of service has been identified as a high profile toilet facility which could be considered for maintenance and refurbishment at a higher level than less profile sites. Similar to what occurred in Buxton Square.

Greenmeadows block badly in need of refurbishment and is being considered as part of the Stoke Centre Planning and Greenmeadows redevelopment projects. The Council needs to have regard to the range of facilities (e.g. baby changing and feeding areas, squat toilets, wash facilities) needed when renewing existing units.

8.1.7.5 Future capital

When planning new or refurbished toilet facilities and creating project briefs use the provisions in NZS4241:1999 Public Toilets, to review need, capacity, type, location, safety and other relevant issues.

Millers Acre has previously been identified as needing to increase capacity. A business case is planned for the 2015-16 financial year to quantify demand and assess needs.

There is insufficient evidence available to estimate how many additional cubicles would be required to service other visitors (foot traffic and those using the close-by Riverside reserve). The limited opportunity to build additional facilities within the building indicates a more cost-effective option may be to build, or erect a free-standing designed, or off the peg pre-fabricated block (Novaloo or Exeloo).

The separate additional toilet block is proposed with investigation and design in 2015-16 and construction in 2016-17. Operational staff suggest a detached pre-fabricated 4 bays facility located somewhere within the car park would meet the demand.

Prior to determining the final design/location for the extra toilets at Millers Acre further investigation regarding incorporating toilet facilities within the existing facility was also undertaken.

New toilet is scheduled Queens Gardens 2016/17.

Seismic assessments may also identify the need for strengthening work. This will be evaluated and scheduled post detailed assessments.

8.1.7.6 Disposal

Work is required to better understand toilet utilisation and how well the current service levels meet customer expectations. There may be the opportunity to rationalise toilet blocks where cost exceeds customer benefit.

8.1.7.7 Revenue discussion/ Funding policy

All public toilets are free of charge, except for the Montgomery car park Superloo. Free toilets are 100% funded from rates.

The funding policy requires the Superloo to be funded 75% from the general rate and 25% from the commercial differential rate. User charges are set by Council and the Superloo management contractor retains all user charges.

The financial performance of all the public toilets is difficult to assess because some of the toilets are managed with their associated activity (i.e. Akersten St, Wakapuaka Hall and Stoke Hall) and the financials lie with that activity.

8.1.8 Area specific management practices

Area specific management practices documented in The Nelson City Council Procedure Library:

- ✓ Plan and Manage Programmed Refurbishment of Public Toilets
- ✓ Manage the Contract for Cleaning and Maintenance of Public Toilets
- ✓ Plan and Build Public Toilets

8.1.9 Area specific improvement items

Table 8.1.6: Public Toilets Improvement items

Action	Priority ²⁴
Install counters at toilet facilities to collect utilisation data	High
Implement a regular condition assessment of toilet facilities to include recommended programme for full replacement	Medium
Assess the adequacy of public toilet safety measures	Medium
Carry out detailed seismic assessments as required	High
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Include the consideration of baby changing facilities in the design of future toilet facilities especially in high family use areas.	Medium

²⁴ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

Action	Priority ²⁴
Complete an assessment of toilets which looks at safety and lighting and the costs to resolve to CPTED stds.	High
Complete a toilet accessibility review and incorporate findings in to upgrade programming as well as the design of future toilets.	High
Carryout a survey of users every three years to guide planning of toilet facilities	Medium

8.2 CREMATORIUM

8.2.1 Overview

The crematorium at Wakapuaka Cemetery is owned by Council and managed via Contract with NELMAC. It is the only crematorium in Nelson City.

The crematorium is located in a building at Wakapuaka Cemetery which also provides associated small chapel, coffin viewing area, staff room and office, a work area and tool/storage area, in addition to the two cremators.

The crematorium building was constructed in 1945 on the site of Nelson's late 19th century mortuary. Anecdotally cremations have been carried out on the site for 85 years, and consistently since the 1940s.

The crematorium provides a cost-effective alternative to burial. Council continues to run the crematorium to offer additional choice to its residents who may not wish to use the private cremator at Hope or whom may wish to make their own arrangements.

The crematorium currently services Nelson, Tasman and the West Coast.

The cremator is also an integral part of Council's Pandemic plan.



8.2.2 Key Issues

Review of existing legislation could lead to significant increase in operating costs – the Burial and Cremation Act 1964 and Cremation Regulations 1973 are in the process of being reviewed by the Law Commission in 2014.

Following the 2010 Crematorium Review (report ref: A377403) the Council reaffirmed that it would continue to run the crematorium under a **management contract**. The current contract runs until 30 June 2016. Council also agreed to review the crematorium's **financial performance** in 2014. This offers an opportunity to review Council's role in provision of cremation services (as it did in 2003 and 2010).

8.2.3 Levels of Service

The crematorium service is available to all Nelson residents and non-residents. It can be used for human cremations and for pets and includes use of the associated chapel for memorial services (additional charge).

The crematorium is open weekdays and Saturday mornings, but can be opened at other times by request. Wherever possible, people's requests are met, for example, some ethnic groups require cremation within 24 hrs.

In an emergency or pandemic the crematorium provides for the disposal of any perceived biological or pathological risk. At peak capacity the crematorium would be able to handle up to 144 cremations per week. Pandemic modelling released by the Nelson Marlborough District Health Board in 2006 indicated that over an eight week cycle the mortality rate would reach 116 deaths in week four.

The facility offers choice to the local community and is integral in supporting several local businesses.

The use of the Chapel is relatively low, and this is attributed to the occupation of it, until recently, by the Genealogical Society.

Customer expectations

Residents have not been asked any specific questions in relation to satisfaction with the crematorium.

Shone & Shirley funeral directors is the major user of the facility and has expressed its satisfaction with the current service. They have further indicated a desire to continue using the facility.

The West Coast contingent of funeral directors currently using the facility have also indicated their satisfaction with the service provided and have expressed a desire to continue to use the Wakapuaka Crematorium subject to ongoing affordability. West Coast use is increasing.

No complaints have been received regarding the crematorium services.

The death rate has remained largely unchanged over the last 10 years and is predicted to increase to around 475 by 2031 (Stats NZ 2012) as the 'baby boomer' generation ages. This represents a 15% increase in deaths which is well within the capacity of the Wakapuaka Crematorium.

Table 8.2.1: Crematorium usage

Funeral Director	2011/12	2012/13	2013/14	2014/15
Shone and Shirley	131	135	150	127
Days	21			
West Coast	39	44	40	53
Other		34	29	64
Total	191	213	219	244

Ref: A1422032

One pet cremation service and one local vet clinic use the facility for the cremation of pets.

Table 8.2.2: Number of pet cremations

	Pet Cremations	% change
2014/15	639	16%
2013/14	553	5%
2012/13	524	19%
2011/12	441	
Total	1,356	

Ref: A1422032

Legislative requirements

A number of regulatory and legislative acts apply to the management of crematoria these include:

- Burial and Cremation Act 1964 (under review/update 2014)
- Cremation Regulations 1973 (up for review by Law Commission 2014)

Similarly a number of local regulations apply including [Bylaw 216 Burial and Cremation](#) (will be reviewed in 2014/15) and Resource Consent RM065169 (expires 2026). In respect of the latter there have been no complaints to Environmental Inspections Ltd from the adjoining residential area since operations have commenced.

Figure 8.2.1: Number of human and pet cremations, and chapel use

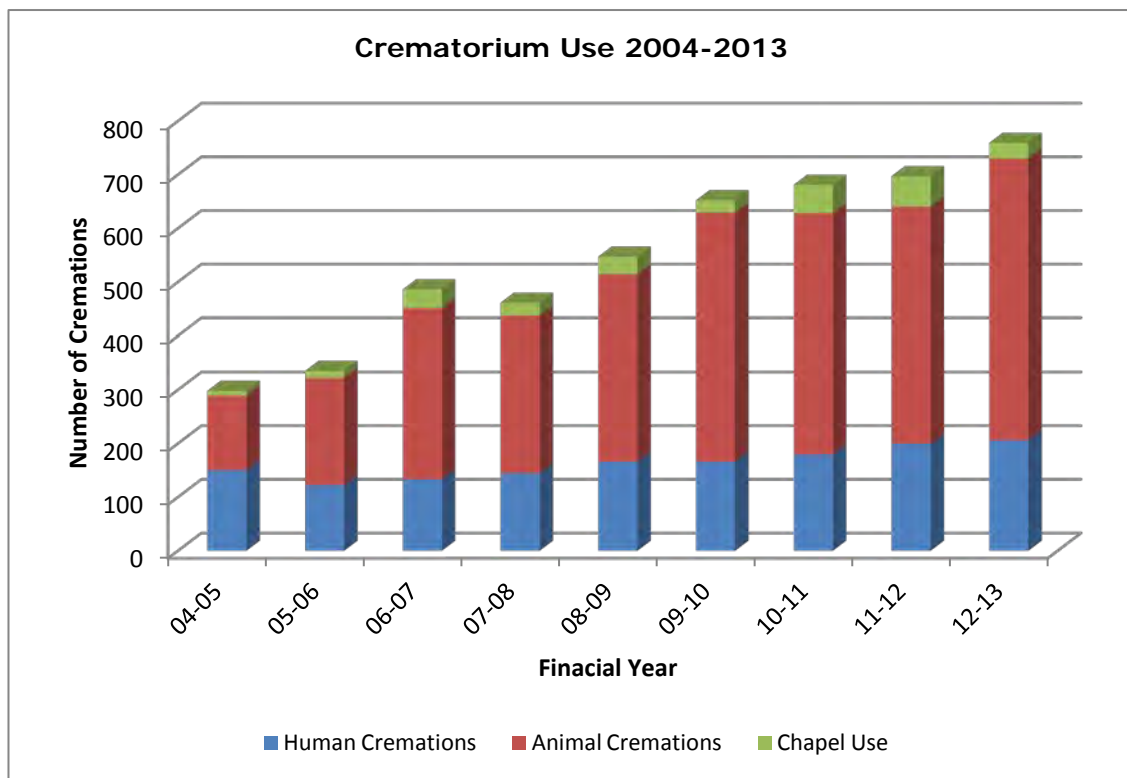


Table 8.2.3: Crematorium Levels of Service

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Affordability</u> A crematorium that meets the return in Council’s funding policy	Crematorium fees and charges comprise 90% of operating costs.	N: 87%	Y: 94%	N: 84%
<u>Quality</u> Crematorium facilities are clean, in good condition and well maintained	Maintain Grade 3 ²⁵ asset condition	Y	Y	Y
<u>Sustainability</u> The crematorium is operated in an environmentally responsible manner.	No complaints from neighbouring properties.	Y	Y	Y
	Least environmental impact fuel used where available and cost effective.	Y	Y	Y
	Compliance with legislative requirements including discharge consent conditions.	Y	Y	Y

²⁵ Refer to section 10 for condition assessment explanation of grades

Table 8.2.4: Key contractual performance measures

Key Contractual service levels measures and targets	Achievement		
	14-15	13-14	12-13
Service complaints maintained at less than 5% expressed as a percentage of use	Y	Y	Y
95% of complaints responded to within five working days	Y	Y	Y
Cleanliness audits indicate an 85% performance level	N	Y	Y

8.2.4 Future Demand

The International Cremation Statistics for 2010 state that for New Zealand 72% of deaths are cremated. This has increased since 1999 where 61% of deaths were cremated (Stats NZ 1999).

The death rate for Nelson has remained largely unchanged over the last 10 years and is predicted to increase to around 475 by 2031 (Stats NZ 2012) as the 'baby boomer' generation ages. This represents a 15% increase in deaths.

In 2013 there were 413 deaths in Nelson with 206 human cremations at Wakapuaka Crematorium (49%).

Alternative cremation services are available at the privately owned "Garden of the World" cremator located at Hope. There is no evidence at this stage if that cremator is having a significant impact on Wakapuaka as the funeral directors involved with that facility had already been using a crematorium outside of the Nelson area.

A number of funeral directors have commented that they do not readily have access to the privately owned cremator and therefore continue to make use of the Wakapuaka facility.

The availability of land for burials and the subsequent cost of burial plots is another influencing factor for future demand. There is sufficient capacity at Marsden Cemetery, Seaview and Hira cemetery's for at least 30 years of burials at the current death rates.

It is difficult to predict the future demand for cremations for people as this depends on the after-life wishes of the individual, religious beliefs, and/or their next of kin. If the other crematoria located in Motueka that also serves the top of the South Island were to close the number of cremations would increase.

The current capacity at Wakapuaka is in the order of 1000 cremations a year. The existing resource consent allows for up to 1000 cremations a year. Current statistics therefore indicate that future demand is not an immediate issue for consideration by Council

Pet cremations are increasing at a significant rate (18% over the last 12 months). Should demand for pet cremations continue to increase at this rate it would place strain on the cremators at Wakapuaka. A more detailed evaluation of this service will be undertaken to ensure Council is delivering in the most cost-effective option.

	Human	% total	Animal	% total	total
2004/05	150	52%	139	48%	289
2005/06	122	38%	200	62%	322
2006/07	133	29%	318	71%	451
2007/08	144	33%	293	67%	437
2008/09	166	32%	348	68%	514
2009/10	166	26%	463	74%	629
2010/11	179	29%	449	71%	628
2011/12	191	31%	441	69%	640

	Human	% total	Animal	% total	total
2012/13	213	29%	524	72%	723
2013/14	219	28%	553	72%	772
2014/15	244	28%	639	72%	883

Assume steady increase in pet and human cremations – trends indicate cremation is a favourable option. Larger increase for pets as more people aware of this option and viewed as more favourable.

8.2.5 Sustainability actions and initiatives

Nelson 2060 creates a framework and strategy for Nelson over the next fifty years.

The operation of the crematorium has an important part to play in this strategy both around the aging population as well as improvements around cremators / alternative fuels / and also more sustainable types of products being cremated i.e.: cardboard coffins.

Whilst the current operating contract is light in these areas beyond meeting current legislative and discharge requirements the principles of Nelson 2060 will be incorporated in to any new operational contract entered in to.

8.2.6 Risk Management

Initial seismic assessment rated the crematorium at 14% of the New Building Standard

Table 8.2.5: Crematorium Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Change in legislation leads to additional regulation adding costs.	High	monitor	Deficient	High	Share
Lack of qualified operators reduces hours of operation or leads to temporary shut down	High	training plan in place	Moderate	High	Accept
Building or plant deficiency or failure requiring facilities to close	High	condition assessments performed every 2 years, ongoing maintenance and renewal programme, SR system for unprogrammed maintenance, ongoing monitoring	Moderate	Med	Accept
Independent group sets up animal cremator - would lead to reduced income but also reduction in expenses	Med	None	Deficient	Med	Accept
Hazards cause injury or affect health of users	Med	Maintain parks hazard register with controls, ongoing maintenance	Moderate	Low	Accept
Fire caused by arson/ electrical faults	High	Emergency alarm and evacuation systems, building WOF	Strong	Low	Accept
Earthquake -structural failure, asset closure	Med	Insurance, Evacuation Plan	Moderate	Low	Accept
Financial viability - Reduced patronage or other reason reduces financial viability.	Low	asset management planning	Moderate	Low	Accept

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Incorrect operation of cremator creates environmental effects on atmosphere	Med	Appropriately designed and operated cremators, education for operators, particle discharge monitored, resource consent conditions	Strong	Low	Accept

The cremator is an integral part of Councils Pandemic Plan. If the cremator was not available during a Pandemic event alternative arrangements would need to be made. Alternatives could be the use of mass graves or the use of the private cremator at Hope. Pandemic modelling assumes approximately 116 deaths per week at the height of any infection.

8.2.7 Lifecycle Management

8.2.7.1 Operations

NELMAC is under contract until 30 June 2016 for the operation of the facility.

Contract costs likely to be closer to 60k for next few years following Nelmac taking over - this is due to training of contract staff. The trend (i.e. 60k) will continue for a number of years (next 2-3), thereafter it will reduce.

There is current demand for self-arranged cremations (family) for cultural and economic reasons. This trend is likely to continue for the short to medium term. With a self-arranged cremation the family arrange for, and attend, cremations without the use of a funeral director. This option is not actively promoted however a cremation pack is available, with forms available on-line, should the bereaved elect this option.

Cremations are held on the same day of the funeral service, or by arrangement immediately after the service and ashes are available if the family requires them.

The cremators burn at a very high temperature and are cleaned out between cremations. Cost of fuel impacts significantly on profitability of cremator.

Marketing campaign and information pack to assist self arranged cremations have been completed and are available for residents.

There is a separate cremator within the crematorium which due to demand, is used for pet cremations. Information is being recorded to assist with future price setting for this activity.

Contractor reports on assets monthly.

8.2.7.2 Description of assets

There are two cremators, fuel tank, and a chapel.

Two Nu-Way burners connected to Hargreaves cremators.

8.2.7.3 Maintenance

The building condition assessment performed in December 2013 by Opus indicated the structure is in good condition.

Recommended work identified has been programmed and included in funding requests. This includes painting the fuel tank and the building.

It is important to note that the Opus condition assessment did not review all asset components so operational staff have evaluated those separately. The items include: burners, furnaces, jets, pumps, lifting gear, ash-processors, incinerators, kilns, etc. Maintenance of these assets is done on an as needed basis and programmed at the beginning of each year.

Condition of the resource consent is that the cremator is serviced at least once every year.

8.2.7.4 Renewals

Assets requiring renewal include the first cremator, kitchen and toileting facilities, and the pet cadaver storage refrigerator.

8.2.7.5 Future capital

The detailed seismic assessment identified the crematorium as 35% of the new building standard (NBS). Any strengthening work required will be prioritised against other Council owned buildings.

Based on the continued growth of pet cremations and to make pet cremations more financially sustainable, alternative options need to be considered. A more detailed analysis will be undertaken over the next few years to determine the most cost-effective solution to deliver this service and funding request will be updated as appropriate. Funding for a dedicated pet cremator has been included as the most likely solution to this issue.

Operational staff has identified the need for a projector and screen to meet customer requirements for visual displays. New storage and partitions and an entrance canopy to protect from adverse weather conditions are also required.

8.2.7.6 Disposal

Nothing currently planned.

8.2.7.7 Revenue discussion/ Funding policy

Council’s funding policy requires 90% of operational expense to be collected from users and the balance from rates. The crematorium fees are updated annually to reflect the funding mix.

All current charges and fees are listed on the Nelson City Council website.

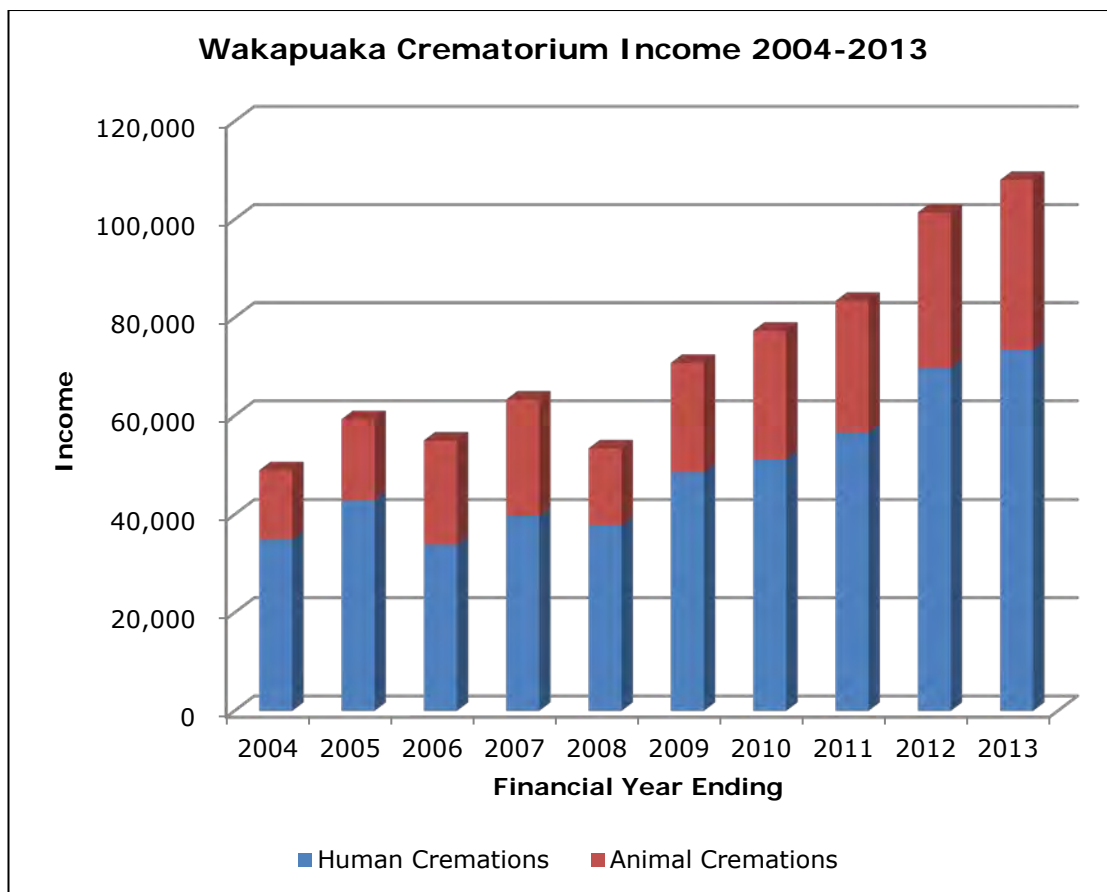
As comparison, other Councils Cremation Fee’s

Nelson City	\$500 per adult
Tauranga City	\$440 per adult
Wanganui City Council	\$652 per adult
Hamilton City Council	\$560 per adult
Invercargill City Council	\$655 per adult

Pet cremation fees vary according to the size of the animal. The charges start at \$35 for a cat/small dog up to \$200 for an extra large breed. A reduction in the number of pet cremations should a private operation commence would require review of the cremation charges to meet the current funding policy.

Council has the ability to review the current funding policy annually as part of the annual plan process.

Figure 8.2.2: Crematorium Income



8.2.8 Area specific management practices

Area specific management practices documented in The Nelson City Council Procedure Library:

- ✓ Quality Check Burials and Cremations
- ✓ Disinterment (Burial, or Ashes)
- ✓ Cremate a Pet
- ✓ Apply, Confirm Permission and Undertake a Cremation
- ✓ Appoint a Medical Referee
- ✓ Records and Invoice for a Cremation
- ✓ Store Cremation Documents

8.2.9 Asset Management Improvement

The Asset Management Plan documents the actions required to improve Council’s long term approach to Asset Management practises. Improvement items identified:

Table 8.2.6: Crematorium Asset Management Improvement Items

Improvement Item	Priority ²⁶
Investigate options to ensure most cost effective solutions are used to address pet cremations	Medium

²⁶ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

Improvement Item	Priority ²⁶
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Complete a service delivery review for the cremation activity in conjunction with the contract renewal due June 2016.	High

8.3 MARINA

8.3.1 Overview

The marina provides permanent and casual berths for visitors and residents of Nelson, and provides associated marine facilities to support related activities, such as boat ramps, ablution blocks, boat storage and facilities for leisure and recreational activities (BBQs, clubrooms, boat storage).

Boat owners from around New Zealand and overseas are drawn to the Nelson marina which provides good, safe facilities, reasonable annual berthage fees (refer comparison table 8.3.7.7), access to the attractions of the Nelson region and a central location with good connection to the city. The marina is in a sheltered area and is not subject to sea surges. It is surrounded by marine related businesses with restaurants and accommodations close by.

In addition to the berthage of boats, the marina provides a quality marina environment including providing for a range of marine related experiences for residents including recreational, commercial and service/industrial marine activities. The marina facility also aims to cater for accommodation of boatie visitors to Nelson in a marine environment that is well linked with marine services and provides easy access to Nelson City and its many attractions.

Figure 8.3.1: Aerial view of Nelson Marina



The marina is currently the fifth largest marina in New Zealand in relation to berth numbers (of marinas in the Marina Operations Association or MOA). With the completion of the pontoons beside the boat ramp and the super yacht moorings in 2014 numbers currently sit at 557 pontoon berths (includes 48 live aboard berths – accommodating 79 persons and 25 casual berths) plus 36 pile berths and 48 dry berths.

8.3.2 Key Issues

Hard stand space is currently being provided by a private provider. That land owner currently has a sub-division application before Council.

Should that sub-division be approved and the provision of hardstand area currently provided is lost or reduced then Council under the Resource Consent granted for the marina would have to provide the hardstand area.

Council has resolved to investigate a public hard stand area (3500m²) with implementation in year 1 of LTP. The provision of a travel lift will be factored in to this investigation.

Facilities for other users including sea scouts, the rowing club, the kayak racing club, TS Talisman Cadets, Nelson Bays Yacht Training Association (NBYTA) and Waka Ama needs resolution.

- ✓ Utilisation of storage space between users needs review. Some boats (Waka Ama) are stored on the grass reserve.
- ✓ The sharing of launching facilities amongst water sports groups and recreational boaties.
- ✓ Consideration of options for additional land and buildings to accommodate the increasing recreational and leisure activities at the marina in a manner that does not conflict with berthage activities

Funding policy review - Providing good quality facilities for marina users balanced with retaining the valued low cost fees. The marina is now self funding. The challenge will be maintaining both the quality and the affordability that the boating community desires. Council's decision not to increase fees substantially in the 2011 Annual Plan confirmed this low cost approach.

8.3.3 Levels of Service

The marina runs at 94% to 100% capacity with demand for berths resulting in a waiting list of 50 vessels, some in relation to live aboard positions. The marina income is essentially made up of five income streams:

- ✓ Permanent berths (532 berths), visitor or casual berths (25 berths).
- ✓ Dry or hard storage.
- ✓ Sundry Income (showers, laundry).
- ✓ Public launch ramp.

There is ongoing demand for growth in recreational boat use as the City grows. Current water space is almost full.

Customer expectations

In consulting on the Draft Annual Plan 2011, Council put forward a proposal to increase marina fees by 15%, but after hearing the concerns of berth owners at the hearings, decided that marina fees would only increase by the Consumer Price Index for that year.

Anecdotal information from operational staff states residents and visitors are generally satisfied with the marina facilities. The berthage fees are considered cheap compared to other marinas around the country (refer table 8.3.7.7). The last Customer Survey was completed March 2012 (ref: A33854).

Figure 8.3.2: Marina User Feedback on Fees

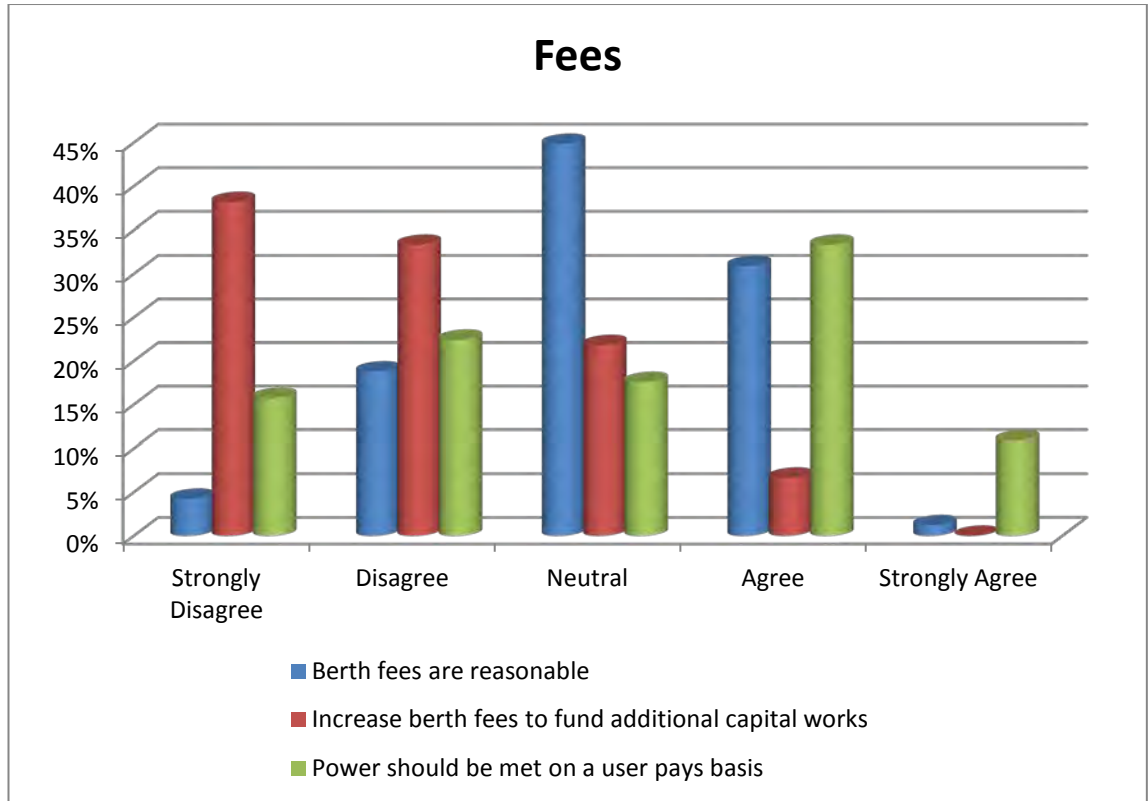


Figure 8.3.3: Marina User Feedback on Ablution Blocks

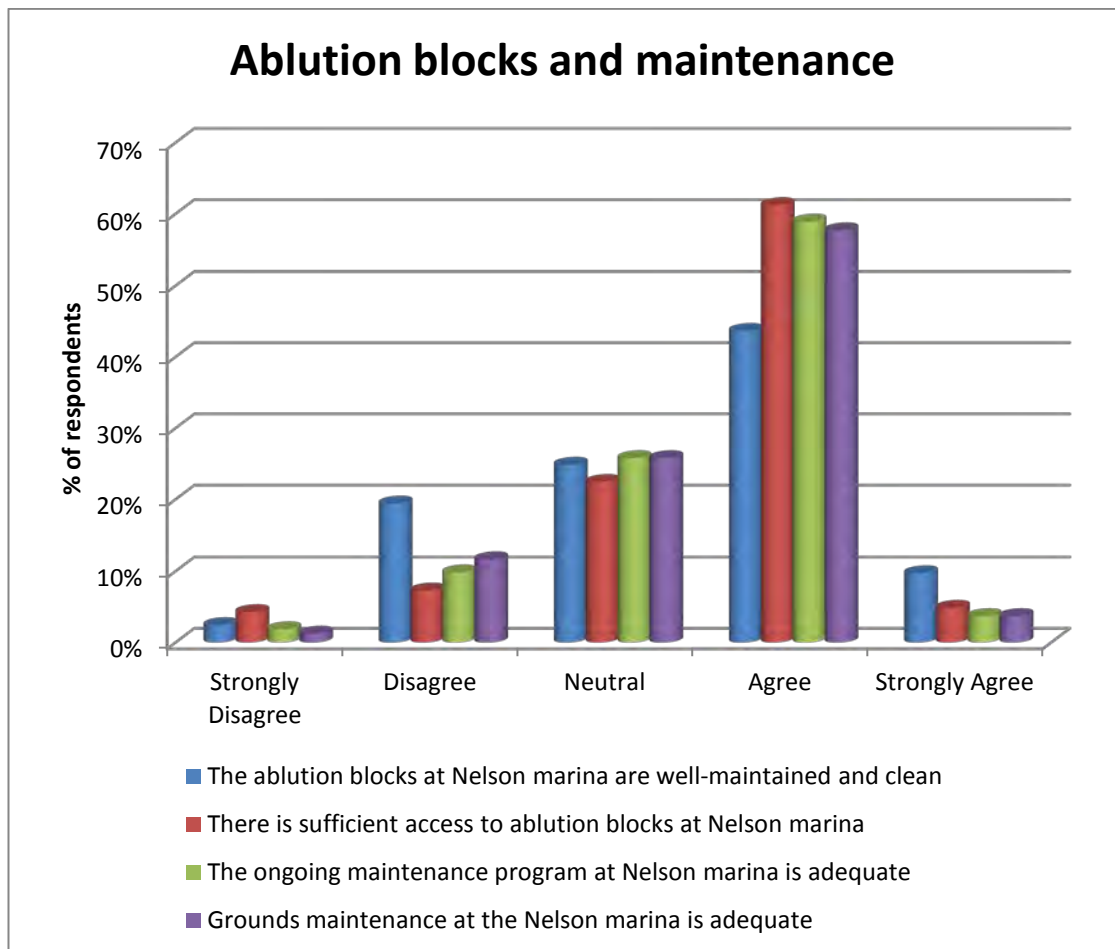
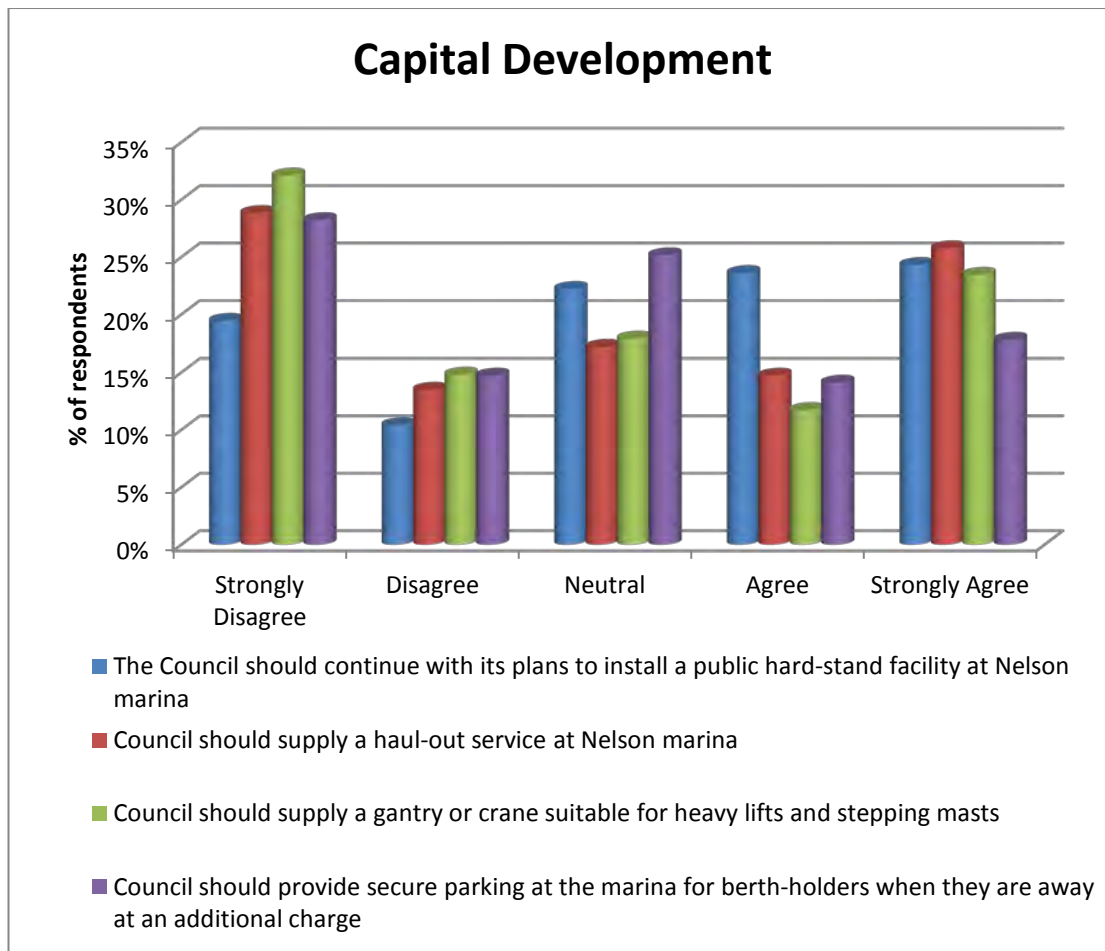


Figure 8.3.4: Marina User Feedback on Capital Development



The Marina is a signatory to the Top of the South (ToS) Biohazard control agreement along with Marlborough District Council, Port Nelson, and Tasman District Council. (ref A1157434).

Legislative requirements

- ✓ Meet the needs of legislation including relevant codes of practice i.e. AS/NZS 3004 1&2.
- ✓ Most important legislation for the marina is Electricity (Safety) Regulations 2010 and the standards that come out of that those being AS/NZS 3004 1&2.
- ✓ Marinas are audited by MBIE to check compliance with the regulations and codes. Nelson Marina was audited in 2011 and passed.
- ✓ The relevant bylaw is 218, the Navigation and Safety Bylaw.
- ✓ The LINZ (Land Institute of New Zealand) requirement is administered by the Port and requires those managing navigational waters (including the marina) to maintain depth levels as per their plans.

Resource consents

There are a range of relevant consents including those that have requirements covering:

- ✓ Discharge consent to the coastal marine area has been renewed and both of the two existing wash down areas in close proximity to the boat ramp now have consent
- ✓ Dredging - the existing marina needs sediment removal from within and between the pontoons. Resource consents have been obtained for both the removal of sediment and disposal. Funding for this project is identified in 2015-

16. Ownership of the marina land is in contention by iwi and Department of Conservation under the Marine and Coastal Area (Takutai Moana) Act 2011.

- ✓ Provision of sufficient hardstand (3500m2).

There are also compliance requirements under the Nelson Resource Management Plan

Table 8.3.1: Marina Levels of Service and Key Contractual Performance Measures

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Affordability</u> Marina is financially sustainable	The marina meets the return in Council's funding policy - 100% user funded.	Yes	Yes	Yes
<u>Quality</u> Marina facilities are clean, in good condition and well maintained	Maintain Grade 3 ²⁷ asset condition	Yes	Yes	Yes
<u>Compliance</u> Marina fulfils legislative responsibilities	Resource Consents are adhered to 100% compliance required	Yes	Yes	Yes
<u>Accessibility</u> Marina facilities in sufficient quantity and type to support the needs of residents and visitors to Nelson in the future.	Monthly occupancy of berths must exceed 90%	Yes	Yes	Yes
	70% of users are satisfied or very satisfied with marina	n/m	n/m	n/m
	Marina berths and pile moorings no less than 80% occupied	Yes	Yes	Yes

Marina key contractual performance measures

Key Contractual service levels measures and targets	Achievement		
	14-15	13-14	12-13
98% of visitors have been issued a visitors license	Yes	Yes	Yes
100% Annual License Holders have current license	Yes	Yes	Yes
100% of emergency maintenance within 24 hours	Yes	Yes	Yes
85% of non-programmed maintenance completed in ten working days	Yes	Yes	Yes
Fortnightly safety Inspections	Yes	Yes	Yes
Audits indicate 90% performance level	Yes	Yes	Yes

8.3.4 Future Demand

Future demand is likely to be related to population growth and the natural demand for berths.

The increase in water sports participation and storage, club facilities.

²⁷ Refer to section 10 for condition assessment explanation of grades

Increase in larger boats is changing the pontoon design and suitability.

Holistic approach to reducing incursions of notified pests to include Port and marina – NCC is part of the ToS (Top of South bio-hazard strategy). Any proposals to restrict and manage incursions need to be integrated and affordable both in terms of expenditure and income.

The Bio-Fouling Craft Risk Management Standard (CRMS), introduced May 2014, requires hulls to be clean on arrival in NZ. This standard is currently voluntary but become mandatory in 2018. This may have an impact on hardstand requirement.

8.3.5 Sustainability actions and initiatives

Current activities that support the goals and principles of Nelson 2060 include:

- ✓ Resource consenting and various other legislative requirements designed to minimise and protect the marine environment.
- ✓ A place and facilities designed to meet the needs of the Nelson Community to enjoy marine activities.
- ✓ Monitoring and charging for electricity consumption

8.3.6 Risk Management

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Chemical or fuel spillage causes harbour water pollution	High	Storage and handling standards and monitoring. Procedures to deal with and mitigate spills.	Moderate	Med	Accept
Environmental damage due to exotic pests from hulls and ballast water	Med	ToS management of pest strategy and annual inspections of vessels (below water)	Deficient	Med	Accept
Hazards cause injury or affect health of users	Med	Maintain parks hazard register with controls, Rescue equipment on site; signage to manage and restrict inappropriate use	Moderate	Low	Accept
Structural failure of pontoon, poles or anchor points causing damage to boats	High	ongoing conditions assessments, spot inspections, renewal programme, public liability insurance	Strong	Low	Accept
Electoconduction due to power supply/electrical equipment fault, water risk	Med	Electrical warrant of fitness for both the marina and vessels using the marina	Strong	Low	Accept
Fire caused by arson/ electrical faults/ petrol spills	Low	Insurance, Evacuation Plan, fire fighting equipment	Strong	Low	Accept
Pontoon, vessel or other property damage due to Earthquake /Tsunami or significant storm event	Low	design of facilities, insurance	Strong	Low	Accept

8.3.7 Lifecycle Management

8.3.7.1 Operations

Nelmac is responsible for operations and general maintenance (contract number is 3418, awarded 01 June 2012). The current contract covers three years with two one year extensions at Nelson City Council’s discretion.

Electricity – view to reduce cost of this service with ‘user pays’. Also upgrade to three phases at discrete locations.

Berth costs are very reasonable compared to other marinas (refer to table 8.3.2).

High occupation rates reflect competitive pricing, the quality of berthage services available as well as demand for such facilities in Nelson.

8.3.7.2 Description of assets

Nelson marina is owned and operated by Council and includes:

- ✓ 557 pontoon berths (includes 48 live aboard berths and 25 casual berths) plus 36 pile berths
- ✓ 48 dry berths
- ✓ three boat ramps - Akersten St, Vickerman, Sea Scout
- ✓ two jetties
- ✓ 3 wash down facilities
- ✓ three toilet/shower blocks
- ✓ an office building
- ✓ parking facilities
- ✓ Storage yard

8.3.7.3 Maintenance

Maintenance is managed under contract for condition surveys and general maintenance requirements.

Opus Consultants completed condition assessments in December 2013. These condition assessments are being used to help prioritise maintenance work with required funding contained in the maintenance budgets.

Maintenance dredging is required to achieve LINZ requirements and a resource consent is in place to undertake this work in 2015/16.

It is anticipated that dredging will be required every ten years. This AMP takes that in to consideration.

A holistic approach to reducing incursions of notified pests includes the Port and Marina – NCC is part of the ToS (Top of South bio-hazard strategy). Any proposals to restrict and manage pest incursions need to be integrated and affordable.

8.3.7.4 Renewals

A detailed condition assessment is planned in 2016/17 for the pontoon components to help with prioritisation for renewal. The 2013 Opus condition assessment indicated many were in good condition.

Council also has responsibility for launch ramp renewals, electrical and water supply services, and other marina structures and services.

8.3.7.5 Future capital

A scheduled review of Marina assets and activities will identify and confirm future development and capital works programme.

Existing inputs into this process also include:

Akersten Precinct Masterplan Review of Implementation Options (Aurecon Consultants, 30 June 2010, ref A230576): master planning of the area with integration proposed to the Heart of Nelson Projects.

Nelson Water Sports Review, November 2013 (ref A1157437): includes an assessment of the water sports users' needs and potential gaps.

8.3.7.6 Disposal

Disposals and removal of any surplus buildings will be identified by the separate review of the Marina facility and the Property Assets Review.

8.3.7.7 Revenue discussion/ Funding policy

The marina is 100% self funding from user charges. Income is generated through berth rentals (mooring fees), from visiting vessels, launching fees, shower/laundry facilities use, and other casual rental. The marina is a significant and increasing asset, is well used by the community and has future development opportunities.

Since the 2008 financial year funding from rates has stopped and the marina has been self sustaining financially.

Figure 8.3.5: Marina Total Income

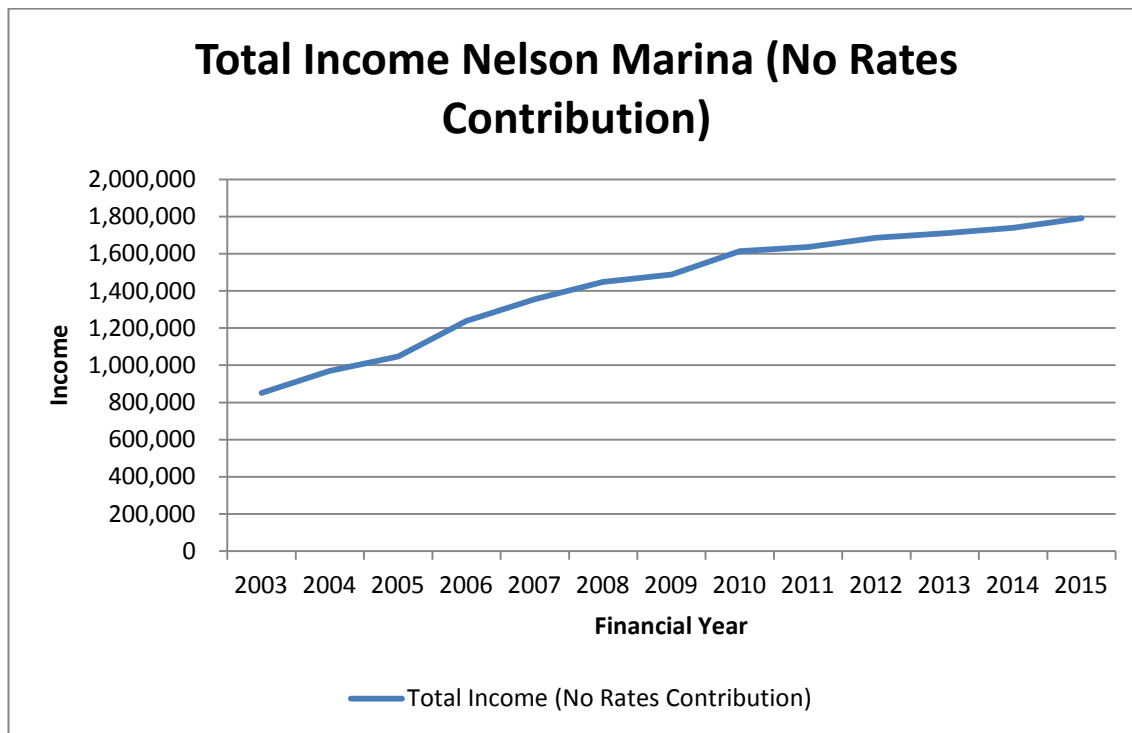
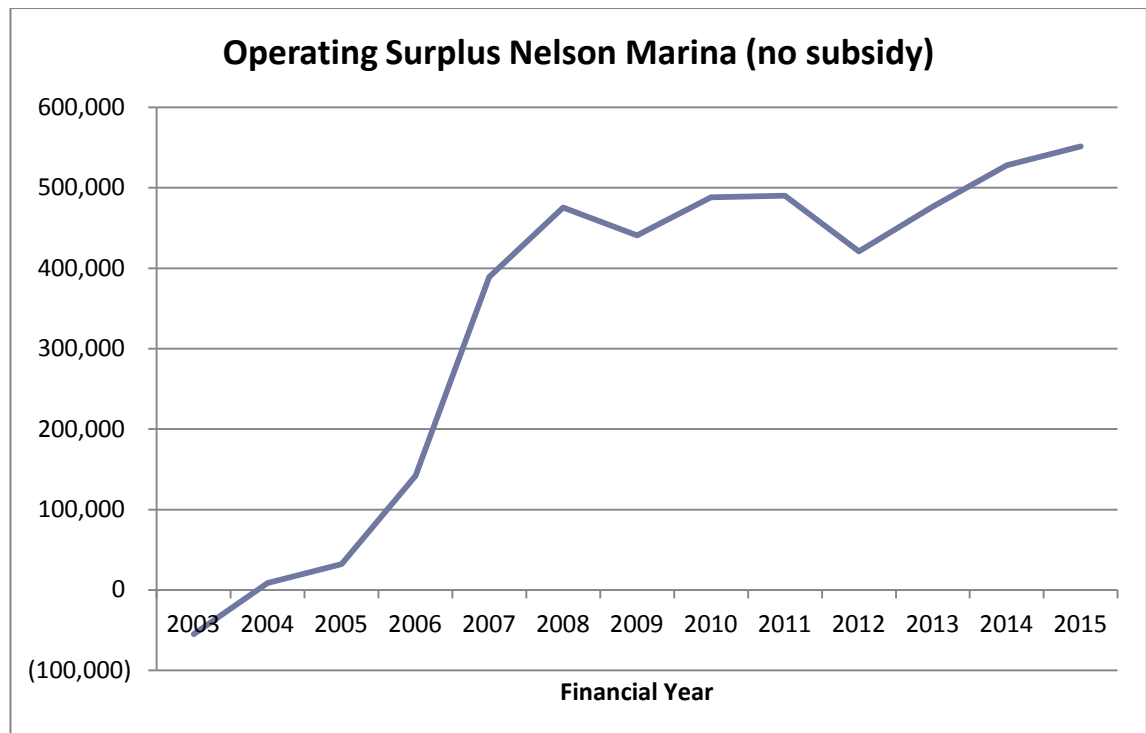


Table 8.3.2: Marina Charging Comparison

	NELSON	WAIKAWA	HAVELOCK (Wooden)	HAVELOCK (Concrete)	PICTON	TAURANGA
10m	\$2852	\$4313	\$3357	\$4590	\$4804	\$5040
12m	\$3385	\$5581	\$4471	\$5508	\$5765	\$5400
14m	\$4186	\$7896	\$5498	\$7038	\$7324	\$7200
18m	\$4986	\$9900	\$5969	\$8509	\$8789	\$10,800
20m	\$5520	N/A	N/A	\$9547	\$9766	\$14,400

Figure 8.3.6: Operating Surplus

8.3.8 Area specific Management Practices

Area specific management practices documented in The Nelson City Council Procedure Library:

- ✓ Invoice for Marina Usage
- ✓ Take Action on Overdue Payment for Marina
- ✓ Trigger Debt Recovery through Credit Recovery for Marina
- ✓ Ensure Overseas Visitors Entering Marina Comply with Customs Requirements
- ✓ Ensure Appropriate Response in Event of Emergency at Marina
- ✓ Inspect Assets at the Nelson Marina
- ✓ Ensure Owners of Boats in Marina are Compliant with Electrical Safety Regulations
- ✓ Allocate a Berth, Dry Berth or Trailer Park in the Marina to a Berth Holder
- ✓ Allocate a Berth in the Marina to a Visitor
- ✓ Revoke a Licence for the Marina
- ✓ Dispose of Abandoned Vessel
- ✓ Request to Use Akersten St Reclamation Area for Repair Works
- ✓ Deal with a Breach of Conditions of Use of Marina
- ✓ Request to Undertake Maintenance Work on Vessel in Marina
- ✓ Approve Contractors for Maintenance Work at Marina (proposed)
- ✓ Maintain and Repair Assets at the Nelson Marina
- ✓ Collect Cash from Marina
- ✓ Collect Information on Marina Visitors
- ✓ Manage Liveaboard Population at Nelson Marina
- ✓ Ensure Supply of Forms for Marina Management

- ✓ Ensure Marina Berth-holder is Insured
- ✓ Allocate a Hardstand in the Marina (proposed)
- ✓ Ensure Council's Compliance with Audit for Electrical Safety

8.3.9 Asset Management Improvements

Table 8.3.3: Marina Asset Management Improvement Items

Improvement Item	Priority ²⁸
A need to look at opportunities to maximise club sustainability by providing access to good quality facilities (potentially via leases) and access to the marine environment	High
Investigate need for large berths to accept 35m vessels	Low
Investigate options to meet the resource consent requirement for a hardstand	High
Include as part of the Property Assets Review	High
Undertake a review of the marina facilities and services to guide funding for improvements	High
Implement a value for money survey to evaluate the service provided, quality of facilities and assist with predicting trends for the future.	Medium
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Review the practise and allocation of live aboard berths (currently three per pontoon for security)	Low
Develop business case for boat storage and meeting space for community groups at the marina.	High
Monitor marina depths and schedule dredging as required	High

²⁸ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

8.4 LIBRARIES

8.4.1 Overview

The ethos of the public library is to serve the people and the community through its civic presence and provision of information, learning and culture. The library provides a safe, democratic space, integrated into the local community and accessible to all.

While the lending of reading materials remains the universally recognised trademark of the service, the scope of the public library encompasses a variety of activities including: acting as a communications, information and meeting centre; providing a gateway to knowledge and information; offering access to the world of creativity and the imagination and curating and showcasing culture and heritage and the cultural memory of communities and society at large.²⁹

Nelson has three public libraries. The Elma Turner Library on Halifax Street is the main library providing a wide range of library services. The Stoke Library, on the corner of Neale Avenue and Putaitai Street, is a busy community library. The Nightingale Library Memorial in Tahunanui is the smallest community library in the network. A fourth service point is the library website – Nelson Public Libraries Online.

Since 2008, provision of library services has been guided by the Nelson Public Libraries Strategic Plan 2008 – 2018³⁰, which includes key goal areas and significant implementation priorities.

The key elements of that Strategic Plan are set out below:

The overarching goal is that Nelson Public Libraries connects people to local, national and global ideas and communities.

This is supported by five key goal areas:

Accessing information, ideas and works of the imagination

- ✓ Offer appropriate physical collections, well integrated with electronic resources and the content available on the Internet
- ✓ Embrace opportunities which strengthen services and improve access
- ✓ Provide and promote a range of relevant and convenient library access points.

Supporting independent lifelong learning and literacy

- ✓ Encourage reading, literacy and lifelong learning
- ✓ Host events and programmes which appeal to Nelson's diverse community
- ✓ Support the community to confidently use resources, improve skills and keep abreast of new developments.

Enabling online access to the digital world

- ✓ Discover, access, create and share digital content
- ✓ Offer relevant and integrated digital services and facilities
- ✓ Enhance and promote Nelson Public Libraries Online

Building community identity and a sense of belonging

- ✓ Promote libraries as key community facilities – welcoming, relevant and innovative environments
- ✓ Create opportunities for community connection
- ✓ Libraries reflect and celebrate our community

²⁹ (Dept. of the Environment, Community and Local Government, Ireland - Opportunities for all: strategy for public Libraries 2103-2107)

³⁰ The Strategic Plan took account of national guidance and trend information from 'Public Libraries of New Zealand: A Strategic Framework 2006 to 2016', 'The Digital Strategy', 'New Zealand Digital Content Strategy', and 'E-government Strategy', as well of the local strategic documents, including the 'Long-term Plan', the 'Social Wellbeing Policy', the 'Nelson Urban Growth Strategy', the 'Whakatū Nelson Heritage Strategy', and the 'Regional Economic Development Strategy'.

Working with others

- ✓ Collaborate on cost effective local and national initiatives which enhance library services.

A number of key implementation priorities were included in the Strategic Plan. Many have been completed whilst others continue to be implemented. The rapid pace of change occurring in libraries means that some of the original priorities have now been superseded by developments in library services, growth in technology and the shift in community and customer demands and expectations.

8.4.2 Key Issues

The changing role of libraries

In 2008 Nelson Public Libraries prepared a strategic plan to driver the future direction of library services. This remains the library's guiding document.

Since 2008 the library landscape and customer expectations have changed significantly which impacts on the key goals and implementation priorities identified in this strategic plan.

The **use of technology** both by customers and by libraries as a service delivery tool and as a method of engaging with customers is probably the most visible shift.

The **way customers engage** with their library has also shifted significantly. Whilst physical visits are still very important customers are also choosing to engage libraries online and through social media.

Customers now have **wider expectations as to the role of the library**. Traditional uses like the provision of books remain strong but increasingly the library is seen as both a community and digital hub. The place where people can meet, can access technology and participate in the digital/online world, learn new skills and connect with their local community.

Of significant relevance to future asset management is the ongoing **demand for a physical library space** and the way in which that space is to be used. This is also covered in the Future Capital section.

Related to the demand for space is the question over **opening hours** that enable customers to utilise the growing ranges of services and resources provided by the Library. This is covered in more depth in the section on operations.

8.4.3 Levels of Service

Customer feedback

In the 2014 Nelson City Council Survey of Residents the majority of respondents were satisfied or very satisfied with the public library service provided by Nelson City Council. However, almost a quarter responded 'don't know' to this question, significantly higher than in previous years. Of those who did give a rating, 91% were satisfied or very satisfied with the library service, similar to the 2013 result (90%) and the 2011 result (89%).

The 2013 Nelson City Council People's Panel Research Survey showed that 85% of respondents were satisfied or very satisfied with the general standard of the public library service. Specific aspects of the library services that rated highly in the survey included library environment (88%), layout (85%), and information and research resources (79%). The aspects that rated the lowest satisfaction levels were website (64%), library computers (63%) and activities and events (61%). It should be noted the highest level of dissatisfaction was for opening hours (11%) which also scored a satisfaction level of 78%. The People's Panel survey also questioned respondents on the use of library, which showed the main reason to visit, was to borrow an item. 33% of respondents also used the library to get information, 31% to read magazines/newspapers and 25% for research, using library resources and staff.

Table 8.4.1: Libraries utilisation summary

Visitor numbers	2010/11	2011/12	2012/13	2013/14	2014/15
Elma Turner Library	413,490	413,285	382,806 ³¹	338,612	324,253
Stoke Library	161,332	149,191	158,460	165,603	145,151
Nightingale Library Memorial	27,283	21,383	23,638	21,181	20,936

Issues	2010/11	2011/12	2012/13	2013/14	2014/15
Elma Turner Library	657,817	694,284	614,604 ³²	518,923	582,924
Stoke Library	201,772	193,421	183,126	252,842	189,926
Nightingale Library Memorial	19,433	26,362	17,623	16,533	16,334

Online Usage	2010/11	2011/12	2012/13	2013/14	2014/15
Library website usage	40,958 page views	48,449 page views	30,175 page views	32,190 page views	146,198 page views
E-Book usage	N/A	2,207 downloads	5,595 downloads	7,452 downloads	9,408 downloads
Catalogue usage	448,517 searches	302,656 searches	382,910 searches	50,327 sessions	57,619 sessions

Desired Service Levels

The desired level of service below are a reflection of the changing demand trends - the way that library service is now been perceived in light of the growth of remote access, the impact of technology on how customers use the library and the importance of the range of programmes and services we offer.

Table 8.4.2: Libraries Levels of Service

Levels of Service	Performance Measures & Targets	Achievement	
		14-15	13-14
<u>Accessibility</u> Residents have access to a high quality collection of resources.	75% of customers are satisfied with our collections	N/A	76%
	No more than 10% of collection items have not been issued in the previous 12 months	N/A	
	No more than 10% of collection items have been issued more than 70 times.	N/A	

³¹ Library closed for a week for refurbishment

³² Library closed for a week for refurbishment

Levels of Service	Performance Measures & Targets	Achievement	
		14-15	13-14
<u>Quality</u> Library facilities are clean, in good condition, well maintained and provide a safe and welcoming environment	Maintain Grade 3 ³³ asset condition	Yes	Yes
	At least 80% of customers are satisfied or very satisfied with libraries	N/A	90%
	75% of population are library members	89%	83.5%
<u>Accessibility</u> Library customers can easily access information and electronic resources	70% of available public computers sessions are used	APNK ³⁴ – 84% NCC/Lib – 66%	
	Wifi user levels remain static (48,995 as of 2012-13)	30,548	n/m
	Increase Facebook 'Likes' and Twitter followers by 50% per year for next two years (222 Facebook Likes & 311 Twitter followers)	340 Likes 440 Followers	n/m
<u>Accessibility</u> Customers are offered a range of public classes and programmes	Introduce 2 new classes or programmes per year (41 as of 2013)	232	41 classes
	Increase the overall numbers participating in library programmes annually (180 participants in 2013)	2138	180 attendees

Table 8.4.3: Libraries Levels of Service Performance from 2012

Levels of Service	Performance Measure	Target	Achievement
Residents have access to a high quality collection of resources.	The percentage of respondents to a library survey who generally find what they want at the libraries.	Maintain or improve on the 2007 survey results: At Elma Turner Library – 85% At Stoke Library - 77%	2013 people's panel – 79% satisfied with information and research resources 76% satisfied with collections

³³ Refer to section 10 for condition assessment explanation of grades

³⁴ Aotearoa People's Network Kahuroa

Levels of Service	Performance Measure	Target	Achievement
The library is a well used, welcoming and safe environment	The level of satisfaction with the libraries as determined by residents' survey Trends in membership, door counts	At least 80% of customers are satisfied or very satisfied with libraries/ 75% of population are library members Door counts increase	2013 residents Survey – 90% very satisfied/satisfied 2012/13 – 83.5% 2012/13 – 564,904 (-3.25%)
Opening hours suit the majority of users	Percentage of respondents very/fairly satisfied with opening hours, in library user surveys.	At least 75% of survey respondents are very/fairly satisfied with library opening hours	2013 people's panel - 78% very satisfied/satisfied
Library customers can easily access information and electronic resources	Number of catalogue searches Number of web page views Sessions on library databases Computer bookings Types of computer classes, and numbers of people attending them	Electronic usage continues to increase	2012/13 figures compared to 2011/12 Catalogue usage 382,910 searches (+26.5%) Website usage 30,175 page views (-37.7%) Learning Centre – 16,103 sessions GO-Go – 29,037 sessions 41 classes with 180 attendees

8.4.4 Future Demand

The main factors expected to influence library assets are technological change and changing customer expectations on the services the library provides.

Technological change

The ongoing advancement of technology affects both how customers interact with the library and how services are delivered. Whilst physical visits are still very important customers are also choosing to engage libraries online and through social media.

Growth in electronic resources is not expected to take away people's need for physical library space – in fact computers require significant physical space.

Changing customer perception - The changing role of libraries

Customers now have wider expectations as to the role of the library in the community. Traditional uses like the provision of books remain strong but increasingly the library is seen as both a community and digital hub. The place where people can meet, can access technology and participate in the digital/online world, learn new skills and connect with their local community. Increasing visitor numbers and the range of uses of

the library mean there is a need for more and different spaces – including lounge space and small study spaces.

Population growth and demographic changes

In 2013 Nelson’s population was approximately 48,700. It is expected to increase to about 53,320 in 2025 and to 56,020 by 2045. This will put pressure on existing library services. Most of the new growth is expected to occur in the wider Stoke and North Nelson areas. The census areas with the most significant projected increases (of more than 200 people) are shown in the following table:

Wider area	Census Area	2013 population	2033 projection	Median Age
Stoke	Ngawhatu	2,427	2,790	51.3
	Enner Glynn	3,156	4,270	42.6
	Isel Park	3,162	4,460	44
North Nelson	Atawhai	2,556	3,290	53.8
	Whangamoia (including Hira)	885	1,060	47.8
Tahunanui	Tahuna Hills	2,247	2,760	50.4
Central City	Grampians	2,331	2,850	35.2

Area unit projections are based on assumptions made about future fertility, mortality, and migration patterns of the population. Although the assumptions are carefully formulated to represent future trends, they are subject to uncertainty. Therefore, the projections should be used as guidelines and an indication of the overall trend.

The number of Nelson people over 65 years old was 8106 in 2013 (17% of the population) and is estimated to rise to 13,400 in 2031 (26% of the population). The median age of the population is expected to be 44.8.

The projected increase in older people in Nelson is likely to have implications for design of buildings, continued demand for print materials, and more demand for large print books and audio books, as well as continued demand for training on computers and e-resources.

The social hub role of libraries is highly valued by older people as well. Some elderly people are making daily visits to the library, which has implications for visitor numbers. Equally the degree that an aging population will be mobile and able to visit libraries will influence thinking on the accessibility to physical library buildings and the provision of services like the current Home Delivery service.

Requirements to meet demand changes

The question of additional library **space** has been raised in previous activity/asset management plans and this still remains relevant although the reasons have shifted.

Libraries continue to see high levels of library membership and physical library visits so the ongoing demand for a physical library space continues to remain strong. What is shifting is the way customers want to use the space into the future and the demands this will place on the actual space currently available.

Libraries are community owned multifunctional spaces. They draw people in – they can function as “living rooms of the city”. Over time libraries have seen the use of space shift from reading and book oriented activities to also include community places for learning, relaxation, study, socialising and meeting. As libraries grow their role as a space for learning and community engagement there is a related space demand to accommodate these needs.

The growing influence of **technology** has created an expectation that libraries will provide access to computers, space for laptops and other mobile devices, which, along with the space for other users, require considerable floor area. There is also a

expectation that libraries continue to provide teaching and support so customers have the skills to fully utilise the opportunities technology presents.

The need for space arising from the more traditional library services also remains. There is likely to be continued high use of physical collections, even though over time demand will shift as younger, and future, generations choose more digital resources. Even if there is less demand for physical books in future, people are still expected to want free access to books and technology in a safe environment.

The work required to meet these changing needs is detailed in the future capital section and reflected in the levels of service.

8.4.5 Sustainability actions and initiatives

The expansions scheduled for the Elma Turner and Stoke libraries are opportunities to reflect the changing uses and include features related to sustainable design, procurement and operation of the buildings and facilities. A sustainable design will be one that incorporates flexibility to enable changing uses of libraries in future.

- ✓ Facilitate access to global information, encourage learning and participation in social debate and discussion
- ✓ Provide learning opportunities for customers to develop their digital literacy skills
- ✓ Facilitate participation in democratic process and engagement of Nelson Residents with Council through access to Council information and consultations
- ✓ Helping develop and maintain reading literacy levels in Nelson
- ✓ Sustainability principles applied to buildings and operations.

8.4.6 Risk Management

Earthquake prone building status:

- ✓ Elma Turner: initial assessment stated 28% NBS, detailed assessment done which indicates 42% NBS (Note central and back newer portion is at 100%). Strengthening work to be prioritised against other structures in need of upgrading.
- ✓ Stoke: 99% NBS – no further seismic evaluation required
- ✓ Nightingale: 50% NBS

Libraries Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Building collapse due to earthquake	Med	Insurance	Deficient	Med	Reduce
Legal action resulting from copyright or similar breach of statutory obligations	Med	none	Moderate	Low	Accept
Injury to staff or asset from violent customer	Med	Alarm/ warning system in place with staff. Multiple exit routes. Staff training in dealing with difficult customers	Moderate	Low	Accept
Key staff leave	Med	cross training, key processes documented	Moderate	Low	Accept
IT systems go down during business hours	Low	UPS system – 60 mins power backup	Deficient	Low	Accept
Major building or plant item breaks or fails requiring facilities to close.	Med	Programmed condition assessments	Moderate	Low	Accept

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Loss or destruction of Heritage/ Maori collections due to environmental factors, improper handling, or theft	High	Collections stored in secure room with climate control.	Strong	Low	Accept
Injury of staff or customers due to earthquake	Med	Freestanding shelves kept below head height. Bottom shelves loaded more heavily; weight distributed evenly on both sides of shelving. Other furniture secured to wall where possible.	Moderate	Low	Accept
Illegal access gained to computer system and customer's personal information is viewed, corrupted or stolen	High	Council system firewall, security visibility screens on public computer monitors	Strong	Low	Accept
Loss of assets via theft	Med	Valuable books not stored on shelves, books contain sensors that are deactivated on check out	Strong	Low	Accept
Asset Damage due to flooding	Med	Stock protection plan to limit water ingress and move books; insurance	Strong	Low	Accept
Injury or asset damage due to fire (arson, electrical)	Med	Fire detection and warning system, fire-fighting equipment. Evacuation Plan	Strong	Low	Accept

8.4.7 Lifecycle Management

8.4.7.1 Operations

Nelson Public Libraries provide a seven day service across its physical locations. Nelson Public Libraries Online operates 24/7. Elma Turner Library is open for 51 hours per week across seven days, Stoke library is open 42.5 hours Monday to Saturday, and Nightingale Library Memorial is open 22.5 hours – Sunday to Friday. In total the 3 libraries are open 116 hours per week.

	Number of items	Days open	Total hours open
Elma Turner Library	General 112,589	7	51
	Research Room 10,862		
Stoke Library	25,736	6 (Monday – Saturday)	42.5
Nightingale Library Memorial	5,496	6 (Sunday – Friday)	22.5

The library network provides access to a range of digital and electronic resources, and in 2011 launched Overdrive, a platform for e-books and downloadable audio to enhance the collection and meet the growing customer demand for this material. This is a partnership with all South Island libraries.

The key areas of library service provision are front of house service delivery, development and delivery of library programmes and services, and collections and support functions. A reorganisation in 2013 was undertaken to better align the organisational structure with this new service delivery method. In total there is 38 staff at the three libraries (29.49 full time equivalents).

The Elma Turner Library and the resources are well used by a wide range of community groups. The Activity Room, in particular, is used as a place to hold community and library events, classes, presentations, workshops and regular meetings.

The Libraries also have a role in enhancing the community's understanding of a broad range of local issues through displays, promotions and events.

Nelson's heritage is accessible through displays and through the development of The Prow, a website featuring historical and cultural stories from Nelson, Tasman and Marlborough to which people can contribute stories. Use of The Prow is increasing with 166,710 views in 2012/13 rising to 175,533 views in 2014/15. Addition of new stories is ongoing from schools, the community and commissioned stories. Interest in genealogy is also increasing.

Staff remain the most valuable asset in the Library. They continue to be the visible face of the library and are the conduit between customers and the library's resources. With a changing library environment the challenge is to ensure that there remains an ongoing focus on staff training and development to support the changing role of library.

A staff training programme will be developed and funded via training budgets.

Opening hours

There is an increasing demand for more open hours at the Elma Turner Library during the weekend. Almost the same numbers of customers visit the library during each three-hour opening on Saturday and Sunday, as during a week day. This level of demand does lead to pressure on staff and impacts on the level of service that can be provided to customers.

Funding was provided through the LTP for the extension of opening hours on Saturday to 10am to 4pm and opening at the earlier time of 9.30am on weekdays. The earlier opening hours has also been extended to include Stoke Library.

Customer research showed there was little demand for extending Saturday opening at Stoke and this was not included in changes to opening hours.

Strategic Plan

An assessment of current national and international strategic documents shows the emergence of three key areas for future focus and two key enablers that are crucial to the successful delivery of a library service in those focus areas.

The 3 key strategic areas are community and people, learning and literacy, and dynamic spaces.

The two key enablers that will facilitate the successful development and delivery of services are library staff and effectively utilising technology and the digital environment.

Whilst these focus areas and enablers are in alignment with a number of the goals in the current strategic plan there is still a need to revise the strategic plan to better reflect the current and future library environment.

It is recommended that these focus areas and enablers form the basis of a revised strategic action plan.

ACTION

- ✓ Update 2008 Library Strategic Plan - \$5,000

Focus Area: Community and people

Nelson Public Libraries continues to be one of Nelson City Council's high profile investments in the city and its people. The changing nature of libraries is meaning an evolution from just a place of books to now also include being community and social hubs. A place where people connect and interact with each other, can learn and develop, access information and technology and increasingly are being used as community resources centres by other community and government groups.

This is a reflection of the Library being one of the few places left in a community that is freely accessible to all residents, contains a wide range of information and resources used by the community, and offers a safe and welcoming environment.

Nelson has rich history and heritage which Nelson Public Libraries has an ongoing role to help preserve so that the stories can be shared and celebrated. Our heritage is a reflection of our people and the community we live in and as such is an important record to maintain. The Prow, a website featuring historical and cultural stories from Nelson, Tasman and Marlborough is the Library's flagship heritage resource and continues to grow since its introduction in 2009.

Digitising library and community heritage resources and in particular images is seen as an effective mechanism for keeping such content safe and for making more widely available beyond the library walls. There are a number of opportunities for collecting, storing and making accessible heritage content that would continue Nelson Public Libraries commitment in this area.

Nelson Public Libraries has an ongoing relationship with local Iwi. This is reflected by the collections we hold, the programmes we run and the importance we place on the Library Assistant – Maori role in the Library.

Nationally there are ongoing discussions between central government and public libraries over the implementation of the government's Key Result Area 10, the aim of which is to have 70% of government transactions online by 2017. Libraries potentially have a significant role to play as an information conduit between government and communities, and to provide the digital skills necessary to interact in the online environment.

The creation of a Community Engagement team within the wider library team is intended to provide the Library with a dedicated resource focussed on increasing the connections of the Library with its customers out in the community. This coupled with a greater focus on branding and promotion will serve to raise the profile of the Library as a community facility.

ACTION

- ✓ Digitisation project to collect, store and make accessible heritage content - \$10,000 per year
- ✓ Ongoing development of the Prow website. \$15,000 in 2016/17
- ✓ Develop a community profile that will guide future community engagement initiatives

Focus Area: Learning and literacy

The Library has a key role in developing people's skills at all levels and at all ages whether that is through encouraging literacy, supporting students study, promoting lifelong learning or enabling older people to embrace new technologies.

Libraries particularly play an important role in promoting literacy by providing resources and activities that support the enjoyment of books and reading. The ability to read should be a fundamental right and libraries are in a unique position to facilitate that. Equally the library has a role in other forms of literacy. Digital literacy in particular will be increasingly important as society engages more and more through the online environment.

By continuing to develop and deliver library resources, training, programmes and services the Library can make a valuable contribution in this area.

ACTION

- ✓ Continue with the Customer Training and Services Programme and incorporate others aspects of literacy's and lifelong learning.

Focus Area: Dynamic spaces

Whilst books and information remain a fundamental part of library services and spaces the Nelson community is changing the way they want to use their local library, which is placing differing demands on library spaces.

Libraries need to take a flexible approach to their spaces to provide for different types of use that will sit alongside each other. It is the dynamic nature of how spaces will be

used and how that translates into libraries rethinking the services and resources they deliver that is important to note in this focus area.

In the last five years Nelson Public Libraries has seen considerable change in the way the Library is used. There is a growing recreational, educational, community and social use. The library is a meeting place and a work place. The range of customer training programmes we deliver has expanded greatly and the IT environment in the library has developed hugely in recent years. The 'Community Corner' concept is a vehicle to enable a range of community groups to connect directly with wider Nelson community through using the library space.

The degree that Nelson Public Libraries has changed will only continue into the future as community and societal expectations also change. It is important therefore that future library planning takes a dynamic and flexible approach to the services and resources they provide and the way that customers are able to interact and engage when visiting the Library. That dynamism will enable the Library to remain relevant to the all parts of the community it serves and a council resources that is well used and respected.

The challenge that is poised in trying to remain relevant to the Nelson community is in firstly understanding what the community wants and then having the organisational flexibility to respond to changing expectations.

ACTION:

- ✓ Starting after proposed library extensions put in place a 3 yearly cycle of reviewing the way library internal spaces are being used and reconfigure to meet community expectations

Key Enabler: Staff

The successful delivery of library services and the degree to which benefit is realised by library customers and the Nelson community will largely be dependent on the knowledge and expertise of library staff

The changing ways people are using the library and who is using the library, has led to a change in the role of library staff. It has shifted from transactional work (e.g. issuing books) to relational and facilitation roles such as helping customers to choose items and find desired information, and developing new services and resources. This means different skill sets, evolving services and resources and a different way of doing business.

Providing training and development opportunities for staff will assist in this transition. As will the development of an ongoing training programme for library staff that ensures skill sets remain current and relevant to service demands.

Increased technology support for business processes will enhance the Council's ability to shift focus more to delivering a customer-oriented service to the level people are expecting.

ACTION:

- ✓ Continue staff training programme but with a wider scope of learning and development to support the changing role and skill set required by library staff.

Key Enabler: Technology and the Digital/virtual environment

Society is now seeing number of generations that are growing up digitally literate and very comfortable in a technological environment. Equally we still have older generations that have grown up with more traditional approaches to books and information although many are embracing new technologies. The digital shift is ongoing so Libraries will need to cater for both of these groups for at least the next forty years.

The library needs to reflect and support customers' increasing uptake of technology. Nelson Public Libraries online presence continues to evolve with a greater emphasis now put on building and maintaining a digital presence as a key vehicle for connecting with library customers.

The library website continues to be the main portal for online access and now that this is established the future focus is on creating the content that can be accessed and through the various online tools

The rapid rise of social media such as Facebook, Twitter and YouTube, not only as personal online spaces, but increasingly as a means of learning, debate and dialogue, organisational communication and marketing are changing the way we interact with our world and other people. The library is using a number of social media tools to engage with customers, Facebook, Twitter, Trumblr.

The phenomenal growth in mobile technology, mobile apps and the ubiquitous nature of mobile phones provides both an opportunity and challenge for libraries. Currently 86% of time spent on mobile devices is involved in the use of mobile apps. In order to engage with customers in their 'space' libraries face the challenge of providing their information, services and resources anywhere at any time for a growing number of customers used to 24/7 service at the press of a mobile phone button or the download of a mobile app.

The provision of computers at the library and a Wifi network is now seen as core facility in most public libraries. At Nelson Public Libraries demand for these services remains high and provides an opportunity for staff to leverage off the demand we see in this area. The provision of these services is currently delivered through national consortiums managed by the National Library. This approach allows the Library to leverage off the financial and service delivery benefits of greater economies of scale.

By recognising technology and the digital environment as a key enabler it is acknowledge that the library website, social media, library computer systems, and customer computer and internet networks are an increasingly important part of the library's infrastructure.

ACTION:

- ✓ Continue development of library's online and social media presence.
- ✓ Ensure the creation, relevance and currency of the library's digital content is maintained
- ✓ Explore the use of mobile apps in the library environment and develop one app as a test case for future growth - \$2,000 in 2015/16 and 2017/18

Strategies for success - Working with others

The need to collaborate, to partner, to work across organisations is a key strategy that will drive the success of a number of the actions above. Within the library environment there a number of examples of very successful collaborations that have delivered a benefit to customers and Nelson City Council. Into the future this approach to service provision should continue.

Since 2010 Nelson, Tasman and Marlborough residents have been able to reciprocally join the each other's libraries free of charge. A further opportunity arises with both Nelson and Tasman library systems being part of the Kotui library management consortium to look at the introduction of one library card across both library networks. Whilst there are obvious benefits to library customers with this initiative and others that could potentially fall out of this there is associated cost and service implications.

ACTION

- ✓ Continue to develop the option of a shared library card between Nelson and Tasman libraries

Explore other opportunities to develop shared library services and associated cost and service impacts.

8.4.7.2 Description of assets

The total library floor area is 2,961m².

The **Elma Turner** Library was extended in 2005 to provide more space and now includes a learning centre for information and literacy classes, and a research/quiet study room. At the time of that extension of 600 square metres it was acknowledged that it would provide for only five to ten years growth. An internal layout change and refresh to Elma Turner Library was carried out in 2012.



Stoke library has a floor area of 368m² and was refurbished in 2011 to create a comfortable seating area, a separate area for computer use and a more flexible children's area. In addition, the circulation and returns area was rebuilt to create a better work flow.



Nightingale Library Memorial has a floor area of 190m² and is sited next to the beach at Tahunanui. Originally established from a bequest of Nellie Nightingale, the Trust was wound up in the high court and the remaining monies are being held pending any future development of the library building. Currently future work is on hold and will be incorporated into any building work resulting from the earthquake assessments.



A new library computer management system, called Kotui, was introduced in 2011 as part of a consortium of New Zealand libraries. The system is managed, supported and developed from the Christchurch offices of the National Library of New Zealand. As part of a national consortium the library is able to leverage system and cost benefits unavailable outside a consortia arrangement. Since its inception in 2011 the Library has seen a number of service developments including greater searching functionality across the library catalogue and online information databases, ability to SMS text notices to customers and the streamlining of process to download library e-books.

The Nelson Public Libraries Online website was upgraded in 2009 and in 2014. It is now a more attractive and customer-friendly interface that allows customers to interact with the Library and access the wide range of digital and online resources and services available. Customers are able to search the library catalogue, reserve items and

manage their own library accounts. With the growth in social media the library website now plays an important role in facilitating the library engagement in Facebook and Twitter.

The Prow is a website featuring historical and cultural stories from Nelson, Tasman and Marlborough. Whilst this is a collaborative project with stakeholders across the Top of the South Nelson Public Libraries has responsibility for the management and updating of this site. Other stakeholders support The Prow either financially or through the contribution of staff resources, stories or images.

Currently Nelson Public Libraries had a collection of 154,685 items available with around 15,000-17,000 new items added annually replacing a similar number of less well used items. The physical collection includes material for all ages in a wide range of formats – print, large print, audio, DVD, magazines and newspapers. Special collections include the Heritage and Maori collections.

Other assets include static and rolling shelving, public chair and tables, computer equipment and ipads, back office equipment, fridges and dishwasher, trolleys, customer service desks, RFID equipment (kiosks, security gates, returns chute and book sorter), Microfilm readers x 2, heat pumps, auto door openers, display equipment.

8.4.7.3 Maintenance

Condition assessments for all three buildings were carried out in December 2013. All 3 assets received an overall structural rating of either excellent or good.

Elma Turner and Stoke libraries received overall condition assessments of excellent or good, whilst Nightingale Library Memorial received an overall condition assessment of average. Specific areas of concern or work required have been noted and prioritised in the maintenance budgets.

Maintenance across the three library assets is carried out through either a regular programme of maintenance or as a reactive response to need. Whilst programmed maintenance is managed through the Property Contracts Supervisor and reactive maintenance is managed from with the library team both are managed through the appropriate purchase order system.

There is a regular maintenance programme in place to cover interior cleaning, security/alarms, fire protection, air-conditioning, heating and auto doors. Other reactive maintenance or repair work is dealt with by Library staff as required.

The external programmed maintenance is mainly focused on cleaning with building maintenance being a reactive process. The three libraries were last painted in early 2005 at which time a seven-year maintenance programme was put in place. Since 2012 no maintenance has been undertaken on the exterior paintwork of the libraries.

Maintenance of computer equipment and computer/internet networks is managed either through the Council's IT team or as part of external contracts held with Dept. of Internal Affairs for APNK and Kotui.

The condition assessment for **Elma Turner** Library identified that the roof in the older part of the building is in poor condition with a number of concerns noted. Some repair work has been carried out but roof leaks are still continuing when raining.

The leaking roof is an ongoing issue. Significant work to mitigate this has been done but leaks continue to arise. The age of the roof indicates consideration should be given to replacement. A detailed condition assessment needs to be undertaken and decision on whether it is more cost-effective to replace than continue to repair leaks as they arise. This should also identify alternative non-replacement options. Roof paint is planned to be applied in 2019-20 as a first option.

Internal discussion has been undertaken regarding the viability of converting the small staff meeting room at Elma Turner Library into a bookable public space to be used for video conferencing, training and digitisation work. The cost associated with the building work to the room entranceway is approximately \$5,000 and will be included in the LTP.

Elma Turner Library contains a small internal courtyard garden that until now has not delivered on its potential as an attractive feature of the Library. Staff has been working

with Nelmac to develop concepts to utilise this space as a garden exhibition space focussing on native and traditional medicinal plants. Funding has been included to ensure ongoing maintenance of this area and to host two exhibitions per year.

Similarly the condition assessment for **Nightingale** Library Memorial identified the foyer roof as being in poor condition. The remedial work for this was carried out in 2013/14. Other condition assessment concerns identified will be prioritised and addressed alongside other future Council earthquake and remedial work.

Other work identified includes internal layout reviews to be conducted 3 yearly following the completion of proposed building extensions and external painting of library buildings.

8.4.7.4 Renewals

As a public space library furniture and equipment does receive heavy use by customers. Up to this point the replacement of furniture has been reactive in nature with general funding included in the capital expenditure. At the beginning of each financial year assets are identified and prioritised for renewal in line with the available funding.

Notable renewal work

Radio Frequency Identification (RFID)

In 2013 RFID (Radio Frequency Identification) technology was introduced in the Library. There are maintenance contracts in place but the hardware and physical components will at some stage require upgrading. Funding for this should be included at 5 year intervals.

ACTION

- ✓ Upgrade of RFID hardware and equipment be included in 2017/18 and 2022/23 - \$20,000 per upgrade.

Computer system

The Library currently runs two computer and internet networks. The first, Aotearoa People's Network Kahuroa (APNK) is managed and principally funded by the National Library. A requirement of providing this service is that it is made available to any library customer regardless of membership. The second network is run and managed by Nelson City Council and available only to library members. The second system was developed in 2010 and will shortly reach the end of life with equipment, software, licensing and warranties needing to be replaced in 2015/16.

There are a number of options to be considered at that stage. A straight replacement is likely to cost an estimated \$95k. A second option is to extend the APNK system to incorporate this Council network. The cost would be significantly less and the network would be managed by APNK instead of Council. The implication is that there would be no dedicated network for library members consequently they would be booking computers along with other library users. The last alternative is to disestablish this service although this would also mean the library is unable to deliver customer training as the current Council network is used to deliver our training programme.

ACTION

- ✓ Include \$65,000 funding in 2015/16

Collections

Traditionally the provision of a physical library collection has been one of the core functions of Nelson Public Libraries and this is unlikely to change in the future. The accessibility of information online, the use of digital resources like e-books and the way customers are now using library collections does however necessitate a shift in thinking as to the role, size and balance of library collections in the future.

Work will also be done to update and implement the library's collection management policy to reflect current and future customer usage, and the impact of other mediums for accessing information and reading material.

8.4.7.5 Future capital

As the main library, **Elma Turner** Library receives the most demand on services and is the top priority for more space. The evolving ways the community is now using the library has seen increasing demands at this library for learning spaces, meeting rooms, increased seating, technology spaces and community activity areas. Funding has been included in the LTP from Year Two to commence planning and design work with construction funding included in Year Four.

Since the inclusion of the extension in the LTP there have been a number of alternative options identified within Nelson's central business district (CBD) that could potentially also fulfil the demand for space. Currently work is being undertaken to clarify the evolving demands on library services in the future and to identify and evaluate options for a central city library space to meet those requirements.

The Library has received a number of customer comments reading the cold air that comes into the Elma Turner Library through the main doors. A heat curtain over the main entrance would alleviate this problem and has been included in the LTP for 2015/16.

Stoke Library is well used with 145,151 visits in 2014/15. Many of the regular user groups, including the elderly, local school children and young mothers, do not often travel outside of Stoke and consequently are reliant on the services provided by this small community library. The 2011 refurbishment was within the current floor space and has highlighted the lack of space to develop services for the varying user groups and to accommodate the different ways customers are now using the library. To address the need for more space funding has been included in the LTP from 2019/20.

Although the building itself is in need of improvement the **Nightingale** Library Memorial structure is sound and many people recognise it as an important landmark. In 2010 Council decided the best option was to redefine the vision for the library and alter the internal layout to expand the library space within the building and introduce new targeted services which are relevant to the local residents and visitors. Due to the proposed refurbishment cost and subsequent earthquake assessments the internal renovations have not been undertaken which in turn has delayed redefining the vision for Nightingale Library Memorial.

Funding has now been approved through the LTP which along with Nightingale bequest funds will enable the renovation work to be completed.

Since then Council has been approached to consider providing library service for the Tahuna community from a different site. This would be part of a new commercial development being proposed in the area.

Library collections form the biggest component of capital expenditure. As discussed earlier there is a shift in the balance of hard copy versus electronic collections although this doesn't negate the importance of collections or the funding levels required for the ongoing maintenance and development of collections.

This AMP reflects this shift in collection balances with a decrease in funding for hard copy audio material, newspapers and magazines matched by an increase in the digital equivalent of these collections.

ACTION

- ✓ Review the options for a future central city library that will best meet the requirements of users
- ✓ An extension to Elma Turner Library
- ✓ An extension to Stoke Library
- ✓ Complete renovation work to Nightingale Library Memorial

Whilst there remains an ongoing need for additional space to accommodate evolving usage expectations there is equally a requirement to ensure that the existing space is used to maximum benefit. The recent renovations at Elma Turner and Stoke libraries have shown what can be achieved when re-defining existing space and at a relatively low cost. It is important that reviews of existing spaces is carried out and can run alongside any more extensive work on expanding library space.

8.4.7.6 Disposal

The disposal of library collection material is governed by the Collection Management Policy and is undertaken through book sales coordinated by the Friends of the Library group.

8.4.7.7 Revenue discussion/ Funding policy

The funding policy for the libraries is for 95% of revenue to be from rates and 5% to be from user charges, donations and fines. At 30 June 2014 the level of funding for all libraries was 95.4% from rates and 4.6% from user charges, donations and fines. This equated to a \$3,537,144 contribution from rates and \$162,708 from user charges.

Income from extended loan charges and audio fees are the two areas that have seen the most significant drop in revenue. This may in part be a reflection of the impact of economic pressures and the gradual decline in borrowing DVDs and CDs in favour of online sources.

The current level of funding received will necessitate a review of the level of some charges and identifying other avenues to increase income levels above the 5% threshold.

8.4.8 Area specific Management Practices

The introduction of RFID technology and self issue kiosks is now being utilised to ensure that library operations are delivered efficiently and are meeting shifting customer expectations for prompt service and a desire for a more self sufficient model.

Examples of library practise as documented in The Nelson City Council Procedure Library:

- ✓ Return a Library Item to its Shelf
- ✓ Minimise Breaches of Copyright at the Library
- ✓ Respond to a Formal Allegation of Breaches of Copyright
- ✓ Respond to a Staff or Member of the Public Report of Alleged Copyright Infringement
- ✓ Manage Library IT Systems
- ✓ Respond to a Library Enquiry on the Phone
- ✓ Buy a Library Item
- ✓ Loan a Library Item
- ✓ Manage Leave of Library Staff
- ✓ Cover Vacant Shifts at the Library
- ✓ Analyse Extra Hours Worked at the Library
- ✓ Create Library Staff Rosters in ADI
- ✓ Set Up New Library Staff
- ✓ Prepare Library Staff Payroll

8.4.9 Asset Management Improvements

Table 8.4.4: Libraries Asset Management Improvement Items

Action	Priority ³⁵
Update Strategic Plan	High
Prepare annual business plan	High

³⁵ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

Action	Priority ³⁵
Review the options for a future central city library that will best meet the requirements of users	High
Review the need and cost/staff implication from increasing library opening hours	High
Digitisation project to collect, store and make accessible heritage content	High
Develop a structured approach to the annual programme for furniture and equipment replacement	Low
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Review existing operational processes to ensure asset management requirements are being met	Medium
Identify critical assets and utilise optimised decision making practices to ensure management of these assets is done in the most cost-effective manner	Low

8.5 COMMUNITY CENTRES & HALLS

8.5.1 Overview

Community Halls contribute to a healthy and vibrant community by providing places to meet as well as affordable and multi-purpose facilities accommodating a range of social and community use.

The facilities covered within this focus area are additional to the large multi function facilities provided at Saxton Field and Trafalgar Park and are also additional to the meeting spaces provided by our Library network.

They are designed and maintained to reflect their diverse use.

The three halls covered in this section are Trafalgar Hall (Trafalgar Street on north bank of Maitai river), Stoke Hall, and Wakapuaka Hall.

8.5.2 Key Issues

Detailed Seismic Assessments have been completed for all three halls. Stoke Hall has a rating of 24%, Wakapuaka 37% and Trafalgar Hall over 67%. Stoke Hall has been identified as earthquake prone and its future will be determined after completion of the new Community Centre at Greenmeadows.

Providing ongoing cost effective levels of service balanced with an affordable fee structure is becoming increasingly difficult.

All three halls (Trafalgar 1956, Wakapuaka 1950's, Stoke 1950's) are aged and each requires **significant on-going maintenance** including refurbishment of items such as roofs, kitchens and toilets.

Wakapuaka Hall is under utilised. It serves a relatively small community and is not user friendly for small group activities. It also requires significant heating in the winter. The future of this hall will be investigated in detail through the Property Assets Review project.

Stoke/Greenmeadows Community and Sports Facility

Council received a very strong and consistent response which was used to develop a brief for the project. An external project manager has been appointed, with \$5.7 million set aside in 2015/16 and 2016/17 to build the facility. Council recognises that the new facility is not a project in isolation and wider issues raised through the survey will be tackled in close partnership with the community.

8.5.3 Levels of Service

Customer feedback and expectations

The last survey of community groups to determine their needs with respect to community buildings was undertaken in 2005. It was acknowledged that there is a good range of social facilities in Nelson, however many of them are not desirable for community use due to location, age or inflexibility. In 2013-14 an analysis was undertaken in Stoke to determine current and future needs of the community. The results informed the Stoke Community Centre project.

Table 8.5.1: Community Halls annual visits

Year	Stoke Hall	Trafalgar Hall	Wakapuaka Hall
2014-15	19,310	11,525	884
2013-14	Not recorded	Not recorded	Not recorded
2012-13	19,148	9,528	1,717
2011-12	26,655	10,284	2,491
2010-11	18,825	10,071	2,825

Very few complaints about the halls have been logged according to the service request system.

Legislative & council policy requirements

- ✓ Building Act 2004
- ✓ Community Assistance Policy (A343813)

Table 8.5.2: Community Halls Levels of Service and Key Contractual Performance Measures

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Affordability</u> Community Halls meet the return in Council’s funding policy	Stoke Hall – operational costs at least 10% funded by users	Y	Y	Y
	Wakapuaka Hall – operational costs at least 10% funded by users	N: 5% user	N: 4% user	N: 8% user
<u>Accessibility</u> Community Halls provided are sufficient in quantity and type to support the needs of residents	Demand being met through booking requests.	n/m	n/m	n/m
<u>Quality</u> Community Halls are clean, in good condition and well maintained	Maintain Grade 3 ³⁶ asset condition	Y	Y	Y
	Monthly BWOFF checks completed by contractor	N	Y	Y

Key Contractual service levels measures and targets	Achievement		
	14-15	13-14	12-13
Fewer than 2% service complaints monthly on number of bookings	Y	Y	Y
98% offensive graffiti removed in 2 hours.	Y	Y	Y
Emergency maintenance within 24 hours	Y	Y	Y
85% of non-programmed maintenance completed in five working days	Y	Y	Y
95% of customer complaints responded to in five working days	Y	Y	Y
Provide visitor statistics quarterly	Y	Y	Y

8.5.4 Future Demand

The demand for Stoke Memorial Hall could change depending on outcomes implemented from the Stoke needs analysis work.

Demand for Wakapuaka Hall is low and not expected to increase – further analysis needs is required to determine if this asset is still delivering cost effective service levels for the community. This will be completed as part of the upcoming Property Asset Review.

³⁶ Refer to section 10 for condition assessment explanation of grades

The closure of Trafalgar Centre in the short term may increase the need for the halls; however, due to the significant difference in type of facility, the cross over of users is assumed to be low.

8.5.5 Sustainability actions and initiatives

This activity supports the sustainability principles and goal 10 from Nelson 2060 through:

- ✓ Use of citrus based cleaning products
- ✓ Signs to remind users to turn off lights when not needed
- ✓ Timed heat-pumps so only in use when required

8.5.6 Risk Management

Community Halls are generally lower risk as a management contract is in place and use tends to be for low risk activities. No formal audit process is in place.

Table 8.5.3: Community Halls Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Assets aren't meeting customer needs in the most cost-effective manner	High	none	Deficient	High	Reduce
Multiple deaths and loss of asset use due to structural failure	Med	Emergency plans, insurance, programmed maintenance	Deficient	Med	Reduce
Injury caused by building hazard	Low	none	Deficient	Low	Accept
Damage to asset due to services fault (electrical, plumbing, etc)	Med	programmed maintenance, BWOF	Moderate	Low	Accept
Fire caused by arson/ electrical faults	Med	Emergency alarm and evacuation systems, WOF	Moderate	Low	Accept

8.5.7 Lifecycle Management

8.5.7.1 Operations

Spotless Services (NZ) Ltd is responsible for managing the administration of the halls. This management contract finished late 2014 and has been rolled over until early 2016.

8.5.7.2 Description of assets

The three halls owned by Nelson City Council are:

Trafalgar Hall

Trafalgar Hall was first constructed in 1956 and was the home of the Age Concern Nelson/Marlborough until 2009 when Council purchased the building for strategic purposes being the ownership of a Community Hall in a central location within the City. The building occupies a prime location on the northern side of the Maitai River on Trafalgar Street. As well as being the home of the Nelson Genealogical Society, a variety of community groups use the hall. The proposed strategy for this building is to keep it in good condition but not to make any significant changes.



Stoke Hall

The Stoke Memorial Hall on Main Rd Stoke was built in the early 1950s as a memorial to soldiers killed at war. It was constructed using community volunteer labour. It is a large concrete structure with a timber roof and ceiling. It includes men's and women's toilets, a kitchen, a meeting room and main hall. The hall is managed for Council under contract. A memorial plaque is set into the stone surrounds of the gates.



Wakapuaka Hall

The Wakapuaka Hall is a simple art deco Masonic type concrete construction typical of the many built in the 1950s in remembrance of World War II, partially funded by Council and partially by local fundraising from the community. The hall is a concrete structure with a timber roof and ceiling. It includes men's and women's toilets, a kitchen, a small meeting room and a main hall.



8.5.7.3 Maintenance

Spotless Services (NZ) Ltd is responsible for managing, cleaning and maintenance at the halls.

The contract covers the first \$150 of any reactive maintenance (i.e. broken toilet seats, repairs to equipment etc). The balance is charged back to Council.

Council manages the programmed maintenance items such as painting, annual BWOFF inspections and any other capital or renewal work.

Recent condition assessments by Opus in 2013 indicated the halls are in fair condition. There were a few specific needs highlighted that will be prioritised into the maintenance programme for the next three years. These include:

- ✓ Stoke Hall - heating and exterior painting
- ✓ Trafalgar Street - roof and exterior painting
- ✓ Wakapuaka Hall – interior painting, heating, and exterior painting

During a recent detailed seismic assessment (ref: A1251507) for Trafalgar Street Hall, an issue was raised relating to ongoing maintenance of the foundation wall and protection from scour (photo 6 and 9 in Appendix 1 of the report). The concern being that a gap under the foundation wall is evidence of scouring occurring along the base of the wall. Should this worsen it will reduce the capacity of the wall to resist overturning actions from the structure. The consultants have estimated the cost of completing this maintenance work at \$19,000 this is based on today's value. This maintenance work is identified as a long term risk management item, so it is more on the order of 10- 20 years than any shorter timeframe. That said, should a number of massive storms pass through and accelerate erosion by contact with rushing trees, it would be worth reassessing. This will be monitored by operational staff and reassessed as part of the next AMP.

8.5.7.4 Renewals

Significant renewal/ replacement work or requests for upgrades is arranged by the Council.

Renewal of the toilets and heating at Trafalgar Street Hall is planned to continue as scheduled in the last AMP.

The other significant renewal work involved roof replacement for Trafalgar St and Wakapuaka Halls in 2024/2025.

8.5.7.5 Future capital

Any earthquake strengthening will be decided by Council after detailed assessments are complete. No additional capital expenditure is planned during the period of this plan.

Stoke/Greenmeadows multi purpose community centre

During the development of the Long Term Plan 2012-22, Council considered the building of shared community and sports facilities at Greenmeadows, Stoke, for \$2 million. Funding was not included in the Long Term Plan, but Council did agree in principle to make land available for the development. It is important that our suburban communities are revitalised. Work started in 2013/14 to identify the current and future needs of residents in Stoke. This will ensure that the development is what the people of Stoke want. The Council has set aside funding in 2014/15 to fund further investigation and design for a community and sports facility. Additional funding has been allocated for design and construction to commence in 2015-16.

8.5.7.6 Disposal

Wakapuaka Hall is underutilised and faces increasing maintenance and capital costs including what may come from the detailed earthquake assessment. The future of this building as part of Councils property portfolio will be addressed by both the detailed earthquake assessment and the planned Property Assets Review. One possible solution to meet the local community needs for meeting space could be the Hira School. The recently opened 'multi purpose' room is available to community groups in that area.

The result of the Stoke Centre Planning and Greenmeadows facility projects may lead to a review of the need for the Stoke Hall.

8.5.7.7 Revenue discussion/ Funding policy

The New Zealand Society of Genealogists is the only community group with an annual lease (\$233/ year) for space in Trafalgar Hall.

Rental rates vary by activity and venue and can be found on the Council website: <http://nelson.govt.nz/services/facilities/facility-hire/>

Funding policy (last updated 2009):

- ✓ Stoke hall – 90% rates, 10% user
- ✓ Wakapuaka – 90% rates, 10% user
- ✓ Trafalgar Hall – 100% rates, 0% user. Trafalgar Hall does charge for use and has recovered 55% and 69% of operational costs over the last two years.

8.5.8 Area specific Management Practices

Area specific management practices documented in The Nelson City Council Procedure Library:

- ✓ Receive Booking for Use of Community Hall – includes reference to conditions for hire
- ✓ Invoice for Use of a Community Hall
- ✓ Report on the Use and Maintenance of Community Halls
- ✓ Maintain Community Halls

8.5.9 Asset Management Improvements

Table 8.5.4: Community Halls Asset Management Improvement Actions

Action	Priority ³⁷
Complete detailed seismic investigations	High
Include in the Property Assets Review	High
Undertake a review of the halls considering location, utilisation, increasing maintenance costs, and capital requirements (renewals and earthquake strengthening requirements).	Medium
Consider the future needs and direction of Council in providing such facilities. Consult with public on the future of affected halls/buildings.	Medium
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Review existing operational processes to ensure asset management requirements are being met	High
Review funding policy and recommend change if applicable	Medium

³⁷ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

8.6 COMMUNITY PROPERTIES

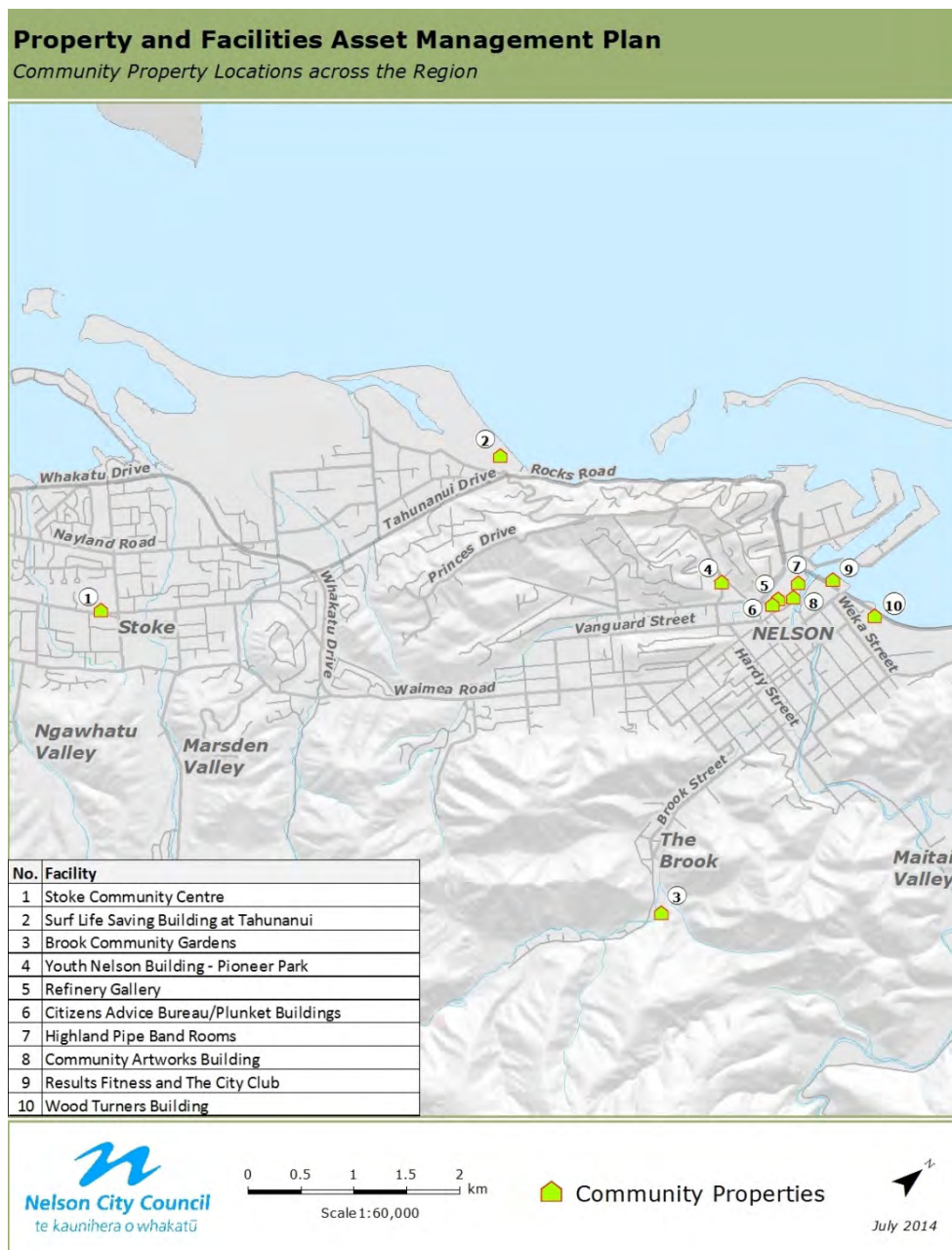
8.6.1 Overview

Council provides a range of leased community buildings to accommodate social services and community activities. These facilities contribute to healthy and vibrant communities. The primary purpose of providing such facilities is to assist, where opportunities allow, community groups and organisations to carry out their activities.

The quality of the facilities in many instances reflects the demand for low cost and at times the financial position of the organisations which require such buildings.

Rents are based on Councils Community Assistance Policy. Council ensures that all facilities are safe and well maintained through regular visits.

Figure 8.6.1: Map of Community Properties



8.6.2 Key Issues

Initial seismic assessments indicate some of the properties **may be earthquake prone** and could require strengthening.

The **long term need** of each facility and the **costs** to Council of providing this service will be investigated through the Property Assets Review.

Regular requests for space indicate a community desire/need for Council to provide low cost accommodation.

There is a need to investigate if current assets and practices are the most **cost effective solution** to deliver the service and meet the needs of the community (i.e.: sharing of facilities between like groups). The long term need of each facility and the **costs** to Council of providing this service will also be considered during the Property Assets Review.

8.6.3 Levels of Service

Customer feedback

A 2005 survey of community groups needs for community buildings identified that there is a good range of social facilities in Nelson, however due to location, age, intended use or layout of particular venues some are not desirable. A 2008 survey specifically on office accommodation for community organisations concluded “there is not a great need for assistance with office accommodation with regards to affordability and adequacy”. Given the changing environment, there is a need to review if the supply of space is still meeting the demand.

Policy requirements

- ✓ Community Assistance Policy – governs how rents are set

Table 8.5.1: Community Properties Levels of Service

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Affordability</u> Community properties are affordable for residents	Community properties meet the requirements set out in the Community Assistance Policy	Y	Y	Y
<u>Quality</u> Community properties are clean, in good condition and well maintained	Maintain Grade 3 ³⁸ asset condition	N*	Y	Y
	Monthly BWOFF checks completed by contractor	Y	Y	Y
	Pass annual property inspections	n/m	n/m	n/m
<u>Accessibility</u> Community properties provided in sufficient quantity and type to support the needs of residents of Nelson in the future.	Demand being met with existing supply of buildings	n/m	n/m	n/m

³⁸ Refer to section 10 for condition assessment explanation of grades

*Some building components have been rated as grade 4 (Dec 2013 condition assessment) and do require detailed investigation and if assessment was correct, remedial work to correct.

8.6.4 Future Demand

Demand for discounted leased facilities (Community Leases) is reasonably strong but not increasing so the current asset base is assumed to meet user needs.

The redesign of Rutherford Park will result in the loss of some of the leased community buildings located on the park. Investigation of options is underway however it is anticipated that the loss of these buildings at Rutherford Park will result in a shortage of space available for community groups.

8.6.5 Sustainability actions and initiatives

None identified.

8.6.6 Risk Management

The most significant risk for community properties is whether the service is provided to the users is the most cost-effective solution. There is a need to review if the current asset base is the most cost-effective means to delivery of the service.

Table 8.6.2: Community Properties Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Assets aren't meeting customer needs in the most cost-effective manner	High	None	Deficient	High	Reduce
Multiple deaths and loss of heritage item due to structural failure	Med	Emergency plans, insurance, programmed maintenance	Deficient	Med	Reduce
Injury caused by building hazard	Low	None	Deficient	Low	Accept
Damage to asset due to services fault (electrical, plumbing, etc)	Med	programmed maintenance, BWOF	Moderate	Low	Accept
Fire caused by arson/ electrical faults	Med	Emergency alarm and evacuation systems, WOF	Moderate	Low	Accept

Table 8.6.3: Community Properties Earthquake Assessment Summary

Detailed assessments are underway to evaluate the extent of the risk of structural failure in the event of a moderate earthquake.

Building Name	Location	NBS% ³⁹
Citizen's Advice Main house	7 Paru Paru	25 (IEP)
Citizen's Advice Plunket garage and office	7 Paru Paru	100 (IEP)
Community Arts	25 Paru Paru	34 (DSA)
Former Maitai Club aka Nelson Haven Sports Complex	1 Kinzett Terrace	42 (IEP)
Highland Pipe band hall	25 Paru Paru	14 (DSA)
Refinery Gallery concrete	3/9 Halifax	23 (DSA)

³⁹ IEP = Initial earthquake assessment, DSA = Detailed seismic assessment

Building Name	Location	NBS% ³⁹
Refinery Gallery timber	3/9 Halifax	46 (DSA)
Stoke Community Centre	548 Main Road Stoke	39 (IEP)
Woodturners' Building	50 sovereign street, Neale park	<34 (DSA)
Surf Lifesaving	70 Beach 8 Beach	41 (IEP)
Andrews farm office (cow shed) - Waimarama Community Organic Gardens	Andrew's Farm, Brook	35 (IEP)
Andrews Farm shed - Waimarama Community Organic Gardens	Andrew's Farm, Brook	35 (IEP)
Youth Nelson	Pioneer park	42 (DSA)
Youth Nelson - Computer room	Pioneer park	>100 (IEP)

8.6.7 Lifecycle Management

8.6.7.1 Operations

Each community group occupying a Nelson City Council owned building is required to have a community lease in place. The activities that take place within each building are the responsibility of the community group that occupies the space.

The Community Assistance Policy governs how Council sets rental rates. Leases are agreed to on varying terms and conditions reflecting use however they are initially drafted using standard templates to ensure the general conditions of lease are consistent.

Stoke Community Centre is occupied by the Stoke Over 60s group at no cost. This was a historical decision by someone with Council. They do pay to use Stoke Hall when the require it.

8.6.7.2 Description of assets

Building	Address
Arts Council Nelson (The Refinery)	3 Halifax
Community Artworks Building (building identified for demolition 2015).	25 Paru Paru Rd (Rutherford Park)
Citizens Advice/Plunket Buildings	7-9 Paru Paru Rd
Surf lifesaving Tahuna	Tahunanui Beach
Stoke Community Centre	548 Main Rd Stoke
Waimarama Community Gardens buildings (the Barn and Magazine Shed)	Andrew's Farm, Brook
Highland Pipe Band Rooms (building identified for demolition 2015).	25 Paru Paru Rd (Rutherford Park)
Woodturners' building	50 sovereign street (Neale park)
Youth Nelson Building	Pioneer Park
Nelson Haven Club (Ex Maitai Club)	1 Kinzett Tce

Content for the building descriptions are sourced from Telfer and Young 2012 Insurance Valuation Report.

Arts Council Nelson (The Refinery)



The building was built in the 1930's with extensions in the 1940's and 1950's. The front building has concrete columns and infill panels, wooden flooring, timber truss roof frame, galvanised metal roofing.

The interior is partitioned and lined to provide front offices, two gallery areas and toilets, with rear gallery open plan and unlined with a mezzanine work area, attic staffroom and studios.

The rear building has lower stud, rusticated weatherboard exterior claddings over a timber frame, galvanised metal roofing, interior partitioned to provide lined and unlined workshop areas, adjoining wooden and concrete decking and terraces.

Building finances are located in general ledger sub-activity 4055 (Community Properties).

Community Artworks Building

This building is due for demolition late 2015 as part of the Rutherford Park development.

Citizens Advice/Plunket Buildings



Approximate age 1950's with recent upgrading. Construction is of pile foundations, timber frame, weatherboard exterior, Colorsteel roof, gib-board and pinex linings. Attached by wooden deck to offices owned by Plunket Society.

Building finances are located in general ledger sub-activity 4055 (Community Properties).



The offices and storerooms building was constructed in the 1960's with slab floor, timber frame, weatherboard exterior and iron roof. The interior includes linings of plasterboard, hardboard and pinex.

Building finances are located in general ledger sub-activity 4055 (Community Properties).

Surf lifesaving Tahuna



Approximate age 1960's. Reinforced concrete foundations, timber floor and frame, plastered concrete exterior walls, timber and aluminium joinery, concrete tile roof. Interior linings of plasterboard.

Building finances are located in general ledger sub-activity 3590 (Sports Parks).

Stoke Community Centre



Located behind Stoke Hall. Estimated build in the 1930's but relocated and modernised as some point. Construction of reinforced concrete pads, tanalised timber foundations, timber frame, weatherboards, iron roof over, internal high stud, built-in office, stage, modern services and amenities, internal T & G and hardboard linings. Extinguishers. The future of this building will be evaluated at the same time as the Stoke Memorial Hall.

Finances coded to sub-activity 4055 (Community Properties).

Waimarama Community Gardens buildings (the Barn and Magazine Shed)

Buildings are located on Andrew's Farm.

Building finances are located in general ledger sub-activity 3520 (Neighbourhood Parks).

Highland Pipe Band Rooms

Section 124 issued, earthquake prone. Mitigation actions have been put in place to reduce the likelihood of a building collapse in a moderate earthquake.

This building has been identified for demolition as part of the Rutherford Park development plan with demolition planned for 2015.

Building finances are located in general ledger sub-activity 3590 (Sports Parks).

Woodturners' building



The single story building was constructed in 1950's. It has reinforced concrete piles and slab, timber, concrete block and galvanised metal frame. The walls are Colorsteel and concrete block with a galvanised metal roof. Interior consists of MDF and hardboard linings and contains a workshop, kitchen and toilets. Filled site.

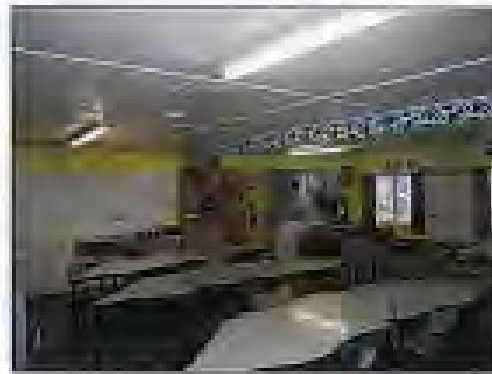
Building finances are located in general ledger sub-activity 3520 (Neighbourhood Parks).

Guppy Park Changing Rooms (FC Nelson)



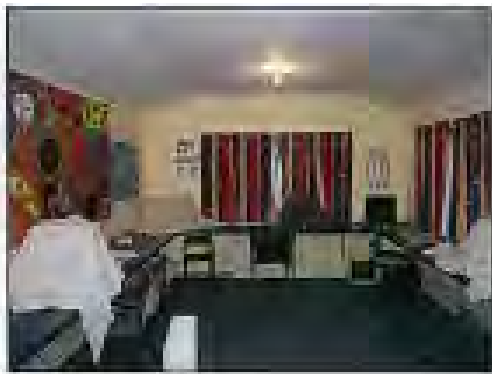
The building was constructed around 1991 of reinforced concrete foundations, slab floor, timber frame, stucco exterior, iron roof, aluminium joinery. Its primary purpose is a changing room for the football club and includes showers and toilet facilities.

Youth Nelson Buildings (Pioneer Park)



The building is thought to have been constructed in the 1940's with improvement in the 1960's. A new roof was added in 2006. It has reinforced concrete foundations, timber frame and floor, galvanised metal walls and roof. The interior is pinex and hardboard. Smoke detectors and extinguishers are included.

Building finances are located in general ledger sub-activity 3520 (Neighbourhood Parks).



Building is approximately 10 years old (2005). It has wood piles, vertical timber boarding, timber frame, aluminium window joinery, galvanised corrugated iron roof, gib-board internal linings, and wooden deck.

Building finances are located in general ledger sub-activity 3520 (Neighbourhood Parks).

Nelson Haven Sports (ex Maitai Club)



The building is approximately 20 years old (1995) with extensions added in 2003. It is predominantly single-storey with a part mezzanine floor. Constructed with concrete foundations, concrete ground floor, particleboard mezzanine floor, concrete portal frame, walls lined with stucco, galvanised metal, fibrous cement and timber, aluminium window joinery, galvanised metal roof. Interior linings are timber, plasterboard, soft board and hardboard. Thermal and smoke detectors, hose reels and extinguishers included. Interior layout provides ground floor gymnasium, kitchen, toilets and showers. Mezzanine floor developed as clubrooms incorporating bar, kitchen and toilets.

Building finances are located in general ledger sub-activity 4053 (Maitai Club).

8.6.7.3 Maintenance

The lessee is generally responsible for internal maintenance with Council responsible for external repairs, maintenance and structural integrity.

The Opus condition assessment indicates a number of buildings currently require exterior and roof painting. This coupled with the Seismic strengthening requirements will be taken into account through the Property Assets Review process.

8.6.8 Renewals

Several buildings may require the floor coverings to be replaced within the next few years. The condition of the flooring will be evaluated annually and scheduled they have reached their end of life.

8.6.8.1 Future capital

Earthquake strengthening may be required and any work approved by Council through the Annual Plan process.

Consideration to purchase the Pacific Island Community Centre Building located on Burrell Park (Muritai Street) in the 2015-16 financial year. The building will eventually be used as the Tahunanui Community Centre. The detailed seismic assessment indicates the building is less than 34% NBS so work may be required to bring the building up to standard.

8.6.8.2 Disposal

The disposal of under-utilised or high risk cost buildings forms part of the Property Assets Review.

Investigation is currently underway looking at options to re-accommodate the users of the leased buildings currently in Rutherford Park. This work is required to meet Council obligations associated with the Rutherford Park Development Plan scheduled for implementation during 2015/16. The Highland Pipe Band building is scheduled for demolition in 2015/16 to accommodate work for the Rutherford Park development.

Due to the poor structural integrity and risk of failure in the event of a moderate earthquake, the Hub (New Street) was demolished in May 2014 and converted to a car park for Nelson City Council use.

8.6.8.3 Revenue discussion/ Funding policy

Rentals and therefore income from Community Properties is in accordance with the Community Assistance Policy which is due for review in 2015/16.

8.6.9 Area specific Management Practices

Lease information is contained in the Nelson City Council property management system.

The INFOR Asset Management System will provide Council with a full asset register and include a mechanism to store required asset information included condition and maintenance schedules.

Finances for the Community Properties reside in various sections of the general ledger depending on requirements at the time they were created. Some buildings reside on parks and income and expenses are not registered against the parks activity. For consistency and clarity, this will need to be reviewed and a decision made on the best means to track.

Specific procedures documented in The Nelson City Council Procedure Library:

- ✓ Notify Staff of Planned Power Outages at Council-Owned Facilities
- ✓ Maintain Building Warrant of Fitness for Council-Owned Buildings
- ✓ Ensure Tenants of Council-Owned Buildings Conduct Regular Building Trial Evacuation
- ✓ Repair or Maintenance of Leased Facilities for Council Tenants in Council-Owned Buildings

- ✓ Manage Service Contract for Elevator Maintenance of Council-Owned Buildings
- ✓ Assess Earthquake-Prone Status of Council-Owned Building
- ✓ Respond to a Security Alarm at a Council-Owned Buildings
- ✓ Consider Status of Council-Owned Building Adjoining an Earthquake-Prone Building
- ✓ Inspect Council-Owned Building After Earthquake
- ✓ Issue Key to Access a Park or Council Building
- ✓ Return Key for a Park or Council Building

8.6.10 Asset Management Improvements

Table 8.6.4: Community Properties Asset Management Improvement Actions

Action	Priority ⁴⁰
Complete detailed seismic investigations and report back to Council	High
Include in the Property Assets Review - consider the future needs and future involvement and direction of Council in providing such facilities	High
Reconcile financial information and agree policy for consistent tracking of expense and income	High
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Review existing operational processes to ensure asset management requirements are being met	High
Identify critical assets and install a life-cycle approach to asset management	Medium
Secure lease for Stoke Community Centre	High
Schedule regular condition assessments to be carried out	High
Survey community groups to understand if supply is adequately meeting demand	Medium
Agree on all the buildings to be included in this section for the next AMP	Medium
Consider partnership with community for future facilities as applicable	Medium
Where possible relocation of community groups to the CBD	Medium
Future priority for Community Buildings given to multi-use facilities	High
Investigate the purchase of the (NPIASP) building as included in the 2015-2025 LTP	High

⁴⁰ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

8.7 TRAFALGAR CENTRE

8.7.1 Activity Description

Trafalgar Centre is a multi-purpose events venue.

It serves an important role for major performances, being the only venue in the region capable of seating 2500 people. By comparison the Theatre Royal seats around 340, and the Nelson School of Music, 382.

It is a key venue for a wide range of touring productions such as rock and music shows, ballet, and circus events. The Trafalgar Centre also hosts tradeshows, conferences and a wide range of community events and expo's.

The Trafalgar Centre is not however a purpose designed performing arts facility and as such users of the facility have to contract in or supply their own audio and lighting technical support and equipment.

8.7.2 Key Issues

There is a need for **seismic strengthening** to meet current standards. The Trafalgar Centre has been identified as an earthquake prone building and was closed in December 2013 to manage the risk to public safety. Considerable effort has been put in since 2013 by Council to address the current closure and review a number of options to relocate those events previously booked at the Trafalgar Centre to other venues, including Saxton Stadium. Council has supplied funding in 2015-16 for works required to re-open the facility.

Work on strengthening the main hall and southern sections is underway and reopening is planned for April 2016.

Upgrading and maintaining all aspects of the facilities to ensure that the Trafalgar Centre remains an attractive destination for event and conference organisers as well as national touring productions.

The viability of Nelson to **attract major events** and conferences, e.g. accommodation options, geographic isolation, other local attractions and activities

The **future governance and management** of the facility also needs review. There are possible synergies and benefits from integrated management with the Theatre Royal and Nelson School of Music in terms of ticketing, promotion, audience development, technical servicing and management.

8.7.3 Levels of Service

Customer feedback

The results from the 2011 Residents' Survey show that two thirds of respondents (67%) are satisfied with Recreation and Leisure services. There were no specific questions relating to the Trafalgar Centre and there were no comments made relating directly to the Trafalgar Centre.

No customer surveys have been undertaken in recent years.

Table 8.7.1: Trafalgar Centre Levels of Service

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Quality</u> Facilities are clean, in good condition and well maintained	Maintain Grade 3 ⁴¹ asset condition	Closed	Yes	Yes
	Pass BWOFF inspections	Closed	Yes	Yes

⁴¹ Refer to section 10 for condition assessment explanation of grades

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Accessibility</u> A versatile multi-purpose indoor facility that meets the needs of Nelson residents and visitors for a high quality, large capacity events venue and to maximise the utilisation across a range of users	Annual number of users is maintained at or above the average of approximately 80,000/ year	Closed	Yes	Yes
	Annual usage hours exceeds 2500	Closed	No-2803	No-2045
<u>Cost effectiveness</u> Efficient operation of the facilities	Net cost per user no greater than \$6.00 per year	Closed		

8.7.4 Future Demand

The reputation of the venue was growing prior to closure having hosted Joe Cocker and George Thoroughgood (full house 2500+), The Hollies (2500+), John Mayall (800+), Dances of Desire (800+), Rhythms of Ireland, Great Britain Ukulele Orchestra, Bjorn Again and the Pink Floyd Experience. All were well supported and attracted over 800 persons.

The Centre prior to closure was the subject of regular enquiries from promoters considering National Tours, including one of only four NZ venues to host the recent 50 years of Coronation Street stage show in April 2013.

In addition to touring acts the centre accommodates regular users such as Dancesport, Razzmatazz, Circus Quirkus, Stage Challenge, Smoke-Free Rockquest, Tutus on Tour and the Kapa-haka Festival (800-2300 persons).

With the development of the sports stadium at Saxton Field, two large indoor leisure spaces are now available in the Nelson region. The primary focus for the Saxton Stadium is for participative sports and recreation activity. As a result local sports usage of the Trafalgar Centre has reduced significantly and that is reflected in recent user figures. The centre is the only venue available locally for significant regional/national sporting events where high spectator numbers are expected (semi-finals and finals). Prior to closure it is used annually for the National Gymnastics competition and biannually for the National Darts Championships, hosted regular boxing/Thai-boxing events, and is the established home for all Giants home games.

The issues relating to demand forecasts and associated changes in usage and capital works projects are:

- ✓ Steady population growth of approximately 2000 people per annum.
- ✓ Increasing public expectations for higher standards (modern, attractive facilities)
- ✓ Promotion and viability of Nelson as a venue for events and conferences, etc.

Due to the moderate rate of population growth there is not expected to be any significant population led change in demand on the Indoor Sports and Events Facilities over the next ten years.

With the development of the Saxton Stadium catering for sports activities, the combination of this and the Trafalgar Centre is considered to provide adequate capacity for the Nelson/Tasman area over the next ten years.

It was planned to extend the Trafalgar Centre northern end function rooms in 2012/13 to enable greater flexibility and utilisation of the facility however the Seismic report delayed this work.

In the absence of a dedicated performing arts centre, the Trafalgar Centre is the key venue for larger performances and events (the Theatre Royal and Nelson School of Music seat fewer than 400 people, compared with the Trafalgar Centre capacity of 2500

with a stage or 3170 without.). It is therefore important to maintain the attractiveness of the facility for national tours and similar events.

The Trafalgar Centre is expected to continue to be used for indoor sports events, for example Nelson Giants Basketball games, and national tournaments.

There is also demand for a flexible space for trade shows and similar events, which often require a wide range of facilities – including the stadium, meeting rooms, kitchen and outside display areas. The Centre continues to field enquiries from larger trade shows and it is anticipated should the northern extension and Rutherford Park development proceed then this demand will continue to grow.

8.7.5 Sustainability actions and initiatives

Practices will be reviewed upon re-opening.

8.7.6 Risk Management

Table 8.7.2: Trafalgar Centre Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Injuries to staff or users resulting from hazards	High	H&S register, H&S policy, audits, programmed maintenance	Moderate	Med	Accept
Water Supply affected by external factors e.g. earthquake, flooding, mechanical/pipe failure	Med	none	Deficient	Med	Accept
Damage to facility due to fire caused by arson/ electrical faults	High	Emergency alarm and evacuation systems, WOF	Strong	Med	Accept
Utilisation of facility greatly reduced due to economic recession	Med	Marketing and promotion, pricing	Moderate	Med	Accept
Serious injuries caused by building collapse in event of an earthquake	Med	Evacuation plan	Moderate	Low	Accept
Flooding due to heavy rain	Med	River flood protection works, emergency response	Strong	Low	Accept
Contractor non performance or failure	Low	Ongoing liaison and monitoring	Strong	Low	Accept
Plant failure – heating/ ventilation	Low	Regular maintenance, renewal and monitoring	Strong	Low	Accept
Significant weather event affects usage	Low	none	Deficient	Low	Accept

8.7.7 Lifecycle Management

8.7.7.1 Operations

The closure of the Trafalgar Centre between July 2008 and February 2009 (southern end was extended) corresponded with a drop off in 2008/09. Saxton Stadium coming on line in 2009/10 has resulted in significantly less use for local sports hence the lower usage and financial return. The shift away from a sports orientated venue to an events focus has resulted in less 'active use' and more 'idle time' reflecting pack in and pack out requirements of large events as well as event scheduling.

Table 8.7.3: Annual number of users and Cost to Rates

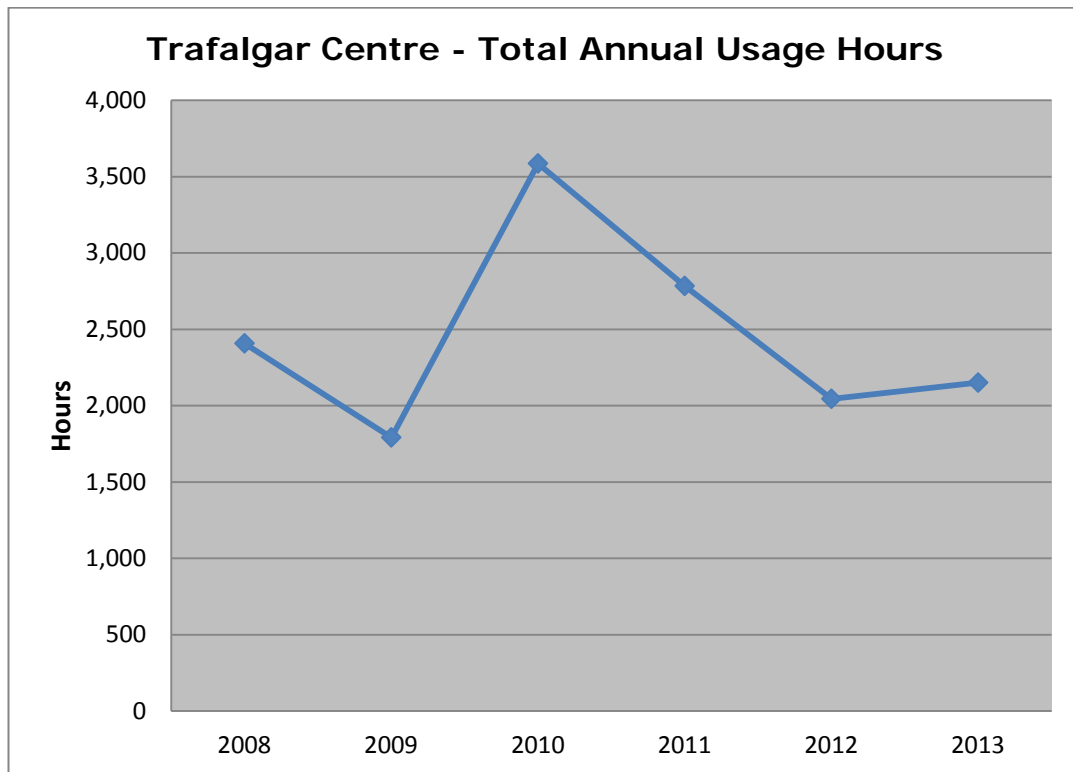
year end	Stadium	Victory Room only	Total
2008	13,606	4,893	18,499

year end	Stadium	Victory Room only	Total
2009	106,220	6,955	113,175
2010	82,820	3,581	86,401
2011	76,917	6,773	83,690
2012	70,644	6,640	77,284
2013	73,093	4,327	77,420
2014	Closed	Closed	0

Cost to Rates

	Net cost	Annual change	Rate of inflation
2008	435,332		
2009	303,998	-30%	1.90%
2010	505,360	66%	1.70%
2011	472,093	-7%	5.30%
2012	874,195	85%	1.00%
2013	877,805	0%	0.70%
2014	1,001,157	14%	1.60%
Average	638,563	22%	2.03%

Figure 8.7.1: Trafalgar Centre Hours Used



Note: The Trafalgar Centre was closed July 2008-February 2009 for southern end refurbishment.

8.7.7.2 Description of assets

The Trafalgar Centre is the largest indoor multi purpose venue in the region. The focus of the facility usage is as an events venue for entertainment, conferences, performances, expos, trade shows, community events and major sports events that require a large spectator capacity and/or a large flat floor area.

The Trafalgar Centre was built in 1972 and opened in February 1973. The main hall was extended to the south in 2009 and upgraded with the addition of acoustic tiles. Other developments included new dressing rooms on the west side; modified eastern side with public toilets and changing rooms. Other improvements to install dressing rooms were undertaken to the west side in 2011/12.

Construction comprising sports hall, changing facilities, clubrooms with amenities and convention hall. The general construction is of concrete foundations, suspended 27 mm thick T & G flooring, concrete piles with gluelam arches spanning 45 m, exterior concrete block, diamond galvanised ribbed cladding with some translucent corrugated sheathing to the south wall, acoustic ceilings, slab floor to the bar and services. The convention hall has concrete foundations, again timber floor, concrete block exterior walls, slab to the amenities, galvanised rib sheathing, some tilt slab walls, steel trusses, diamond-deck roof cladding, steel joinery, good natural light. The new extension has a concrete foundation, T&G wooden floor and steel framed. Exterior walls are of concrete slab, fibrous cement and painted galvanised metal panels. Interior is part unlined and has part feature timber wall and part suspended acoustic ceiling. Fire protection consists of sprinklers, smoke detectors, hose reels and extinguishers⁴².

It is a flexible and versatile venue with a 2,277m² (33mx69m) sprung wooden floor with 450 high and 385 low mobile retractable seats; 1500 plastic benched seats; and 835 fixed tiered seats along the sides of the event area (possible 3170 total seats). The main stadium can accommodate a maximum capacity of 2,500 persons for a stage performance.

The northern facilities are still in the design phase so exact capacity and features are to be finalised.

8.7.7.3 Maintenance

Maintaining and upgrading where necessary the Centre to ensure it is an attractive destination for event and convention organisers, touring productions and other users.

Upon re-opening the maintenance plan will include:

- ✓ External building cleaning
- ✓ External building painting post upgrade work
- ✓ Annual internal floor recoating
- ✓ Annual cleaning of carpet tiles
- ✓ Annual retractable seats maintenance
- ✓ Annual water collection system maintenance
- ✓ Annual building system maintenance

The programmed maintenance requirement was identified by the Opus December 2013 condition assessment and operational staff. The funding requirement consists of \$30,000 per year for sundry component assets plus additional building work identified in the Opus condition assessment.

8.7.7.4 Renewals

Upon re-opening the following renewal work will be prioritised and programmed:

- ✓ Replace floor scrubber
- ✓ Replace floor seating

⁴² Source: Insurance Valuation Report, 1 July 2012, Telfer and Young

- ✓ Replace retractable seating
- ✓ Replace carpet tiles
- ✓ Replace audio visual equipment
- ✓ Roof replacement has been included in the scope of the re-opening project

8.7.7.5 Future capital

Council resolved in 2014 that strengthening work be undertaken to facilitate re-opening the Centre by February 2016. Project managers have been appointed and \$9.5 million has been budgeted in the Long Term Plan⁴³. This will include renewal of the roof. Replacing the bench seats on the flat floor would follow in 2017/18.

A redesign of the Trafalgar Centre was developed in 2005. This work was broken into stages, with the southern end and main hall completed in 2009, and the west changing rooms in 2011. The northern end has remained largely unchanged since it was built in 1972. The 2012 Long Term Plan allocated \$10.2 million to complete the extensive redevelopment. Due to the strengthening work that is now required, a redevelopment of this scale is not considered affordable. However, it is proposed that if budget constraints permit, the strengthening project could also address the functionality of the main entrance and northern end.

Without the funding the Centre would remain closed and the city without a key venue, so Council believes it is important to carry out this work. A cap of \$10 million (\$9.5 million of which is in this Long Term Plan) has been put on the work for affordability reasons.

Gibbons Construction, working in partnership with Downer, has been engaged by Council for Stage 1 (Detailed Design Phase) of the Trafalgar Centre Reopening Project. The design team has been meeting with the contractors to determine the most cost-effective solutions to strengthen the Trafalgar Centre. A progress report including an updated estimate will be presented to Council in July 2015. At this stage, it is intended that the detailed design be completed by mid August 2015 with construction starting soon after.

The project is fairly dynamic and all information is current as of the Long Term Plan (June 2015) and will not incorporate decisions that have taken place since.

Heating improvements and fire proof third floor access are being completed as part of the re-opening scope of work.

Additional capital improvement works planned for future years include:

- ✓ Installation of mother grid 1
- ✓ Creation of green room to service travelling shows

8.7.7.6 Disposal

Nothing planned.

8.7.7.7 Revenue discussion/ Funding policy

Charging for the use of the Trafalgar Centre falls in to four specific categories of users:

- ✓ Community Users
- ✓ Sports Events
- ✓ Performance Events
- ✓ Commercial Events

Charges vary from event to event based on the requirements of the end user ie: ticketing, ushers, lighting, sound, power as well as expected numbers. This requires a high level of knowledge around the events industry and robust venue hire contracts

⁴³ The project is fairly dynamic and all information is current as of the Long Term Plan (June 2015) and will not incorporate decisions that have taken place since.

8.7.8 Area specific Management Practices

The day to day management of Trafalgar Centre and its activities has been managed under contract in the past. No management contract is currently in place due to the facility being closed.

Responsibilities include day to day management and presentation of the venue, bookings, health and safety, facilities management, liaison with event organisers, reporting and hire contract preparation, and liaison with Council’s finance section in respect of charges made to users.

Area specific management practices documented in The Nelson City Council Procedure Library:

- ✓ Negotiate a Booking for an Event to take place at the Trafalgar Centre
- ✓ Report on the Use and Maintenance of the Trafalgar Centre
- ✓ Invoice for Use of the Trafalgar Centre
- ✓ Maintain Facilities at the Trafalgar Centre
- ✓ Manage an Event Booked to take place at the Trafalgar Centre

8.7.9 Asset Management Improvements

Table 8.7.4: Trafalgar Centre Asset Management Improvement Actions

Action	Priority
Validate asset data in the Asset Management system and agree work required to meet organisational needs	High
Review existing operational processes to ensure asset management requirements are being met	High
Evaluate critical plant and install a life-cycle approach to plant to building; plant; and equipment management	Medium
Investigate implementing regular user surveys	Medium
Develop solutions for marketing the facility.	High

8.8 SWIMMING POOLS

8.8.1 Overview

Council operates two aquatic facilities, Riverside and Nayland Swimming Pools.

In addition to the two Nelson City Council Pools, the Tasman District Council provides the ASB Aquatic Centre which is located to the north of Richmond providing good access to a large segment of the Nelson City population. Nelson City Council contributed to the capital cost of the Aquatic Centre, as a regional facility. There are also a number of private pools used by the public within Nelson City such as school pools and health providers.

The combination of these facilities provides reasonably good pool access and availability to Nelson City residents. There is however significant demand for water space in the Nelson/Waimea sub region. This has been partly met by the development in 2010 of an additional teaching pool at the ASB Aquatic Centre. Due to ongoing population growth in the Nelson/Tasman region, current capacity and demand, it is possible that additional water space will be required in the future. If so, options for additional development will be explored, such as the expansion of the ASB Aquatic Centre, redevelopment of the Nayland pool, or development of a new facility.

Adjacent reserve land at Riverside Pool allows for expansion of that facility in the future.

8.8.2 Key Issues

The key issue facing the Nelson City Aquatic Facilities is the **age and quality** of both facilities. This is starting to become a limiting factor in their performance and usage.

The **Riverside Pool** is an old facility (Built 1927) and while currently meeting service levels, consideration to expanding and modernising is required. Modern pools have learn to swim facilities and in many cases Gym facilities.

A review of **Nayland Pool** is required to ensure current service levels continue to meet community needs. This facility is open for aquatics November-March inclusive.

8.8.3 Levels of Service

Customer feedback

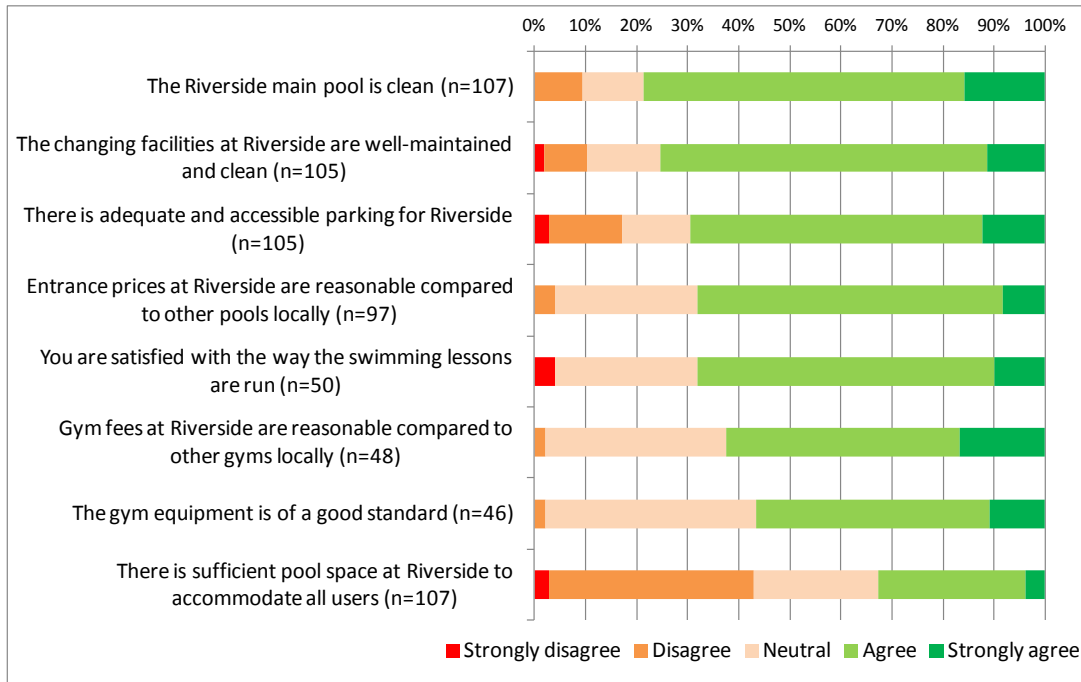
Results from the November 2012 people's panel report (A1176355) are reflected below.

At the time of surveying, there were 413 people registered with the panel and 219 responded to the survey. Of those who responded, 117 had used the facilities at Riverside and 96 had used the facilities at Nayland. The survey also contained several demographic questions to assess how representative the panel's views are of the wider Nelson population. Due to the self-selection of panel membership and survey responses, a statistical level of confidence in the results cannot be reliably calculated. However the results still provide useful feedback from a significant number of residents.

Key Findings Riverside

- ✓ Almost half disagreed that there is sufficient pool space at Riverside to accommodate all users and one in six disagreed that there is adequate and accessible parking at Riverside.
- ✓ People were generally satisfied with the cleanliness of the pools and changing facilities at Riverside

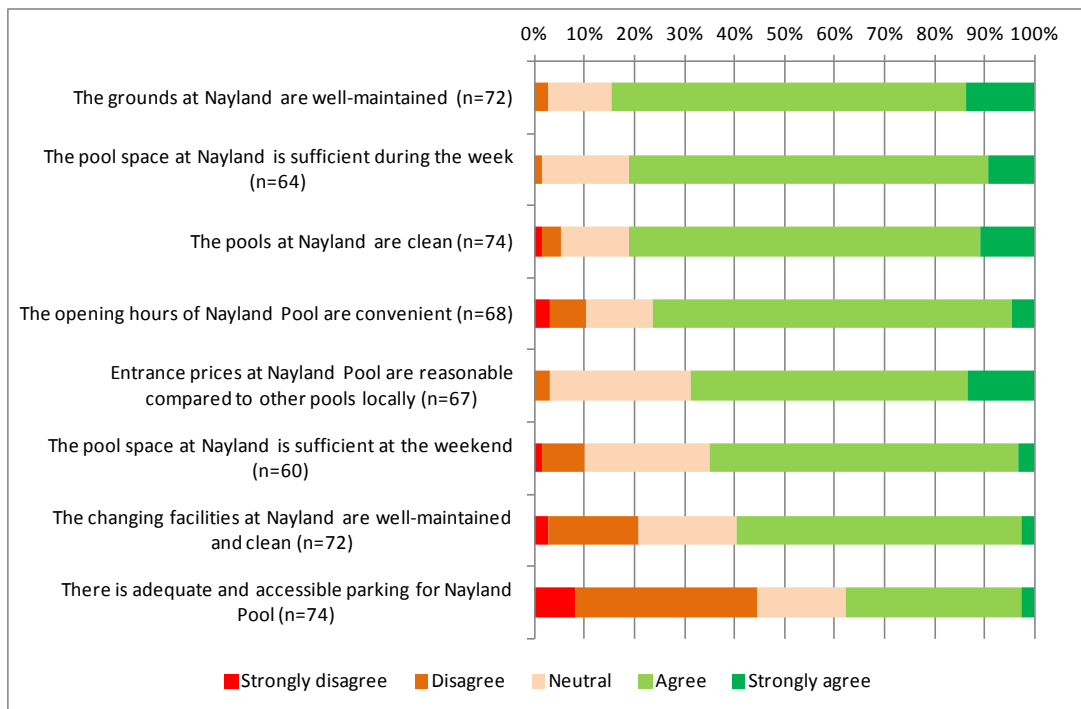
Figure 8.8.1: Riverside People’s Panel Results



Key findings Nayland

- ✓ People were generally satisfied with the maintenance of the grounds and pools at Nayland.
- ✓ A significant number disagreed that the changing facilities at Nayland are well-maintained and clean.
- ✓ Almost half disagreed that there is adequate and accessible parking at Nayland.
- ✓ The most preferred improvement for Nayland was to upgrade the changing rooms but there was also support for upgrading the 50 metre pool

Figure 8.8.2: Nayland People’s Panel Results



CLM customer survey 2012 (A498132):

Approximately 70 users from Riverside and 30 from Nayland provided feedback for the CLM survey, results

Figure 8.8.3: Riverside CLM Survey Results

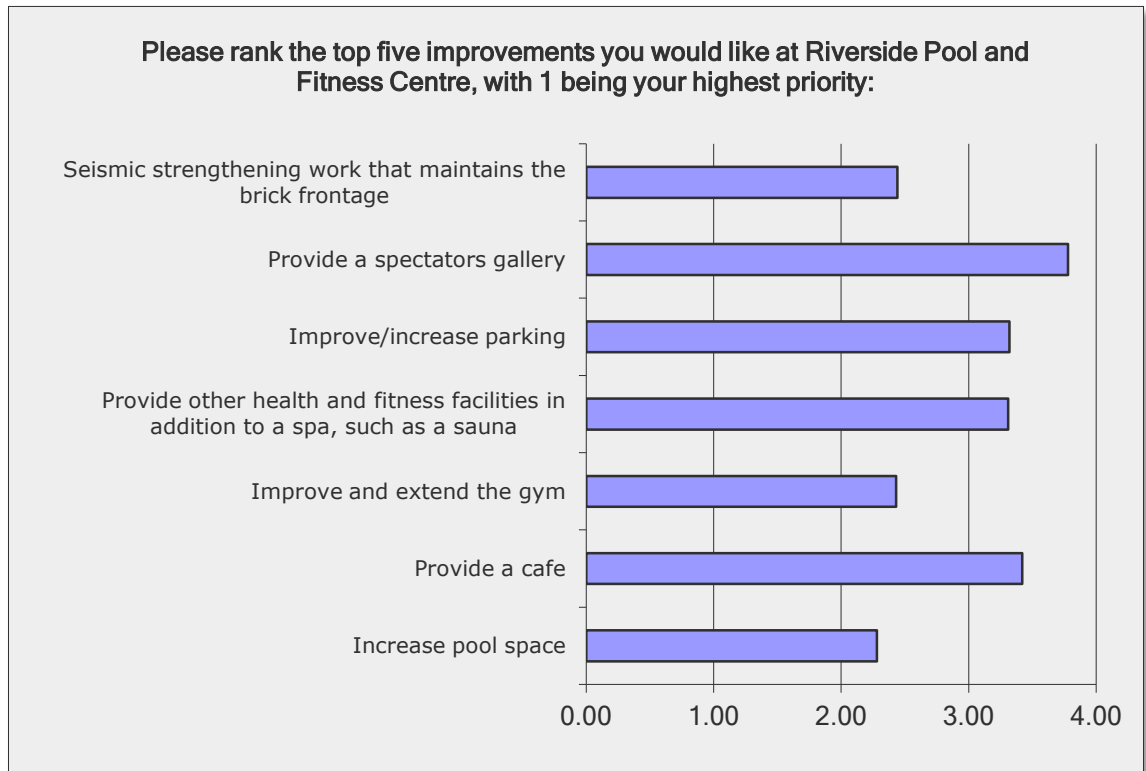
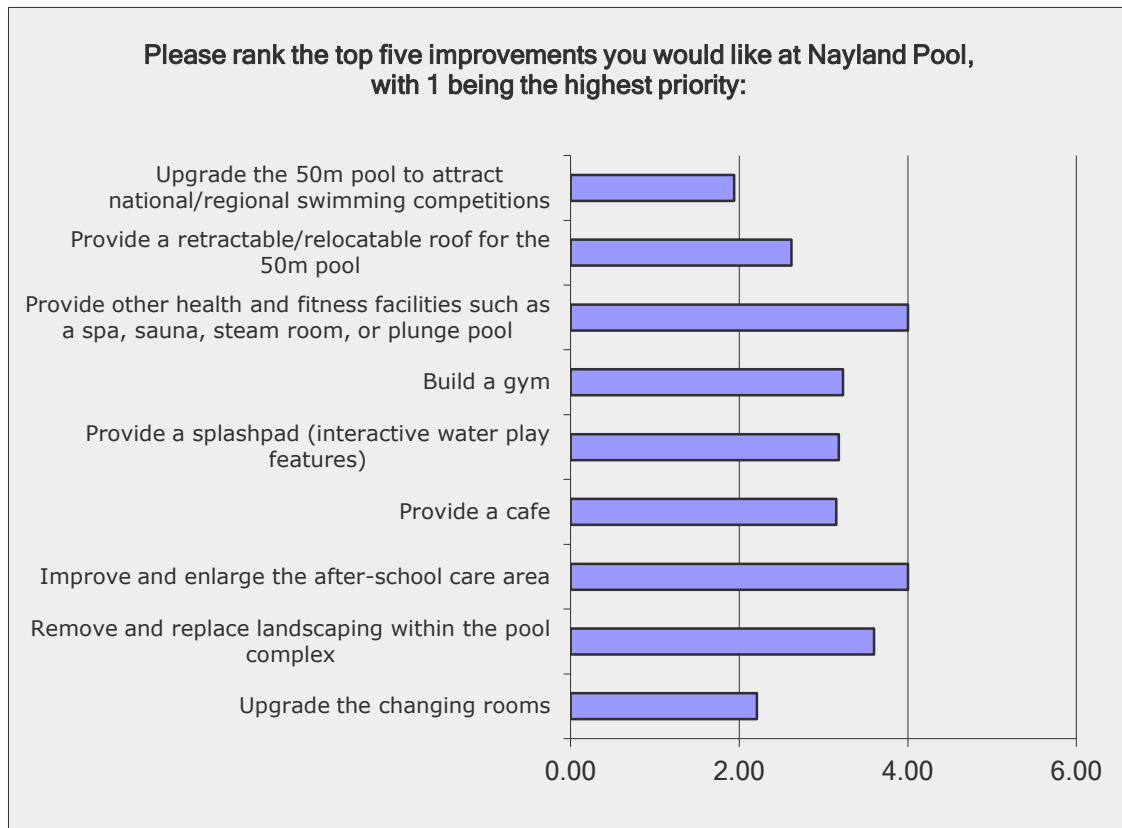


Figure 8.8.4: Nayland CLM Survey Results



The following additional issues have been noted at **Riverside Pool**:

- ✓ Limited parking
- ✓ No spectator area
- ✓ High demand at certain times resulting in insufficient lane space
- ✓ Gym user numbers restricted as a result of limited space, and there are no group exercise areas
- ✓ Demand for additional swimming space from clubs over winter period
- ✓ No dedicated learn to swim pool exacerbating space issues at times of high demand
- ✓ Replacement of insulating tiles will be required at some point.
- ✓ Possible development of cafe

Nelson City Council Residents’ Survey 2011

The results from the 2011 Residents’ Survey show that more than one-half of respondents (57%) are satisfied or very satisfied with Swimming Pools. The main reasons for dissatisfaction amongst respondents (6% dissatisfied) are due to the Swimming Pools being in need of an upgrade and the entry cost.

There has been feedback received from swim clubs during the Annual Plan process which indicates winter pool space for training is in short supply.

The following levels of service have been developed to address the issues raised above:

Table 8.8.1: Swimming Pools Levels of Service and Key Contractual Performance Measures

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Affordability</u> Access to facilities and services are affordable.	Pool admission and learn to swim charges no greater than 10% higher than industry average as measured by Yardstick Leisurecheck	N/M	Yes	Yes
<u>Quality</u> Facilities are clean, in good condition and well maintained	Maintain Grade 2 ⁴⁴ asset condition	Yes	Yes	Yes
	Pass BWOFF inspections	Yes	Yes	Yes
	Achieve NZS 5826:2010 for water quality	Yes	Yes	Yes
<u>Accessibility</u> Swimming pools that meet the needs of users and provide opportunity for aquatic based recreation activities and learn to swim programmes	A swimming pool is within 10km (driving distance) of 80% of the Nelson City population	Yes*	Yes*	Yes*
	80% of customers are satisfied with the Swimming Pools (CLM survey)	Yes	Yes	n/m

⁴⁴ Refer to section 10 for condition assessment explanation of grades

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Cost effectiveness</u> Efficient operation of the facilities	To operate at net cost lower than the industry average for peer group as measured by Yardstick	N/A	Yes	Riverside No Nayland Yes

N/A = not available, N/M = not measured

* Nayland pool open November to March however ASB Aquatic Centre would meet the needs outside of this time. Riverside covers approximately 70% of the residents.

Key Contractual service levels measures and targets	Achievement		
	14-15	13-14	12-13
Poolsafe – standard criterion in the current contract and needs to remain as LoS and KPI.	Yes	Yes	Yes
Emergency repairs completed within 2 hours	Yes	Yes	Yes
Water temperature meets minimum requirements	Yes	Yes	Yes

8.8.4 Future Demand

The issues relating to demand forecasts and associated changes in usage and capital works projects are:

Steady but slow population growth

Increasing public expectations for higher standards and a more diverse range of recreational opportunities provided at aquatic facilities including wave pools, fitness centres and learn to swim facilities. Cafe food and services also.

Changing trends in recreation and sport participation, increasing casual, 'pay for play' and individual rather than organised, volunteer and group based activities.

Population is expected to be 53,320 residents by 2025. Due to the continuing growth rate, usage of the pools is expected to gradually increase, which will continue to add pressure to the existing limited capacity.

Table 8.8.2: Visitor numbers as a proportion of population

Riverside	2009	2010	2011	2012	2013	2014	2015
Population	45,260	45,580	45,900	46,600	48,700	49,300 (est)	49,740 (est)
Usage	93,666	140,719	110,090	108,581	114,221	107,806	116,656
Proportion	2.1	3.1	2.4	2.3	2.3	2.3	2.4
Nayland	2009	2010	2011	2012	2013	2014	
Usage	40,027	27,125	32,454	34,808	31,539	33,706	
Proportion	0.9	0.6	0.7	0.8	0.7	0.7	

Riverside Pool is often operating at **full capacity** and would benefit from expansion of the services provided. There is Reserve land adjacent.

Nayland Pool is only available during the summer season and it is often **underutilised**. Its usage is also heavily weather dependant.

It is however the only 50 metre pool in the top of the South Island. To achieve the full potential of its attributes, it would benefit from a major redevelopment. The Tasman District Council’s ASB Aquatic Centre operates as a regional facility and accordingly draws significant usage from Nelson City residents. The ASB Aquatic Centre at Richmond is meeting a significant part of the aquatic facility needs of Nelson City Residents.

ASB pool was extended in 2010 with a dedicated teaching pool added. Due the rapid population growth of the Tasman District, combined with some Nelson City growth additional and/or improvement to the existing facilities requires planning.

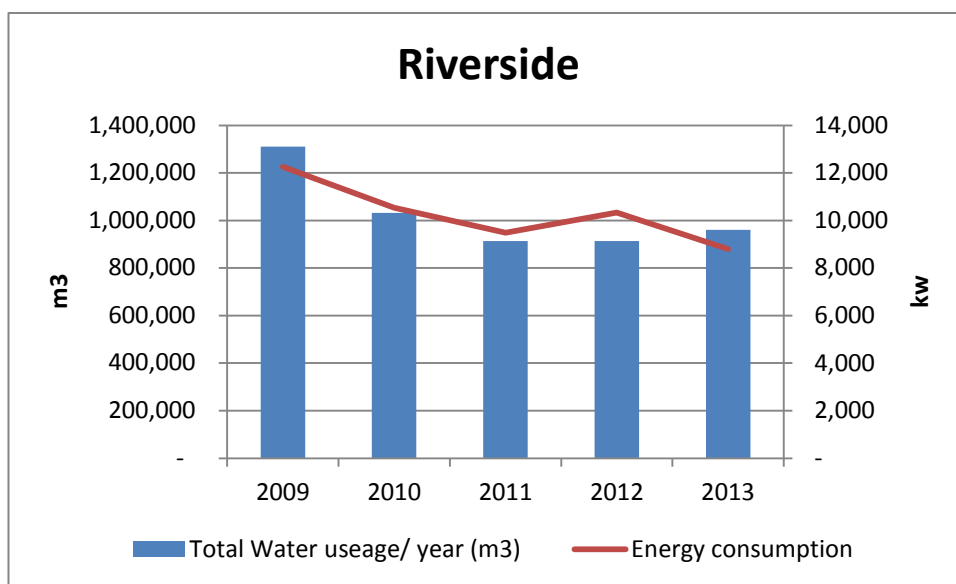
Aquatic facilities also play an important part in the aging population trends providing physical and low impact activities.

8.8.5 Sustainability actions and initiatives

Water and energy conservation is achieved through proactive monitoring/repairs. For instance, purchases of new pool blankets for Nayland Pool in 2009 and renewal of the delivery and return pipe network at Nayland Pool in 2013/14. Similarly blankets were renewed in 2009 at Riverside Pool and a new lift pump with a variable speed drive was purchased to replace the oversize pump at Riverside.

As part of the Yardstick benchmarking, Riverside has been providing information on total water usage and energy consumption. This information has not been reported on by Nayland Pool.

Figure 8.8.5: Riverside Water Use and Energy Consumption



8.8.6 Risk Management

Riverside Pool Frontage was evaluated as 15% NBS and thus upgraded in 2013-14. The building’s frontage has been strengthened to 67% of the New Building Standard.

The remainder of Riverside was initially assessed at 65% NBS and is not currently scheduled for additional earthquake strengthening. An initial assessment of the adjacent Riverside Pool clubrooms has provided a rating of 40% NBS.

Nayland Pool complex was evaluated at 74% NBS.

Table 8.8.3: Swimming Pools Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Loss of life due to drowning	Ext	Lifeguarding, Pool Safe accreditation	Moderate	High	Accept

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Hazards cause significant injury or affect health of users	Ext	Lifeguarding, Pool Safe accreditation, building maintenance	Moderate	High	Accept
Water Supply affected by external factors e.g. earthquake, flooding, mechanical/pipe failure	Med	None	Deficient	Med	Reduce
Skin irritation from water treatment chemicals	Med	Daily monitoring and water testing	Moderate	Med	Accept
Plant failure – causes closure	Med	Regular maintenance, renewal and monitoring	Moderate	Low	Accept
Water borne infections	Med	Chlorination, filtration and UV	Strong	Low	Accept
Fire cause damage and/ or injuries to users	Med	Emergency alarm and evacuation systems, WOF	Strong	Low	Accept

8.8.7 Lifecycle Management

8.8.7.1 Operations

Community Leisure Management (CLM) operates both pools. The contract commenced 1 April 2011 and expires 30 March 2016. CLM are responsible for the management, maintenance, and promotion of the service. Audits are undertaken every quarter by Council but CLM are required to do their own audits on a fortnightly basis.

Under contract CLM are to provide learn to swim, casual swim, club access and fitness programmes.

Riverside pool is open all year and Nayland is open summer months only (November to March).

Details of current programmes can be found on the respective pool website:

Riverside: <http://www.clmnz.co.nz/riverside/>

Nayland: <http://www.clmnz.co.nz/nayland-park-pool/>

Table 8.8.4: Average cost to rates subsidy per visitor compared to increase in inflation.

Year	inflation	Riverside	Riverside chg	Nayland	Nayland Chg
2006		6.27		1.94	
2007	2.0%	5.21	-16.9%	2.04	5.2%
2008	4.0%	3.33	-36.1%	2.96	45.1%
2009	1.9%	4.04	21.3%	2.96	0.0%
2010	1.7%	1.54	-61.9%	4.04	36.5%
2011	5.3%	2.28	48.1%	2.52	-37.6%
2012	1.0%	1.89	-17.1%	3.31	31.3%
2013	0.7%	2.85	50.8%	3.24	-2.1%
average	2.4%	3.43	-1.7%	2.88	11.2%

Riverside Pool

The usage of the Riverside Pool is achieving higher than the industry average benchmark based on Yardstick Leisurecheck.

Table 8.8.5: Riverside - Total annual admissions 2006-2013

Year	Admission per year	Riverside per m2	Industry average for peer group (indoor pools)
2006	77,513	137	NA
2007	129,195	262	NA
2008	105,390	214	220
2009	93,666	190	167
2010	140,719	249	181
2011	110,090	195	NA
2012	108,581	134	NA
2013	114,221	165	177
average	109,922	193	186

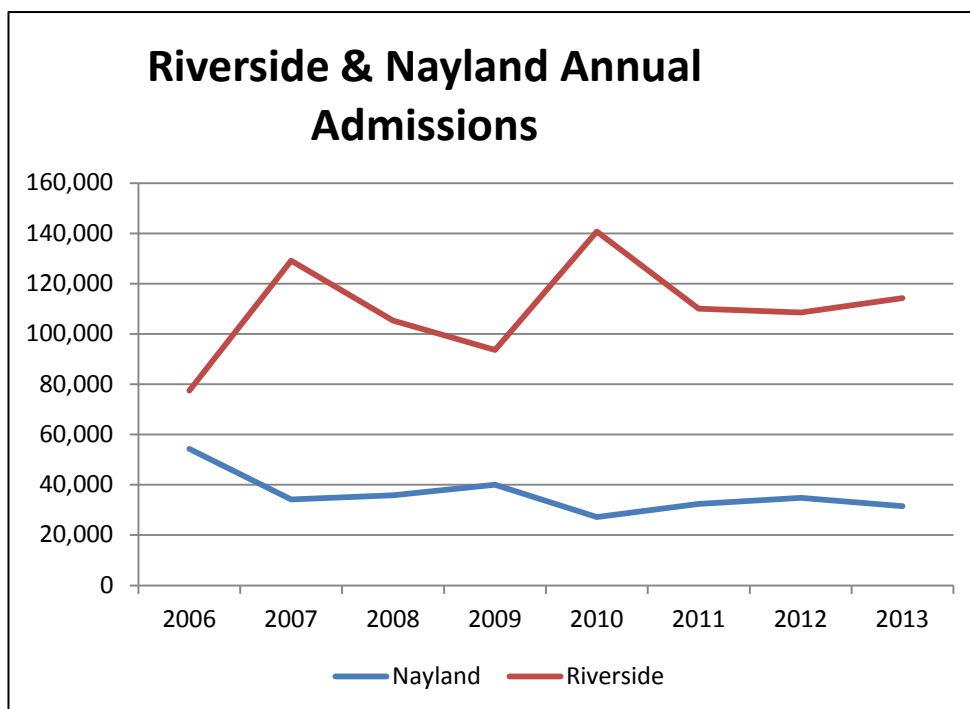
Nayland Pool

The usage of the Nayland Pool is achieving lower than the industry average benchmark based on Yardstick Leisurecheck.

Table 8.8.6: Nayland - Total annual admissions 2006-2013

Year	Admissions per year	Nayland admissions per m2	Industry average for peer group (outdoor pools)
2006	54,333	39	NA
2007	34,245	24	NA
2008	35,889	26	36
2009	40,027	29	42
2010	27,125	19	33
2011	32,454	23	NA
2012	34,808	25	NA
2013	31,539	22	36
average	36,303	26	37

Figure 8.8.6: Riverside and Nayland - Total annual admissions 2006-2013



Yardstick Leisurecheck Comparison⁴⁵

The net cost per admission is regarded as the most useful indicator of financial efficiency and performance.

Riverside Pool

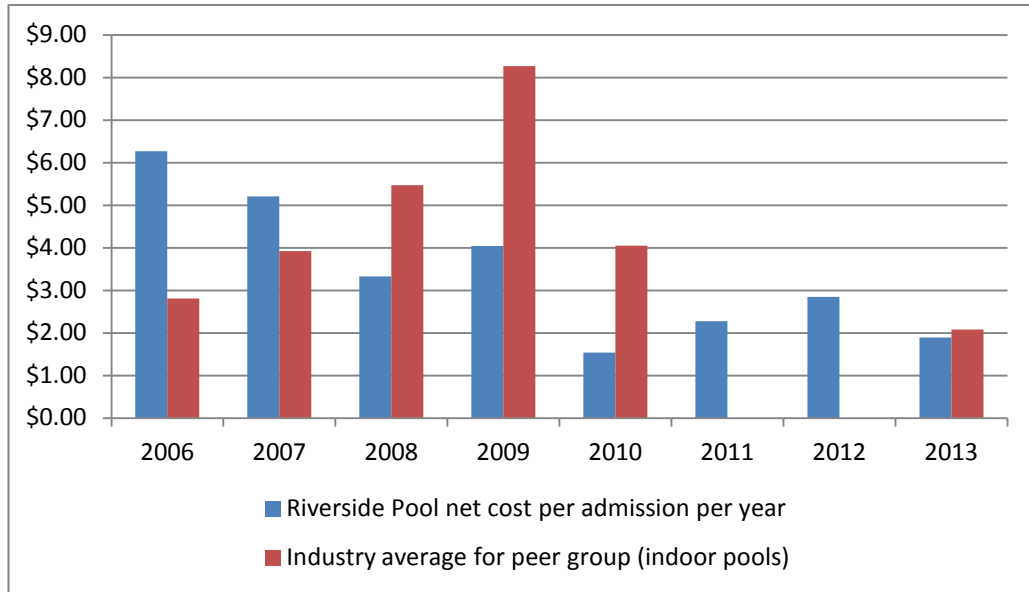
The net cost per admission for Riverside Pool is achieving significantly lower costs than the industry average benchmark based on Yardstick Leisurecheck results over the last six years.

Table 8.8.7: Riverside Net cost per admission 2006-2013

Year	Riverside Pool net cost per admission per year	Industry average for peer group (indoor pools)
2006	\$6.27	\$2.81
2007	\$5.21	\$3.92
2008	\$3.33	\$5.47
2009	\$4.04	\$8.27
2010	\$1.54	\$4.05
2011	\$2.28	NA
2012	\$2.85	NA
2013	\$1.89	\$2.08
average	\$3.43	\$4.43

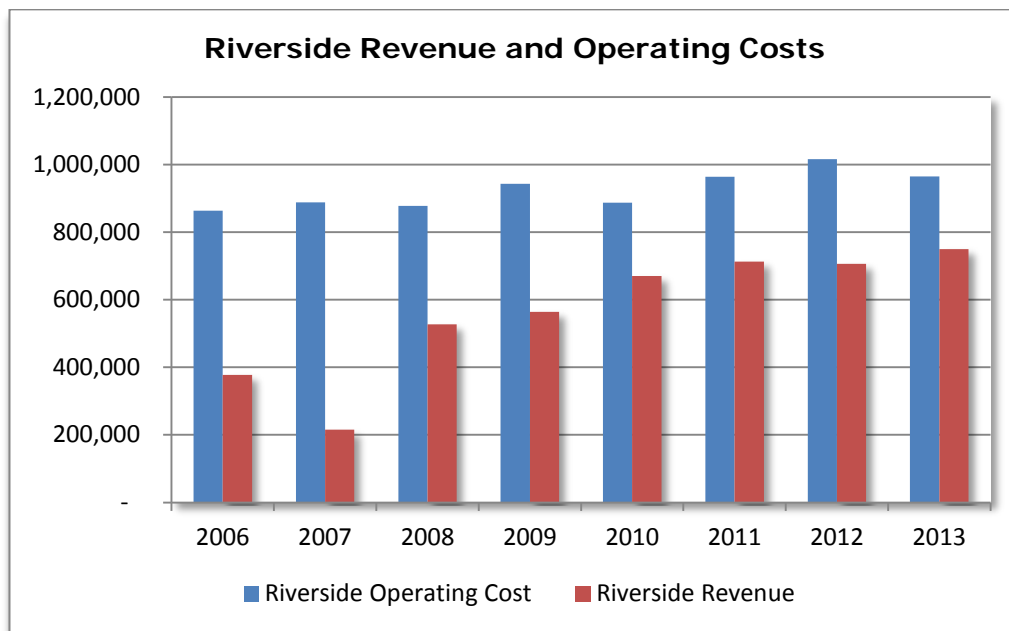
⁴⁵ Yardstick Leisurecheck is a national swimming pool benchmarking project operated by the N.Z. Recreation Association

Figure 8.8.7: Riverside - Net cost per admission 2006-2013



Total revenue from 2006 to 2013 shows a consistent level of operating expenditure and a steady increase in revenue that indicates improving increasing usage and/or enhanced revenue generation from customers.

Figure 8.8.8: Riverside - Total operating cost and revenue 2006-2013



The annual operating cost per m2 of water area is also a useful indicator for comparing direct operating cost efficiency, however this result is widely affected by the pool and plant design as much as management actions. The result indicates that Riverside’s operating cost is slightly higher than the average for indoor pools.

Table 8.8.8: Riverside - Annual total operating cost per m2 of water 2006-2013

Year	Riverside operating cost per m2 of water	Industry average for peer group (indoor pools)
2006	\$1,528	NA
2007	\$1,802	\$1,565

Year	Riverside operating cost per m2 of water	Industry average for peer group (indoor pools)
2008	\$1,780	\$1,600
2009	\$1,913	\$1,415
2010	\$1,572	\$1,420
2011	\$1,098	NA
2012	\$1,409	NA
2013	\$1,551	\$1,224
average	\$1,582	\$1,445

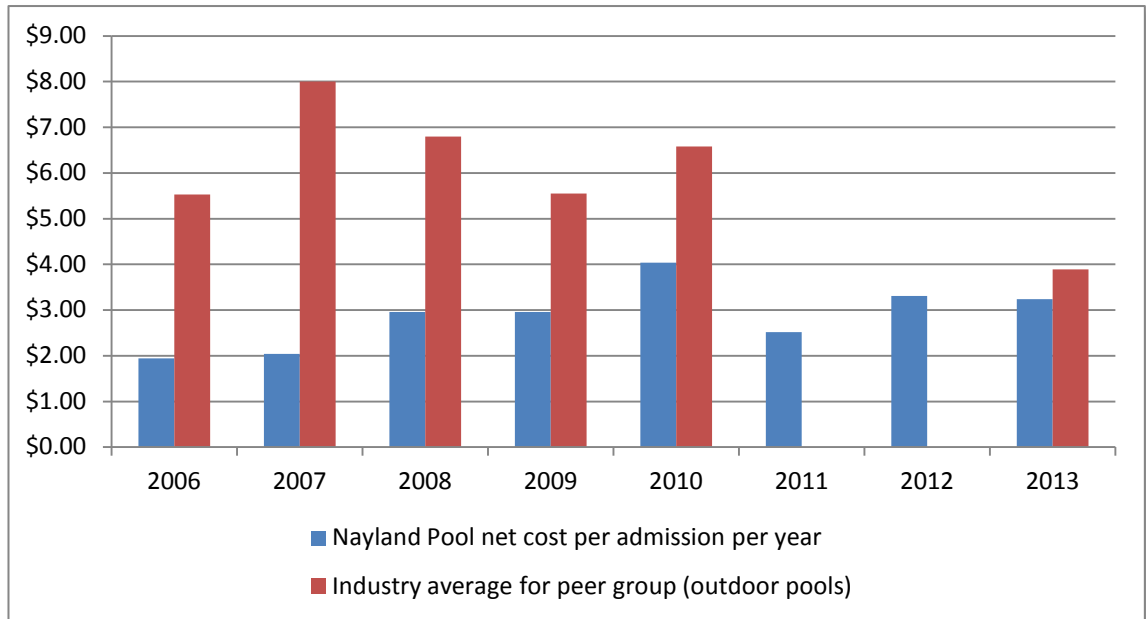
Nayland Pool

The net cost per swim for Nayland Pool is achieving significantly lower costs than the industry average benchmark based on Yardstick results over the last six years.

Table 8.8.9: Nayland - Net cost per admission 2006-2013

Year	Nayland Pool net cost per year	Industry average for peer group (outdoor pools)
2006	\$1.94	\$5.53
2007	\$2.04	\$8.00
2008	\$2.96	\$6.80
2009	\$2.96	\$5.55
2010	\$4.04	\$6.58
2011	\$2.52	NA
2012	\$3.31	NA
2013	\$3.24	3.89
Average	\$2.74	\$6.49

Figure 8.8.9: Nayland - Net cost per admission 2006-2013



Total revenue from 2006 to 2011 shows a consistent level of operating expenditure over the last four years and an increase in revenue over the last two years that indicates improving increasing usage and/or enhanced revenue generation from customers.

Figure 8.8.10: Nayland - Total operating cost and revenue 2006-2013

The annual operating cost per m2 of water area indicates that Nayland’s operating cost is significantly lower than the average for outdoor pools.

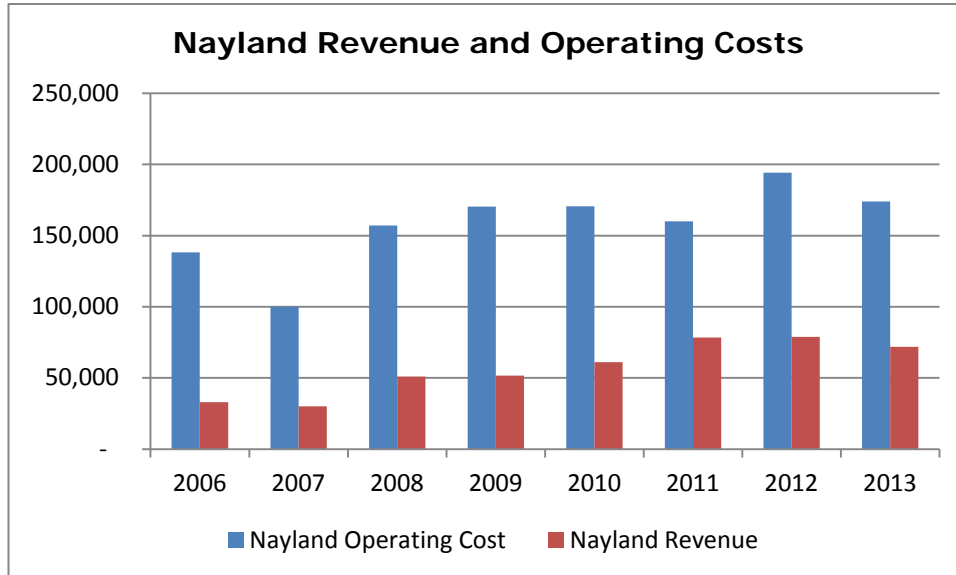


Table 8.8.10: Nayland - Annual total operating cost per m2 of water 2006-2013

Year	Nayland operating cost per m2 of water	Industry average for peer group (indoor pools)
2006	\$99	NA
2007	\$71	\$268
2008	\$112	\$259
2009	\$122	\$286

Year	Nayland operating cost per m2 of water	Industry average for peer group (indoor pools)
2010	\$122	\$269
2011	\$87	NA
2012	\$138	NA
2013	\$124	\$246
Average	\$109	\$266

8.8.7.2 Description of assets

Riverside Pool is a covered and heated pool, operating all year round and consists of a main 30-metre lap pool, a small toddlers' pool and spa pool. It also contains a small fitness gym which was added to the complex in 1998. The pool was originally constructed in 1927 and has been redeveloped with the addition of a roof and heating and ventilation systems, with the most recent work completed in 2004. Work completed in 2013-14 has brought the brick façade up to current building regulations. The \$400,000 project also included upgrading fire safety in the building, improving accessibility for wheelchairs and prams with a larger foyer area, and a new office space and staffroom.

Nayland Pool is an outdoor summer facility which consists of a 50 metre heated lane pool, a diving pool and a toddlers' pool. The heating plant used for the pool is owned by Nayland College but is used to heat the pool through a formal agreement with the College. The pool was constructed in 1977.

Modifications were made to the changing rooms in May 2015 to include increasing the shower pressure and adding an extra shower unit.

8.8.7.3 Maintenance

The condition assessments performed by Opus (December 2013) and Ian Coombes (June 2014) are being used alongside professional advice provided by operational staff to prioritise maintenance activities.

Programmed maintenance for first 3 years includes:

Priority plant and equipment at both sites based on the Ian Coombes report (A1230196, A1215878)

Riverside: Clubrooms painting and flooring, main facility painting exterior and interior.

Nayland: Flooring, exterior painting.

The 50m and 20m pools were last painted in 2013/14.

8.8.7.4 Renewals

A full condition assessment for the pool assets was undertaken in June 2014 (Ian Coombes). This work complements information that operational staff have already provided.

Planned renewal work includes (with cost estimate):

Riverside

Wiring replacement: \$25,000

Isolate children's pool turnover: \$100,000

Fit out lower plant room: \$20,000

Nayland

Replace slide: \$22,000

Landscape renewals: \$22,000

Lane ropes: \$22,000

- Wiring replacement: \$35,000
- Heating reticulation replacement (Plant room): \$30,000
- Re-paint 50m pool: \$180,000
- Isolate toddler pool turnover: \$150,000
- Reinstate spa and café: \$220,000

8.8.7.5 Future capital

Extend and modernise Riverside to provide improved dry area space and facilities including a dedicated teaching/learn to swim pool.

Investigation required regarding covering the Nayland pool, opening the year round as well as widening and/or deepening the main pool.

There is a need to consider the primary type and use of each of the aquatic facilities owned by Council at the time of considering any future development i.e family, training, casual or club use.

8.8.7.6 Disposal

The ex Swim Club building as Riverside is currently vacant. The future of this building is under review.

Remove caustic soda plant at Nayland: \$30,000.

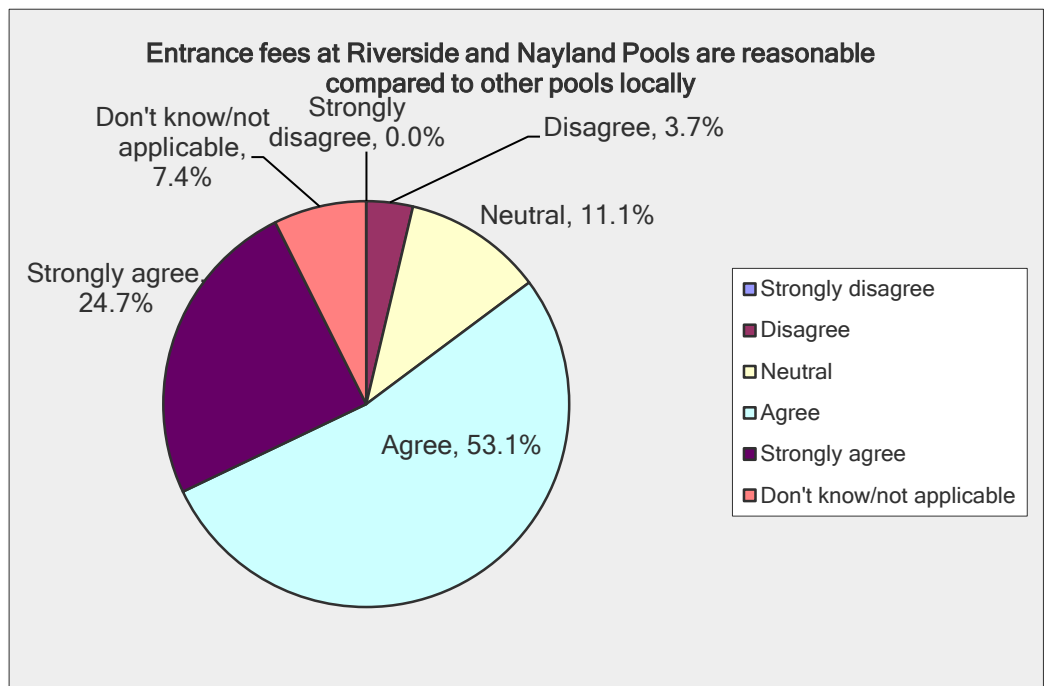
8.8.8 Area specific Management Practices

Activity related procedures are documented in the Nelson City Council Procedure Library.

8.8.8.1 Revenue discussion/ Funding policy

Pools are 100% rates funded. However if you analyze the most recent Yardstick data (2013) you will see cost recovery is 41% and 52% respectively for Nayland and Riverside. This is based on income over/cost. CLM keep all income.

Figure 8.8.11: Riverside Water Use and Energy Consumption



8.8.9 Asset Management Improvements

Table 8.8.11: Swimming Pools Asset Management Improvement Actions

Action	Priority ⁴⁶
Investigate increasing swimming pool capacity to meet future demand	Medium
Investigate the redevelopment of the Nayland Pool to meet current and future needs, including opportunities to improve sustainability including solar heating options	High
Review pools service levels and utilisation to ensure customer needs are being delivered in the most cost-effective manner. This needs to consider supply provided by private pools and neighbouring Councils.	High
Evaluate critical plant and install a life-cycle approach to plant to building; plant; and equipment management	High
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Review existing operational processes to ensure asset management requirements are being met	High
Inclusion in the Property Assets Review	High
Preparation of swimming pool strategy to determine the long term future needs and direction for the provision of aquatic facilities across the city/region	High
Investigate needs for understanding income and expenses for each of the pools (separating financials)	High
Investigate swim lane allocation for swim club training	High
Investigate the provision of learn to swim facilities for Riverside	Medium

⁴⁶ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

8.9 COMMUNITY HOUSING

8.9.1 Overview

Council aims to provide ongoing access to the 142 community housing units, spread throughout the city, to residents who meet the criteria of the day when vacancies arise.

Currently the criteria are defined in the Community Housing Policy 2009:

- ✓ Provide housing for older persons with limited financial means (assets not exceeding \$40,000 for a couple or \$25,000 for a single person*).* Excludes car, furniture and personal effects.
- ✓ First priority is super annuitants (65 plus). Second priority is beneficiaries aged 55 and over.
- ✓ Rents for community housing will be set at the equivalent of 25% of New Zealand Superannuation

8.9.2 Key Issues

Demand for most of the units has remained strong since 2003 and is expected to remain high into the foreseeable future.

The community housing units are between 20-50 years old. While careful maintenance will allow the units to remain serviceable well into the future, **maintenance costs will rise** and the units will inevitably date in appearance and functionality. Issues such as double glazing and wall insulation, which will increasingly be features of newer buildings, will begin to drive more extensive refurbishment budgets.

Closely related to age and occupancy is the issue of **ongoing funding** for the units. Currently the rental is set at 25% of the New Zealand Government Superannuation. This level of rental is not expected to meet the basic administration and maintenance costs of the units into the future, particularly as maintenance and refurbishment becomes more extensive and at closer intervals.

8.9.3 Levels of Service

Customer feedback

Council's contracted management agency was required to conduct at least bi-annual tenants' surveys covering at least the following core issues: contractor /sub-contractor performance, and any site issues that may impact on the Health and Safety of residents, however, the survey was discontinued as it was judged not suitable for measurement.

In 2015 the Age Concern Nelson Tasman), an independent welfare agency, provided a report based on visits to the 142 community housing flats (A1387849). The primary purpose was to inform them about Age Concerns services and distribute reference information relevant to them. They also collected general feedback from tenants.

Of the units visited, 110 included a discussion with the tenant to capture general issues and concerns (not specific to housing situation). The common issues identified in the report relate to health, activities for the elderly, and feeling of isolation.

As part of this visit, tenants were also asked to provide a "*rating of the community housing service*" on a scale of 1-5 (5 highest, 1 lowest). Almost 80% responded with a rating of 4 or 5 and less than 5% responded 1 or 2. There was also very favourable response to the service they receive from the maintenance providers. All maintenance concerns were reported back to the maintenance contractor for resolution. Several of the concerns relate to dampness and cold units and are being addressed via insulation and provision of heat source. Some of the issues can't be addressed because of the design of the buildings (i.e. no roof space for insulation). A Council Environmental Programme officer undertook workshops with the tenants, and also other Age Concern clients, on how to heat homes, as most of the issues were really related to tenant behaviour.

Any concerns raised are reviewed, with Health and Safety items receiving immediate attention.

The Community Housing Policy 2009 (ref: A198612) set the eligibility criteria.

Since 2003 occupancy rates of the housing units has been between 93% and 98% overall. There is usually a waiting list of approximately 30 people wanting a unit.

Tenancies in the Orchard Flats complex had not been as stable as those in other complexes, with Orchard Flats tenants often moving to units in other complexes as the opportunity arose. The refurbishment of Orchard Flats has increased the quality of these facilities and has resolved many of the issues previously expressed.

Policy and Legislation

- ✓ Residential Tenancy Act

Nelson shares much in common with the national discussion around housing affordability. On 11 June 2015 Council signed the Nelson Housing Accord. The Accord will see the Government and Nelson City Council work together to support an increase in housing and improve housing affordability in Nelson. It sets a target of consenting 720 new dwellings over the next three years.

The Government has also introduced changes to the way in which social housing is provided, including through policies aimed at strengthening the role of Community Housing Providers. Council will consider what impact these changes may have on the delivery of social housing as part of wider considerations of future housing need and how this might be delivered.

Table 8.9.1: Community Housing Levels of Service

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Affordability</u> Community Housing is affordable and cost effective	All tenants meet the criteria as defined in the Community Housing Policy 2009	Y	Y	Y
	Community Housing meets Council funding policy	Y	Y	Y
<u>Quality</u> Community Houses are clean, in good condition and well maintained	Maintain Grade 3 ⁴⁷ asset condition	Y	Y	Y
	Emergency maintenance of units, existing fittings and structures is carried out with 24 hours of notice	Y	Y	Y
	Respond to maintenance complaints and enquires within 3 days	Y	Y	Y
<u>Accessibility</u> Housing occupancy maximized	Occupancy is maintained at 95% or greater	Y	Y	Y
	Vacated units prepared for occupancy within 20 working days	Y	Y	Y
<u>Safety</u> Community Housing	Smoke alarms are provided in each unit and checked annually	Y	Y	Y

⁴⁷ Refer to section 10 for condition assessment explanation of grades

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
tenants are safe	Locks and security stays are fitted and maintained in each unit	Y	Y	Y
	Grounds are maintained free of dangerous hazards	Y	Y	Y

8.9.4 Future Demand

Current demand for units is high with an average 2014 waiting list of 30 people wanting Community Housing accommodation. Current population demographics confirm an ageing population and decrease in home ownership in Nelson. These factors will combine to result in a rapid increase in the number of people aged 65 and older in rental accommodation. The number of households of people aged 65 and over in rental accommodation is also expected to increase to 1210 in 2016 from a current level of 760. Demand for Council’s housing units is expected to remain high.

Demand could increase due to the higher costs of living versus pensions.

8.9.5 Sustainability actions and initiatives

This activity supports the sustainability principles, goal nine, and goal ten from Nelson 2060 through:

- ✓ affordable housing for those in need
- ✓ under floor insulation
- ✓ double glazing
- ✓ wall insulation

8.9.6 Risk Management

Table 8.9.2: Community Housing Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Government changes in superannuation funding	High	None	Deficient	High	Accept
Significant weather event affects building condition	High	Emergency plan, reactive maintenance budgets	Moderate	Med	Accept
Fire caused by arson/ electrical faults leads to injuries or asset failure	High	Emergency Plan. Smoke alarms, fire extinguishers, insurance	Strong	Med	Accept
Building or services (plumbing, power, etc.) deficient or fails due to poor maintenance	High	programmed maintenance	Strong	Low	Accept
Change in legislation for rental properties could lead to increase need for maintenance or assets	Med	increase costs but could also compliment programme maintenance plans and help reduce asset deterioration	Moderate	Low	Accept
Earthquake -structural failure, asset closure due to construction /design not to current seismic standards	Med	Emergency plans, insurance	Moderate	Low	Accept
Minor injuries resulting from hazards	Med	Building maintenance, Maintain parks hazard register with controls	Strong	Low	Accept

8.9.7 Lifecycle Management

8.9.7.1 Operations

Day to day management of the units, including tenancy and rent collection, is contracted to an external service provider (contract expires December 2015). The community housing activity is operated largely on a self-funding basis with any shortfall from rental income being made up from rates. As part of the arrangement Council:

- ✓ Pays the rates
- ✓ Pays water charges
- ✓ Maintains common gardens and lawns
- ✓ Undertakes programmed maintenance and renewals
- ✓ Provides a response to urgent maintenance issues
- ✓ Arranges rubbish collections

Council's management contract for the community housing units requires the contractor to manage the units to achieve at least a 95% level of occupancy overall (making due allowance for units being refurbished).

Compliance with the Residential Tenancy Act is required.

8.9.7.2 Description of assets

The Council currently owns 142 community housing units situated at nine locations around the city. The houses are a mix of bedsits, single and double units constructed between 1962 and 1990 as detailed in the table below.

Table 8.9.3: Community Housing Building Summary

Name	Address	# of units	Description & No.	Year Constructed
Orchard Flats	24 Karaka Street, Stoke, Nelson	39	Bedsit Single Double Activity room/hall	33 4 2 1 1965/68
Nayland Flats	327 Nayland Road, Stoke, Nelson	18	Single Double	17 1 1965/68
Renwick Cottages	4 Examiner Street, Nelson	10	Bedsit	10 1974
Russell Flats	179 Waimea Road, Nelson	20	Single Double	7 13 1962/88
Blackwood Flats	9 Blackwood Street, Nelson	14	Bedsit Single Double	6 5 3 1976/77
Toi Toi Flats	124 Toi Toi Street, Nelson (8 Vosper St)	20	Single Double	17 3 1985/87
Devon Flats	45 Devon Street, Nelson	10	Double	10 1983/84
Atawhai Flats	75 Atawhai Drive, Nelson	5	Double	5 1983/84

Name	Address	# of units	Description & No.	Year Constructed
Songer Flats	6 St Francis Way, Nelson	6	Double	1990
TOTAL		142 units & 1 hall		

The Council's Community Housing assets have a book value to Council of \$3,976,284 as at June 2014. This valuation was derived using an historical cost valuation for the improvements and a market valuation for the land.

The rateable valuation of the community housing assets was assessed at \$12,275,000 in June 2014. While that value is significantly higher than the current valuation, the historical cost valuation for the housing and the market valuation for the land is a more accurate assessment of the value of the assets given that the income derived by rentals is set at a social rather than market level, and that the assets are not treated as investment properties.

8.9.7.3 Maintenance

The Community Housing held by council range from good to average condition. However the average age of the units are such that they will requires increasing levels of maintenance. The current programme of maintenance is not keeping pace with the rate of deterioration through use and natural aging. While a reasonable level of comfort and healthy living standards are maintained it is evident the cost of maintenance will make this increasingly difficult over time.

The programme of maintenance is based on annual tenancy inspections and the Opus condition assessment undertaken in November 2013 (ref: A1160405). This tenancy inspection is used to monitor the use of the building by the tenant. The condition assessments focus on internal components and superficial exterior such as paint.

Structural and landscape components are assessed on a case by case basis when required.

Table 8.9.4: Community Housing Maintenance Costs

Year	Property Management Charges	Programmed Building Maintenance	Un-programmed Building Maintenance	Grounds and hard surfaces maintenance
2014/15	\$71,515	\$82,516	\$151,753	\$75,175
2013/14	\$73,239	\$84,962	\$95,000	\$70,934
2012/13	\$74,434	\$7,272	\$160,056	\$71,670
2011/12	\$68,892	\$82,670	\$88,711	\$66,136
2010/11	\$61,020	\$79,326	\$68,007	\$64,241
2009/10	\$65,000	\$78,000	\$72,800	\$62,400
2008/09	\$47,371	\$75,000	\$70,000	\$60,000
2007/08	\$46,170	\$75,000	\$58,277	\$38,000

8.9.7.4 Renewals

Issues such as double glazing and wall insulation, which will increasingly be features of newer buildings, will begin to drive more extensive refurbishment budgets.

Housing New Zealand gave Council the money to carry out the \$1.17m upgrade of 39 flats in Stoke through a 20-year interest free suspensory loan, which Council makes no repayments on as long as it owns the Orchard Street block.

The flats were renovated with larger double glazed windows, insulation and modern, open plan kitchens. (concept plan ref: A181897).

The condition assessments guide renewal work as well and assets that have reached their end of life are evaluated for renewal prior to repair.

8.9.7.5 Future Capital

Central government had indicated possible changes to the Residential Tenancy Act that may require additional enhancements.

8.9.7.6 Disposal

None planned.

8.9.7.7 Revenue discussion/ Funding policy

Councils Community Housing Policy 2009 has set the rental rates for community housing at 25% of the New Zealand Superannuation payment with any shortfall to be met from rates.

The Orchard Flats renovation was funded predominantly by the Housing New Zealand Corporation (on condition the flats cannot be sold for 20 years).

Table 8.9.5: Income and Total Operation and Maintenance Expenditure

Year	Income (\$)	Total Operation & Maintenance Expenses (\$) (Excludes depreciation).
2014/15	\$775,863	\$602,331
2013/14	\$761,656	\$533,660
2012/13	\$739,202	\$530,721
2011/12	\$695,061	\$442,772

8.9.8 Area specific Management Practices

Management of Community Housing is documented in the Nelson City Council Procedure Library.

Operational staff manage the contract and perform building audits to ensure contractors comply with policies and standards.

8.9.9 Asset Management Improvements

Table 8.9.6: Community Housing Asset Management Improvement Actions

Action	Priority ⁴⁸
Given new technology and services available to property managers it is recommended a new programme of inspections is implemented	High
Further analysis of the demand for these unit	High
Develop and implement a condition assessment framework for housing units	Medium

⁴⁸ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

8.10 CIVIC HOUSE AND STATE ADVANCES

8.10.1 Overview

Civic House is made up of three main buildings:

- ✓ The clock tower and attached seven storey building.
- ✓ The old Post Office Savings Bank (3 storeys).
- ✓ The old State Advances Building (2 storeys).

The Civic House collectively performs a number of functions. It is a customer service centre with call centre and service desk, offices for council operations, has the city council chambers, facilitates mobile communications on a number of levels and supports a commercial tenancy to the Inland Revenue Department on level 5.

The distinctive clock and tower makes it a landmark building for the city and supports its identity as a Civic House.

8.10.2 Key Issues

Tenancy required for **level six**.

Civic House and associated buildings require a **programmed renewal and maintenance plan** which incorporates landlord and tenant responsibilities contained within the leases held.

The **State Advances Building has been confirmed as surplus** to Council requirements. Expressions of interest were called however no submissions were received. Council now needs to revisit the future of this building as part of the Property Assets Review.

Council's **accommodation needs in the future** will inform the Property Assets Review

8.10.3 Levels of Service

Table 8.10.1: Civic House Levels of Service

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Quality</u> Civic House is clean, in good condition and well maintained	Maintain Grade 3 ⁴⁹ asset condition	Y	n/m	n/m
	Monthly BWOFF checks completed by contractor	Y	n/m	n/m

8.10.4 Future Demand

There is currently sufficient space for Council to conduct business from within Civic House and the Savings Bank Building. The State Advances Building has been identified as surplus to current requirements.

Technological demands for both Council and tenants can change rapidly. This places an ever changing need on cabling and telecommunication equipment throughout the site. Changes in data management, including the electronic storage of data, is an example of how advances in technology can affect the accommodation needs of tenants.

An increase in website services may affect the number of physical visits to the Council Customer Services area. Libraries or satellite services centres may also reduce pressure on Civic House.

There is an increasing demand for use of the top floor for telecommunication transmission and receiving.

⁴⁹ Refer to section 10 for condition assessment explanation of grades

8.10.5 Sustainability actions and initiatives

Nelson 2060 sets out a sustainability strategy and framework for the Nelson Region over the next fifty years. Whilst this is a community inclusive document Nelson City Council will endeavour to lead by example in this area.

Civic House has a number of sustainability innovations already underway around recycling and power use. There is an ever changing opportunity for innovations around building sustainability including those associated with Smart Building Systems, heating, ventilation and waste management.

Opportunities for improvement in Sustainability will be reviewed as part of the ongoing maintenance and renewal works as and when these are being planned.

Council currently has a paper and waste management plan in place and has adopted other efficiencies around power/water use and consumption

8.10.6 Risk Management

The 106 Trafalgar St (clock tower and 7 storey building) initial seismic evaluation classified it at 100% of National Building Standard (NBS) with low potential earthquake risk. This reflects the practicality of its design.

The detailed seismic assessment rates State Advances and the old Post Office Savings Bank at 50% of NBS.

Table 8.10.2: Civic House Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Health of users affected due to hazards	Med	H&S register, H&S policy, audits	Strong	Low	Accept
Damage to asset due to services fault (electrical, plumbing, etc)	Med	audits, programmed maintenance and inspections	Strong	Low	Accept
Damage to building due to moderate earthquake (excl State Advances)	Med	Civic House built to 100% NBS, earthquake process and drills	Strong	Low	Accept

8.10.7 Lifecycle Management

8.10.7.1 Operations

Council is only responsible for services and utilities related to council operations and activities. Tenants manage their own services and fittings such as lighting, toilets, joinery etc.

The Telecom building adjacent is considered as separate from Civic House. There is access to the stair well as a shared means of escape. There is shared use of the roof facility for council staff Telecom has a lease agreement, as do other telecommunication companies using the roof top. Council is responsible for maintaining the anchors points (includes annual testing) for working a heights work.

The current IRD tenancy aligns with the buildings civic function. The lease has recently been extended for two years. IRD have a further Right of Renewal available through to 2018.

There are other occupation tenancy agreements with both telecom and vodaphone regarding telecommunications as well as a tenancy agreement with Environmental Inspections Limited.

The 6th floor is currently vacant and a tenant is being sought.

8.10.7.2 Detailed Description of assets

As an operational office and customer service centre it functions adequately with good access, all day parking adjacent, good street front and adequate internal space. As a Council Chambers and Mayors Office it is fit for purpose, with suitable interior but lacks a main and easily identifiable entrance for the general public.

The height of the building, its location and council ownership makes it a desirable site for telecommunications.

The main building was built in the 1970's and is in good physical state being mainly reinforced concrete. The building is often recognised for its lack of architectural design and is renowned for its unconventional clock tower.

The Building has four lifts (2 in the clock tower, 1 service lift at the rear entrance and also one the old post Office Building).

Building Layout

Level 0 – Customer Service Centre, Finance, Building (Unit), Records

Level 1 – Infrastructure, Information Services, Environmental Inspections Ltd

Level 2 – Council Chambers, Mayors Office, CE, Group Managers & Admin

Level 3 – HR, Consents & Compliance

Level 4 – Environmental Programmes, Policy and Planning, Community Partnership and Vodaphone

Level 5 – IRD & Internal Affairs

Level 6 - Vacant

Level 7 & Roof Top – Telecommunication (2 Degrees, Vodaphone, Telecom)

Civic House has a central computer server on Level 1.

The State Advances Building was used as council offices until seismic consideration closed the building.

The State Advances Building is currently vacant and has been confirmed as surplus to Council requirements. Expressions of interest have been called however no submissions were received. Council now needs to revisit the future of this building. This building is registered as a heritage site with architectural significance. In planning for its future its heritage status needs be considered alongside its strategic location within the Civic precinct.

8.10.7.3 Maintenance

The OPUS 2014 Condition Assessment Data provides good guidance for future management of interior; however more detailed work around the maintenance of the exterior of the building would assist future maintenance programming.

Council, as building owner, is responsible for the Building Warrant of Fitness for the whole building. This includes maintenance and servicing of the main clock tower lifts, ventilation, trial evacuations, building checks (fire, lighting), disability access and safety rails.

The main tower block is concrete reinforced and as such has low structural maintenance costs. Maintenance on the building is mostly related to services and utilities such as lighting, office joinery, lift maintenance, air conditioning and heating.

Other minor works programmed on annual basis based on December 2013 conditions assessments.

All council operations for Civic House are managed through contractors

- ✓ General Building Maintenance – Nelmac under contract (new contract planned)
- ✓ Cleaning – currently under contract (OCS)
- ✓ Generator – Industrial Marine Ltd
- ✓ Boiler Servicing – Paul Winter Mechanical & Electrical (new contract planned)
- ✓ Fire Systems – FFP Nelson Marlborough Fire
- ✓ Lifts – OTIS
- ✓ Anchor Testing – Kernohan Engineering
- ✓ Building WOF – OPUS

- ✓ UPS – M Power
- ✓ Lock Management – Rollos
- ✓ Alarm Systems and Monitoring – Nelson Alarms
- ✓ Fire extinguishers & Hoses – Wormald

8.10.7.4 Renewals

Otis has completed assessments on the four lifts and funding has been included to renew each of the lifts over the next four years.

The public entrance to the Chambers is in need of a refurbishment and has been signalled for further evaluation before a decision is made on the extent of the changes and improvement.

Funding has also been allocated to renew miscellaneous plant equipment and furniture as the need arises.

The heating system is mix of air conditioning units and a diesel heating exchange system. An assessment of the ventilation system will take place in 15-16 to guide renewal and improvement work. The diesel system is planned for renewal over the next few years (to be replaced with heat pumps).

8.10.7.5 Future Capital

Enhancements for sustainable practices are being considered including options for solar water heat, led lighting, rain water management, double glaze windows, and improved natural ventilation.

8.10.7.6 Disposal

The State Advances building is currently surplus to requirements and is currently vacant, used by Council only for storage.

Options for State Advances are being considered as part of the Property Asset Review.

8.10.7.7 Revenue discussion/ Funding policy

There are a number of leases and agreements in place for Civic house which generate income. It is anticipated that this income will increase with the letting of the sixth level and future rental increases. The lease with the IRD was renewed in September 2013 for two years. IRD have a right of renewal associated with this lease for another three years through to 2018 however at this stage they have not indicated their future plans to Council staff. Any future expansion by Council in to the lettable space would have an adverse effect on rental income.

8.10.8 Area specific Management Practices

Area specific management practices documented in The Nelson City Council Procedure Library:

- ✓ Conduct Emergency Trial Evacuation at Civic House
- ✓ Ensure Safety for Working at Height at Civic House
- ✓ Provide Key Card (Swipe Card, Key Tag, Proximity Tag) to External Contractor to Civic House
- ✓ Change Key Card (Swipe Card, Key Tag, Proximity Tag) Access to Civic House for an Employee
- ✓ Supply and Monitor Civic House and Library Recycling Systems
- ✓ Manage Service Contract for Cleaning at Civic House
- ✓ Provide Permanent Replacement Key Card (Swipe Card, Key Tag, Proximity Tag) Access to Civic House for Employee
- ✓ Obtain Temporary Replacement Key Card (Swipe Card, Key Tag, Proximity Tag) Access to Civic House

- ✓ Set Up Key Card (Swipe Card, Key Tag, Proximity Tag) Access to Civic House for New Employee
- ✓ Repair or Maintenance of Fittings at Civic House for Council Staff
- ✓ Respond to Request for Furniture at Civic House
- ✓ Manage Fire Safety (incl. BWoF) for Vacant Council-Owned Buildings

8.10.9 Asset Management Improvements

Table 8.10.3: Civic House Asset Management Improvement Actions

Action	Priority ⁵⁰
Develop maintenance and renewal plan for services and utilities	Medium
Evaluate options for sustainable practices including an energy efficiency assessment	Medium
Include as part of the Property Assets Review and update section based on results.	High
Resolve vacant sixth floor.	High
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Consider if building continues to meet expectations as a Council operational facility	Medium
Evaluate options for public entrance to Chamber.	Medium

⁵⁰ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

8.11 STRATEGIC PROPERTIES

8.11.1 Overview

This section covers buildings held for strategic purposes.



Not showing: Tahuna Camp and Roding Properties

NOTE: The Airport and Port are not included in this Asset Management Plan

8.11.2 Key Issues

The **Initial Earthquake Prone** buildings survey indicates varying degrees of strengthening work may be required.

These assets will be reviewed during the **Property Assets Review** project which is providing information on all Council owned buildings and land to decision makers. The objective is to ensure holdings align with and contribute to Council objectives.

8.11.2.1 Levels of Service

The strategic buildings had not been previously included in previous asset management plans and management of the assets has been ad-hoc. Introducing a formalised approach will help ensure the assets are managed in a cost effective manner. The following levels of service have been developed in line with other Council owned buildings. Lease conditions are used as measures where applicable. The next AMP will include an update on achievement.

Table 8.11.1: Strategic Properties Levels of Service and Key Contractual Performance Measures

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Fiscal Responsibility</u> Strategic properties are managed efficiently	95% of rents received on time	n/m	n/m	n/m
	Outstanding debt recovered within 1 month	n/m	n/m	n/m
	Ongoing management of Strategic Properties aligns with long term strategic timelines	n/m	n/m	n/m
<u>Quality</u> Strategic properties are clean, in good condition and well maintained	Maintain Grade 3 ⁵¹ asset condition	n/m	n/m	n/m
	Monthly BWOFF checks completed by contractor	n/m	n/m	n/m
<u>Safety</u> Buildings are safe and do not contain hazards to visitors	Urgent maintenance issues – Safety and Hygiene 6 hr response time	n/m	n/m	n/m

Key Contractual service levels measures and targets	Achievement		
	14-15	13-14	12-13
Building Condition assessments completed 2 yearly	n/m	n/m	n/m
Annual Tenancy Inspection completed	n/m	n/m	n/m
Non urgent maintenance is identified and implemented in annual maintenance programme.	n/m	n/m	n/m
Responsibilities of Landlord are fulfilled	n/m	n/m	n/m

8.11.3 Future Demand

Strategic properties are purchased to support the delivery of Council's priorities and objectives. Demand for strategic properties is based on need relating to Council's projects, programmes, and long term operational needs.

In the majority of instances the properties have been purchased to acquire the land rather than the buildings.

The future need of all strategic properties will be assessed as part of the Property Assets Review work in 2015-16.

⁵¹ Refer to section 10 for condition assessment explanation of grades

8.11.4 Sustainability actions and initiatives

The purchase of properties for strategic purposes is one mechanism to support Nelson's 2060 vision.

8.11.5 Risk Management

A number of existing Strategic Buildings have been identified as being potentially earthquake prone (refer chart above, section 8.11.1). A detailed assessment of those buildings will be undertaken in 2014/2015. Care regarding Council commitments prior to leasing is required to ensure the lease terms and conditions align with the long term strategic needs for these properties.

The following table summarises the Initial Earthquake Prone (IEP) assessment and, if completed, the Detailed Seismic Assessment (DSA) as a percent of the New Building Standard (%NBS). Initial seismic assessments for residential units were not undertaken (N/R) but will be considered for detailed assessments.

Table 8.11.2: Strategic Properties Seismic Assessment Summary

Building	Location	IEP NBS%	DSA % NBS
213 St Vincent Street	Roading Property	N/R	N/R
36 cable bay road	dwelling	N/R	N/R
6 Totara Street	Roading Property	N/R	N/R
8 Totara Street	Roading Property	N/R	N/R
92 Beatson Road	Roading Property	N/R	N/R
Anchor Building	wakefield quay	5	22%
Crop & Food	300 Wakefield Quay	38	30%
Four Seasons	250 haven Road	24	<34%
Hunter Furniture	101 Achilles	13	Building East <34% Building West 50%
Hunting & Fishing	81 Achilles	16	<20%
Ex-Mediterranean Foods	23 Halifax	8	25
Millers Acre	81 Trafalgar Street	100+	n/r
Reliance engineering	236 Haven Road	21	<34%
Zumo		5	34%
Tahuna Campground - Block 2(Toilet&Indry)		medium	Low priority
Tahuna Campground - Block 3(kitchen)		Low	Low priority
Tahuna Campground - Block 3(Toilet&Indry)		medium	Low priority
Tahuna Campground - Block 4(Toilet&Indry)		Low	Low priority
Tahuna Campground - Block 5(Toilet&Indry)		High	Low priority
Tahuna Campground - Block 6(Toilet&Indry)		High	Low priority
Tahuna Campground - cottage		62	Low priority
Tahuna Campground - family unit		50	Low priority
Tahuna Campground - Group Kitchen		Low	Low priority
Tahuna Campground - Guest Lounge		Low	Low priority
Tahuna Campground - Info build		medium	Low priority
Tahuna Campground - Kiosk		Low	Low priority
Tahuna Campground - Office building		medium	Low priority
Tahuna Campground - studio units		50	Low priority
Tahuna Campground - Unit 1 & 2		75	N/R

Building	Location	IEP NBS%	DSA % NBS
Tahuna Campground - Unit 3 & 4		75	N/R
Tahuna Campground - Unit 8 & 9		87	N/R
Tahuna Campground - Unit 85 & 86		34	Low priority

N/R = Not required.

Some of the buildings are vacant and require minimal maintenance but a programmed review of condition will still be completed.

Public Works Act processes are followed to avoid issues around compulsory acquisition and also at times of disposal.

Opportunities to purchase Strategic Properties can occur at anytime with or without funding being budgeted. Council’s delegation process ensures that any purchase occurs in an appropriate manner.

Remedial work to strengthen critical weaknesses have been done in the 2014-15 financial year to the Hunting and Fishing building.

A complete list of the seismic assessments is located in the NCC EQ assessment register (A666409).

8.11.6 Lifecycle Management

8.11.6.1 Operations

Strategic Properties are managed in accordance with their long term plan. Maintenance needs are assessed to reflect the expected life and current use of the facility. Activities within each facility vary and may change over time but current use for each building is noted below.

Any leases in place are also aligned to with expected future use of the property.

8.11.6.2 Description of assets

Ex Reliance Engineering (236 Haven)	
Description	Original workshop 1940’s, extensions 1950’s, 1970’s, 1990’s, 2003. Erected on reclaimed land, concrete foundations, concrete flooring, concrete block and steel framing, galvanised metal and fibrous walls, galvanised metal roofing. Gibraltar board lined office. Hose reels. Building includes a gantry crane.
Purpose	Strategic building - ‘city to sea development’ - important for future water front development or future transport passage.
Use	Empty.
Issues	Old building maintained as an engineering workshop for many years. IEP 21% NBS. Suitable for heavy industry or storage. The building would need major modification to make it fit with ‘city to sea development’.
Maintenance	Maintain under obligations to the Tenant Category – includes two yearly condition assessments
Finances	Income and expenses included under sub-activity 1514

Ex Reliance Engineering (236 Haven)	
	

Ex Four Seasons (250 Haven)	
Description	Original 1930/1940. Workshop/showroom 1962, workshop 1970/1980, alterations showroom 1998. Filled site. Concrete foundations, concrete floor, timber mezzanine and iron roof. Smoke detectors and security alarm.
Purpose	Strategic building - 'city to sea development' - important for future water front development or future transport passage.
Use	Storage for Festivals Business Unit. Future use needs to be considered against any development plans for 'city to sea development'
Issues	Old building suitable mainly for light industry or storage. IEP 24% NBS.
Maintenance	Minimal Maintenance Category
Finances	Income and expenses included under sub-activity 1514
	

Ex Mediterranean food (23 Halifax)	
Description	Approximate age 1950's. Two storey building. Concrete foundations and poured concrete floors, insitu concrete walls, internal concrete columns and upper level, timber truss and iron roof. Aluminium and steel windows. Plaster linings. Manual call points and fire hose reel. Earthquake Prone Building Status – IEP 8% NBS. Fire damage to large area of building adjacent to Library. Security system installed on vacant shop floor ground floor corner site.

Purpose	Acquired for central location and to facilitate the expansion of council services particularly the Elma Turner Library
Use	Vacant but closed to public. Ground floor corner site is used for storage of council equipment. Upstairs building is vacant and unsafe for general use. Ground floor adjacent to the library is closed to general use due to fire damage and access has been closed off.
Issues	Condition assessment 2012 – rated Poor 4. Building has been vandalised on first floor. Central city location so there is a need to maintain a reasonable standard of exterior presentation.
Maintenance	Minimal maintenance category
Finances	Income and expenses included under sub-activity 1514



Ex Hunting & Fishing (81 Achilles)	
Description	Approximate age 1943, with alterations 1959, 1977, 1996 and 2005. Concrete foundations and walls, timber roof trusses. Interior layout comprises open showroom and rear store and mezzanine amenities and staff room. Fire protection from fire hose reel. Earthquake Prone Building Status – IEP 16% NBS. Has security system installed. Building is good appearance.
Purpose	Building bought for strategic reasons as it is in central CBD surround by large open space area (currently public parking), bus terminal and main traffic routes.
Use	Currently used as storage of council equipment and records. Restricted visitor access due to earthquake risks.
Issues	Limited potential to tenant this building due to its earthquake prone status – strengthening of critical weakness points has been completed.
Maintenance	Minimal maintenance category.
Finances	Income and expenses included under sub-activity 1514

Hunters Furniture (101 Achillies)	
Description	Approximate age 1951, plus addition 1965 and conversion to current use in 1997. Construction of concrete foundation and floors. Exterior wall concrete with part steel frame, wooden window joinery. Corrugated roof is an architecturally designed feature with multiple valleys and apexes. Building was historically a garage and workshop. The workshop roof is asbestos. Layout includes show room and mezzanine floor. Detailed Seismic Assessment determined building is at 50% NBS.
Purpose	Building bought for strategic reasons as it is in central CBD surround by large open space area (currently public parking), bus terminal and main traffic routes.
Use	Currently tenanted by Hunter Furniture on 1 yearly renewable lease. Maintenance programme focuses on commitments under tenancy agreement.
Issues	The roof drainage system has been reviewed and some minor remedial repairs have been completed. No recent leaks have been reported and the condition is being monitored by operational staff. Building is not currently registered as a historic building but its architectural design, distinctive shape and road frontage 'site lines' make it a landmark building in Nelson.
Maintenance	Maintain under obligations to the Tenant
Finances	Income and expenses included under sub-activity 1514
	

Anchor building (258 Haven)	
Description	Approximate year built is 1927. Brick masonry, concrete floor, timber walls, 2 storey building with attic rooms. Contains original timber interior joinery and stairwells. Historically a shipping company and foundry, recently a distillery. Anchor Shipping & Foundry building purchased in 2013 is a Historic Places Trust category 2 listed building.
Purpose	Purchased in 2013 as a strategic asset to support the - 'city to sea development' - important for future water front development or future transport passage.
Use	Currently vacant – future use needs to be considered against any development plans for 'city to sea development'

Anchor building (258 Haven)	
Issues	<p>IEP 5% NBS. Building has historic protection as a Cat.II building under the NZ Historic Places Trust and Class B heritage rating under the Nelson Resource Management Plan. If demolish need to consider Heritage value. Also internal items of historic merit.</p> <p>Building's interior is in poor state with large scale maintenance required to make safe for general access and heritage management. Extreme high costs required to maintain the building long term. Would require a heritage assessment and draft conservation management plan to ascertain the key heritage values required to preserve into perpetuity and help provide guidance in decision making for future developments. Security issues, risk of vandalism and heritage theft.</p>
Maintenance	Minimal Maintenance for Historic Building i.e. gives effect to the principles of heritage management, Historic Places Act 1993 and Nelson Resource Management Plan. Minimal maintenance must include maintaining the exterior as a historic building and to preserve the aesthetic presentation of the water front.
Finances	Income and expenses included under sub-activity 1514

Plant & Food (300 Wakefield Quay)	
Description	Council's only investment property
Purpose	Originally part of the electricity department, but is now operating as an investment property. For long term planning the property would fall under the 'city to sea' project with its close proximity to the Esplanade Reserve.
Use	<p>Currently leased under a long term lease to Plant + Food. The current term expires on 31 July 2017 with a further right of renewal for one term of nine years to 31 July 2026.</p> <p>Council resolution is not to strengthen this building. Tenant currently looking for alternative premises.</p>
Issues	<p>IEP 38% NBS</p> <p>Heritage status under Historic Places Trust – Category B rating. In addition, the building also has a significant mural on one of its walls. Heritage status under Nelson Resource Management Plan – Category B. Archaeological issues – pre-1890. Requires archaeological permit. The recent Heritage Building Inventory review recommends its heritage protection be upgraded to Group A and that review's overall assessment is "The building is of very high significance both locally and nationally. It may be one of the very few surviving buildings that relates to the early steam-generation phase of the electricity industry in New Zealand." The powerhouse provided almost all of Nelson's electricity from 1923 to 1956, when the Cobb hydro-electric power scheme came into full supply. Nelson was one of the last New Zealand cities to rely on steam-generated electricity.</p>
Maintenance	Maintain under obligations to the Tenant.
Finances	Income and expenses included under sub-activity 3532 (Esplanade and Foreshore)

Millers Acre Taha o te awa (81 Trafalgar)	
Description	Approximately age 2005. Part single storey, part two storey. General



Millers Acre Taha o te awa (81 Trafalgar)	
	construction is reinforced concrete foundation and floor slab, poly block and fibrous cement exterior walls with spraytex finish, butynol and Colorsteel roof. Retail to the ground floor and partitioned office space to first floor. The
Purpose	Architecturally designed building featuring art pieces and landscape gardens. Purpose built to accommodate Nelson Visitor Centre and promote tourism.
Use	Multiple tenancies - Department of Conservation offices, Nelson Tasman Tourism, Economic Development Agency along with various retail activities - 151m2 currently vacant – also public toilets and public car parking
Issues	Complaints on lack of cleanliness of public toilet facilities – operational staff working with contractor on solutions. Issues covered in detail in the Public Toilet section.
Maintenance	Maintain under obligations to the Tenant. The building is in excellent condition (OPUS condition assessment rated average 1). Tenanted areas are responsibility of the tenant in line with lease agreement, cost for common areas are shared. High degree of maintenance required as this is a gateway building with design features.
Finances	Income and expenses included under sub-activity 5511
	

Zumo (42 Rutherford)	
Description	1964 single-storey. Construction of slab floor, concrete frame and walls, steel trusses, timber purlins, saw tooth galvanised metal roof, glazed light panels. Coffee shop, warehouse, office, staffroom and toilets. Fire protection – extinguishers. Strategic building in central location. Maintained to meet responsibilities as landlord.
Purpose	Strategic asset for roading/transport opportunities.
Use	Tenanted – Lease expiry 30 June 2016. A new lease is being offered through 2024.
Issues	IEP 5% NBS
Maintenance	Maintain under obligations to the Tenant
Finances	Income and expenses included under sub-activity 5030

Zumo (42 Rutherford)




92 Beatsons Road, Wakatu	
Description	1900 two storey 3 brdm house stucco house
Purpose	Strategic property adjacent possible future road project.
Use	Residential tenancy
Issues	Age of house requires on-going maintenance to sustain the tenancy. Condition assessment required if the property is to be held long term. Decision to demolish or invest further will be required. Depends on future road developments.
Maintenance	Maintain under obligations to the Tenant
Finances	Income and expenses included under sub-activity 5530

36 Cable Bay Road, Hira, Nelson	
Description	Residential Property, Approximate age 1983, plus extensions 1997. Concrete foundations and floor slab. Stone veneer exterior cladding over timber frame. Tile roof. Building includes a large garage built in 1993, converted to sleep-out in 2007 with bathroom, kitchen and bedroom. Property has a swimming pool.
Purpose	To support purchase of adjacent land for future reserve development in anticipation of land in Hira being sub-divided.
Issues	Includes swimming pool – requires cleaning and maintenance.
Maintenance	Maintain under obligations to the Tenant

36 Cable Bay Road, Hira, Nelson	
Finances	Income and expenses included under sub-activity 5530

Maitai Valley House, ESN 995, Maitai Valley Road	
Description	Residential house situated north of the Maitai Valley Dam
Purpose	
Issues	House is in average condition. Maintenance required to keep the house long term
Maintenance	Maintain under obligations to the Tenant

6 Totara Street, Nelson	
Description	Residential Property, Approximate age 1940's some upgrading. Concrete foundations and weatherboard. Garage concrete slab metal cladding.
Purpose	Strategic property for possible development of transport corridor.
Issues	Property will require painting and further repairs in medium term, should the road decision be delayed further.
Maintenance	Maintain under obligations to the Tenant
Finances	Income and expenses included under sub-activity 5530



8 Totara Street, Nelson	
Description	Residential Property Approximate age 1920's some upgrading. House has concrete foundations and weatherboard. Garage concrete slab with metal cladding.
Purpose	Strategic property for possible development of transport corridor.
Issues	Property will require painting and further repairs in medium term, should the road decision be delayed further.
Maintenance	Maintain under obligations to the Tenant
Finances	Income and expenses included under sub-activity 5530

8 Totara Street, Nelson



213 St Vincent Street, Nelson

Description	Residential Property, Approximate age 1920's some upgrading. Concrete foundations and weatherboard. Garage time frame and corrugated iron.
Purpose	Strategic property for possible development of transport corridor.
Issues	The property is generally in a poor state. Heating of the house is very inefficient, especially with its shaded east facing position and lack of insulation and carpet. Exterior weatherboard is in poor condition and deteriorating.
Maintenance	Maintain under obligations to the Tenant
Finances	Income and expenses included under sub-activity 5530



Tahuna Camp buildings

Building Name
TOILETS - BLOCK 2
TOILETS - BLOCK 3
KITCHEN BLOCK 3
TOILETS - BLOCK 4
TOILETS - BLOCK 5
TOILETS - BLOCK 6
GROUP KITCHEN
GUEST LOUNGE

Building Name
INFO BUILDING
KIOSK
OFFICE BUILDING
COTTAGE
CAMP UNIT 10
CAMP UNIT 11
CAMP UNIT 12
CAMP UNIT 13
CAMP UNIT 14
CAMP UNIT 15
CAMP UNIT 16
CAMP UNIT 17
CAMP UNIT 18
CAMP UNIT 19
CAMP CABINS 48-56
CAMP CABINS 57-66
CAMP CABINS 67-74
CAMP CABINS 75-84
CAMP UNITS 5-7
TOILETS - BLOCK 1
FAMILY UNIT
CAMP STUDIOS 20-25
CAMP STUDIOS 26-31
CAMP STUDIOS 32-35
CAMP STUDIOS 36-41
CAMP STUDIOS 42-47
CAMP UNITS 1 & 2
CAMP UNITS 3 & 4
CAMP UNITS 8 & 9
CAMP UNITS 85 & 86
WORKSHOP
HOUSING GARAGE
M GARAGE
P GARAGE / COAL STORE
LINEN STORAGE
LAUNDRY STORE
FUNCTION CENTRE
MINI GOLF SHED

8.11.6.3 Maintenance

Maintenance work aims to ensure building is safe, has structural integrity, weather proof, security; exterior is presentable and achieves requirements of Building Warrant of Fitness (BWF).

The tenant must maintain to ensure interior is safe and any other requirements under the tenancy agreement.

Detailed inspection programme will be done 2 yearly by a building assessor and 6 yearly by an engineer.

Maintenance on Tahuna camp buildings are the responsibility of the lessee.

8.11.6.4 Renewals

Nothing planned.

8.11.6.5 Future Capital

Capital requirements are based on the long term need for the building. In a majority of cases capital work is kept to a minimum and rarely extends beyond lessor obligations.

Decisions about funding for seismic strengthening will be taken by Council after detailed assessments have been completed.

In many instances purchases of Strategic Properties are undertaken under the Public Works Act. This requires a formal process to be followed and places requirements on Council if and when the Property/Asset is no longer required for that work.

8.11.6.6 Disposal

None planned, however the Property Asset Review taking place in 2015 may identify buildings that are deemed as surplus and Council will decide on actions.

8.11.6.7 Revenue discussion/ Funding policy

Where possible revenue is obtained through short term leases aligned with the long term plan for the property. Rents are usually at commercial rates however the short term nature of the leases in place and the condition of the buildings and obvious desire to limit spending on these buildings limits Councils ability to obtain a true market rent.

Revenue is also gained by the selling of any surplus area following the completion of the projects in question.

8.11.7 Area specific Management Practices

Area specific management practices are documented in The Nelson City Council Procedure Library.

Leases are managed in the property management system and hard copy files maintained by the Property Officer.

8.11.8 Asset Management Improvements

Table 8.11.3: Strategic Properties Asset Management Improvements Actions

Action	Priority ⁵²
Include assets in the Property Asset Review	High
Complete Detailed Earthquake Risk Assessment	High
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High

⁵² Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

8.12 FORESTRY

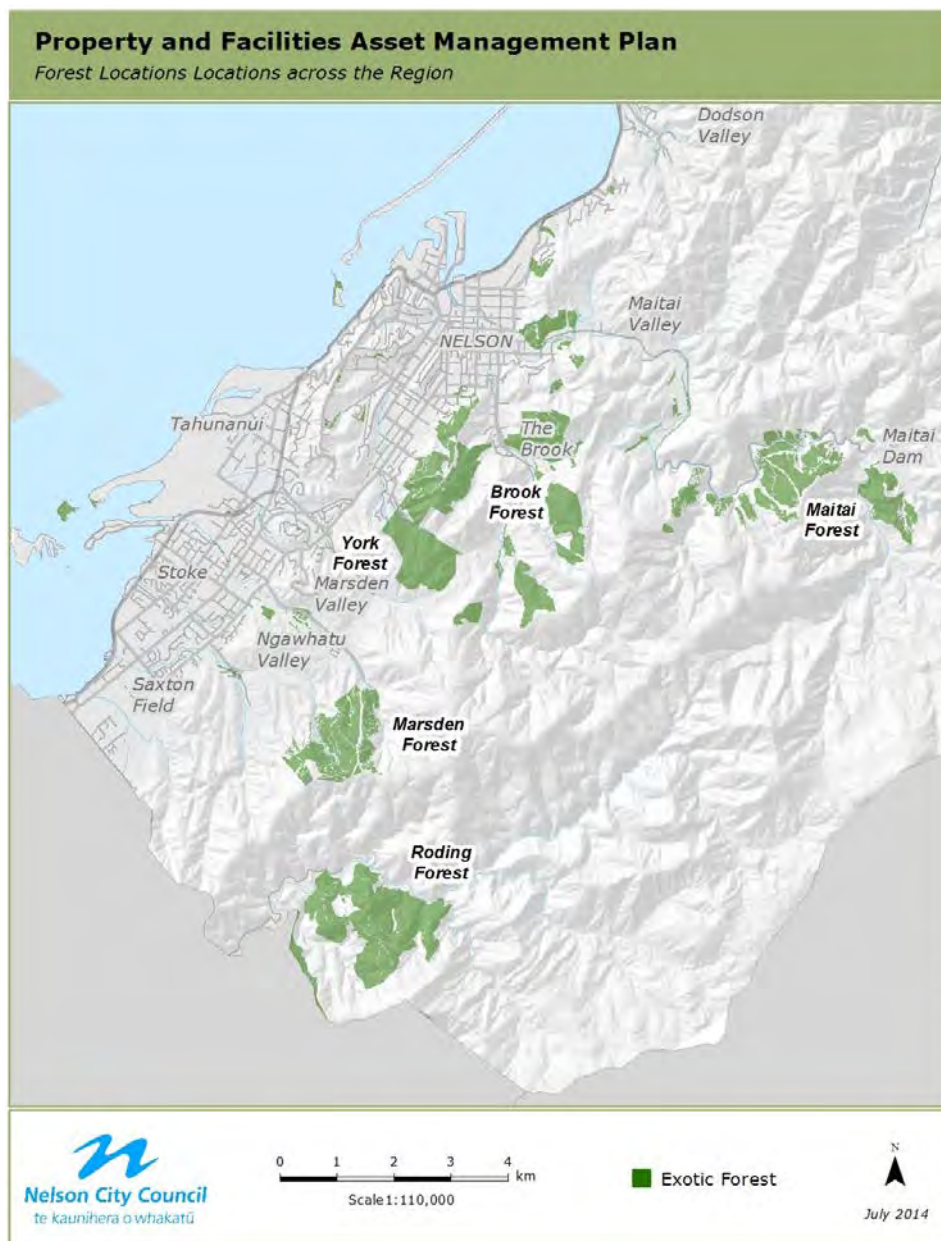
8.12.1 Overview

The Nelson City Council (NCC) owns 565.0 hectares of stocked plantation forest as at 30 June 2014. A further 34.4 hectares is awaiting planting. The primary focus of the activity is to maximise revenue.

It is however, acknowledged throughout this document that the forest estate has value beyond just commercial forestry operations. Forests are attracting increasing environmental interest and as well as a growing recreational use.

The Forest Estate as covered within this AMP covers the commercial forestry holdings of Nelson City Council and does not refer to the management of large native vegetation areas such as the Brook Waimarama Sanctuary or the Grampians which some may refer to as being "forest".

Management of the forest estate is carried out by PF Olsen Ltd under contract. The management of the forest estate is outlined in the 5 Year Forest Management Plan (ref A1168727), 1 July 2011. This Management Plan is produced as part of the Forest Manager's responsibilities and is a substantial update of a previous management plan produced by Wrightsons in 1990. A review of Council's forestry operations and practices is planned for 2015-16.



The purpose of the 5 Year Forest Management Plan is to describe management policies, the current forest resource, and provide an information base for management.

The term of the 5 Year Forest Management Plan is five years from 1 July 2011. It is proposed that it be updated on a regular basis, and as such there is no expiry date for the plan.

Council has in place (not adopted) a number of working policies that are outlined in the 5 Year Forest Management Plan. These Policies include Forest Management, Resource Size, Species Choice, Silviculture Regimes, Forest Health and Protection, Insurance, Estate Modelling and Cutting Plans, Public Access, Log Marketing, Environmental and Carbon Trading. Detail of the Policies (if required) can be found in the 5 Year Forest Management Plan.

A review of the Forestry Activity will be carried out 2015/2016.

8.12.2 Key Issues

The Key Issues for the Forestry Activity are:

- ✓ Continued compliance with legal and regulatory requirements
- ✓ Harvesting close to the Maitai Reservoir – scheduled for 2015-2016
- ✓ Collateral damage from harvesting activities
- ✓ Public perception of forestry activities, specifically the post harvest landscape
- ✓ Harvesting in several high risk areas – poor historical planting decisions
- ✓ Continuation of the Forestry Management contract
- ✓ Increasing recreational use
- ✓ Wilding conifer spread to native vegetation areas
- ✓ Increase in environmental interest
- ✓ Climatic changes resulting in instances of increased tree fall
- ✓ Fluctuating industry viability and prices

8.12.3 Levels of Service

The table below summarises the various agencies in which liaison is essential:

AGENCY	
Nelson City Council	Planning control ordinances under the Nelson Resource Management Plan in terms of the Resource Management Act.
Rural Fire Authority	A fire district constituted within the meaning of the Forest & Rural Fires Act 1977 which requires cooperation amongst its members for the suppression of fires within its boundaries.
New Zealand Fire Service Commission	The National Rural Fire Authority being the rural arm of the commission is responsible for administration of the Forest & Rural Fires Act 1977 together with its subsequent amendments.
Department of Conservation	Liaison with management of native flora, fauna and fisheries values; wild animal and trespass legislation, location and protection of historic and archaeological sites.
Ministry of Agriculture and Forestry	Liaison on matters relating to forest legislation, forest health and technical advice.

AGENCY	
Clubs – Mountain Bike, tramping gliding	Discuss implications of activities on the vast network of tracks, trails and accessways.

The current legislation relevant to conservation values and to specific forest operations is summarised below:

Operations	Values	Legislation
Land preparation, harvesting	Scientific Cultural Off-site Scenic Soil and water	Resource Management Act 1991 Forest Act 1949
Stream crossings, fire-breaking, roading, tracking, landing, mechanical site preparation	Soil and water Archaeological Historical Scientific Ecological	Resource Management Act 1991 Historic Places Act 1993
Burning off	Forest health Off-site impact Safety	Resource Management Act 1991 Forest & Rural Fires Act 1977
Pest control	Forest health Off-site impact Safety	Resource Management Act 1991 Biosecurity Act 1993 Animals Act 1967 Pesticides Act 1979
All operations	Safety	Health & Safety in Employment Act 1992

Details of the various legislation noted above is in Appendix 2 of the 5 Year Forestry Management Plan

Nelson Resource Management Plan

The forests lie within the Nelson City Council boundaries and jurisdiction. The Nelson Resource Management Plan, which the Council operates under, is prepared under the Resource Management Act 1991. The purpose of the Resource Management Act is to promote the sustainable management of natural and physical resources. To carry out this purpose, the Act requires regional and district councils to carry out various resource management functions, including planning.

The Nelson Resource Management Plan is a combined district and regional plan, and deals with district and regional issues.

The Plan was notified on 5 March 2005 and became operative on 7 March 2005.

The RMP combines a number of former District and Regional plans into the one document.

Where activities are specified as controlled or discretionary a resource consent must be applied for prior to undertaking works.

Zoning

The NCC forests are identified in the Nelson Resource Management Plan as being in the 'Rural' zone. Within this zone plantation forestry is a permitted activity and no resource consent is required provided that certain rules are followed.

Summary of Rules

In practical terms the proposed rules allow tending, harvesting, and subsequent replanting of the NCC forest resource including the maintenance of tracks, roads, fire breaks, landings, and fence lines without a resource consent being required if certain conditions are met.

Forestry Empowering Act 1978

This Act provides Nelson City Council with the power (subject to other relevant legislation) to:

- acquire land for and to carry on the business of forestry
- carry on related industries
- allow the preparation of management plans for the forestry areas
- grant leases and licences
- make bylaws

This legislation does not appear to restrict Council's ability to manage reserves by way of the 5 Year Forestry Management Plan.

Table 8.12.1: Forestry Levels of Service

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Cost effective</u> Forestry activity seeks to maximise financial return	Plans developed around harvesting when international market rates are above average.	Not measured.	Not measured.	Not measured.
<u>Quality</u> Forests are well maintained and post harvest areas comply with contractual terms for quality	Post harvest forest conditions comply with contractual agreements.	Yes	Yes	Yes
<u>Accessibility</u> Forests remain accessible to recreational users	Designated tracks maintained and remain open unless conditions dictate otherwise. Tracks closed during harvesting.	Yes	Yes	Yes

8.12.4 Future Demand

Forest Inventory Assessments

In forestry plantations four main types of assessments are made:

1. Silvicultural Inventory
2. Mid-Rotation (MRI) Inventory

3. Pre-Harvest Inventory
4. Another specialised inventory procedure is logging waste assessment.

Silvicultural Inventory

Silviculture inventory is used to plan, schedule and control silvicultural operations such as pruning and thinning. Silvicultural inventory comprises operational pre-assessment and quality control.

Mid-Rotation Inventory

Throughout the NCC forests the various stands are allocated into crop types depending on the type of silviculture undertaken. Growth and yield predictions for estate modelling and valuation exercises are made by crop type using mid-rotation inventory as a guide.

To ensure that the growth models used, and hence predictions, are accurate they require to be calibrated by the mid-crop inventory programme, normally carried out at age 20 and 25.

Pre-Harvest Inventory

Pre-harvest inventory is used principally for planning of harvesting operations and log marketing. It is also used in further calibrating crop type growth models and yield tables.

Plotsafe is the selected method of pre-harvest inventory, replacing the MARVL system. Plotsafe recognises the potential of stands to yield different products if crosscut using different cutting patterns. A sample of trees is assessed and the stem qualities of trees recorded. The effect of crosscutting these trees to a set of log product specifications is then analysed by the YGen software in such a way that optimal value is recovered from each merchantable stem.

8.12.5 Sustainability actions and initiatives

Archaeological

The only known archaeological sites are in the Maitai forest. Information on, and location of the various sites is held by the Nelson City Council (NCC), the Department of Conservation (DOC), and Heritage New Zealand (HNZ) records. There are no known archaeological sites on any other of the forests. Forest maps also have archaeological sites marked.

All archaeological sites will continue to be identified and appropriate consents obtained from the NCC and HNZ before any work around them commences

Environmental Management

The forest managers are committed to:

- Recognising high standards of environmental performance as part of the essential priorities of the company,
- Integrating sound environmental management into every facet of the company's business,
- Ensuring all forest operations are subject to environmental assessments.

PF Olsen has developed an Environmental Management System (EMS) which is implemented and maintained in accordance with the ISO 14001 standard.

The EMS is part of an effective risk management strategy in which client returns from forestry investment are maximised within a framework of sound environmental management and sustainability.

The Council will likely enter the Emissions Trading Scheme, firstly by claiming credits for its pre-1990 forests, and secondly by obtaining credits for its post-1989 forests.

8.12.6 Risk Management

Forestry Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Prices in international markets fluctuate beyond assumed range	Ext	plan harvesting annually	Moderate	High	Accept
Trees fall due to wind/ rain that cause damage to buildings or injure people	Low	not replanting in high risk areas	Moderate	Low	Accept
Injury to recreational users of forests during harvesting	Low	notify residents of harvesting	Moderate	Low	Accept

The forest owner is responsible for maintaining adequate insurance cover for the forest. Recommending appropriate levels and type of cover and ensuring insurance details are correct and up to date, is the responsibility of the forest manager.

Council’s Forest Management Plan policy is to maintain the following levels of insurance cover:

Tree Crop:	Full replacement value based on most recent tree crop valuation
Replanting:	\$900 or \$1,200/ha, depending on forest
Public Liability:	Council’s own cover
Fire Fighting:	\$500,000 extension to PL cover to meet requirements of Forest & Rural Fires Act
Wind:	\$500,000

8.12.7 Lifecycle Management

8.12.7.1 Operations

The forest managers are responsible for all planning, programming, budgeting, controlling and reporting of forest activity.

A work programme and associated budget is prepared for the financial year commencing 1 July by the forest managers and is presented to the NCC during October of the preceding year.

8.12.7.2 Description of assets

The following table describes the forestry areas held by Nelson CC:

Table 8.12.2: Forestry Areas Summary

Maitai	<p>The Maitai Forest is made up from several small blocks, which stretch from several kilometres to the east of the city for approximately ten kilometres on the Maitai Valley Road.</p> <p>Approximately a quarter of the stocked area falls within the Maitai water reserve area. The remaining forest areas are on predominately steep hill country, which drops down into the Maitai River. These areas, although they fall outside of the physical water catchment area, have been regarded as buffer zones for the catchment.</p> <p>Access is from Maitai Valley Road via formed tracks to compartments 3 to 10. Access to compartments 1 and 2 is currently via Hancock's Forest roads.</p>
Marsden	<p>Marsden Forest is located 4 kilometres south east of Stoke and at the end of the sealed Marsden Valley Road.</p> <p>The main plantation is on north-facing slopes on the Barnicoat Range between Jenkins Hill and Saxton Hill, directly above Ngawhatu Farm. The forest bounds an indigenous reserve on the north-eastern side with farmland to the west and neighbouring exotic forest plantation to the south.</p> <p>Formed access roads connect with Marsden Valley Road.</p>
Brook (includes York Forest & College Block).	<p>The Brook Forest is located in four separate blocks.</p> <p>One block is a backdrop to Brook Street section of Nelson City.</p> <p>The second is further up the Brook Valley on steep hill country.</p> <p>The third is located in York Valley behind the Bishopdale suburb of Nelson City. Part of the York Valley Block is on land designated for refuse disposal</p> <p>The fourth area is located on the Grampians and is a north facing slope above a residential area of Nelson City.</p>
Roding	<p>Roding Forest is located approximately 13 kilometres east of Richmond at the end of the metalled Aniseed Valley Road.</p> <p>The forest is within the waterworks reserve and is bounded by reserve on all but the south-western boundary, which is exotic pine plantation.</p> <p>The topography is generally very steep and altitude rises up to 900 metres.</p>

The actual forestry assets held as at 30 June 2014 are outlined in the Tables below:

Table 8.12.3: Summary of Area in Hectares as at 30 June 2011:

FOREST	Stocked productive area	Awaiting replant 2014	Minor spp	TOTAL Plantation Area	Planted OLB
					Private Land
Maitai	170.9	0	1.9	172.8	0.3
Marsden	108.6.3	31	0	139.6	0
Brook	101.4	45.1	1.4	147.9	1.0

FOREST	Stocked productive area	Awaiting replant 2014	Minor spp	TOTAL Plantation Area	Planted OLB
					Private Land
Roding	175.5	8.3	5.3	189.1	0
Total	556.4	84.4	8.6	649.4	1.3

Table 8.12.4: Planted Area by Species 30 June 2014

Species	Area (ha)	%
Radiata Pine	507.2	90
Douglas Fir	39.0	7
Cupressus Species	10.2	2
Minor Species	8.6	1
Total	565.0	100%

The productive forest area is detailed by species and age class in Appendix 3 of the 5 Year Forestry Management Plan.

8.12.7.3 Maintenance

The 5 Year Forest Management Plan provides detailed discussion of forest protection and operational requirements. The recommendations from this analysis are summarised below:

Crop Health

1. Crop health and condition must be regularly assessed during visits to the property. Any signs of poor growth, nutrient deficiency, disease, and damage must be investigated and acted upon. Samples and/or information should be sent to the relevant authority if further information and recommendations are required.
2. The Forest Health Officer contracted to the Forest Owners Association visits the various forests annually and reports on their health status. This annual independent forest health inspection should be continued.
3. An annual round of foliar sampling should be undertaken with sampling concentrated in stands aged 3 to 10 years and any other stand which shows signs of deficiency.
4. Nitrogen and/or phosphate fertilising should not be considered unless economic returns can be proven.
5. Magnesium fertilising is not currently considered necessary as deficiency symptoms are at a very low level. Should deficiency symptoms become more pronounced the application of an appropriate fertiliser should be considered.
6. Infection levels from *Dothistroma pini* will need to be assessed annually. Where infection levels reach 25% or more of a tree's living crown, aerial application of Copper Oxychloride must be undertaken or else significant tree growth losses can be anticipated. *Dothistroma* control operations should be restricted to stands aged 3 to 15 years and older stands in gully areas. Where infection levels are high and infection occurs regularly, control measures can be anticipated to be required every 3 years.

Fire Control

Fire is an ever present danger to the forests especially as recreation reserves and roads border them. The fire danger is compounded by high summer temperatures and the presence of a very heavy under storey scrub vegetation layer which is highly flammable.

Recommendations

1. A fire control plan which includes contact details, and forest access and location maps requires to be updated annually.
2. Rural Fire Network is the fire control authority with respect to all forests.
3. Adequate supervision of public access and recreation areas is to be carried out to ensure fire risk from this source is minimised. Public access and the use of plantation and recreation areas may be excluded during periods of extreme fire danger.
4. Controlled burning within the plantation forests should only be considered if absolutely necessary.
5. Regular maintenance of fire-breaks, fire ponds and road signage is required.

The NCC forest estate is now effectively completely planted and re-establishment and silviculture confined to existing stands following clear felling.

Forest Operations

Clear felling sites should be prepared for replanting by raking clearfell stem and branch waste into windrows if topography allows and by the aerial application of herbicide as a pre-plant desiccation. Where skid sites and access tracks are planted, ripping is essential to break up compaction.

The slash raking (windrowing) is undertaken using an excavator mounted rake which only moves the woody stem and branch waste. Stumps are left in place and the rake lightly disturbs the soil surface but does not move soil into the windrows. Slash raking ensures regular planting spacings and ease of access for quality field operations.

Recommendations

1. An October cut-off must be implemented when planning land preparation programmes, to allow sufficient time for weed growth and pine regeneration prior to desiccation spraying in autumn.
2. Clearfelled sites should be excavator slash raked where slopes permit, prior to desiccant spraying.
3. All skids and tracks which are to be replanted must be ripped and mounded using an excavator-mounted ripper/moulder. Trees planted on these sites should then be fertilised.
4. A pre-plant aerial application of a residual herbicide to delay the onset of gorse, fern and blackberry regrowth must be undertaken in March. The pre-plant spray mix must contain the appropriate quantities of metsulphuron @ 170g/ha) and Glyphosate (currently Roundup 510 @ 9l/ha) with a recommended surfactant (currently Input @ 0.5% of total application in litres per hectare). Aerial applications should be undertaken using no less than 200 litres of water including product per hectare. Grass oversowing in autumn should still continue to be an optional management tool for weed suppression. The oversown mixture should comprise Annual Rye - 8kg/ha, Perennial Rye - 14kg/ha, Fog - 4kg/ha and Cocks Foot - 5kg/ha.

Planting

Up to 1992, throughout the NCC forest estate, unimproved genetic planting stock was used. Radiata pine was planted at between 1,000 and 1,200 stems per hectare (sph) and Douglas fir at 1,600sph. Since 1992 genetically improved Radiata pine planting stock of Growth and Form (GF) factors ranging from 16 to 19 has been used at stockings of 900 to 1000sph. In addition areas of Douglas fir and macrocarpa and lusitanica cypress have been established at 1200sph. Since 2008 Radiata pine GF Plus 24 and SSOP seedling have been planted at a stocking rate of 900 sph.

Releasing

Post-planting releasing has generally been undertaken in the spring following planting, by a 2 metre diameter spot herbicide application to minimise initial weed competition.

Broom and gorse invasion of re-establishment sites can occur and should be controlled by aerial releasing in summer following planting.

Tending Regime

No detailed economic analysis of pruning has been carried out and in general, where gorse undergrowth is not excessively heavy, pruning has been carried out as standard practice. Some pruning was ceased in the 1990's due to budget cuts.

The pruned stands in both Maitai and Brook forests felled in recent years have shown in general the quality of the pruned butt logs to be very good with minimal downgrade due to resin pockets.

Pruning will be continued as standard practice, however it is recommended economic analysis of pruning be carried out using updated costs and revenues.

Pre Assessment and Quality Control

Prior to all tending operations pre-assessment is carried out. Data collected will allow:

- rate setting for the operation concerned;
- calculation of a contract rate for the operation;
- a check on the validity of a regime.

All tending operations require quality control:

- to collect sufficient data to be able to monitor a contractors work quality;
- to collect sufficient data to provide reliable estimates of tree crop status. Collection of this data is to achieve a Probable Limit of Error (PLE) + 10% of the actual at the 95% Confidence Interval.

Further Detail is included in Appendix 5 of the 5 Year Forest Management Plan

8.12.7.4 Future capital

Harvesting Roding

All forests are generally well served by roads put in for previous harvesting operations. In other forests there are existing tracks put in for establishment and tending. New roading will be required to enable harvesting works to be undertaken in first rotation stands within these forests.

Some existing track systems will be required to be significantly upgraded as width, water tabling, corner radius, and metalling are in most cases inadequate for future harvesting.

Roding Requirements

A preliminary forest roading plan has been assessed for the 5 year logging plan detailed in Section 10 of the 5 Year Forest Management Plan.

The main requirement of the roading plan is that roads are constructed between 6 and 12 months prior to logging. Harvesting landings and associated spur roads may be constructed at time of roadlining. This decision will depend on exposure of standing timber to wind. The construction of large openings in the forest, particularly skids on ridge tops well before harvesting, has resulted in unacceptable levels of windblow.

The roading requirements for the 5 year period are detailed below:

Year	Forests:	Area to harvest (ha)	Length of new road (m)
2015/16	Matai Brook	36.7 18.7	1,200
2016/17	Brook	5.1	
2017/18	Matai	27.7	
2018/19	Roding	78.5	
2019/20	Roding Matai	37.6 18.1	500

Further detail is recorded in Section 12 of the 5 Year Forestry Management Plan.

8.12.7.5 Disposal

Timber Harvesting and Marketing

The long term cutting plan is established using crop type growth models and yield tables.

Yield Tables

Yield tables have been derived for each crop type from growth models developed using the StandPak software package. Quality control, mid-rotation and pre-harvest inventory data is used to calibrate the growth models. Yield tables have been generated from crop type growth models using the Nelson/Marlborough (NM90) base Growth Model.

Yield table predictions have also been confirmed against actual yields from clearfelling operations undertaken at the respective forests or nearby sites of a similar nature.

Cutting Plans

The objective of the long term cutting plan is to produce revenue flow going forward. Stands will generally be harvested with rotation ages no less than 27 years for unpruned stands and 30 years for pruned stands.

The forest managers also publish an Annual (short-term) Logging Plan. This plan should be referred to if further details are required.

Proposed Harvest Plan Commencing 1 July 2015:

YEAR	Volume (m ³)	Forest	Area (ha)
2015/16	32,135	Brook Matai	55.4
2016/17	2,333	Brook	5.1
2017/18	19,543	Matai	27.7
2018/19	41,958	Roding	78.5
2019/20	28,822	Matai Roding	18.1 37.6

Logging and Cartage

Logging systems are used as considered appropriate to each stand. In hill country forests hauler systems will predominate while ground based systems will be used on some of the less steep terrain.

Log cartage is by truck and trailer units which are loaded by the logging contractor and transported to market.

Contractors are employed on a competitive tender or negotiated basis, and under fixed term contracts

Log Marketing

Log marketing has historically been undertaken using a combination of Stumpage and Log sales to maximise log revenues. More recently in difficult economic conditions, log marketing has been undertaken exclusively by short term (between 6 and 12 months) log sales some with quarterly price reviews, to a variety of local markets. Some small one-off sales have also been made to niche markets where increased value recovery can be ensured.

8.12.7.6 Revenue/ Funding Policy

8.12.8 The forestry activities are managed by PF Olsen with surpluses supplied to Nelson City Council. **Area specific Management Practices**

The forestry plantations are currently managed by PF Olsen Ltd (PF Olsen) from the Nelson Branch Office with back-up from the company head office in Rotorua.

PF Olsen has comprehensive quality management and environmental management systems in place. These systems are independently certified to ISO 9002 and 14001 standards respectively.

The forest managers report directly to the Manager, Parks and Facilities of the NCC or his appointed delegate

Consulting and Valuations

The forest managers provide consulting and advisory services on technical forestry issues as well as specific requests from the NCC.

Schedule:

A detailed forest valuation is prepared annually by the Forest Managers and presented during August.

The valuation date is as at 30 June each year, and is to comply with Audit NZ standards.

Mapping

Digital mapping of all the NCC forests has been completed.

The data has been loaded and processed on PF Olsen's GIS (Geographic Information System). Where stand boundaries are clearly visible (new stands aged 5 years and older or where clearfelling has been undertaken) the net stocked areas are predicted to within $\pm 3\%$ of actual by GIS.

Schedule:

Maps will be continually updated as required. As stands reach the age where tending is required their net stocked area requires to be established accurately. At this stage the trees are readily seen on aerial photography and area data can quickly be transferred to the forest GIS database.

Forest Records

Forest operations records are essential in providing an historic perspective of the physical condition of each stand. This will ensure effective crop typing and hence growth modelling and yield prediction.

Schedule:

The NCC forest resource records will be maintained on PF Olsen’s Forest Information and Planning System (FIPS) database. The stand record system will be updated as quality control, inventory data, and operations are completed. For some operations, costs can also be entered and extracted as required.

8.12.9 Asset Management Improvements

Forestry Asset Management Improvements Actions

Action	Priority ⁵³
Further assessment of economic viability of the activity post Forestry Review to include full review of operations and practices.	High

⁵³ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

8.13 SAXTON FIELD BUILDINGS/ STADIUM

8.13.1 Overview

Saxton Field represents a major recreation asset for the people of the Nelson/Tasman region.

Nelson City Council acquired the first land at Saxton Field in 1977 due to growing problems of overcrowding of sports grounds closer to the city.

In 1979 Nelson City Council and Richmond Borough discussed the future use of the land with Saxton Field acting initially as a greenbelt separating the urban areas of Richmond and Nelson. In 1999 the Tasman District Council purchased its first land at Saxton Field as part of a regional sports facility.

Saxton Field covers 72 hectares of land. Nelson City owns 47.5 hectares, Tasman District 17.7 hectares with 7.14 hectares owned by NZ on Air.

According to decisions of the Regional Facilities Funding Forum the capital split for new facilities is 53% Nelson City and 47% Tasman District Council.

The 2008 Saxton Field Management Plan provides the overall direction for the ongoing management of Saxton Field through a series of objectives and policies.

The vision, as set out in the Reserve Management Plan is that: 'Saxton Field provides an iconic regional park and green space'

Saxton Field is also covered within the Parks and Reserves Asset Management Plan. That plan has an emphasis on the day to day operation of Saxton Field and recreation activity whilst this plan provides details around the facilities provided and future development.

8.13.2 Key Issues

Adhoc **requests from users for such things as storage buildings**. The quality, location and design of future buildings and facilities must compliment existing buildings and overall appearance.

There is a **growing need for indoor training facilities** for groups, clubs and individuals.

Saxton Field has been developing at a rapid pace in recent years. A great deal of infrastructure has been added, including stadium, pavilions and specialised surfaces. The **development of policies and processes** to guide an increasingly complex set of assets has not kept pace with the physical works. There is an aim in the Reserve Management Plan to **govern and manage Saxton Field** as a regional reserve through a single organisation and set of policies. Furthering Saxton Field Governance is a priority.

The temporary closure of the Trafalgar Centre in 2013 has resulted in **Saxton Stadium** being used for events. This has an effect on the availability of the Stadium for existing community users. This issue has been closely managed to ensure impact on community is minimised.

There is a growing desire by non-recreation community groups to relocate to activities and/ or events to Saxton Field.

Resource Consent restrictions on the number of events and noise restrictions after 10pm have implications on the growing use of this facility to host events.

Saxton Stadium

With the low use over summer period at Saxton Stadium there is a need to widen the attractiveness of the facility to other recreational users. This is being accomplished in some areas with seniors walking group; badminton; Futsal etc.

Currently, the closure of the Trafalgar Centre has resulted in a change of focus and at times a conflict between community use and event use. This issue however will be resolved following the re-opening of the Trafalgar Centre.

Codes have a strong sense of ownership in the building – which can discourage the attractiveness of venue to the wider community, potential national and international users.

Rooms within the building are underutilised with some current vacancy – potential to generate more revenue.

Opportunities to develop the external space for large scale trade shows

The facility was built with input from local codes being basketball; netball; table-tennis and volleyball. This contributes to the before mentioned ‘ownership’ issue.

Saxton Pavilion (Netball Pavilion)

This building was originally owned jointly by Suburbs Football and the Nelson Netball Association. Ownership of the building transferred to Council as part of the agreements put in place during discussions and the construction of the Saxton Stadium.

Netball have rights of occupation under a lease arrangement with Council. Netball through that agreement have normal lessee maintenance obligations and Council has normal Lessor responsibilities.

Suburbs Football have relocated to another site at Saxton Field.

8.13.3 Levels of Service

Saxton Field was purchased to meet a growing demand in the region for recreational and sporting facilities. The facility is a major recreational asset and is the regions most used and visited sporting facility.

A number of sporting and recreation codes have buildings on Saxton Field, these are listed below.

Saxton Stadium also acts as an administrative base for various sporting codes who occupy space at Saxton Field. Codes sub-lease space from Sport Tasman who manages the Stadium on Councils behalf.

The Saxton Stadium was used for 1558 hrs between July 2012 and Jun 2013. Individual visitors numbered 242,000.

Venue was closed from 21 April to 30 June 2013 due to flooding.

There are restrictions under a resource consent in relation to amplified sound that requires investigation further. For events the need for promoters to obtain Resource Consent can be the difference between bringing an event to Nelson and not. The reopening of the Trafalgar Centre will reduce this issue somewhat.

Table 8.13.1: Saxton Buildings Levels of Service and Key Contractual Performance Measures

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Quality</u> Community facilities are clean, in good condition and well maintained	Maintain Grade 3 ⁵⁴ asset condition	Y	Y	Y
	BWOF checks completed by contractor	Y	Y	Y

Key Contractual service levels measures and targets	Achievement		
	14-15	13-14	12-13
Fewer than 2% service complaints monthly on number of bookings	u/k	u/k	u/k

⁵⁴ Refer to section 10 for condition assessment explanation of grades

Key Contractual service levels measures and targets	Achievement		
	14-15	13-14	12-13
98% offensive graffiti removed in 2 hours.	Y	u/k	u/k
Emergency maintenance within 24 hours	Y	u/k	u/k
85% of non-programmed maintenance completed in five working days	Y	u/k	u/k
95% of customer complaints responded to in five working days	Y	u/k	u/k
Public toilet cleanliness audits show 85% cleanliness rating	Y	u/k	u/k

8.13.4 Future Demand

Saxton Field facilities have been developed to cater to a wide range of sporting and recreational needs and the facilities and buildings in place reflect the broad use of this area. There is still work in progress to fulfil the planned development for the area, including a cycling facility. This area is the premier sport ground for the region and while usage may fluctuate slightly each year, it is unlikely to change drastically. It is possible that there will be requests for the area to support additional activities but there is still plenty of scope to manage within these requests within the existing boundaries.

Requests for national and international events could put a strain on the current infrastructure and would also create conflict between community users and access and event usage.

8.13.5 Sustainability actions and initiatives

Saxton Field supports many sustainability principles from Nelson 2060 including;

- ✓ The ongoing promotion of the site as a zero waste facility
- ✓ Sustainability initiatives incorporated in to new building design.
- ✓ Landscaping and green space initiatives
- ✓ Better utilisation of facilities by encouraging the sharing of facilities between differing user groups.

8.13.6 Risk Management

Additional works to orphanage stream following the flooding of April 2013.

8.13.7 Lifecycle Management

8.13.7.1 Operations

The Saxton Stadium and Oval Pavilion are managed under contract with Sport Tasman until October 2015. Other buildings are leased or privately owned.

Following the closure of the Trafalgar Centre Saxton Stadium is also used at times for large sporting events which would have normally been hosted at the Trafalgar Centre.

The Stadium is managed on a day to day basis by Sport Tasman with NCC and TDC responsible for the structural integrity and any capital works required.

8.13.7.2 Description of assets

Building	opened	Info
Saxton Stadium	2009	<p>Primarily a participation facility rather than for major events although can be adapted for events as required. Council owned</p> <p>Consists of the stadium itself including reception, playing surface, changing facilities as well as Sports House and a table tennis facility.</p> <p>Sports House is an administrative facility and is home to Sport Tasman who make office space available to many sporting and recreation codes.</p>
Original Hockey changing facility and public toilets –	1989	<p>Toilets available for general public and open during park hours.</p> <p>Future of this building will be considered as part of the Property Assets Review</p>
Netball Pavilion	1992	<p>Serves the 13 netball courts. Social/meeting rooms, kitchen.</p> <p>Changing rooms and public toilets on ground floor.</p> <p>Canteen and office leased to Nelson Netball Association</p>
Football Pavilion	2008	<p>Serves 3 full sized football grounds, 2 intermediate, 2 junior, 10 midget grounds and 1 training ground. Also serves 11 summer grounds.</p> <p>Shared ownership. Suburbs Football Club owns the social room and kitchen. Council owns the remainder which is available for all clubs.</p> <p>Public toilets are available for general public and open during park hours</p>
Saxton Oval Media/Maintenance Building	2010	<p>Serves the cricket oval for media requirements and base for maintenance contractor, Nelmac.</p> <p>Public toilets available during games.</p> <p>Lounge is a popular venue for ancillary events e.g. weddings and is well received by users.</p> <p>Ancillary building to the Oval other use aside from Nelmac occupation is minimal</p>
Saxton Oval Pavilion	2011	<p>Serves the cricket oval, athletics track and football ground. Available for other community functions.</p> <p>Includes changing facilities</p> <p>Athletics control room and meeting room leased to Top of the South Athletics Trust</p> <p>Lounge is available for hire and is a popular venue for ancillary events e.g. weddings</p>
Hockey/Softball Pavilion	2010	<p>Serves the 2 synthetic hockey surfaces and 4 softball skin diamonds and numerous junior grass diamonds.</p> <p>Leased to Nelson Hockey Association and Nelson Softball Association.</p>

8.13.7.3 Maintenance

The Management and maintenance of a number of buildings at Saxton Field is determined under the terms and conditions of the leases and agreements in place.

Typically those buildings under lease require the lessee to maintain and keep to the standard as at commencement of the lease. Capital and structural maintenance is the responsibility of Council.

Programmed maintenance requirements are reflective of the 2013 Opus Condition assessment.

8.13.7.4 Renewals

Building and equipment renewals are the responsibility of Council. There is a need to determine renewal management for other buildings under respective leases.

Since the facilities are fairly new, renewal work is minimal. The Saxton stadium lift however requires replacement and is incorporated in to the LTP.

8.13.7.5 Future capital

The Saxton Field Management Plan determines capital projects associated with the ongoing development of the property.

New equipment is part of the annual plan submission process.

8.13.7.6 Disposal

Possible old hockey block

8.13.7.7 Revenue discussion/ Funding policy

The management of Saxton Stadium is managed under contract with Sport Tasman.

This contract comes up for renewal in September 2016.

Current arrangement is that all revenue comes to NCC. The shortfall between revenue and expenditure is split between Tasman District Council and Nelson City Council. A reconciliation is carried out annually and where necessary TDC are invoiced.

8.13.8 Area Specific Management Practices

Area specific management practices documented in The Nelson City Council Procedure Library:

- ✓ Book the Use of Saxton Stadium
- ✓ Invoice for Use of Saxton Stadium
- ✓ Report on the Use and Maintenance of the Saxton Stadium
- ✓ Maintain Facilities at Saxton Stadium
- ✓ Charge Tasman District Council Annually for Operating Costs for Saxton Field and Saxton Stadium

8.13.9 Asset Management Improvements

Table 8.13.2: Saxton Buildings Asset Management Improvement Actions

Action	Priority ⁵⁵
Review of Governance protocols and processes	High

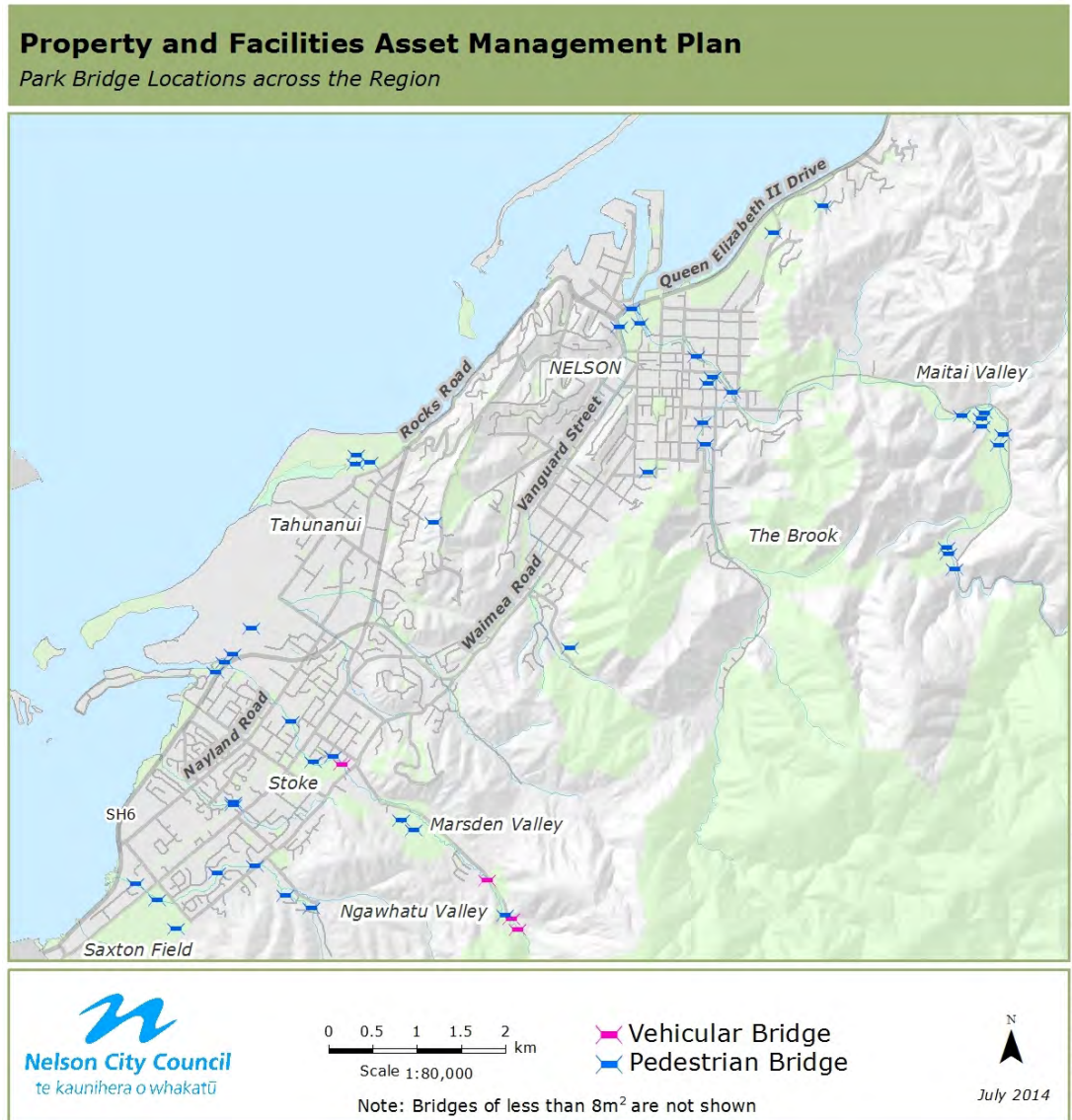
⁵⁵ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

Action	Priority ⁵⁵
Implement use of the Council's asset management system (Infor) as asset register and for works management	High
Update asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Identify risks and update the risk register accordingly	High

8.14 OTHER BUILDINGS & BRIDGES ON PARKS AND RESERVES

This section covers buildings and bridges that reside on Parks and Reserves in support of the various activities that take place. This is a new section to capture management of assets that hadn't resided in a previous asset management plan and will be updated over the next few years.

8.14.1 Section Overview



8.14.2 Key Issues

Asset attribute and condition data for the bridges and smaller buildings needs review and update into the asset management systems.

8.14.3 Levels of Service

Table 8.14.1: Park Buildings Levels of Service

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Quality</u> Buildings are clean, in good condition and well maintained	Maintain Grade 3 ⁵⁶ asset condition	N*	n/m	n/m
	BWOF checks completed by contractor	Y	n/m	n/m

* December 2013 condition assessment uncovered several buildings at the Brook Camp to be below Grade 3.

Table 8.14.2: Key contractual performance measures

Key Contractual service levels measures and targets	Achievement		
	14-15	13-14	12-13
98% offensive graffiti removed in 2 hours.	Y	n/m	n/m
Emergency maintenance within 24 hours	Y	n/m	n/m
85% of non-programmed maintenance completed in five working days	Y	n/m	n/m

n/m = not measured

8.14.4 Future Demand

Refer to Parks and Reserves Asset Management Plan for information on the demand implications on building and bridges use and requirements.

8.14.5 Risk Management

Where seismic assessments have taken place, the results are listed below:

Building Name	Location	IEP NBS%
Aniseed Valley Road - Roading	Caretaker	N/R
Botanics storage shed	Milton Street (By botanics park)	52
Brook camp amenity block A	600 Brook Street	17
Brook camp Amenity block F	600 Brook Street	35
Brook camp amenity block H	600 Brook Street	17
Brook camp amenity block S	600 Brook Street	35
Brook Camp Cabin	600 Brook Street	35
Brook camp cabins (collectively)	600 Brook Street	43
Brook camp Kitchen/TV	600 Brook Street	51
Brook Camp Shop	Part of Residential Property	N/R
Greenmeadows change room(Stoke tennis club)	Songer Street	34

⁵⁶ Refer to section 10 for condition assessment explanation of grades

Building Name	Location	IEP NBS%
Groundsmen storage area for trafalgar park	hathaway Tce	N/R
Hira fire station		55
Maitai camp Kitchen	472 Maitai Valley Road	36
Maitai caretakers house	Caretaker	N/R
Marsden cemetry utility buildings	Marsden valley Rd	34
Marsden valley sexton office and ammenities		100
Roding dam cottage	dwelling	N/R
Waahi Taakaro Golf Toilet Block	336 Maitai Valley Road	100
Waahi Takaro Pro shop	336 Maitai Valley Road	53

8.14.6 Lifecycle Management

8.14.6.1 Operations

Refer to Parks and Reserves Asset Management Plan for information on the operational activities relating to these assets.

8.14.6.2 Description of assets

Below is a listing of the assets included in this section.

Rural Fire building in Hira	
Description:	Built 2013 – Total Span Two bay garage, steel truss with iron cladding. Includes attached office, car park and water tank.
Purpose:	To house the rural fire station
Use:	Hira Rural Fire Department
Issues:	None at present
Maintenance:	Little maintenance is required due to the materials and age of the building. Maintain under obligations to the Tenant Category

name	description	usage
Botanics Sportfield	Clubroom	Building
	Shed	Shed
Broadgreen Gardens	Shed	Shed
Brook Camp	Cabin 10 & 11	Building
	Cabin 12 -14	Building
	Cabin 15 & 16	Building
	Cabin 17 & 18	Building
	Cabin 1a/2a	Building
	Cabin 20	Building
	Cabin 22	Building
	Cabin 23/24	Building
	Cabin 2-5	Building

name	description	usage
	Cabin 25/26	Building
	Cabin 3A/4A	Building
	Cabin 5A/6A	Building
	Cabin 6-9	Building
	Cabin 7A/8A	Building
	Managers Residence	Building
Brook Reservoir	Shed	Shed
Church Hill	Shed	Shed
Grampion reserve	Shed	Shed
Maitai Camp - Caretakers House	Caretakers House including Camp shop	Building
Marsden recreation ground	Shed	Shed
Marsden Valley Cemetery	Garage	Garage
	Sextons Office	Building
Melrose Gardens	Shed	Shed
Miyazu Park	hardwood bridge	Bridge
Nursery	(East) Green House	Building
	(West) Green House	Building
	Garage	Garage
	Potting House	Building
	Shade House (large, post & pipe)	Building
	Shade House (small galv pipe)	Building
Roding Water Reserve	Caretakers assorted storage sheds	Shed
	Caretakers Garage & Storage	Garage
	Caretakers House	Building
	Caretakers Storage & Chicken Shed	Shed
	Caretakers Wood Shed	Shed
	Carpark Caretakers Garage	Garage
	Dam old chlorination building	Storeroom
	Relief Caretakers Accommodation	Building
Tahuna Beach Reserve	Garage	Garage
Waahi Takaro golf course	Golf Shop	Building
	House	Building
	Office	Building
	Pump Shed	Shed
	Shed (maint)	Shed
Wakapuaka Cemetery	Shed	Shed
Wigzell Park	Shed	Shed

Bridges

List of bridges covered in this section is documented in GIS Property and Facilities Asset Management Plan Bridges Overview Inventory (detailed list - A1191344).

8.14.6.3 Maintenance

Maintenance budgets are contained within respective activity area and managed by the corresponding operational staff or tenant (if property leased and lessee has responsibility).

8.14.6.4 Renewals

Renewal budgets are contained within respective activity area and managed by the corresponding operational staff.

8.14.6.5 Future capital

Additional bridges and minor buildings on parks and reserves are driven by the service levels specified in the Parks and Reserves AMP. Requests for new assets will come out of the Parks and Reserves planning process. And the capital funding will be included in that specific activity.

8.14.6.6 Disposal

No requests for disposal have been made.

8.14.6.7 Revenue discussion/ Funding policy

The Parks and Reserves Asset Management Plan covers the operational activities in which these assets support so details on revenue and funding would be included in that plan.

8.14.7 Area specific Management Practices

Area specific management practices are documented in The Nelson City Council Procedure Library.

8.14.8 Asset Management Improvements

Action	Priority ⁵⁷
Update asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Understand extent and management of the buildings on parks that don't fit into another category.	Medium
Decide asset management level required for these assets to guide investment and effort	Medium
Evaluate feasibility of aligning condition assessments of bridges with those done by the Transport operational team	High

⁵⁷ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

8.15 HERITAGE BUILDINGS

8.15.1 Overview

The Heritage Activity Management Plan 2015-25 covers all operational activities for the Historic Houses and Founders Heritage Park. This plan details the practices and funding required for the assets to meet existing levels of service.

As detailed in the Heritage AMP, the **Historic Houses** (Isel, Melrose, and Broadgreen) are owned by Council and came into ownership through purchase or gifting to Council in the 1960s and 1970s. All three buildings are listed on the register of Heritage New Zealand (formerly the NZ Historic Places Trust) and in the Nelson Resource Management Plan. All are in their original park settings, which is important to the heritage value of each house. These parks and reserves have heritage ratings and Council has a responsibility for the surrounds to the properties.

Melrose House and its footprint is leased to a not-for-profit Friends group that manage the day-to-day operations of the houses. Broadgreen House and, from November 2015, Isel House are owned and managed directly by Council. The Broadgreen Centre next door to the House is owned by the Broadgreen Society who then lease the land footprint.

Founders Heritage Park is a "Heritage Village" comprising 32 wooden buildings on about five hectares of landscaped reserve on Atawhai Drive, close to Nelson's Central Business District.

The Park aims to tell the stories of Nelson from early settlement to the 1950's, through permanent displays inside relocated / replica historic buildings and in five open grassed spaces. The Park has a functioning Heritage Railway, a Bristol Freighter aircraft, a lake and a children's playground. The most significant attraction inside the Park is Founders Brewery and Café.

The park has an important role as an events venue and function facility providing space for a wide range of activities including festivals, weddings, meeting and conferences.

There are 28 separately tenanted buildings/rooms which are leased out to various small business and community organisations.

Nelson Provincial Museum (jointly owned by the Nelson and Tasman councils) is not covered in this plan.

8.15.2 Key Issues

Risk of building failure resulting from a seismic event - Initial earthquake assessments have been done and any remedial work required to mitigate deficiencies will be determined and prioritised by Council. This may affect the ability of some existing venues to be used and capital expenditure may be required to upgrade these spaces or provide new spaces to meet levels of service.

The day to day management of these facilities relies on the good will of various individuals and voluntary trusts. This can be risky where resourcing is limited to only one or two individuals.

8.15.3 Levels of Service

Table 8.15.1: Historic Buildings Levels of Service

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
<u>Affordability</u> Heritage buildings meet the return in Council's	Founders Heritage Park - Maintain commercial leases at 90% of available spaces for rent	Y	Y	Y

What Council will provide	Performance Measures & Targets	Achievement		
		14-15	13-14	12-13
funding policy	Cost to ratepayers per visitor is spread more equitably across all heritage facilities (start 15-16)	N/A	N/A	N/A
<u>Quality</u> Heritage buildings are clean, in good condition and well maintained	Maintain Grade 3 ⁵⁸ asset condition	Y	Y	Y
	BWOF checks completed by as required	Y	Y	Y
	Maintain building to ICOMOS ⁵⁹ NZ Charter standards	n/m	n/m	n/m
<u>Accessibility</u> Heritage buildings provide adequate physical access to everyone	Founders Heritage Park - Maintain suitable access into public spaces	Y	Y	Y
	Opening hours reflect customer demand	Y	Y	Y

8.15.4 Future Demand

Relevant drivers for the assets as mentioned in the Heritage Activity Management Plan:

Demographics

The ageing population is expected to result in a shift in demand towards less vigorous physical leisure opportunities, including passive recreation and leisure activities. Heritage facilities and activities may help to meet this demand as long as they are able to meet customer interests and needs (e.g. are accessible). All of Nelson's Heritage Houses have stairs, which can limit the way guides can work on caring for and creating displays and sharing their knowledge with the public. Our heritage attractions have the potential to provide satisfying opportunities for volunteers. In 2013 New Zealanders had the second highest rate in the world for volunteering their services (World Giving Index). The Dept of Statistics General Social Survey 2012/13 stated that 30.6% of New Zealanders over 15 volunteers in some way. Of these volunteers, 35% were over 65 years, 33.1% were aged 45-64 years and 27.8% were aged 25-44 years.

Adaptive Reuse

The Historic Places Trust encourages changes to historic buildings to enable new uses of them, because buildings that are well used are better maintained and appreciated by the community. Consideration of a wider range of activities than currently occur in our heritage assets could be encouraged through changes in lease arrangements.

Our Heritage Houses all have stairs and no lifts. Visitors can be reluctant to use stairs, and they are a deterrent to the disabled. Consideration of how to best use each level of the houses may result in better usage.

The question of adaptive reuse of heritage houses is covered in more detail in the Heritage Activity Management Plan.

8.15.5 Sustainability actions and initiatives

Keeping and reusing historic buildings has long term benefits for the communities that value them. When done well, changes to the buildings can restore and maintain the heritage significance of a building and help to ensure its survival. The practice can also

⁵⁸ Refer to section 10 for condition assessment explanation of grades

⁵⁹ International Council on Monuments and Sites

benefit the environment by conserving natural resources and minimising the need for new materials.

8.15.6 Risk Management

Table 8.15.2: Heritage Risk Summary

Risk Description	Gross Risk Level	Existing Controls	Effective Rating	Current Risk Level	Response
Interior of building deteriorate due to maintenance responsibility of the lessee and they can't afford to maintain at Grade 3 standard	High	lease clearly outlines expectation, internal inspections	Moderate	Med	Accept
Building failure during seismic event	Med	Isel = 97% NBS, Melrose = 33%. EQ emergency plan in place	Moderate	Low	Accept
Fire caused by arson/ electrical faults	Med	Evacuation systems, building WOF	Moderate	Low	Accept

Table 8.15.3: Heritage Buildings Earthquake Assessment Summary

Building Name	IEP NBS%	DSA NBS %, if applicable
Broadgreen House	33	<34%
Broadgreen House	33	<34
Broadgreen office - conference	69	
Broadgreen root cellar	53	
Founders Anchor Inn	18	38%
Founders Baigent workshop	70	
Founders Bank of NSW	70	
Founders Chapel	13	47% AND 43%
Founders Cottage Hospital	32	
Founders Duncan House	25	15%
Founders Energy Centre	12	>67%
Founders Firestation	49	
Founders General Store	38	
Founders Granary	10	42%
Founders Heritage Park - fern house (Building 28)	58	
Founders Jaycee centre	13	
Founders Law	70	
Founders Livery Stable	70	
Founders Maritime Museum	19	46%
Founders Museum	70	
Founders Nelson Mail	70	
Founders Port Building	19	63%
Founders railway cottage	47	
Founders railway station	74	
Founders Rurtherford cottage	74	
Founders School House	36	
Founders Tobacconist/Cobbler	38	
Founders Windmill	21	40%
Isel House	97	
Isel House Garage	23	
Isel park garage/ workshop	52	

Building Name	IEP NBS%	DSA NBS %, if applicable
Melrose garage	24	
Melrose House	35	35%
Melrose Shed	Low	
Founders Goodman's Bakery	12	<34%

Without the high levels of volunteer support from the community through friends groups, these properties would not be in the condition they are today or be able to be open to the public. Council staff mount exhibitions, and are involved in curation, marketing, promotion and some administration. Succession planning by the Friends groups is needed if these properties are to continue to operate and open to the public.

8.15.6.1 Lifecycle Management

8.15.6.2 Operations

All Council heritage facilities are now managed through the Council's Libraries and Heritage Facilities team.

8.15.6.3 Description of assets

Isel: The building is in good condition. The restoration of the house is to the International Council on Monuments and Sites (ICOMOS) NZ Charter standards. The outgoing Trust has commissioned a recent conservation plan which can be used to guide future restoration. The house has a self-contained flat over two levels. This is currently rented out.

Melrose: Melrose House and gardens were gifted to Council in 1973. The gardens and house exterior are maintained by the Council. The Colonel Noel Percy Adams Trust (the Melrose Society) formed in 1974 and has worked to preserve and refurbish the house. With a café on site and increased bookings, the building is being used far more than it had been prior to 2010.

The building is a 2 storey timber weatherboard house with ornate features and balustrades. The roof is corrugated iron with brick chimneys. Includes associated buildings – shed, garage etc.

The building is used as a cafe, public visitation, booking of rooms for music tuition and functions. The Society lease the building from NCC and they in turn sub lease the upstairs flat/accommodation and cafe.

Building renovated in 2007 including sprinkler system and roof insulation.

The interior of the building is maintained by the Society. The exterior of the building and the grounds are maintained by council. The building is good condition for its age rated an average of 3 on its 2012 condition assessment. There is earthquake strengthening of the buildings chimney currently under contract

Broadgreen: Broadgreen House was built as a family home in 1855. The Council purchased the property in 1965 and is fully responsible for the state of the building. Council is assisted by the Broadgreen Society, which furnished the house with a loaned and donated collection of items. Council officers are also responsible for curating an extensive garment collection which is stored in a climate controlled room in Broadgreen Centre. Storage space for the collection in the Broadgreen Centre and House is limited and at capacity. Adjacent to the house is a building known as the Broadgreen Centre, which is wholly owned by the Broadgreen Society and is on Council land. This was built in 2000 by the Broadgreen Society with the assistance of external funds.

Each house's Friends group has gathered collections to display within the houses to create a visitor experience, and has worked on improving the properties' interiors. None have many of their original contents and all use loan items from the public and the Nelson Provincial Museum to varying degrees. Isel and Melrose Societies own the collections used in their house. Council owns the Broadgreen Historic House collection.

All houses have room for wider community activities to occur. Broadgreen Historic House uses the house as display space and has an adjacent multi-purpose modern

building that can be hired called the Broadgreen Centre. Melrose is divided into community spaces that can be hired, a commercial café and a residential flat. Isel has display space, a residential flat, and space under renovation. All are set in magnificent gardens with opportunities to link external use with internal use.

Founders Park:

Figure 8.15.1: Founders Map

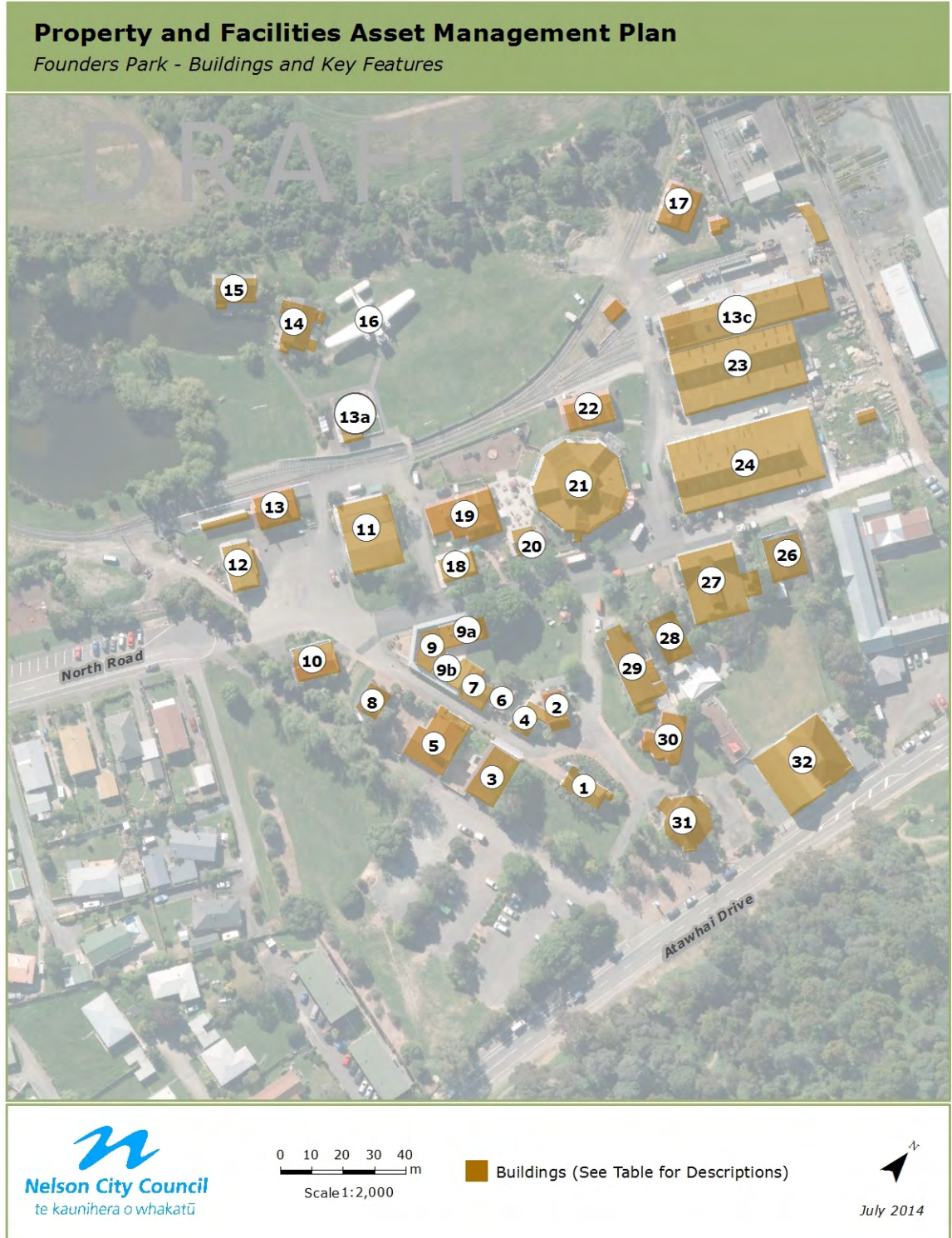


Table 8.15.4: Founders Buildings

Building Name	Usage	Type	#
Founders Park Old St Peters	Chapel, Venue Hire	Building	1

Building Name	Usage	Type	#
Founders Park Bank NSW	Display plus Tenants	Building	2
Founders Park Nelson Mail	Display plus Tenant	Building	3
Founders Park Bakery	Display plus Tenants	Building	4
Founders Park Anchors Inn	Display plus Tenant	Building	5
Founders Park Cobbler/Barber	Display	Building	6
Founders Park General Store	Display plus Tenant	Building	7
Founders Park Fire Station	Display	Building	8
Founders Park Jaycee Room	Venue Hire	Building	9
Founders Fresh FM Radio Station	Tenant	Building	9a
Founders Jewellery workshop	Tenant and display area	Building	9b
Founders Park Hospital	Display plus Tenant	Building	10
Founders Park Livery	Display plus Tenant	Building	11
Founders Park Motor Garage	Display plus Tenant	Building	12
Founders Park Railway Station and carriage	Display plus Tenant	Building	13
Founders Railway Workshop	Workshop, Display plus Tenant	Building	
Founders Train Shed	Workshop, Tenant	Building	13c
Founders Railway Cottage	Display plus Tenant	Building	13a
Founders Hope Railway shed	Display	Structure	
Founders Park Port	Display	Building	14
Founders Park Maritime	Display	Building	15
Founders Bristol Freighter	Display	Structure	16
Founders weather shed	Display	Structure	
Founders Santa Shed	Tenant owned, Storage	Building	17
Founders Park Hops Museum	Display plus Tenant	Building	18
Founders Café and Brewery	Tenant owned, Café/Brewery	Building	19
Founders Park Rutherford Cottage	Tenant only	Building	20
Founders Park Energy Centre	Venue Hire	Building	21
Founders Siding Gallery	Tenant owned, Work shop	Building	22
Founders Park Agricultural Museum	Display plus Tenant	Building	23
Founders Glass House	Display	Structure	25
Founders Park Bagient Workshop, staff tea room, book sorting room, public toilets.	Workshop, Display plus Tenant	Building	24
Founders Apothecary	Tenant owned, work shop and display area	Building	26
Founders Park Granary	Venue Hire	Building	27
Founders Fernery	Garden	Garden	28
Founders Park School House	Pre school tenant only	Building	29

Building Name	Usage	Type	#
Founders Park Duncan House	Display plus pre school plus other Tenant	Building	30
Founders Park Dr Bush Windmill	Main entrance	Building	31
Founders Park Musical Theatre	Tenant owned theatre	2 Buildings joined	32

For additional building information, refer to the Telfer and Young Insurance Assessment report.

8.15.6.4 Maintenance

Isel

Until 30 October 2015 the lessee is responsible for keeping and maintaining the interior of the house in good condition, for monthly owner and building inspections related to the compliance schedule and has to hold \$1 million of public liability insurance cover. Any significant maintenance or refurbishment or external work requires the approval of the Operations team. Council funding is for external programmed maintenance.

The lease is not being renewed by the Trust so Isel House will revert to full management by Council staff.

The restoration has progressed including the pointing of the exterior brick work.

Work is planned for the kitchen area under the funding and supervision of the IHCT.

There is general on-going maintenance to complete to keep the building in its present state. The roof requires management to prevent leaks developing as it ages.

Melrose

The lessee is responsible for keeping and maintaining the interior of the house in good condition, and for monthly owner and building inspections related to the compliance schedule, and has to hold \$2 million of public liability insurance cover. The lessor (Council) is not obliged to insure the building. Any significant maintenance or refurbishment or external work requires the approval of the Operations team. Council funding is for external programmed maintenance. Exterior painting required.

- ✓ Drainage required for roof run off.
- ✓ Deck steps require replacement
- ✓ Asbestos exists in the plaster ceiling of the downstairs room. Other rooms need to be tested
- ✓ The building is maintained to ICOMOS NZ Charter standards

Broadgreen House

Council is responsible for the interior and exterior maintenance of the House, and collections. The Broadgreen Society has responsibility for the Broadgreen Centre which sits on Council land.

There is a maintenance programme in place covering security systems, pest and borer control, and cleaning. The Society arranges an annual clean of the House's collections.

A Building Condition Assessment was carried out in December 2013 and is noted in overall good condition (grade 2).

Opus carried out an inspection in December 2014 (A1294961) specifically to look at the issue of borer. This report confirmed the presence of borer. In summary the report indicates no immediate risk of failure however it recommends that Council carries out a regular borer treatment programme with ongoing monitoring of the borer. The monitoring of borer will be incorporated in the condition assessment work.

From a previous assessment (2010) the priority work on foundations and in-filling of the cellar will be completed in August 2104. The two outstanding priorities are the repair of

cob at various points on the exterior of the House and numerous remedial painting and wood work.

Other building work that has since been identified:

- ✓ Underfloor insulation to combat rising damp which is starting to affect the collections.
- ✓ Upgrade to fire exits
- ✓ Improve security camera coverage outside the House
- ✓ Evaluate the heating within the House as the current nightstore heating is not sufficient

Founders

Maintenance is coordinated and undertaken by Founders staff with support from an on-site maintenance contractor.

There is in place an annual and seasonal work plan of maintenance, renewals and capital works.

The most recent Condition Assessment was carried in December 2013. Priority work from that assessment has now been completed and work is focussing on lower priority items.

Other priority work includes:

Repair collapsing drainage pipes between the Church and Energy Centre

8.15.6.5 Renewals

Melrose and Isel

Renewal plans are developed annually by the operational team prior to the start of the financial year. If work isn't required, the allocated funding will be given up and recorded as savings for the activity.

Broadgreen House

The estimates include \$5,000 per year to undertake maintenance work identified through the Opus condition assessment and by staff. This work includes maintenance and renewal of heating, interior painting, floor coverings and internal fittings.

Founders

In 2015/16 programmed renewals will be needed to address a growing number of leaks in the windmill. \$10,000 has been already allocated in estimates

8.15.6.6 Future capital

Council to investigate the possibilities for adaptive re-use of Historic Houses to enable houses to become more self-sufficient by opening to wider uses and working as a part of the parks they reside in.

Any alterations to buildings could be costly and all would need special consents as the houses are listed in the register of the New Zealand Heritage and in the Nelson Resource Management Plan. Some costs could be mitigated through lease agreements. More research and consultation on options is required to find the best solutions.

Melrose

External funding to the sum of \$175,000 (as at March 2011) or contract deals for projects has been used for website development and new radiators to heat the building.

Earthquake strengthening work was done in 2014 and 2015 to Melrose house chimney.

Isel

Nothing planned. There is scope at Isel to alter the lower floor and create three areas – exhibition, caretaker flat and community room/food outlet.

Broadgreen

Whilst Council owns and manages Broadgreen House the Broadgreen Centre next door is owned by the Society and is covered by a land lease until 2019.

Clause E in the Background section of the land lease states:

"It is the aspiration of both the Nelson City Council and the Society that in due course, and upon the Society being satisfied its objectives will be faithfully pursued by the Nelson City Council, the Society will surrender the lease herein created and thereby will gift to the City of Nelson the Ancillary Building which is to be known as Broadgreen House Historic Centre."

In 2009 the Society made a request for a further renewal beyond 2019 but Council declined this request. Further discussions between Council and the Society will be needed to resolve this issue as there is lack of agreement over the future management of the centre.

Broadgreen Historic House would be costly to alter although the Centre could be, if a large part of it was not being used for collection storage.

Any alterations to buildings can be costly and all would need special consents. Some costs could be mitigated through lease agreements. More research and consultation on options is required to find the best solutions.

Any consideration of adaptive re-use of the Broadgreen Centre would only occur should the Centre transfer to Council ownership.

Earthquake strengthening work is being done in 2014 and 2015 to the Broadgreen Cellar.

Founders

Two strategic drivers for future asset management at Founders Park are detailed in the Heritage Activity Plan:

- *Maintain and add to Founders Heritage Park's buildings and gardens to improve facilities for visitors and users, making best use of space in the Park.*
- *Continue to change buildings where required to ensure a versatile events/conference venue is provided.*

This activity management plan also flags the intention to develop a shared cultural park with Whakatu Marae. Requirements for this facility have yet to be defined but Council's contribution to this partnership may cost between \$5,000 and \$25,000 should this progress.

The plan also mentions a service level to improve one major display per year including but not limited to the Hops display, Nelson Mail building, Livery Stables, Cultural Park and Mechanical / Agricultural area.

Other significant drivers include the recently commissioned accessibility audit (A1133058) that identified work priorities for the next 2-10 years, and recent earthquake assessments conducted on publicly accessible buildings throughout the park.

Work will continue to improve the accessibility of the facilities including but not limited to accessible car parking at either the car park or main entrance. This development area is particularly important given the ageing population, a significant number of who have disabilities. The 2015/16 estimates include \$25,000 has to complete this work. From 2016/17 \$10,000 per year has been included in estimates to carry out the various priority projects associated within the audit.

Earthquake assessments may affect the ability of some existing buildings to be used and capital expenditure may be required to upgrade these spaces or provide new spaces to meet levels of service. Earthquake strengthening work is being done in 2014 and 2015 to Duncan House & Granary (Founders).

Staff have identified a number of potential infrastructure improvements that would increase levels of service by changing buildings to provide more versatile events/conference spaces in the Park. Specifically paving and lighting the Livery Stables and providing kitchen facilities in the Energy Centre. Costs for these improvements have been included in 2016/17 and 2017/18 estimates.

8.15.6.7 Disposal

Collection rationalisation guidelines are included in Founders Collection Management Policy.

8.15.6.8 Revenue discussion/ Funding policy

The Societies involved in the Heritage Houses have each successfully accessed external fundraising for interior and exterior work in the past. All have contributed significantly to the conservation and enhancement of the properties.

Each society has the potential to benefit from bequests, given the demographic of their supporters

Broadgreen

Currently revenue from house visits, tours and selling of gift items goes to the Society. The Council receives no income from Broadgreen House although this is to be reviewed in 2015/16. This is now under negotiation with the Society for this revenue to return to Council to fund heritage promotions, activities and events

Founders

Founders Park is funded by a combination of Council rates and revenue from tenancies, venue hire, events and entry fees. Revenue from the annual book fair is placed in a development fund. That fund then allows for the undertaking of a number of capital works which are decided on by Founder staff in consultation with the book fair crew.

Ways to redirect any increase in revenue raised from tenancies, venue hires, commercial activity or entry fees into developments at the Park are being considered – reducing costs to the ratepayers and increasing development and reinvestment opportunities

8.15.7 Area specific Management Practices

Founders Collection Management

Founder's Park is currently developing a set of policies to guide the operational manual. Founder's Park has developed and reviews its operational manual annually.

Management also develops annual yearly living documents that are regularly updated including a marketing plan, risk management document and maintenance work plan. These annual plans are guided by two strategic long term plans including the Activity Management plan and this Asset Management plan. Founder's Park follows all relevant council policies including, but not limited to financial, health and safety, contractor management and HR processes.

In 2012/13 significant rationalisation of the collection resulted in improved storage and organisation of the collection area. The project raised \$3,000 that was reinvested into improved storage for collection objects and developing displays.

Over the last three years, improvements include new Engine House, Glass House, Forestry Display, and Railway Cottage Displays. Major improvements were made to the Agricultural section, Hospital, Fire station displays. Shelter, paving and displays were created/improved at Mechanics Lane. Displays relating to two pou whenua and local iwi have been installed.

Founders Park management practices documented in The Nelson City Council Procedure Library:

- ✓ Manage Leases at Founders Heritage Park
- ✓ Respond to an Enquiry to Book a Private Function at Founders Heritage Park
- ✓ Manage Private Function Venue Bookings at Founders Heritage Park
- ✓ Manage Leases at Founders Heritage Park
- ✓ Book an Event at Founders Heritage Park
- ✓ Manage an Event Booking at Founders Heritage Park

- ✓ Manage Retail Stock at Founders Heritage Park
- ✓ Report Visitor Statistics at Founders Heritage Park

8.15.8 Asset Management Improvements

Table 8.15.5: Heritage Buildings Asset Management Improvements Actions

Action	Priority ⁶⁰
Create a Founders Site Development Plan by 2015 to guide future physical development at the Park for roading, trees and buildings, and potential sites where new developments are possible	High
Work in partnership with Whakatu Marae on the development of a shared cultural park and give local iwi an opportunity to share their heritage as part of the Founders Heritage Park visitor experience.	Medium
Ensure that storage space for the collection remains sufficient and only objects of value to the Park are retained	Medium
Investigate the possibilities for adaptive re-use of Historic Houses	Medium
Create asset register within the asset management system to record all information required for sound asset management decision making (i.e. identify critical assets, log condition assessment results, and track maintenance history)	High
Consideration to the long term management of Isel House. Maintenance currently carried out by tenant.	High
Regular borer treatment especially in the roof cavity at Broadgreen House carried out (A1294961).	High
Inclusion of borer monitoring at Broadgreen included in future condition assessments.	Medium

⁶⁰ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10

9. FINANCIAL SUMMARY

This Section sets out financial statements, funding strategy, depreciation forecast and charges for the Property and Facilities in Nelson City.

9.1 OVERVIEW

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 (New Zealand IFRS).

In determining how activities will be funded Local Authorities are required to take the following into consideration:

- ✓ 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 issues).
- ✓ The extent to which identifiable individuals contribute to the need to incur expenditure (exacerbator 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 well-being of the community (ability to pay principles).

This Asset Management Plan provides the basis for meeting these requirements.

9.2 FINANCIAL STATEMENTS AND PROJECTIONS

9.2.1 Public Toilets

Table 9.2.1: Public Toilets Financials

Public Toilets (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
4030 Toilets (Free)										
Other Income										
Base Expenditure										
40302010. Property Mtce: Contract	223.1	223.1	228.1	228.1	228.1	228.1	228.1	228.1	228.1	228.1
40302310. Portaloo Hire	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7
40302617. Electricity	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2
40302625. Water by Meter	35.3	35.3	35.3	35.3	35.3	35.3	35.3	35.3	35.3	35.3
40302637. Insurance	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3
40302650. Security Services	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Total Base Expenditure	296.2	296.2	301.2	301.2	301.2	301.2	301.2	301.2	301.2	301.2
Unprogrammed Expenses										
40303010. Property Mtce: Unprogrammed	20.0	20.0	20.0	28.7	28.7	28.7	28.7	28.7	28.7	28.7
Total Unprogrammed Expenses	20.0	20.0	20.0	28.7	28.7	28.7	28.7	28.7	28.7	28.7
Programmed Expenses										
40304011. Property Mtce: Programmed Mtce	40.0	50.0	50.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0
40304032. Safety and accessibility programme	15.0	30.0	30.0	-	-	-	-	-	-	-
403043122151. Grant: Avery Toilets	-	95.4	-	-	-	-	-	-	-	-
Total Programmed Expenses	55.0	175.4	80.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0
Renewals										
403072352227. Toilet Renewals Program	46.4	46.4	46.4	46.4	46.4	46.4	46.4	46.4	46.4	46.4
Total Renewals	46.4	46.4	46.4	46.4	46.4	46.4	46.4	46.4	46.4	46.4
Capital Growth										
403074202002. Growth: Millers Acre Toilet	36.2	350.0	-	-	-	-	-	-	-	-
Total Capital Growth	36.2	350.0	-	-	-	-	-	-	-	-
Capital Increased LOS										
403077202909. Queens Garden Toilet	20.0	200.0	-	-	-	-	-	-	-	-
403079302908. Counters to measure use	10.0	10.0	10.0	10.0	-	-	-	-	-	-
Total Capital Increased LOS	30.0	210.0	10.0	10.0	-	-	-	-	-	-

Public Toilets (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
4031 Toilets (Charge)										
Other Income										
Base Expenditure										
40312010. Property Mtce: Contract	87.6	87.6	87.6	87.6	87.6	87.6	87.6	87.6	87.6	87.6
40312625. Water by Meter	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4
40312637. Insurance	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
Total Base Expenditure	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0
Unprogrammed Expenses										
40313010. Property Mtce: Unprogrammed	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Total Unprogrammed Expenses	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Programmed Expenses										
40314011. Property Mtce: Programmed Mtce	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Total Programmed Expenses	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Renewals										
403172352228. Refurb external free toilets	-	-	-	-	24.7	-	-	-	-	-
Total Renewals	-	-	-	-	24.7	-	-	-	-	-

9.2.2 Crematorium

Table 9.2.2: Crematorium Financials

Crematorium (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
4025 Crematorium										
Other Income										
40250470. Chapel use	-1.3	-1.3	-1.3	-1.3	-1.3	-1.3	-1.3	-1.3	-1.3	-1.3
40250510. Fees: Crematorium	-85.0	-85.0	-85.0	-85.0	-85.0	-85.0	-85.0	-85.0	-85.0	-85.0
402505100254. Fees: Animal Cremations	-36.8	-40.0	-42.0	-42.0	-42.0	-42.0	-42.0	-42.0	-42.0	-42.0
Total Other Income	-123.1	-126.3	-128.3	-128.3	-128.3	-128.3	-128.3	-128.3	-128.3	-128.3
Base Expenditure										
40252010. Property Mtce: Contract	65.0	65.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0
40252607. Telephones	.6	.6	.6	.6	.6	.6	.6	.6	.6	.6
40252617. Electricity	.9	.9	.9	.9	.9	.9	.9	.9	.9	.9
40252618. Fuel	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
40252627. Ash Transport	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
40252628. Fire Protection/ BWOF	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
40252633. Supplies	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6
40252637. Insurance	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
40252650. Security Services	.7	.7	.7	.7	.7	.7	.7	.7	.7	.7
Total Base Expenditure	105.6	105.6	85.6	85.6	85.6	85.6	85.6	85.6	85.6	85.6
Unprogrammed Expenses										
40253010. Property Mtce: Minor Assets	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Total Unprogrammed Expenses	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Programmed Expenses										
40254011. Property Mtce: Programmed Mtce	6.0	26.0	48.5	6.0	36.0	6.0	6.0	16.0	6.0	6.0
40254310. Medical Referees Fees	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Total Programmed Expenses	18.0	38.0	60.5	18.0	48.0	18.0	18.0	28.0	18.0	18.0
Renewals										
402571202724. Reline Large Cremator	120.0	-	-	-	-	-	-	-	-	-
402571402903. Renewal: Plant & Equipment	31.0	10.0	-	-	-	-	-	-	-	-
40257340. Resource Consent Renewal	-	-	-	-	-	-	-	10.0	10.0	10.0
Total Renewals	151.0	10.0	-	-	-	-	-	10.0	10.0	10.0
Capital Growth										
402574402904. New Pet Cremator	-	150.0	-	-	-	-	-	-	-	-
Total Capital Growth	-	150.0	-	-	-	-	-	-	-	-

Crematorium (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Capital Increased LOS										
402577202907. New entrance canopy	-	-	-	-	12.0	-	-	-	-	-
402577402905. Plant & Equipment	-	5.0	-	-	-	-	-	-	-	-
402577502906. New storage and partions	-	-	15.0	-	-	-	-	-	-	-
Total Capital Increased LOS	-	5.0	15.0	-	12.0	-	-	-	-	-

9.2.3 Marina

Table 9.2.3: Marina Financials

Marina (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
4040 Marina										
Other Income										
404004100215. Rent: Anchor Bar & Grill	-9.1	-9.1	-9.1	-9.1	-9.1	-9.1	-9.1	-9.1	-9.1	-9.1
404004100216. Rent: Dickson Marine	-4.7	-4.7	-4.7	-4.7	-4.7	-4.7	-4.7	-4.7	-4.7	-4.7
40400470. Rent: Akersten St	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0
404005100255. Fees: Mooring	-1460.0	-1460.0	-1460.0	-1460.0	-1460.0	-1460.0	-1460.0	-1460.0	-1460.0	-1460.0
404005100256. Fees: Boat Storage Park	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0
404005100259. Ticket machine/Honesty Box	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0
404005100260. Fees: Annual Ramp Fees	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9
404005100261. Shower charges	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0
404005100262. Commission: Casual Use	-154.5	-154.5	-154.5	-154.5	-154.5	-154.5	-154.5	-154.5	-154.5	-154.5
40400620. Recoveries: Water By Meter	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2
Total Other Income	-1735.4	-1735.4	-1735.4	-1735.4	-1735.4	-1735.4	-1735.4	-1735.4	-1735.4	-1735.4
Base Expenditure										
40402010. Property Mtce: Contract	288.0	288.0	288.0	288.0	288.0	288.0	288.0	288.0	288.0	288.0
40402603. Printing & Stationery	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9
40402607. Telephones	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
40402617. Electricity	107.3	107.3	107.3	107.3	107.3	107.3	107.3	107.3	107.3	107.3
40402618. Fuel	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
40402621. Rates	72.1	72.1	72.1	72.1	72.1	72.1	72.1	72.1	72.1	72.1
40402625. Water by Meter	30.6	30.6	30.6	30.6	30.6	30.6	30.6	30.6	30.6	30.6
40402627. Refuse Collection	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0

Marina (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
40402637. Insurance	26.6	26.6	26.6	26.6	26.6	26.6	26.6	26.6	26.6	26.6
40402645. Advertising	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8
40402650. Security Services	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7
40402710. Legal Fees	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
40402730. Strategy Consultancy	50.0	-	-	-	-	-	-	-	-	-
Total Base Expenditure	646.3	596.3	596.3	596.3	596.3	596.3	596.3	596.3	596.3	596.3
Unprogrammed Expenses										
40403010. Unprogrammed Mtce	37.4	37.4	37.4	37.4	37.4	37.4	37.4	37.4	37.4	37.4
Total Unprogrammed Expenses	37.4	37.4	37.4	37.4	37.4	37.4	37.4	37.4	37.4	37.4
Programmed Expenses										
40404010. Property Mtce: Programmed Mtce	20.0	50.0	100.0	50.0	20.0	20.0	20.0	20.0	20.0	20.0
404040312307. Maintenance dredging consent/plan	387.9	-	-	-	-	-	-	-	-	220.0
40404032. marina condition assessments	-	50.0	-	-	50.0	-	-	50.0	-	-
Total Programmed Expenses	407.9	100.0	100.0	50.0	70.0	20.0	20.0	70.0	20.0	240.0
Renewals										
404071501037. Renewals: Furniture	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
404072101037. Renewals: Structures	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
404072102041. Public boat ramp jetty renewal	100.0	-	-	160.0	-	-	160.0	-	-	-
404072201037. Renewals: Services	26.7	26.7	26.7	26.7	26.7	26.7	26.7	26.7	26.7	26.7
404072901039. Marina: Pontoon renewal programme	-	160.0	-	-	160.0	-	-	160.0	-	-
Total Renewals	141.7	201.7	41.7	201.7	201.7	41.7	201.7	201.7	41.7	41.7
Capital Growth										
404075101769. Marina Hardstand	-	1500.0	-	-	-	-	-	-	-	-
Total Capital Growth	-	1500.0	-	-	-	-	-	-	-	-
Capital Increased LOS										
404078202949. Electricity Meters	-	-	10.0	-	-	-	-	-	-	-
Total Capital Increased LOS	-	-	10.0	-	-	-	-	-	-	-

9.2.4 Libraries

Table 9.2.4: Library Financials

Libraries (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
4005 Nelson Library										
Other Income										
40050250. Donations	-8.2	-8.2	-8.2	-8.2	-8.2	-8.2	-8.2	-8.2	-8.2	-8.2
40050380. Extended loan charges	-45.0	-45.0	-45.0	-45.0	-45.0	-45.0	-45.0	-45.0	-45.0	-45.0
40050510. Kiosk Income Clearing	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0
400505100245. Fees: Audio	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0
400505100246. Fees: Interloan	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8
400505100247. Fees: Reserve Books	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0
400505100248. Fees: Subscriptions	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1
400505100249. Fees: Lost & Damaged Books	-5.0	-5.0	-5.0	-5.0	-5.0	-5.0	-5.0	-5.0	-5.0	-5.0
40050530. Sundry Income	-2.1	-2.1	-2.1	-2.1	-2.1	-2.1	-2.1	-2.1	-2.1	-2.1
400505790100. Contra: Staff Purchases	-.3	-.3	-.3	-.3	-.3	-.3	-.3	-.3	-.3	-.3
40050652. Recoveries: Photocopying	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0	-9.0
40050790. Interest received	-.3	-.3	-.3	-.3	-.3	-.3	-.3	-.3	-.3	-.3
Total Other Income	-130.7	-130.7	-130.7	-130.7	-130.7	-130.7	-130.7	-130.7	-130.7	-130.7
Base Expenditure										
400523100437. Provide APNK Services	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0
400523100438. Provide: Electronic/Digital Resources	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0
400523100439. General Programming materials	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
400523100440. Provide: Processing materials	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
400523100441. Provide: Newspapers	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
40052602. Bank Fees	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
40052607. Telephone	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
40052617. Electricity	57.2	57.2	57.2	57.2	57.2	57.2	57.2	57.2	57.2	57.2
40052625. Water Charges	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
40052628. Fire Protection	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
40052633. Cleaning	53.4	53.4	53.4	53.4	53.4	53.4	53.4	53.4	53.4	53.4
40052637. Insurance	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2
40052650. Security	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2
400526500800. Book/RFID Security	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
40052730. Revise Strategic Plan	5.0	-	-	-	-	-	-	-	-	-
Total Base Expenditure	273.1	268.1	268.1	268.1	268.1	268.1	268.1	268.1	268.1	268.1

Libraries (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Unprogrammed Expenses										
40053011. Building Maintenance	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
40053016. Grounds & Car Park Maintenance	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Total Unprogrammed Expenses	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Programmed Expenses										
40054011. Programmed Building Mtce	20.0	20.0	35.0	15.0	35.0	15.0	30.0	45.0	15.0	15.0
40054029. Furniture & Equipment Mtce	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7
400543100203. Prow and Library website mtce	9.0	27.5	11.5	11.5	27.5	11.5	11.5	27.5	11.5	11.5
400543620104. Provide: Books for Babies	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
Total Programmed Expenses	38.9	57.4	56.4	36.4	72.4	36.4	51.4	82.4	36.4	36.4
Non Operating Income										
400560250105. Donated Books	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6
Total Non Operating Income	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6	-21.6
Sale of Fixed Assets										
Renewals										
40057140. Renewals: Specialised Lib Equip	75.0	10.3	30.3	10.3	10.3	10.3	10.3	30.3	10.3	10.3
40057150. Renewals: Furniture & Equipment	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3
Total Renewals	85.3	20.6	40.6	20.6	20.6	20.6	20.6	40.6	20.6	20.6
Capital Growth										
40057440. Capital: Specialised Lib Equip	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0
40057450. Capital: Furniture & Equipment	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
40057460. Book Purchases	388.1	388.1	388.1	388.1	388.1	388.1	388.1	388.1	388.1	388.1
400574600105. Books: Donated	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6
400574600801. Book Purchases: Periodicals	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
400574600804. Capital: Audio/Digital	45.7	45.7	45.7	45.7	45.7	45.7	45.7	45.7	45.7	45.7
Total Capital Growth	514.4	514.4	514.4	514.4	514.4	514.4	514.4	514.4	514.4	514.4
Capital Increased LOS										
400577202226. Elma Turner Library Extension/ Relocation	-	200.0	293.0	2500.0	2500.0	-	-	-	-	-
40057750. LOS: Furniture & Fittings	10.0	-	-	-	-	-	-	-	-	-
Total Capital Increased LOS	10.0	200.0	293.0	2500.0	2500.0	-	-	-	-	-
4010 Stoke Library										
Other Income										
40100380. Extended loan charges	-14.5	-14.5	-14.5	-14.5	-14.5	-14.5	-14.5	-14.5	-14.5	-14.5
401005100246. Fees: Interloan	-5	-5	-5	-5	-5	-5	-5	-5	-5	-5

Libraries (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
401005100247. Fees: Reserve Books	-8.0	-8.0	-8.0	-8.0	-8.0	-8.0	-8.0	-8.0	-8.0	-8.0
401005100248. Fees: Subscriptions	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1
401005100249. Fees: Book Sales & Lost Books	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0
40100652. Recoveries: Photocopying	-3.2	-3.2	-3.2	-3.2	-3.2	-3.2	-3.2	-3.2	-3.2	-3.2
Total Other Income	-28.3	-28.3	-28.3	-28.3	-28.3	-28.3	-28.3	-28.3	-28.3	-28.3
Base Expenditure										
401023100437. Provide APNK Services	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1
401023100441. Provide Newspapers	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
40102617. Electricity	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4
40102625. Water Charges	.2	.2	.2	.2	.2	.2	.2	.2	.2	.2
40102628. Fire Protection	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
40102633. Cleaning	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
40102637. Insurance	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
40102650. Security	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Total Base Expenditure	39.2	39.2	39.2	39.2	39.2	39.2	39.2	39.2	39.2	39.2
Unprogrammed Expenses										
40103011. Building Maintenance	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
40103031. Carpark Maintenance	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Total Unprogrammed Expenses	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1
Programmed Expenses										
40104011. Building Maintenance	18.0	28.0	3.0	3.0	25.0	3.0	8.0	8.0	3.0	3.0
40104029. Furniture & Fittings Mtce	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Total Programmed Expenses	21.0	31.0	6.0	6.0	28.0	6.0	11.0	11.0	6.0	6.0
Renewals										
401071201590. Capital: Library Refurbishment	-	-	-	-	-	-	-	15.0	-	-
40107150. Furniture & Fittings renewal	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Total Renewals	3.0	3.0	3.0	3.0	3.0	3.0	3.0	18.0	3.0	3.0
Capital Increased LOS										
401077202000. Stoke Library Extension/ Relocation	-	-	-	-	50.0	148.0	1800.0	-	-	-
Total Capital Increased LOS	-	-	-	-	50.0	148.0	1800.0	-	-	-
4015 Nightingale Memorial Library										
Other Income										
40150380. Extended loan charges	-8	-8	-8	-8	-8	-8	-8	-8	-8	-8
40150470. Rent: Room Hire	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5

Libraries (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
401505100247. Fees: Reserve Books	-0.9	-0.9	-0.9	-0.9	-0.9	-0.9	-0.9	-0.9	-0.9	-0.9
401505100249. Fees: Book Sales/Damaged Books	-0.1	-0.1	-0.1	-0.1	-0.1	-0.1	-0.1	-0.1	-0.1	-0.1
40150652. Recoveries: Photocopying	-0.4	-0.4	-0.4	-0.4	-0.4	-0.4	-0.4	-0.4	-0.4	-0.4
40150790. Interest	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0
Total Other Income	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6
Base Expenditure										
401523100437. Provide APNK Services	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
401523100441. Provide Newspapers	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
40152617. Electricity	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
40152633. Cleaning	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8
40152637. Insurance	.9	.9	.9	.9	.9	.9	.9	.9	.9	.9
40152650. Security	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Base Expenditure	14.3	14.3	14.3	14.3	14.3	14.3	14.3	14.3	14.3	14.3
Unprogrammed Expenses										
40153011. Building Maintenance	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Total Unprogrammed Expenses	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Programmed Expenses										
40154011. Building Maintenance	2.0	2.0	2.0	2.0	27.0	2.0	17.0	7.0	2.0	2.0
40154029. Furniture & Fittings Mtce	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Total Programmed Expenses	3.5	3.5	3.5	3.5	28.5	3.5	18.5	8.5	3.5	3.5
Renewals										
40157150. Capital : Furniture & Fittings	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total Renewals	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Capital Increased LOS										
401577203006. Building Refurb & Extension	-	-	-	-	-	-	264.7	-	-	-
Total Capital Increased LOS	-	-	-	-	-	-	264.7	-	-	-

9.2.5 Community Halls

Table 9.2.5: Community Halls Financials

Community Halls (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
4051 Stoke Community Centre										
Other Income										
40510470. Rent	-	-	-10.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0
Total Other Income	-	-	-10.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0
Base Expenditure										
40512010. Property Mtce: Contract	-	-	25.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
40512617. Electricity	-	-	4.9	7.0	8.8	8.8	8.8	8.8	8.8	8.8
40512625. water by meter	-	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
40512628. BWOF	-	2.5	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
40512637. Insurance	-	2.5	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3
40512650. Security	-	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Total Base Expenditure	-	10.0	41.9	49.0	50.8	50.8	50.8	50.8	50.8	50.8
Unprogrammed Expenses										
40513011. Un-programmed maintenance	-	-	-	3.0	3.0	3.0	3.0	4.5	4.5	4.5
Total Unprogrammed Expenses	-	-	-	3.0	3.0	3.0	3.0	4.5	4.5	4.5
Programmed Expenses										
40514011. Programmed Maintenance	-	-	-	6.0	6.0	6.0	6.0	8.0	8.0	8.0
Total Programmed Expenses	-	-	-	6.0	6.0	6.0	6.0	8.0	8.0	8.0
Renewals										
405172901175. Stoke Sports & Community Facility	1100.0	4500.0	-	-	-	-	-	-	-	-
Total Renewals	1100.0	4500.0	-	-	-	-	-	-	-	-
4052 Stoke Hall										
Other Income										
40520470. Rent	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0
Total Other Income	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0	-18.0
Base Expenditure										
40522010. Property Mtce: Contract	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
40522617. Electricity	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9
40522628. BWOF	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
40522637. Insurance	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2
40522650. Security	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Total Base Expenditure	35.7	35.7	35.7	35.7	35.7	35.7	35.7	35.7	35.7	35.7

Community Halls (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Unprogrammed Expenses										
40523010. Property Mtce: Minor Assets	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
40523011. Building Maintenance	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Unprogrammed Expenses	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Programmed Expenses										
40524011. Property Mtce: Programmed Mtce	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Total Programmed Expenses	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
4056 Wakapuaka Recreation Centre										
Other Income										
40560470. Rent	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0
Total Other Income	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0
Base Expenditure										
40562010. Property Mtce: Contract	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8
40562617. Electricity	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
40562625. Water by Meter	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
40562628. Building WOF	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
40562637. Insurance	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
Total Base Expenditure	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6
Programmed Expenses										
40564011. Property Mtce: Programmed	5.0	26.0	27.0	.5	9.0	1.0	.5	.5	.5	15.0
Total Programmed Expenses	5.0	26.0	27.0	.5	9.0	1.0	.5	.5	.5	15.0
Renewals										
405671202916. Roof renewal	-	-	-	-	-	-	-	-	-	30.0
Total Renewals	-	-	-	-	-	-	-	-	-	30.0
4057 Trafalgar St Hall										
Other Income										
40570470. Rent	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0
Total Other Income	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0
Base Expenditure										
40572010. Property Mtce: Contract	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0
40572617. Electricity	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
40572628. Fire Evacuation Procedures	.7	.7	.7	.7	.7	.7	.7	.7	.7	.7
40572637. Insurance	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
Total Base Expenditure	25.8	25.8	25.8	25.8	25.8	25.8	25.8	25.8	25.8	25.8
Unprogrammed Expenses										

Community Halls (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
40573011. Building Maintenance	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
Total Unprogrammed Expenses	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
Programmed Expenses										
40574011. Property Mtce: Programmed M	15.0	20.0	20.0	.5	7.0	.5	5.0	.5	.5	.5
Total Programmed Expenses	15.0	20.0	20.0	.5	7.0	.5	5.0	.5	.5	.5
Renewals										
405771202009. Refurbish toilets	22.2	-	-	-	-	-	-	-	-	-
405771202917. Roof replacement	-	-	-	-	-	-	-	-	-	30.0
405771402010. Heating	-	23.0	-	-	-	-	-	-	-	-
Total Renewals	22.2	23.0	-	-	-	-	-	-	-	30.0

9.2.6 Community Properties

Table 9.2.6: Community Properties Financials

Community Properties (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
4053 Maitai Club										
Other Income										
40530410. Lease: Results Fitness	-52.8	-52.8	-52.8	-52.8	-52.8	-52.8	-52.8	-52.8	-52.8	-52.8
405304100186. Lease: City Club	-10.4	-10.4	-10.4	-10.4	-10.4	-10.4	-10.4	-10.4	-10.4	-10.4
40530530. Sundry Income	-.2	-.2	-.2	-.2	-.2	-.2	-.2	-.2	-.2	-.2
40530620. Recovery Water & Trade Waste	-3.3	-3.3	-3.3	-3.3	-3.3	-3.3	-3.3	-3.3	-3.3	-3.3
40530630. Recovery Electricity	-25.6	-25.6	-25.6	-25.6	-25.6	-25.6	-25.6	-25.6	-25.6	-25.6
Total Other Income	-92.2	-92.2	-92.2	-92.2	-92.2	-92.2	-92.2	-92.2	-92.2	-92.2
Base Expenditure										
40532617. Light and power	27.4	27.4	27.4	27.4	27.4	27.4	27.4	27.4	27.4	27.4
40532625. Water Rates	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
40532626. Waste Disposal	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
40532628. Fire protection	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
40532637. Insurance	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9
40532693. General Expenses	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Total Base Expenditure	42.9	42.9	42.9	42.9	42.9	42.9	42.9	42.9	42.9	42.9
Unprogrammed Expenses										
40533010. Repairs Operational	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8
Total Unprogrammed Expenses	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8
Programmed Expenses										
40534011. Property Mtce: Programmed Mtce	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
Total Programmed Expenses	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
4055 Community Properties										
Other Income										
40550450. Rent: Community Leases	-1.7	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0
40550620. Recoveries: Water By Meter	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8	-3.8
40550630. Recovery Electricity	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1	-1.1
Total Other Income	-6.6	-6.9	-6.9	-6.9	-6.9	-6.9	-6.9	-6.9	-6.9	-6.9
Base Expenditure										
40552617. Electricity	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
40552625. Water By Meter	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
40552628. BWOE	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5

Community Properties (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
40552637. Insurance	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4
Total Base Expenditure	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5
Unprogrammed Expenses										
40553011. Building Maintenance	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5
Total Unprogrammed Expenses	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5
Programmed Expenses										
40554010. Programmed Maintenance	45.0	15.0	80.0	10.0	70.0	5.0	25.0	15.0	5.0	5.0
405540102914. Community Arts building demolition	-	-	50.0	-	-	-	-	-	-	-
405540112913. Highland Pipeband Demolition	50.0	-	-	-	-	-	-	-	-	-
40554032. Condition Assessments	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6
Total Programmed Expenses	120.6	40.6	155.6	35.6	95.6	30.6	50.6	40.6	30.6	30.6
Renewals										
405571202915. Building renewals	-	-	30.0	-	30.0	-	-	-	-	-
Total Renewals	-	-	30.0	-	30.0	-	-	-	-	-
Capital Increased LOS										
405577202912. Pacific Building purchase	140.0	-	-	-	-	-	-	-	-	-
Total Capital Increased LOS	140.0	-	-	-	-	-	-	-	-	-

9.2.7 Trafalgar Centre

Table 9.2.7: Trafalgar Centre Financials

Trafalgar Centre (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
3653 Trafalgar Centre										
Other Income										
36530470. Rent	-52.2	-156.6	-156.6	-156.6	-156.6	-156.6	-156.6	-156.6	-156.6	-156.6
36530510. General User Charges	-4.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0
Total Other Income	-56.2	-168.6	-168.6	-168.6	-168.6	-168.6	-168.6	-168.6	-168.6	-168.6
Base Expenditure										
36532010. Property Mtce: Contract	72.8	218.4	218.4	218.4	218.4	218.4	218.4	218.4	218.4	218.4
36532607. Telephones	.8	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
36532617. Electricity	20.3	62.1	62.1	62.1	62.1	62.1	62.1	62.1	62.1	62.1
36532618. Gas	.9	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
36532625. Water by Meter	5.9	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8
36532627. Waste disposal	3.6	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
36532628. Building WOF	1.1	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
36532637. Insurance	49.9	49.9	49.9	49.9	49.9	49.9	49.9	49.9	49.9	49.9
36532645. Marketing	3.6	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9
36532650. Alarm monitoring	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
365326500800. Alarm setting up and taking down	1.6	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9
36532693. Consumables	3.1	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3
365327101832. Legal: Trafalgar Centre Closure	5.0	-	-	-	-	-	-	-	-	-
Total Base Expenditure	174.0	391.9	391.9	391.9	391.9	391.9	391.9	391.9	391.9	391.9
Unprogrammed Expenses										
36533011. Building Maintenance	30.0	15.0	10.0	28.2	28.2	28.2	28.2	28.2	28.2	28.2
Total Unprogrammed Expenses	30.0	15.0	10.0	28.2	28.2	28.2	28.2	28.2	28.2	28.2
Programmed Expenses										
365340111809. Traf Centre: Programmed Maintenance	54.0	60.0	145.0	45.0	79.0	30.0	37.0	35.0	30.0	30.0
365340112264. Sand and reseal floor	-	50.0	-	-	50.0	-	-	50.0	-	-
Total Programmed Expenses	54.0	110.0	145.0	45.0	129.0	30.0	37.0	85.0	30.0	30.0
Renewals										
365371400803. Replace Floor scrubber	-	-	30.0	-	-	-	-	-	-	-
365371401808. Renewals: Minor Assets	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
365371402268. Replace Carpet Tiles	-	-	-	-	-	100.0	-	-	-	-
365371402273. Renew Sound System	-	-	20.0	-	-	-	-	-	-	-

Trafalgar Centre (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
365371502271. Replacement of benched seats	-	350.0	-	-	-	-	-	-	-	-
365371502272. Replacement tiered seating	-	-	-	-	-	-	-	-	250.0	-
Total Renewals	20.0	370.0	70.0	20.0	20.0	120.0	20.0	20.0	270.0	20.0
Capital Growth										
365374502274. Mother grid design and installation	-	-	-	-	-	150.0	-	-	-	-
Total Capital Growth	-	-	-	-	-	150.0	-	-	-	-
Capital Increased LOS										
365377201832. Trafalgar Centre Reopening	9534.3	-	-	-	-	-	-	-	-	-
365377202269. Green Room	-	-	-	50.0	-	-	-	-	-	-
Total Capital Increased LOS	9534.3	-	-	50.0	-	-	-	-	-	-

9.2.8 Swimming Pools

Table 9.2.8: Swimming Pools Financials

Pools (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
3673 Pools										
Other Income										
36730620. Recoveries Water By Meter	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3
Total Other Income	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3	-53.3
Base Expenditure										
36732010. Property Mtce: Contract	480.0	480.0	515.0	515.0	515.0	515.0	515.0	515.0	515.0	515.0
36732617. Electricity	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
36732625. Water by Meter	55.6	55.6	55.6	55.6	55.6	55.6	55.6	55.6	55.6	55.6
36732628. Fire Protection BWDF	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
36732637. Insurance	30.4	30.4	30.4	30.4	30.4	30.4	30.4	30.4	30.4	30.4
Total Base Expenditure	570.0	570.0	605.0	605.0	605.0	605.0	605.0	605.0	605.0	605.0
Unprogrammed Expenses										
36733010. Property Mtce: Minor Assets	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Total Unprogrammed Expenses	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Programmed Expenses										
36734010. Property Mtce: Programmed Mtce	80.0	-	-	-	-	-	-	-	-	-
367340100495. Programmed Maint Nayland	25.0	10.0	45.0	10.0	12.0	5.0	7.5	5.0	5.0	5.0
367340100496. Programmed Maint Riverside	25.0	30.0	70.0	10.0	17.0	15.0	15.0	10.0	5.0	5.0
Total Programmed Expenses	130.0	40.0	115.0	20.0	29.0	20.0	22.5	15.0	10.0	10.0
Renewals										
367371202285. Renewals Nayland	23.0	217.0	81.6	93.0	62.0	55.0	28.0	33.0	10.0	50.0
367372052290. Renewal: Fence Nayland	-	-	-	-	-	62.3	-	-	-	-
367372252285. Renewals: Minor Assets	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2
367372902285. Renewals: Riverside	25.0	50.0	100.0	22.1	22.1	22.1	22.1	22.1	22.1	22.1
367372902288. Renewal: Lane Ropes	16.7	-	-	-	-	-	-	-	-	-
Total Renewals	97.8	300.2	214.8	148.3	117.3	172.6	83.3	88.3	65.3	105.3
Capital Growth										
367375252285. Capital: Minor Assets	20.0	-	-	-	-	-	-	-	-	-
Total Capital Growth	20.0	-	-	-	-	-	-	-	-	-
Capital Increased LOS										
367377202284. Nayland Pool improvements	152.6	-	150.0	-	220.0	-	-	-	-	-
Total Capital Increased LOS	152.6	-	150.0	-	220.0	-	-	-	-	-

9.2.9 Community Housing

Table 9.2.9: Community Housing Financials

Community Housing (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
4065 Community Housing										
Other Income										
40650430. Rent: Via Opus	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4
Total Other Income	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4	-842.4
Base Expenditure										
40652016. Grounds Maintenance	75.3	75.3	75.3	75.3	75.3	75.3	75.3	75.3	75.3	75.3
40652617. Electricity	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
40652621. Rates	128.7	128.7	128.7	128.7	128.7	128.7	128.7	128.7	128.7	128.7
40652625. Water by Meter	33.8	33.8	33.8	33.8	33.8	33.8	33.8	33.8	33.8	33.8
40652628. Fire Evacuation Procedure Orchard Hall	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
40652637. Insurance	50.5	50.5	50.5	50.5	50.5	50.5	50.5	50.5	50.5	50.5
40652670. Property Management Fees	78.4	78.4	78.4	78.4	78.4	78.4	78.4	78.4	78.4	78.4
40652693. General Expenses	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Base Expenditure	369.3	369.3	369.3	369.3	369.3	369.3	369.3	369.3	369.3	369.3
Unprogrammed Expenses										
40653011. Building Maintenance	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0
Total Unprogrammed Expenses	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0
Programmed Expenses										
40654011. Building Mtce: Programmed	84.4	84.4	84.4	84.4	84.4	84.4	84.4	84.4	84.4	84.4
Total Programmed Expenses	84.4	84.4	84.4	84.4	84.4	84.4	84.4	84.4	84.4	84.4
Renewals										
406571201486. Community Housing Renewals	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Total Renewals	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

9.2.10 Civic House and State Advances

Table 9.2.10: Civic House and State Advances Financials

Civic House (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
1504 Civic House										
Other Income										
150404100176. Rent: IRD	-125.3	-125.3	-125.3	-125.3	-125.3	-125.3	-125.3	-125.3	-125.3	-125.3
150404100177. Rent: Telecom	-11.5	-11.5	-11.5	-11.5	-11.5	-11.5	-11.5	-11.5	-11.5	-11.5
150404100178. Rent: Environmental Inspection	-31.5	-31.5	-31.5	-31.5	-31.5	-31.5	-31.5	-31.5	-31.5	-31.5
150404100179. Rent: Clear	-28.1	-28.1	-28.1	-28.1	-28.1	-28.1	-28.1	-28.1	-28.1	-28.1
150404900224. Rent: Vodafone antennae	-12.8	-12.8	-12.8	-12.8	-12.8	-12.8	-12.8	-12.8	-12.8	-12.8
150404900225. Rent: Clear antennae	-11.3	-11.3	-11.3	-11.3	-11.3	-11.3	-11.3	-11.3	-11.3	-11.3
150404900226. Rent: 2Degrees antennae	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0	-12.0
15040630. Electricity Recoveries	-23.0	-23.0	-23.0	-23.0	-23.0	-23.0	-23.0	-23.0	-23.0	-23.0
15040840. Rent: Internal Recoveries	-694.9	-694.9	-694.9	-694.9	-694.9	-694.9	-694.9	-694.9	-694.9	-694.9
Total Other Income	-950.5	-950.5	-950.5	-950.5	-950.5	-950.5	-950.5	-950.5	-950.5	-950.5
Base Expenditure										
150420110101. Outgoings: Building Maintenance	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
150420120101. Outgoings: Plumbing Mtce	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
15042013. Building Mtce: Lift	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5
150420130101. Outgoings: Lifts Maintenance	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5
150420140101. Outgoings: Electrical Mtce	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
150420150101. Outgoings: Fire Protection	9.2	9.2	9.2	9.2	9.2	9.2	9.2	9.2	9.2	9.2
150420300101. Outgoings: Central Heating Mtce	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
150420300406. Outgoings: Air Con Floors 5 & 6	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
150420310101. Outgoings: Civic House Clock	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9
150426070101. Outgoings: Telephones	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
150426170101. Outgoings: Energy	120.7	120.7	120.7	120.7	120.7	120.7	120.7	120.7	120.7	120.7
150426180101. Outgoings: Fuel	18.6	18.6	18.6	18.6	18.6	18.6	18.6	18.6	18.6	18.6
150426210101. Outgoings: Rates	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0
150426250101. Outgoings: Water & Trade Waste	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
15042633. Cleaning	150.1	150.1	150.1	150.1	150.1	150.1	150.1	150.1	150.1	150.1
150426370101. Outgoings: Insurance	99.1	99.1	99.1	99.1	99.1	99.1	99.1	99.1	99.1	99.1
15042650. Security Services	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5
15042693. General Expenses	15.3	15.3	15.3	15.3	15.3	15.3	15.3	15.3	15.3	15.3
15042710. Legal Fees	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5

Civic House (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
15042720. Valuations	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
150427602580. EPB Detailed Assessments	50.0	20.0	20.0	-	-	-	-	-	-	-
Total Base Expenditure	617.9	587.9	587.9	567.9	567.9	567.9	567.9	567.9	567.9	567.9
Unprogrammed Expenses										
15043011. Building Maintenance: General	55.7	55.7	55.7	55.7	55.7	55.7	55.7	55.7	55.7	55.7
150430300751. Post Earthquake Inspections	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Total Unprogrammed Expenses	65.7	65.7	65.7	65.7	65.7	65.7	65.7	65.7	65.7	65.7
Programmed Expenses										
150440100101. Outgoings: Programmed Mtce	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7
15044011. Building Mtce: Programmed	82.0	82.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
15044012. Building Mtce: Plumbing	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
15044029. Furniture & Fittings Mtce	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
15044032. Property Condition Assessments	-	50.0	-	-	50.0	-	-	50.0	-	-
15044372. Prelim Capex - investigation, options, testing	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Total Programmed Expenses	110.5	160.5	78.5	78.5	128.5	78.5	78.5	128.5	78.5	78.5
Renewals										
150471201192. Civic House Veranda renewal	350.0	-	-	-	-	-	-	-	-	-
150471400299. Meeting Room Projectors and Sound	30.0	-	-	30.0	-	-	30.0	-	-	30.0
150471401199. Civic House Renewal Program	110.0	110.0	50.0	40.0	-	-	-	10.0	-	-
150471501198. Capital: Furniture & Fittings	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
150472202993. Civic House and Library Cabling to Cat6	30.0	30.0	-	-	-	-	-	-	-	-
Total Renewals	550.0	170.0	80.0	100.0	30.0	30.0	60.0	40.0	30.0	60.0
Capital Growth										
150474201195. Floor 1 upgrade	435.0	-	-	-	-	-	-	-	-	-
Total Capital Growth	435.0	-	-	-	-	-	-	-	-	-
Capital Increased LOS										
150477201198. Building modifications	50.0	250.0	100.0	50.0	50.0	50.0	150.0	50.0	50.0	50.0
150477401197. Aircon	150.0	-	-	-	-	-	-	-	-	-
150477401198. Capital: Plant & Equipment	100.0	100.0	100.0	100.0	100.0	100.0	150.0	100.0	100.0	100.0
150477402570. Smart building improvements	50.0	-	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
150478102582. Earthquake Prone Buildings Remediation	419.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0
Total Capital Increased LOS	769.0	850.0	750.0	700.0	700.0	700.0	850.0	700.0	700.0	700.0

9.2.11 Strategic Properties

Table 9.2.11: Strategic Properties Financials

Strategic (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
1514 Rental Properties										
Other Income										
151404100180. Rent: Haven Rd	-41.0	-41.0	-41.0	-41.0	-41.0	-41.0	-41.0	-41.0	-41.0	-41.0
151404100182. Rent: Pascoe St	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0
151404100183. Rent: BP Oil	-167.5	-167.5	-167.5	-167.5	-167.5	-167.5	-167.5	-167.5	-167.5	-167.5
151404100184. Rent: Bridge St	-14.9	-14.9	-14.9	-14.9	-14.9	-14.9	-14.9	-14.9	-14.9	-14.9
151404100199. Rental Clifford Property	-108.0	-108.0	-108.0	-108.0	-108.0	-108.0	-108.0	-108.0	-108.0	-108.0
151404500206. Rent: Nursery Land	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0	-44.0
151404500207. Rent: Harbour Land	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2
151404500697. Rent: Customhouse land and carpark	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9
15140610. Rates Recovery	-27.0	-27.0	-27.0	-27.0	-27.0	-27.0	-27.0	-27.0	-27.0	-27.0
151406100199. Rates: Clifford property	-13.9	-13.9	-13.9	-13.9	-13.9	-13.9	-13.9	-13.9	-13.9	-13.9
15140620. Recoveries: Water By Meter	-8.7	-8.7	-8.7	-8.7	-8.7	-8.7	-8.7	-8.7	-8.7	-8.7
15140630. Recoveries: Electricity	-4.0	-4.0	-4.0	-4.0	-4.0	-4.0	-4.0	-4.0	-4.0	-4.0
151406500199. Recoveries :Clifford Property	-2.8	-2.8	-2.8	-2.8	-2.8	-2.8	-2.8	-2.8	-2.8	-2.8
Total Other Income	-496.8	-496.8	-496.8	-496.8	-496.8	-496.8	-496.8	-496.8	-496.8	-496.8
Base Expenditure										
15142031. General Building Maintenance	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
151423100436. Gas Works: Site Monitoring	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
15142617. Electricity	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
15142621. Rates	51.7	51.7	51.7	51.7	51.7	51.7	51.7	51.7	51.7	51.7
151426210198. Rates 23 Halifax	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5
15142625. Water & Trade Waste Charges	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4
151426250199. Water By Meter - Clifford	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
15142626. Trade Waste Charges	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
15142637. Insurance	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4
15142650. Security Services	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
15142693. General Expenses	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
15142710. Legal Fees	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
15142720. Valuations	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
151427200485. Valuations: New Property	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
151427302719. Strategic Property Review	50.0	-	-	-	-	-	-	-	-	-

Strategic (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Total Base Expenditure	166.9	116.9	116.9	116.9	116.9	116.9	116.9	116.9	116.9	116.9
Unprogrammed Expenses										
15143010. Unprogrammed Maintenance	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
151430110199. Maintenance: Clifford property	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
151430110206. Building Maintenance: Nursery	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
Total Unprogrammed Expenses	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5
Programmed Expenses										
15144011. Programmed Maintenance	15.0	5.0	120.0	65.0	60.0	60.0	60.0	10.0	5.0	5.0
Total Programmed Expenses	15.0	5.0	120.0	65.0	60.0	60.0	60.0	10.0	5.0	5.0
Renewals										
151471202725. Hunter Furniture Roof renewal	200.0	-	-	-	-	-	-	-	-	-
Total Renewals	200.0	-	-	-	-	-	-	-	-	-
Capital Increased LOS										
151477102562. Strategic Land Purchases	500.0	-	-	-	-	-	-	-	-	-
Total Capital Increased LOS	500.0	-	-	-	-	-	-	-	-	-
5030 Roading Properties										
Other Income										
50300410. Rent: Bridge Street extension	-55.0	-55.0	-55.0	-55.0	-55.0	-55.0	-55.0	-55.0	-55.0	-55.0
503004300200. Rent: 213 St Vincent St.	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0	-15.0
503004300202. Rent: 92 Beatsons Rd	-13.7	-13.7	-13.7	-13.7	-13.7	-13.7	-13.7	-13.7	-13.7	-13.7
503004300204. Rent: 6 Totara St	-14.3	-14.3	-14.3	-14.3	-14.3	-14.3	-14.3	-14.3	-14.3	-14.3
503004300205. Rent 8 Totara St	-13.2	-13.2	-13.2	-13.2	-13.2	-13.2	-13.2	-13.2	-13.2	-13.2
50300450. Road Reserve Licenses (Garages	-40.6	-40.6	-40.6	-40.6	-40.6	-40.6	-40.6	-40.6	-40.6	-40.6
503004900226. Rent: Airspace above roads	-4.8	-4.8	-4.8	-4.8	-4.8	-4.8	-4.8	-4.8	-4.8	-4.8
503004900227. Rent: Songer St BCL	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9	-3.9
Total Other Income	-160.5	-160.5	-160.5	-160.5	-160.5	-160.5	-160.5	-160.5	-160.5	-160.5
Base Expenditure										
50302621. Rates	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0
50302625. Water By Meter	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9
50302637. Insurance	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5
50302670. Commissions	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
50302710. Legal Fees	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
50302720. Valuations	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Total Base Expenditure	45.9	45.9	45.9	45.9	45.9	45.9	45.9	45.9	45.9	45.9
Unprogrammed Expenses										

Strategic (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
50303011. Building Maintenance	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
Total Unprogrammed Expenses	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
5511 Millers Acre Centre										
Other Income										
551104100190. Rent : NTT	-55.6	-55.6	-55.6	-55.6	-55.6	-55.6	-55.6	-55.6	-55.6	-55.6
551104100191. Rent : DOC	-36.9	-36.9	-36.9	-36.9	-36.9	-36.9	-36.9	-36.9	-36.9	-36.9
551104100192. Rent: Cafe	-66.7	-66.7	-66.7	-66.7	-66.7	-66.7	-66.7	-66.7	-66.7	-66.7
551104100193. Rent : Simply NZ	-48.1	-48.1	-48.1	-48.1	-48.1	-48.1	-48.1	-48.1	-48.1	-48.1
551104100194. Rent : Apex	-45.6	-45.6	-45.6	-45.6	-45.6	-45.6	-45.6	-45.6	-45.6	-45.6
551104100195. Rent : NZTE	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9	-24.9
551104100196. Rent : EDA	-24.6	-24.6	-24.6	-24.6	-24.6	-24.6	-24.6	-24.6	-24.6	-24.6
551104100197. Rent : NTBT	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6	-5.6
55110650. Recoveries: VIC	-27.6	-27.6	-27.6	-27.6	-27.6	-27.6	-27.6	-27.6	-27.6	-27.6
Total Other Income	-335.4	-335.4	-335.4	-335.4	-335.4	-335.4	-335.4	-335.4	-335.4	-335.4
Base Expenditure										
55112011. Repairs & Main: common areas	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
55112617. Electricity	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
55112621. Rates Millers Acre	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2
55112628. BWOFF	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
55112633. Cleaning	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4
55112637. Insurance	11.8	11.8	11.8	11.8	11.8	11.8	11.8	11.8	11.8	11.8
55112710. Legal Expenses	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
55112720. Valuations	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
Total Base Expenditure	53.3	53.3	53.3	53.3	53.3	53.3	53.3	53.3	53.3	53.3
Programmed Expenses										
55114011. Rep & Main: Owners	28.2	5.0	11.0	5.0	5.0	10.0	20.0	20.0	5.0	5.0
Total Programmed Expenses	28.2	5.0	11.0	5.0	5.0	10.0	20.0	20.0	5.0	5.0

9.2.12 Forestry

Table 9.2.12: Forestry Financials

Forestry (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
1540 Forestry										
Other Income										
154005100232. Brook / York Valley Forest	-404.8	-89.3	-	-	-	-	-	-	-90.0	-
154005100233. Maitai Forest	-780.4	-	-722.5	-	-364.1	-	-90.6	-	-42.0	-522.0
154005100234. Marsden Forest	-	-	-	-	-	-	-8.8	-	-	-819.0
154005100235. Roding Forest	-	-	-	-1481.1	-671.1	-335.3	-	-	-507.0	-
Total Other Income	-1185.1	-89.3	-722.5	-1481.1	-1035.3	-335.3	-99.4	-	-639.0	-1341.0
Base Expenditure										
15402621. Rates	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
15402637. Insurance	36.1	36.1	36.1	36.1	36.1	36.1	36.1	36.1	36.1	36.1
15402693. Admin (advertising, mapping, H&S)	31.8	31.8	31.8	31.8	31.8	31.8	31.8	31.8	31.8	31.8
15402760. Consultancy Fees	35.1	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0
Total Base Expenditure	108.6	108.5	108.5	108.5	108.5	108.5	108.5	108.5	108.5	108.5
Unprogrammed Expenses										
Programmed Expenses										
154040100800. Forest protection	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
154040100801. Tending	57.6	109.0	163.3	156.4	70.0	74.7	13.9	53.0	27.0	73.0
15404016. Land Prep/Establishment	10.5	87.8	171.3	182.1	276.4	81.7	35.4	30.0	57.0	45.0
15404026. Road & Path Maintenance	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
154040310801. Property/Fence maintenance	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Total Programmed Expenses	94.6	223.3	361.1	364.9	372.8	182.9	75.8	109.5	110.5	144.5

9.2.13 Saxton Field Buildings

Table 9.2.13: Saxton Field Buildings Financials

Saxton (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
3654 Saxton Field Stadium										
Other Income										
36540410. Sports House Rent	-59.4	-59.4	-59.4	-59.4	-59.4	-59.4	-59.4	-59.4	-59.4	-59.4
36540450. Rent: Community Lease	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5
36540470. Rent: Casual Use	-131.8	-131.8	-131.8	-131.8	-131.8	-131.8	-131.8	-131.8	-131.8	-131.8
365404700220. Lounge Casual Rentals	-16.7	-16.7	-16.7	-16.7	-16.7	-16.7	-16.7	-16.7	-16.7	-16.7
36540530. Sundry Income	-.5	-.5	-.5	-.5	-.5	-.5	-.5	-.5	-.5	-.5
36540630. Recoveries Electricity	-13.6	-13.6	-13.6	-13.6	-13.6	-13.6	-13.6	-13.6	-13.6	-13.6
36540680. Contribution: TDC: Operations	-70.5	-70.5	-70.5	-70.5	-70.5	-70.5	-70.5	-70.5	-70.5	-70.5
Total Other Income	-295.0	-295.0	-295.0	-295.0	-295.0	-295.0	-295.0	-295.0	-295.0	-295.0
Base Expenditure										
36542010. Property Mtce: Contract	249.3	249.3	270.0	270.0	270.0	270.0	270.0	270.0	270.0	270.0
36542607. Telephones	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
36542617. Electricity	41.6	41.6	41.6	41.6	41.6	41.6	41.6	41.6	41.6	41.6
36542618. Gas	11.8	11.8	11.8	11.8	11.8	11.8	11.8	11.8	11.8	11.8
36542625. Water by Meter	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
36542627. Rubbish removal	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
36542628. Fire Protection/BWOF	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7
36542637. Insurance	39.6	39.6	39.6	39.6	39.6	39.6	39.6	39.6	39.6	39.6
36542645. Marketing	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7
36542650. Security Services	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
36542693. Consumables	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total Base Expenditure	366.5	366.5	387.3	387.3	387.3	387.3	387.3	387.3	387.3	387.3
Unprogrammed Expenses										
36543010. Property Mtce: Unprogrammed Mtce	19.7	19.7	19.7	19.7	19.7	19.7	19.7	19.7	19.7	19.7
365430100726. Insurance replacement contents	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
365430100800. Property Mtce: Tenant areas	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
36543011. Building Maintenance	17.2	17.2	17.2	17.2	17.2	17.2	17.2	17.2	17.2	17.2
365433101832. Trafalgar Centre Closure Mitigation	70.0	-	-	-	-	-	-	-	-	-
Total Unprogrammed Expenses	117.4	47.4	47.4	47.4	47.4	47.4	47.4	47.4	47.4	47.4

Saxton (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Renewals										
365471402900. Saxton Stadium lift renewal	150.0	-	-	-	-	-	-	-	-	-
Total Renewals	150.0	-	-	-	-	-	-	-	-	-
3655 Saxton Oval Pavilion										
Other Income										
36550450. Community Lease Rent Saxton Oval Pavilion	-5	-5	-5	-5	-5	-5	-5	-5	-5	-5
36550470. Rent: Casual use	-9.3	-9.3	-9.3	-9.3	-9.3	-9.3	-9.3	-9.3	-9.3	-9.3
Total Other Income	-9.8	-9.8	-9.8	-9.8	-9.8	-9.8	-9.8	-9.8	-9.8	-9.8
Base Expenditure										
36552010. Property Mtce: Contract	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0
36552617. Electricity	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3
36552618. Gas	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7
36552627. Rubbish removal	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7
36552628. BWOFF	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7
36552637. Insurance	10.4	10.4	10.4	10.4	10.4	10.4	10.4	10.4	10.4	10.4
36552650. Security	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
36552693. Consumables	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Total Base Expenditure	87.2	87.2	87.2	87.2	87.2	87.2	87.2	87.2	87.2	87.2
Unprogrammed Expenses										
36553011. Building Maintenance	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
36553031. Unprogrammed Maintenance	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Total Unprogrammed Expenses	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Programmed Expenses										
36554011. Property Mtce: Programmed Mtce	11.5	11.5	11.5	11.5	11.5	11.5	11.5	11.5	11.5	11.5
Total Programmed Expenses	11.5	11.5	11.5	11.5	11.5	11.5	11.5	11.5	11.5	11.5
Capital Increased LOS										
4070 Regional Community Facilities										
Base Expenditure										
40702740. Regional Facilities Policy	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
407027400800. Community Facilities Policy	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Total Base Expenditure	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
Programmed Expenses										
40704310. Provide: Performing Arts Centr	-	-	25.0	-	-	-	-	-	-	-
Total Programmed Expenses	-	-	25.0	-	-	-	-	-	-	-

Saxton (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Capital Growth										
407075902142. Water sports building at Marina	-	50.0	500.0	-	-	-	-	-	-	-
Total Capital Growth	-	50.0	500.0	-	-	-	-	-	-	-
Total Parks & Active Recreation	464.9	294.9	790.6	265.6	265.6	265.6	265.6	265.6	265.6	265.6

9.2.14 Parks Buildings

Table 9.2.14: Parks Buildings Financials

Note: With the recent split of buildings between the Property and Facilities AMP and Parks and Reserves AMP, the general ledger accounts will need to be reviewed and adjusted to better record and monitor building finances. To review financial requirements for buildings on parks, please refer to the Parks and Reserves Asset Management Plan or Long Term Plan Financials.

Parks Buildings (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
359004700217. Rent: Trafalgar Park Pavilion	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0
35902310. Trafalgar Pavilion Contract	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
35902628. Fire Protection/BWOF	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5
35902720. Valuations	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
35903011. Building Maintenance	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
35904011. Building Maintenance	62.4	62.4	62.4	62.4	62.4	62.4	62.4	62.4	62.4	62.4
359040110217. Trafalgar Pavilion	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8	8.8

9.2.15 Heritage Assets

Table 9.2.15: Heritage Assets Financials

Historic assets (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
3810 Isel House										
Other Income										
38100450. Isel House Lease	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2
Total Other Income	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2
Base Expenditure										
38102628. Fire Evacuation Procedure	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
38102637. Insurance	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1
381027300163. Prepare Business Plan	3.0	-	-	-	-	-	-	-	-	-
Total Base Expenditure	8.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1
Unprogrammed Expenses										
38103010. Property Mtce: Minor Assets	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
38103011. Building maintenance	22.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Total Unprogrammed Expenses	23.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Programmed Expenses										
38104011. Building maintenance	-	-	20.0	8.0	15.0	-	-	-	-	-
Total Programmed Expenses	-	-	20.0	8.0	15.0	-	-	-	-	-
Renewals										
38107120. Renewal: structures	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
Total Renewals	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
3811 Melrose House										
Other Income										
38110450. Melrose House Rent	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2
Total Other Income	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2
Base Expenditure										
38112628. Fire Safety BWoF	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
38112633. Cleaning	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6
38112637. Insurance	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
381127300163. Prepare Business Plan	-	3.0	-	-	-	-	-	-	-	-
Total Base Expenditure	13.6	16.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6

Historic assets (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Unprogrammed Expenses										
38113010. Property Mtce: Minor Assets	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
Total Unprogrammed Expenses	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
Programmed Expenses										
38114011. Property Mtce: Programmed Mtce	70.0	21.0	1.0	1.0	6.0	1.0	4.0	1.0	6.0	1.0
Total Programmed Expenses	70.0	21.0	1.0	1.0	6.0	1.0	4.0	1.0	6.0	1.0
Renewals										
38117120. Renewal: structures	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Total Renewals	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
3812 Broadgreen House										
Other Income										
38120240. Labour Recovery	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3
Total Other Income	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3
Base Expenditure										
38122607. Telephones	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
38122617. Electricity	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
38122625. Water by Meter	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
38122633. Broadgreen House Cleaning	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
38122637. Insurance	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
38122650. Security	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
381227300163. Prepare Business Plan	3.0	-	-	-	-	-	-	-	-	-
Total Base Expenditure	21.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1
Unprogrammed Expenses										
38123010. Property Mtce: Minor Assets	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Total Unprogrammed Expenses	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Programmed Expenses										
38124011. Property Mtce: Programmed Mtce	28.0	4.0	4.0	5.0	5.0	24.4	5.0	17.0	4.4	4.4
Total Programmed Expenses	28.0	4.0	4.0	5.0	5.0	24.4	5.0	17.0	4.4	4.4
Renewals										
38127210. Renewal:Structures	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Total Renewals	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Historic assets (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
3820 Founders Park										
Other Income										
38200240. Book Fair Proceeds	-125.0	-125.0	-125.0	-125.0	-125.0	-125.0	-125.0	-125.0	-125.0	-125.0
38200250. Donations	-.5	-.5	-.5	-.5	-.5	-.5	-.5	-.5	-.5	-.5
38200410. Rent: Shop Leases	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0
382004700221. Venue Hire Fees	-35.0	-46.0	-46.0	-46.0	-46.0	-46.0	-46.0	-46.0	-46.0	-46.0
382004700222. Public Events Hire Fees	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0	-13.0
382004700223. Conferences Hire Fees	-1.6	-1.6	-1.6	-1.6	-1.6	-1.6	-1.6	-1.6	-1.6	-1.6
38200510. Admission Charges	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0
382005100242. Backpackers Special	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0
382005110155. Staff run park events Income	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0	-10.0
382005110723. Ticket Sales Sunday Jazz	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0
382005110784. Kai Festival Income	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5
382005300800. Deacquisition Income	-.2	-.2	-.2	-.2	-.2	-.2	-.2	-.2	-.2	-.2
38200560. Shop Sales	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0	-20.0
382005790289. Cost of Sales: Shop Purchases	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
382005790290. Cost of Sales: Book Fair Exps	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0
38200620. Recoveries: Water	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5
38200650. Recoveries: Sundry	-.5	-.5	-.5	-.5	-.5	-.5	-.5	-.5	-.5	-.5
38200651. Recoveries: Electricity/Phone	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0	-40.0
Total Other Income	-349.8	-360.8	-360.8	-360.8	-360.8	-360.8	-360.8	-360.8	-360.8	-360.8
Base Expenditure										
38202010. Property Maintenance	40.8	40.8	40.8	40.8	40.8	40.8	40.8	40.8	40.8	40.8
38202016. Ground Mtce Contract	39.1	39.1	39.1	39.1	39.1	39.1	39.1	39.1	39.1	39.1
38202313. Volunteer Expenses	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
38202602. Bank Fees	.9	.9	.9	.9	.9	.9	.9	.9	.9	.9
38202607. Telephones	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
38202617. Electricity	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0
38202625. Water by Meter	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
38202627. Rubbish Removal	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
38202628. Property Main: WOF	3.0	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
38202633. Provide Building Cleaning	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
38202637. Insurance	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6
38202645. Provide: Marketing & Promotion	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
38202650. Security	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5

Historic assets (,000)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
38202670. Commission Paid	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
38202720. Valuations / Surveys	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
Total Base Expenditure	232.4	236.0	236.0	236.0	236.0	236.0	236.0	236.0	236.0	236.0
Unprogrammed Expenses										
38203011. Building Maintenance	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
38203025. Event and Hall Hire Expenses	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
382030250723. Sunday Jazz Expenses	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total Unprogrammed Expenses	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0
Programmed Expenses										
38204011. Programmed Maintenance	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0
382040110103. Development Fund Expenditure	37.0	48.5	48.5	48.5	48.5	48.5	48.5	48.5	48.5	48.5
38204031. Provide: Sundry Operating Exp	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6
382043100155. Staff run park events Expense	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
38204332. Displays	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
382043420784. Kai Festival Expenses	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Total Programmed Expenses	141.6	153.1	153.1	153.1	153.1	153.1	153.1	153.1	153.1	153.1
Renewals										
38207130. Motor Vehicle	-	23.0	-	-	-	-	-	-	-	-
38207210. Renewal: programmed renewal	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Total Renewals	10.0	33.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Capital Increased LOS										
382077202901. Minor LOS improvements	-	-	60.0	-	-	-	-	-	-	-
382078252902. LOS: accessibility improvement items	25.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Total Capital Increased LOS	25.0	10.0	70.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0

9.3 REVENUE AND FINANCING POLICY

Councils overall funding strategy is contained in its Funding Policy within the Community Plan. The degree to which Council is willing to fund activities is based on a number of principles as follows:

Beneficiary pays	Those that directly benefit should pay to a larger degree.
Public Good	Where there is overall public benefit Council should pay to a greater degree.
Intergenerational Equity	Council should recover costs of the provision of services from the generation that receives the benefit of each service or activity
Exacerbator Pays	Where costs are incurred due to the negative effects of people's actions (or inaction) then these people should pay.

The degree of funding Council provides for community facilities asset groups is dependant upon the public benefits that accrue from the use of the facilities (health, wellbeing, environmental benefits) and difficulty in charging users. The activities covered by this plan are funded as follows:

Activity	Funding Policy
Free Toilets:	100% funding from Council
Pay Toilet:	75% funding from Council
Crematorium:	10% funding from Council
Marsden Cemetery:	60% funding from Council
Maitai campground:	Not in policy (leased and part funded)
Brook campground:	Not in policy (currently Council operated)
Tahunanui campground:	Not in policy (leased and not funded)
Marina:	100% user charges
Libraries	95% funding from Council
Social Facilities:	90% funding from Council
Golf Course:	20% funding from Council
Trafalgar Centre:	80% funding from Council
Swimming Pools:	100% funding from Council
Natureland:	Not in policy
Community Housing:	100% user charges

Community Facilities operation and maintenance is funded directly from rates. Capital expenditure is funded by way of loan with Council's treasury management policy providing clear overall debt/rates ratio limit.

Revenue

Rates are the primary source of funds for Council to provide facilities for the community. There are a number of other sources of revenue such as rents, concessions, user charges, grants, donations and other sundry income. These all contribute to limiting the necessary rates take for each financial year.

9.4 ASSET VALUATION AND DEPRECIATION

9.4.1 Definition

The basic value of an asset reduces in accordance with the wearing out over the asset's life arising from use, the passage of time, or obsolescence. This reduced value is called the depreciated replacement cost. It is accounted for by the allocation of the cost (replacement cost) of the asset less its residual value over its useful life.

9.4.2 Valuation Method

The 30 June 2014 building valuations have been completed in-house, by Council staff.

The valuation of buildings is based on Cost which is the purchase price of the asset. A Useful Life is assigned based on the type of asset and straight line depreciation is used to obtain the Carrying Value and Annual Depreciation.

9.4.3 Valuation Results

Buildings Valuation as at 30 June 2014

Focus Area	Carrying Value	Annual Depreciation	Useful Life
Public Toilets	\$2,003,889	\$38,704	16-86 yrs
Marina	\$847,234	\$9,210	96 yrs
Libraries	\$2,574,411	\$70,533	30-65 yrs
Community Halls	\$199,304	\$8,067	9-35 yrs
Community Properties	\$521,716	\$12,254	2-47 yrs
Trafalgar Centre*	\$9,303,156	\$205,128	40 yrs *
Swimming Pools	\$1,875,425	\$64,582	29-33 yrs
Community Housing	\$4,012,737	\$178,005	27-40 yrs
Civic House and State Advances	\$2,485,041	\$189,870	11-41 yrs
Strategic Properties	\$9,282,520	\$281,336	7-68 yrs
Forestry	\$90,277	\$1,182	28-81 yrs
Saxton Field Buildings / Stadium	\$20,073,112	\$404,776	28-73 yrs
Other	\$6,427,340	\$146,150	3-86 yrs
Heritage	\$1,891,583	\$45,495	32-48 yrs
Total	\$61,587,745	\$1,655,292	

*Trafalgar Centre subject to change - write-off yet to be determined

Improvement Items

Task	Task Description	Priority
Table of asset lives and replacement costs	Establish and record in the activity management plan a table of asset lives and unit replacement costs to be used for future valuations	High
Establish valuation programme	For each asset group, identify and implement a suitable long term programme for regular field and desk-based valuations	Medium
Identify valuation exceptions	Identify all asset groups that will not be valued/depreciated, and record the rationale for this decision in the activity management plan	Medium

9.5 ASSUMPTIONS AND UNCERTAINTIES

Key assumptions made in financial projections

The following basic assumptions have been made in preparing the 10-year financial projections:

All expenditure is stated in dollar values as at 31 March 2014 with no allowance made for inflation over the 10-year planning period.

Maintenance projections are based largely on historical cost units and levels of expenditure.

Confidence levels in financial data projections decline from reliable over the first few years to less certain in years 7 – 10.

The table below details the possible and actual significant forecasting assumptions and uncertainties relating to Nelson City Council's Properties and Facilities.

Table 9.5.1: Significant Forecasting Assumptions and Uncertainties

No.	Assumption	Degree of Risk or Uncertainty	Likely Impact if the Assumption is (or is Not) Realised or is Not Acceptable
1	Interest rates for new loans raised or existing debt refinanced during the years are forecasted in the range of 7.5-8%.	Low	Level of debt is moderate. Interest costs are not expected to vary significantly.
2	Growth is based on figures provided by statistics New Zealand and Nelson City Council growth projections.	Low	Any significant increase in the growth may require upgrading of reticulation to occur at an earlier stage than presently proposed.
3	The actual remaining lives of assets will not deviate significantly from those contained in the asset valuation.	Medium	Changes in estimated asset lives could lead to significant changes in asset renewal projections, depreciation and renewal budgets.
4	The replacement values are a realistic cost and have taken into consideration engineering fees, resource consents etc.	Low	Replacement values have gone through a review process.
5	Upgrade/capital estimates are as follows: Concept +/- 25% Initial & Planning +/-10 to +/- 25% Execution +/- 5%	Medium	Costs of upgrades are estimated only without detailed project planning.
6	Maintenance cost of service for Reticulation and Treatment will be within -5% and +10% of budget.	Low	Historically maintenance costs % variations for reticulation have been low.
7	Depreciation based on estimated useful lives not on condition of pipework.	Medium	If proposed condition assessments indicate that Councils mains have decreased useful lives, depreciation presently taken will be less than that required for replacement.

Assumptions for 2015-25 Nelson Long Term Plan

Council is required to identify the significant forecasting assumptions it has made in preparing its ten year Long Term Plan. Assumptions are necessary to allow Council to plan for expenditure and costs over the next ten years. They are the best reasonable assessment made on the basis of currently available information.

Any assumptions that apply only to specific activities are included in the discussion on that activity.

Forecasting assumptions	Risk/ uncertainty	Impact	Comment/ mitigation
<p>Population growth: Based on advice from Statistics New Zealand in February 2015, the population in Nelson has grown faster than was expected. Nelson’s population is expected to grow by 3,600 residents in the next 10 years to almost 53,400 by 2025.</p> <p>The age group with the biggest proportional increase is those over 75 years, which will rise from 8% in 2015 to 20% by 2045.</p> <p>The rate of population growth is then expected to slow down after 2025, reaching 56,000 in 2045.</p> <p>The number of households in Nelson is projected to increase by about 1,800 in the next 10 years to reach almost 22,400 in 2025, and almost 24,200 in 2045.</p> <p>Approximately half of the growth during the life of this Long Term Plan will be in the wider Stoke area.</p>	<p>Growth higher than projected, putting pressure on Council services and infrastructure.</p> <p>The age profile could vary from forecast, with more accelerated ageing putting pressure on certain services/facilities.</p>	<p>Low</p>	<p>Council takes a generally conservative approach in applying population growth estimates in its infrastructure planning, using a mid-range estimate and continually updating and revising as new data is available. This limits the risk exposure.</p>
<p>Affordability: The Nelson Tasman economy has grown more slowly than the national average for a number of years but overall has weathered the global economic downturn reasonably well. Council is taking a cautious approach to prospects for the regional economy, noting that the ageing demographic will bring older residents who are no longer in employment and potentially less able to afford increasing rates.</p>	<p>Economic pressures lead to more residents defaulting on rates payments than expected.</p>	<p>Medium</p>	<p>This will be a medium to long term impact particularly if, as predicted, the average retirement age also rises significantly.</p>
<p>Census data shows that those entitled to superannuation in paid employment is less than the national average, however this may change as the age of superannuation entitlement may be raised over the period of this Long Term Plan.</p> <p>Housing affordability in the area continues to be an issue, with Nelson remaining in the five least affordable regions in New Zealand (Statistics NZ, Roost).</p>	<p>There is a risk that as a result of a higher cost of living in the region and the higher percentage of older residents, that there may be difficulties in attracting key staff</p>		<p>The risks of an ageing demographic may be balanced by the potential to bring economic opportunity to the region in specific industries such as retirement villages, and specialised services.</p>
<p>Inflation/Price changes: Council uses inflation forecasts from Business and Economic Research Ltd (BERL) to estimate inflation over time. These figures were updated in September 2014, and are prepared specifically for Local Government. It is assumed that inflation rates are as predicted and modelled in budgets.</p>	<p>Inflation higher than expected, increasing costs for Council.</p>	<p>Medium</p>	<p>Likely to be some variation in actual rates of inflation from predictions and this will impact on the financial results of Council. Changing costs may mean the timing of projects needs to be adjusted.</p> <p>Council has relied on the current parameters the Reserve Bank is required to operate under in terms of</p>

Forecasting assumptions	Risk/ uncertainty	Impact	Comment/ mitigation
			inflation being held within the range of 1 – 3 %
<p>Interest rates: In preparing the Long Term Plan Council has assumed an interest rate of between 5.15 and 5.45%. Assumptions are based on detailed analysis of the cost of both existing and future debts and anticipated interest rates.</p>	<p>The prevailing interest rates differ significantly from those estimated by the Reserve Bank of New Zealand.</p>	<p>Medium</p>	<p>Increase in interest rates flow through to higher debt servicing costs and higher rates funding requirements. Council has mitigated these risks with a prudent hedging programme developed within the limits of a prudent treasury policy.</p>
<p>Climate change and natural disasters: It is assumed that natural disasters will occur with increasing frequency. This has been the experience of recent years and is consistent with predictions of climate change impacts. Exposure of low lying land to the risk of inundation from sea level rise is another assumption related to climate change. Council relies on Ministry for Environment guidelines in estimating sea level rise. Council’s Land Development Manual currently provides for a 0.5m sea level rise by the end of the century but this will be reviewed in line with the latest MfE advice (1m for 100 years).</p> <p>The Nelson Tasman Civil Defence Emergency Plan states that the most significant natural hazards for Nelson are: earthquakes (greatest impact) and flooding (most likely).</p> <p>The probability of a magnitude 7 earthquake in Nelson is 87% in the next 50 years, and 98% in the next 100 years. The probability of a magnitude 8 earthquake is 43% in the next 50 years, and 67% in the next 100 years.</p>	<p>Climatic events lead to increased costs for Council in both responding to events and building greater resilience into infrastructure.</p>	<p>Medium</p>	<p>A characteristic of the Nelson community is the concentration of lifelines infrastructure (roading network, port, airport etc) on low-lying areas. Council has been increasing its contributions to the Emergency Fund as one method of mitigating the risk of natural disasters.</p>
<p>Hazards: It is expected that dealing with contaminated land in capital and maintenance projects will become more common as the HAIL register is refined and added to.</p>	<p>Investigation, consenting, handling and disposal of contaminated material lead to an increased overall cost of projects.</p>	<p>Medium</p>	<p>Increased design and construction budgets in the annual and long term plans.</p> <p>If Council has made past decisions that were compliant with the legislation at the time of consent being granted, then it is unlikely that it would then be financially liable for remediation or mitigation of identified hazards after that</p>

Forecasting assumptions	Risk/ uncertainty	Impact	Comment/ mitigation
			<p>time.</p> <p>In relation to the private use of land, council has a duty of care in issuing LIM's, and must ensure that an applicant has been informed properly and fairly about relevant features or characteristics of the land and its uses. Council includes HAIL information on LIM reports to ensure all known information is made available. In granting a resource consent, where there are likely or known hazards, then any consent issued requires these hazards or adverse effects to be mitigated or removed.</p>
<p>Useful lives of significant assets: It is assumed that there will be no reassessment of the useful lives of assets during the 10 year period covered by this plan. The detail of useful lives for each asset category is covered in the Statement of Accounting Policies.</p>	<p>Assets wearing out earlier than predicted and funding needs to be found for replacements.</p>	<p>Low</p>	<p>This may result in changes needing to be made to the underlying capital expenditure programme.</p>
<p>Earthquake prone buildings: It is assumed that Council will face ongoing costs with regard to earthquake prone building assets, but that decisions about works to undertake and the timing of any necessary works will allow costs to be adequately spread.</p> <p>The proposed Building (Earthquake-Prone Buildings) Amendment Bill proposes that Councils must complete seismic capacity assessments of specified buildings not later than 5 years after the day the Act comes into force.</p>	<p>New work is identified, or required work is more significant than anticipated.</p>	<p>Medium</p>	<p>Significant additional expenditure on earthquake strengthening buildings could not be met by the current budget.</p>
<p>Insurance costs: It has been assumed that insurance premiums continue at current levels plus inflation and that we can get 100% cover and that the Local Authority Protection Programme Disaster Fund continues</p>	<p>Premiums increasing above inflation and/or Council cannot get 100% cover.</p>	<p>Medium</p>	<p>Any increase in premiums above the level assumed will have an impact on rates. Council may need to make decisions about cover levels during 10 year period.</p>
<p>Government Policy Changes: It is assumed that any future Government legislation changes will take into account the need for a stable working and statutory framework.</p>	<p>Government policy shifts may result in new or amended</p>	<p>Medium</p>	<p>Financial impact resulting from a need to respond to significant legislation changes would impact</p>

Forecasting assumptions	Risk/ uncertainty	Impact	Comment/ mitigation
<p>The Government has made known its intention to reform the Resource Management Act 1991, to receive a report back from the Rules Reduction Taskforce, and to continue to seek ways of addressing housing affordability and social housing need. It has also introduced the Building (Earthquake-Prone Buildings) Amendment Bill which includes a requirement on Councils to complete seismic assessments and to earthquake strengthen specified buildings.</p> <p>Further changes to legislation impacting on local government may take place, but this is not known at this time. It is assumed that Government will work with Councils to ensure that any legislative changes are managed appropriately.</p>	<p>legislation either requiring significant response and cost to administer by Council or result in changes to services delivered.</p>		<p>on rates or fees and charges.</p> <p>It is not possible to quantify the potential financial impact of any future legislative changes at this time.</p>
<p>Co-funding arrangements: It is assumed that for projects where other partners are contributing part of the funding, this funding will still be available.</p>	<p>Partners will no longer be in a position to provide funding which will result in an increased level of input from Council, or the termination of the project</p>	<p>High</p>	<p>Viability of projects would be threatened and Council would need to consider its ongoing funding commitment.</p>
<p>Treaty Settlements for Te Tau Ihu: It is assumed that Council obligations to work with Iwi as a result of Treaty settlements can be met within existing resources.</p> <p>This may involve provision of training to current staff, increased emphasis on relevant experience in the recruitment of new staff, or a need in some instances to employ external assistance.</p>	<p>Establishing new ways of working with Māori requires greater Council resource than anticipated.</p>	<p>Low</p>	<p>Financial impact of dedicating resources to meet Treaty commitments would impact on rates</p>
<p>Sources of funds for the future replacement of assets: It is assumed that funding for the replacement of existing assets will be obtained from the appropriate sources as detailed in Council's Revenue and Financing Policy.</p>	<p>That a particular funding source is unavailable.</p>	<p>Low</p>	<p>Depreciation is used to fund renewals and is funded mainly through rates and user charges. Should other sources of capital funding such as subsidies or development/financial contributions differ from levels forecast in a particular activity, Council is able to access borrowings through its central treasury function.</p>

10. MANAGEMENT PRACTICES

This section outlines the information available on the asset, information systems used and process used to make decisions on how the asset will be managed. Asset Management is recognised as a critical component of Infrastructure Management globally and this sector has benefited from initiatives to formalise the practise of asset management since November 1996. The Association of Local Government Engineering New Zealand (Inc) and the Institute of Public Works Engineering of Australia have lead the development of the International Infrastructure Management Manual that forms the basis of Infrastructure Asset Management Practices at Nelson City Council.

The 'Core' Asset Management planning criteria of this manual was prepared by the New Zealand Auditor General in 2005 and is recognised as a standard minimum compliance for activity management provisions in the New Zealand Local Government Act 2002. The 'Advanced' criteria describe Audit expectations for the management of complex and high value infrastructure with high associate risks. Increasingly asset management for a city the size of Nelson is seen to be a mix of "Core" and "Advanced" practice, described as "Core Plus", depending on the function and resources available.

10.1 OVERVIEW

The goal of asset management is to:

"To meet a required level of service, in the most cost effective manner, through the management of assets for present and future customers."

A formal approach to the management of assets is essential in order to provide services in the most cost-effective manner, and to demonstrate this to customers and other stakeholders. The benefits of improved asset management are:

- Improved governance and accountability
- Enhanced service management and customer satisfaction
- Improved risk management
- Improved financial efficiency
- More sustainable decisions

The key elements of Asset Management are as shown below:



10.2 INFORMATION SYSTEMS

10.2.1 Background

All asset information is visible on ArcInfo, a computer based geographical information system and stored in the Asset Management System (Infor Public Sector 8). The accounting system used is integrated computer software supplied by Napier Computer Systems. The warehousing of specific data and further development of reporting will assist in management of the assets.

The Council has a number of information systems (IPS8, NCS) that are not integrated. The integration of these systems would enable more effective management of the assets.

10.2.2 Accounting and Financial Systems

Background

Accounting is currently carried out in accordance with Generally Accepted Accounting Principles and to comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS), and other applicable financial reporting standards, as appropriate for public benefit entities to align with the Local Government Act 2002.

The Nelson City Council uses integrated computer software supplied by Napier Computer Systems (MagiQ). The General Ledger is linked to packages that run Debtors, Creditors, Banking, Rates, Fixed Assets, Invoicing, Water Billing, Job Costing,

and Payroll. Internal monthly financial reports are generated by Council significant activity and sub-activity categories. External financial reports by significant activity are published in the annual report.

Definition of Expenditure Categories

All expenditure on infrastructure assets falls into one of three categories:

- Operations and Maintenance expenditure
- Capital Expenditure – renewals
- Capital Expenditure – new or upgraded assets

Maintenance Expenditure

Maintenance may be planned or unplanned and is the regular day to day work necessary to keep assets operating, including instances where parts of the asset fail and need immediate repair to make the asset operational again. This includes:

- Regular and ongoing annual expenditure necessary to keep the assets at their required service potential.
- Day to day and/or general upkeep works designed to keep the assets operating at required levels of service.
- Works which provide for the normal care and attention of the asset including programmed repairs and minor replacements of sub-components (i.e. asset components not individually listed in asset register).
- Unplanned (reactive) maintenance, i.e. isolated failures requiring immediate repair to make the asset operational again.

Capital Renewal/Replacement Expenditure

Renewal expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing component to its original capacity. This includes:

- Works that do not increase the capacity of the asset but restores them to their original size, condition capacity, etc.
- Reconstruction or rehabilitation works involving improvements and realignment.
- Renewal and/or renovation of existing assets, restoring the assets to a new or fresh condition consistent with the original asset.

Capital Creation/Upgrading Expenditure

Capital works create a new asset that previously did not exist, or upgrade or improve an existing asset. They may result from growth, social or environmental needs. This includes:

- Expenditure which purchases or creates a new asset (not a replacement) or in any way improves an asset beyond its original design capacity.
- Upgrading works which increase the capacity of the asset.
- Construction works designed to produce an improvement in the standard and operation of the asset beyond its present capacity.

10.2.2.1 Electronic Purchase Order System

Module within NCS used for generating purchase orders, confirming and matching invoices, and approving for payment.

10.2.3 Geographical Information System (GIS)

Background

Geographical information system was implemented in 1994 with data captured using photogrammetry (1994) and progressively delivered over the following years.

Accuracy Limitations

The data captured by photogrammetry was required to be accurate to within a tolerance of +/- 0.3m. The accuracy of this information is verified through time by asset data collection procedures.

Maintenance of Geographical Information System Data

Procedures are in place to update new data into the Geographical information system on a monthly basis via Nelson City Council engineering staff.

Data on assets associated with renewal and upgrade capital are now updated into the asset register by Nelson City Council Engineering and Finance staff. This ensures a high level of reliability.

10.2.4 Asset Management System

Background

In 2000 the Hansen Asset Management System was selected as best suited to meet the future asset management planning requirements of Council. Hansen has recently been upgraded to Infor Public Sector version 8 (IPS8). The use of the IPS8 system has enabled the following:

- Customer enquiries being logged directly and sent immediately to the contractor for action.
- Contractor directly enters resolution confirmation at completion of job.
- Tracking of expenditure on assets to allow assets that have a disproportionately high maintenance cost to be identified - upgrade or renewal can then be prioritised.

Nelson City Council principal contractor Nelmac has a live interface with IPS8. Any work associated with unscheduled maintenance is entered into IPS8 work order by the contractor. Completed work orders forms the basis of the contractors' payment.

Upgrading to IPS8 became necessary as support for the old version ended. A review of the existing software and implementation was undertaken to ensure it is delivering the outputs required to support appropriate decision making and operational processes. Part of this review confirmed the required outputs from the system to enable measurement of the success (or not) of any system adopted or retained in the future.

There are known issues with the existing implementation of IPS8 surrounding the work order processes including a lack of reporting to trend results and alert for operational issues. With confirming the required reporting outputs for all levels of management the work order processes and data captured by the contractor and/or Nelson City Council staff can be refined to ensure the needs of all parties are met.

10.2.5 Consolidated Reporting

Consolidated reporting is a methodology to allow continuous monitoring of performance. Consolidated reporting process can provide an overview of Nelson City Council status, overall direction and trends. The objectives for consolidated reporting are:

- Better management - By being better informed.
- Compliance – Ensuring that legislative and key performance indicator requirements are being met.
- Risk management – Through knowing what is occurring or analysis indicates.
- Economics – Through timely intervention.
- Accountability - Ensuring that maintenance contractors, Council staff and management are shown to be responsible.
- Accomplishment – By indicating that Council, staff and maintenance contractors are achieving their goals and objectives.

10.2.6 Customer service request system

Nelson City Council uses a service request system (Ozone) to record customer questions, enquiries, and complaints.

The organisational customer service standards can be found in the document management system (ref: A710052).

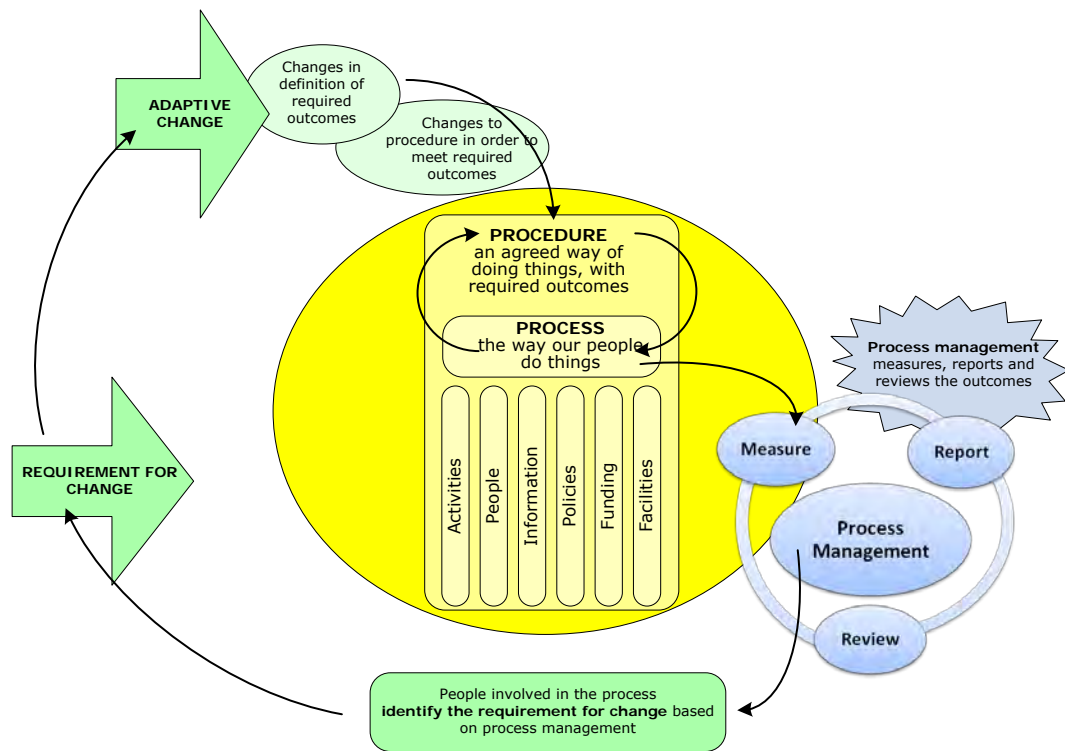
10.2.7 Electronic Document and Records Management System (EDRMS)

Nelson City Council uses Objective as its electronic document and records management system.

10.3 QUALITY MANAGEMENT

The quality management system is process management based on a quality cycle. It is aligned with ISO 9000, and benchmarked against this standard each year. The focus of the Quality Management programme is to improve the effectiveness and efficiency with which Nelson City Council deliver services to the community; ensuring processes deliver their required outcomes, which are aligned with community outcomes and organisational goals. Required outcomes are typically defined in terms of the core key performance areas - customer satisfaction, legislative compliance, and management of resources (budget and staff time), and employee engagement.

Quality Management Lifecycle:



1: Define the Process: Document the Procedure

NCC's Quality Management system (QMS) is a process-based approach. A process is a set of interrelated or interacting activities which transforms inputs into outcomes. Required outcomes are achieved more efficiently when activities and related resources are managed as a process.

A procedure is an agreed way to carry out a process. A procedure includes and defines:

Required outcomes from the procedure (most important)

- Definition of the required outcome forms the "quality" standard for the process
 - Agreement of the required outcomes tells us what would success look like (our KPIs)
- We need to ensure that required outcomes are recorded so that they can be measured later - not just what needs to be achieved, but when, and how many, and what exceptions

People involved in the procedure (equally important)

- Definition of all of the people involved in all aspects of the process, including the customer, those "doing stuff", those "accountable for stuff" and any suppliers directly involved in the process
 - Are the people involved the most effective, most efficient way to do this?

Activities comprising the procedure

- Defining all the activities required and undertaken to achieve the required outcomes
 - Are all the activities undertaken necessary, are they in the right order, are the right people doing them, is this the most effective, most efficient way to do this?

Enablers that support the procedure

- The enablers of the process include things like information (and information systems), policies (and culture), funding and facilities. These should be documented as part of the process

Documenting the procedure (activities involved, who does what when, what funding and resources are required) provides a *written procedure* to support the process.

Processes work together to form end-to-end procedures:

Managing interrelated processes improves the organisation's effectiveness and efficiency in achieving its objectives. This means consideration of how processes interrelate to form end-to-end procedures with overall outcomes. The outputs from one procedure often form the trigger for the next procedure. End-to-end procedures have their own required outcomes.

2: Manage the procedure: Measure, Report and Review

Measuring whether the procedure is being followed and whether outcomes are being met This enables us to apply a factual approach to decision making and to the need for change.

- Measure how the process is going – is the procedure being followed – are interim goals being met? Measure the outputs of the process – were these met and did these meet the required outcomes?

Reporting tells us whether procedures are being followed and outcomes being met

- We need to not just know whether outcomes are being met, but to “know that we know”
- Reporting gives us options for remediation or consequences of non-conformity

The procedures and the outcomes are subject to review by those responsible and accountable for the process

- Why did we really do this? What did we think we would gain? Did we get that result?
- Are we doing the right things? Are we doing them the right way, and are we doing this consistently? Are we getting them done well? Are we getting the benefits?
- Review provides a tool for continual improvement of the process by re-examination and change to the required outcome, or by change in the process to achieve the required outcome

3: Improve the procedure: Requirement for Change, then Adaptive Change

Procedure are subject to adaptive improvement to the process and the required outcomes.

People involved with processes identify and initiate change:

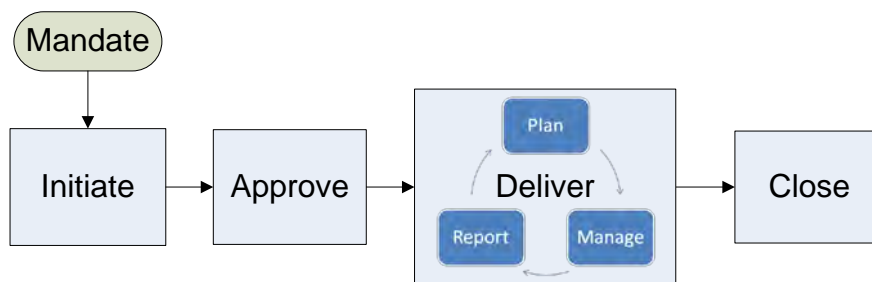
- Are the required outcomes still required? Is there a requirement for change?
- Are the activities and people defined in this process the best way to achieve these outcomes?
- Are things being done in the right order, and by the right people, in the right places? Is the process being followed? Does everyone do it the way that we’ve agreed?
- Is there anything listed that isn’t contributing? Is there something that would contribute more?

10.4 PROJECT MANAGEMENT

The Nelson City Council Project Management Standards (ref: A304641) provide a consistent framework for project management activities at Nelson City Council and offer a foundation on which the organisation will build its project management capability.

The standards describe the activities that support efficient and effective delivery of projects to a defined quality level, timeframe, and budget. They also provide a common language and clear expectations for staff.

These standards summarise the four primary steps of managing a project. A project should always have a mandate, be **initiated**, be **approved** for delivery, have one or more **delivery** stages (each of which is planned, managed and reported), and be formally **closed**.



The project management standards are suitable for use in all projects but how the activities are undertaken can vary depending on size or complexity of the project. While all activities in the standards need consideration, the extent to which they are delivered will depend on the project.

Regardless of complexity and scale, successful projects which meet quality, time and cost goals will include all these steps. The approach adopted for each project is a matter for agreement between the Project Manager and their manager.

Finally, these standards are a generic representation and do not require any particular methodology to be followed.

10.5 CONFIDENCE RATING IN ATTRIBUTES, CONDITION AND PERFORMANCE

The Council has generally a high confidence in the processes for the attributes data, condition and performance of assets within property and facilities as indicated in the table below. Where the confidence rating requires to be increased additional resources will be required to resolve this issue.

10.6 CONDITION ASSESSMENT

Council has a scheduled programme of condition assessments for community facility assets. Assets are divided into groups according to the potential level of risk they present and the size of investment involved. These groups are summarised as follows:

- Level 1: Buildings, major structures (fall >1m);
- Level 2: Minor structures, retaining walls and paved roads/paths;
- Level 3: Unpaved roads/car parks/paths, firebreaks, boat ramps, fountains, ponds;
- Level 4: Signs, bike stands, drinking fountains;
- Level 5: Trees, planted areas, sites with natural or historic values.

The frequency and degree of detail for assessments is determined by this hierarchy and statutory requirements, and is detailed in Appendix 2.

Level 1 assets have a relatively intensive programme of assessments including external Independent Qualified Person checks (IQP) whereas Level 4 or 5 assets may rely on maintenance contractor assessments. Results of condition assessments inform work programmes and renewals/replacement scheduling.

The table below shows the grading used to assess all community facilities assets. Assets are generally maintained to a level 3 or better condition.

Table 10.1: Condition assessment definitions

Grade	Condition	General Meaning
0	Non Existent	Asset absent or no longer exists
1	Excellent	Sound physical condition <i>No work required</i>
2	Good	Acceptable physical condition; minimal short term failure risk but potential for deterioration <i>Only minor work required (if any)</i>

Grade	Condition	General Meaning
3	Average	Significant deterioration evident; failure unlikely in near future but future deterioration likely <i>Work required but asset is still serviceable</i>
4	Poor	Failure likely in short term <i>Substantial work required in short term, asset barely serviceable</i>
5	Very Poor	Failed or failure imminent / safety risk <i>Major work or replacement required urgently</i>

Asset Condition

Eleven community facilities were subject to formal condition assessment in 2010. Most buildings and building components, such as foundations, walls, roofs and stairs, were in good to average condition, and some excellent. The Refinery building in Halifax St was in poor condition and the Wakapuaka Hall below average. In order to ensure Council continues to achieve levels of service, funding will be required to ensure an adequate maintenance and renewals programme is in place so that building condition is maintained and improved where necessary.

10.7 CONTRACTS AND MAINTENANCE

Specifications for community facility maintenance work are defined in the following performance based contracts.

Table 10.2: Maintenance Contracts

The maintenance contracts in the table below specify standards for routine maintenance including the following areas:

Contract	Contract Number	Expiry date	Contractor
Maintenance and Servicing Nelson Public Conveniences Cleaning Contracts Civic House	3678	31 January 2017	OCS
Contract for the Operation, Maintenance, and Management of Community Halls and Trafalgar Pavilion	3180	30 September 2015, variation to 31 Mar 2016 to align with other facilities	Spotless
Trafalgar Centre Management Agreement	Agreement	Closed	n/a
Management, maintenance, and promotion, and development of NCC Pools	3333	31 March 2016	CLM
Management, Maintenance, Promotion, and Development of Saxton Stadium, Pavilion and Oval Pavilion.	3447	30 Sep 2015	Sports Tasman
NCC Cemeteries and Crematorium Contract	3513	30th June 2016	Nelmac
Management, Maintenance, and Promotion of Nelson Marina	3418	30 June 2016	Nelmac

Contract	Contract Number	Expiry date	Contractor
Security Services Parks and Facilities	3677	28 February 2018	First Direct
Maintenance Services at Founders Heritage Park	A1224670	30 June 2015	David Johnson
Community Properties	Leased	Varies	Lessee
Historic Houses	Leased	Varies	Lessee
Strategic Buildings	n/a	n/a	n/a
Park Structures	n/a	n/a	n/a
Rental Stock	Not Known	Not Known	Tenant
Libraries	In-House	Not Known	OCS
Founders Park	In-House	Not Known	Founders
Tahuna Motorcamp	Leased	Not Known	Lessee
Maitai Motorcamp	Leased	Not Known	Lessee
Brook Motorcamp	In House	Not known	Camp Manager

Contractors are also required to address unplanned maintenance needs arising from inspections or public complaints and any minor unprogrammed maintenance.

Council manages its assets and work orders through the IPS8 Asset Management system. Service requests are directed straight to the contractor via the Origin system. A system of contract monitoring is in place, with Infrastructure staff auditing contractor performance through regular site visits. No external monitoring or auditing of contractor performance is carried out.

Contracts Improvement

Task Description	Priority
Link costs to asset records. Develop and use a system for recording maintenance costs against assets according to AMP	Medium
Collect user information. Develop a system for collecting user statistics	Medium

11. IMPROVEMENT PLAN

An important component of this Asset Management Plan is the recognition that it is a live document in need of ongoing monitoring, change and improvement. The Property and Facilities Asset Management Plan is a regularly revised and evolving document and will be updated at least every three years to coincide with the Long Term Plan.

The Asset Management Plan will be improved throughout its life cycle as further condition, performance and service delivery information is collected. Nelson City Council is committed to advanced data collection and management systems that will allow for a greater appreciation of the performance and condition of the Nelson City Council Property and Facilities assets and the achievement of the appropriate level of Asset Management.

11.1 TEN YEAR IMPROVEMENT PLAN

Improvement Plan

The improvement tasks identified in the improvement programme below are considered to be the most important to improve the management of the assets.

The main drivers of the improvements are to:

- ✓ Establish long term strategic planning for the community facilities
- ✓ Ensure building maintenance plans are in place and being implemented for all facilities

11.2 MONITORING AND REVIEW PROCEDURES

11.2.1 Asset Management Plan Review

The plan will be reviewed annually and revised every three years to coincide with the Long Term Plan and to incorporate improved decision making techniques, updated asset information, and Nelson City Council policy changes that may impact on the levels of service.

11.2.2 AMP Monitoring and Review

The Asset Management Plan is a living document and should reflect current asset management processes and strategies. To ensure the plan remains useful and relevant the following on-going process of activity management plan monitoring and review activity will be undertaken:

Formal adoption of the plan by Council as at 1 July 2015.

Revise activity management plan annually to:

- ✓ Incorporate outcome of any service level reviews.
- ✓ Update financial information and forecasting for operations based on new budget structure and actual impacts of growth and inflation.
- ✓ Updated financial information relating to capital projects being added or revised estimates.
- ✓ Update building maintenance plan based on new information relating to actual work completed in the previous year and more up to date information and priority review.
- ✓ Update asset information.
- ✓ Review progress against the improvement plan, update plan to reflect tasks completed, amend timeframes and record any new improvements identified.

11.3 PERFORMANCE MONITORING AND MANAGEMENT

The effectiveness of the Asset Management plan will be monitored by the following procedures:

- ✓ Financial expenditure projections prior to year end
- ✓ Resource consent monitoring as required by consents
- ✓ Operations and Maintenance reports on a monthly basis
- ✓ Project reviews on a monthly basis

The continued monitoring of these performance measures and ongoing analysis of results will result in:

- ✓ Optimisation of expenditure through the asset lifecycle
- ✓ Service levels actively monitored and reported on
- ✓ Management of risk and control of failures

11.4 PLAN MONITORING AND REVIEW

To ensure the Plan remains useful and relevant the following process of activity management plan monitoring and review will be undertaken:

Formal adoption of the Plan by Council every three years

Review the Plan annually to:

- ✓ Update financial information and forecasting for operations
- ✓ Update financial information relating to capital projects being added or revised estimates
- ✓ Update asset information relating to new land and asset acquisition
- ✓ Update improvement plan to reflect tasks completed, amend timeframes and record any new improvements identified

Council will continue to participate in the Yardstick community facilities benchmarking group which enables comparison against other councils around the country and to compare performance against industry 'best practice'.

Council may also undertake an external peer review as required to assess the adequacy of asset management processes, systems and data and to measure performance against 'best practice'.

11.4.1 Statutory Audit

The Local Government Act requires that an independent, annual, financial audit of the operations of the Nelson City Council be carried out.

11.4.2 Internal Audit

Annual internal audits will be taken to assess the effectiveness of the plan in achieving its objectives. The internal audit will also assess the adequacy of the asset management processes, systems and data.

11.4.3 Benchmarking

Benchmarking (trending) of the activity is to be instigated to give the Manager increased understanding of:

- The efficiency and efficiency variations of individual activities.
- Effects of any programmes instigated by the Asset Management Plan.
- Operating costs over range of individual activities.

Examples of types of benchmarking that are to be considered include tracking progress, responsiveness to service calls, operation costs i.e. \$/m/year and energy costs. As data is obtained and implications understood the benchmarking can be used for additional or revised Levels of Service and can be incorporated into a graphical display.

The Aim of Nelson City Council is to be ranked in the top 80% of Local Authorities for benchmarking. The process is presently being piloted by eight Local Authorities via NZWWA. This process will be available to all Local Authorities for participation in 2009.

APPENDIX A: GLOSSARY OF TERMS

Term	Definition
Activity	The work undertaken on an asset or group of assets to achieve a desired outcome.
Advanced Asset Management	Asset management which employs predictive modelling, risk management and optimised renewal decision making techniques to establish asset lifecycle treatment options and related long term cashflow predictions. (See Basic Asset Management.)
Annual Plan	The Annual Plan provides a statement of the direction of Council and ensures consistency and co-ordination in both making policies and decisions concerning the use of Council resources. It is a reference document for monitoring and measuring performance for the community as well as the Council itself.
Annual Report	The audited report published annually (by 30 November) which provides information on how the Local Authority has performed with respect to its policies, objectives, activities, targets, budgets and funding proposals.
Asset	A physical facility of value which enables services to be provided and has an economic life greater than 12 months.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management Plan	A plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost effective manner to provide a specified level of service. A significant component of the plan is a long term cashflow projection for the activities.
Asset Management Strategy	A strategy for asset management covering, the development and implementation of plans and programmes for asset creation, operation, maintenance, renewal, disposal and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved at optimum cost.
Asset Management System	A system (usually computerised) for collecting analysing and reporting data on the utilisation, performance, lifecycle management and funding of existing assets.
Asset Management Team	The team appointed by an organisation to review and monitor the corporate asset management improvement programme and ensure the development of integrated asset management systems and plans consistent with organisational goals and objectives.
Asset Register	A record of asset information considered worthy of separate identification including inventory, historical, financial, condition, construction, technical and financial information about each.
Asset	A physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months.
Benefit Cost Ratio (B/C)	The sum of the present values of all benefits (including residual value, if any) over a specified period, or the life cycle of the asset or facility, divided by the sum of the present value of all costs.
Building Warrant of Fitness (BWF)	A BWF is a statement supplied by a building owner confirming that the systems in the compliance schedule for the building have been maintained and checked in accordance with the compliance schedule for the previous 12 months and that they will continue to perform as required.
Business Plan	A plan produced by an organisation (or business units within it) which translate the objectives contained in an Annual Plan into detailed work plans for a particular, or range of, business activities. Activities may include marketing, development, operations, management, personnel, technology and financial planning.
Cash Flow	The stream of costs and/or benefits over time resulting from a project investment or ownership of an asset.
Components	Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.
Condition Monitoring	Continuous or periodic inspection, assessment, measurement and interpretation of resulting data, to indicate the condition of a specific component so as to determine the need for some preventive or remedial action.

Term	Definition
Consequence	The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

Term	Definition
Critical Assets	An asset where failure would have significant consequences, either in the ability of the system to provide service to customers or the effect on the environment.
Current Replacement Cost	The cost of replacing the service potential of an existing asset, by reference to some measure of capacity, with an appropriate modern equivalent asset.
Deferred Maintenance	The shortfall in rehabilitation work required to maintain the service potential of an asset.
Demand Management	The active intervention in the market to influence demand for services and assets with forecast consequences, usually to avoid or defer CAPEX expenditure. Demand management is based on the notion that as needs are satisfied expectations rise automatically and almost every action taken to satisfy demand will stimulate further demand.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset after deducting an allowance for wear or consumption to reflect the remaining economic life of the existing asset.
Depreciation	The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted for by the allocation of the historical cost (or revalued amount) of the asset less its residual value over its useful life.
Economic life	The period from the acquisition of the asset to the time when the asset, while physically able to provide a service, ceases to be the lowest cost alternative to satisfy a particular level of service. The economic life is at the maximum when equal to the physical life however obsolescence will often ensure that the economic life is less than the physical life.
Facility	A complex comprising many assets (e.g. a water treatment plant, recreation complex, etc.) which represents a single management unit for financial, operational, maintenance or other purposes.
Frequency	A measure of the rate of occurrence of an event expressed as the number of occurrences of an event in a given time.
Geographic Information System	Software which provides a means of spatially viewing, searching, manipulating, and analysing an electronic data-base.
GUI	Graphical User Interface is a particular case of user interface for interacting with a computer which employs graphical images in addition to text to represent the information and actions available to the user.
IMS	Hansen IMS software - Asset Management software product purchased as result of PAMS project.
Infrastructure Assets	Stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continuing replacement and refurbishment of its components. The network may include normally recognised 'ordinary' assets as components.
Level of service	The defined service quality for a particular activity (i.e. sewerage) or service area (i.e. sewage disposal) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Life	A measure of the anticipated life of an asset or component; such as time, number of cycles, distance intervals etc.
Life Cycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
Maintenance Plan	Collated information, policies and procedures for the optimum maintenance of an asset, or group of assets.
Maintenance Standards	The standards set for the maintenance service, usually contained in preventive maintenance schedules, operation and maintenance manuals, codes of practice, estimating criteria, statutory regulations and mandatory requirements, in accordance with maintenance quality objectives.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.

Term	Definition
Multi-Criteria Analysis	Analysis technique that takes a range of criteria into account which are both qualitative and quantitative and reflect the social, cultural, economic, and environmental characteristic of the project outcomes.
Operations & Maintenance Expenditure	The cost of operating and maintaining assets. Operations and Maintenance Strategies expenditure does not alter the value of an asset and is not included in the asset valuation.
Objective	An objective is a general statement of intention relating to a specific output or activity. They are generally longer term aims and are not necessarily outcomes that managers can control.
ODRC - Optimised Depreciated Replacement Cost	The Optimised Replacement Cost after deducting an allowance for usage to reflect the remaining life of the asset.
Operation	The active process of utilising an asset which will consume resources such as manpower, energy, chemicals and materials. Operation costs are part of the life cycle costs of an asset.
Optimised Renewal Decision Making	An optimisation process for considering and prioritising all options to rectify performance failures of assets. The process encompasses Net Present Value analysis and risk assessment.
Optimised Replacement Cost	The minimum cost of replacing an existing asset by another asset offering the same utility most efficiently. The optimisation process adjusts the value for technical and functional obsolescence, surplus assets or over-design.
Outcome	The end result for the community which Council hopes to achieve.
Output	Services, actives or goods produced by Council which contribute to achieving an outcome.
Performance Measure	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Performance Monitoring	Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.
Rehabilitation	Works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. Generally involves repairing the asset using available techniques and standards to deliver its original level of service (i.e. heavy patching of roads, slip-lining of sewer mains, etc.) without resorting to significant upgrading or replacement.
Renewal	Works to upgrade, refurbish, rehabilitate or replace existing facilities with facilities of equivalent capacity or performance capability.
Renewal Accounting	A method of infrastructure asset accounting which recognises that infrastructure assets are maintained at an agreed service level through regular planned maintenance, rehabilitation and renewal programmes contained in an asset management plan. The system as a whole is maintained in perpetuity and therefore does not need to be depreciated. The relevant rehabilitation and renewal costs are treated as operational rather than capital expenditure and any loss in service potential is recognised as deferred maintenance.
Repair	Action to restore an item to its previous condition after failure or damage.
Replacement	The complete replacement of an asset that has reached the end of its life, so as to provide a similar, or agreed alternative, level of service.
Risk	The chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and the likelihood of a particular risk.
Risk Assessment	The overall process of risk analysis and risk evaluation.
Risk Management	Risk Management is the systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating and monitoring those risks that could prevent a Local Authority from achieving its strategic or operational objectives or Plans or from complying with its legal obligations.

Term	Definition
Routine Maintenance	Day to day operational activities to keep the asset operating (replacement of light bulbs, cleaning of drains, repairing leaks, etc.) and which form part of the annual operating budget, including preventative maintenance.
Service Potential	The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset.
Strategic Plan	Strategic planning involves making decisions about the long term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long term survival, value and growth of the organisation.
Unplanned Maintenance	Corrective work required in the short term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.
Upgrading	The replacement of an asset or addition/ replacement of an asset component which materially improves the original service potential of the asset.
Valuation	Estimated asset value which may depend on the purpose for which the valuation is required, i.e. replacement value for determining maintenance levels or market value for life cycle costing.

APPENDIX B: Statutes and Policies Affecting Community Facilities

Statutes

Biosecurity Act 1993
Building Act 2004
Burials and Crematoriums Act 1964
Crematorium Regulations Act 1973
Conservation Act 1987
Fencing Act 1978
Health and Safety in Employment Act 1992
Historic Places Act 1993
Land Drainage Act 1908
Local Government Act 2002
Occupiers Liability Act 1962
Reserves Act 1977
Resource Management Act 1991

Plans and Policies

A number of Council Plans and Policies have an impact on the Community Facilities Activity Management Plan:

Nelson Long Term Plan 2012-2022

The Nelson Long Term Plan (LTP) is Council's 10 year planning document. It sets out the Council's funding and financial policies and also a financial forecast for the years covered by the plan. It includes the Community Outcomes which were developed through public consultation and encapsulate the Nelson community's vision for how it wants the City to develop.

Community Facilities contribute to the community outcomes through:

Healthy land, sea, air and water

We protect the natural environment through providing parks that include a range of environments and biodiversity.

People-friendly places

We build healthy, accessible and attractive places and live in a sustainable region, through providing well planned parks.

A strong economy

We all benefit from a sustainable, innovative and diversified economy through tourism based on attractive surroundings and activities available in Nelson's parks and reserves.

Kind, healthy people

We are part of a welcoming, safe, inclusive and healthy community through providing parks which encourage a range of physical activities.

A fun, creative culture

We are proud of our creative local culture and regional identity through providing a range of recreation facilities that everyone can enjoy.

Annual Plan

Detailed action plan on Council's projects and finances for each financial year. The works identified in the activity management plan form the basis on which annual plans are prepared. With the adoption of the LTP the Annual Plan mainly updates the budget and sources of funding for the year.

Nelson Regional Policy Statement

A regulatory document produced under the Resource Management Act 1991 which sets the high level policy for environmental management of the regional, with which Council activities have to comply.

Resource Management Plan

The Nelson Resource Management Plan is a combined regional and district plan that gives effect to the requirements of the Resource Management Act. It has implications for the AMP in terms of discharge and land use policies and rules and the avoidance, remedy or mitigation of environmental effects for new developments.

Bylaws, Standards and Policies

These tools for asset creation and subsequent management are needed to support activity management tactics and delivery of service.

Sustainability Policy

Embeds a culture of sustainability into all areas of Council by having an overarching policy to be given effect through Council decisions, strategies, plans and actions and against which future Council actions will be evaluated.

Esplanade and Foreshore Reserves Management Plan

Identifies the issues relating to the management of reserves adjacent to water bodies. An important link to stormwater management and marina activities.

Parks and Reserves Asset Management Plan(s)

Recognises the shared interest in developing linkages between community facilities and parks and reserves throughout the city.

Sustainability Policy 2008

The Sustainability Policy outlines Council's commitment to sustainability through the services it provides and the way it operates as an organisation. The policy is given effect through Council decisions, strategies, plans and actions. Its aims are to:

- demonstrate leadership in sustainability across the region
- provide accountability in Council performance
- provide accountability in service delivery
- measure progress and impact

Communities for Climate Protection Action Plan 2008

The purpose of the action plan is to outline the greenhouse gas reduction targets the Council wants to achieve, and establish a work programme to achieve these goals. Community Facilities will contribute to this through identifying sustainability actions to be included in work programmes to reduce greenhouse gas emissions.

Social Wellbeing Policy 2011

The Council's vision for this policy is that Nelson has a happy, healthy community where people have access to necessary services and facilities and feel connected to each other and to the city. Council will ensure that social wellbeing issues are considered when planning and delivering new services, facilities and activities.

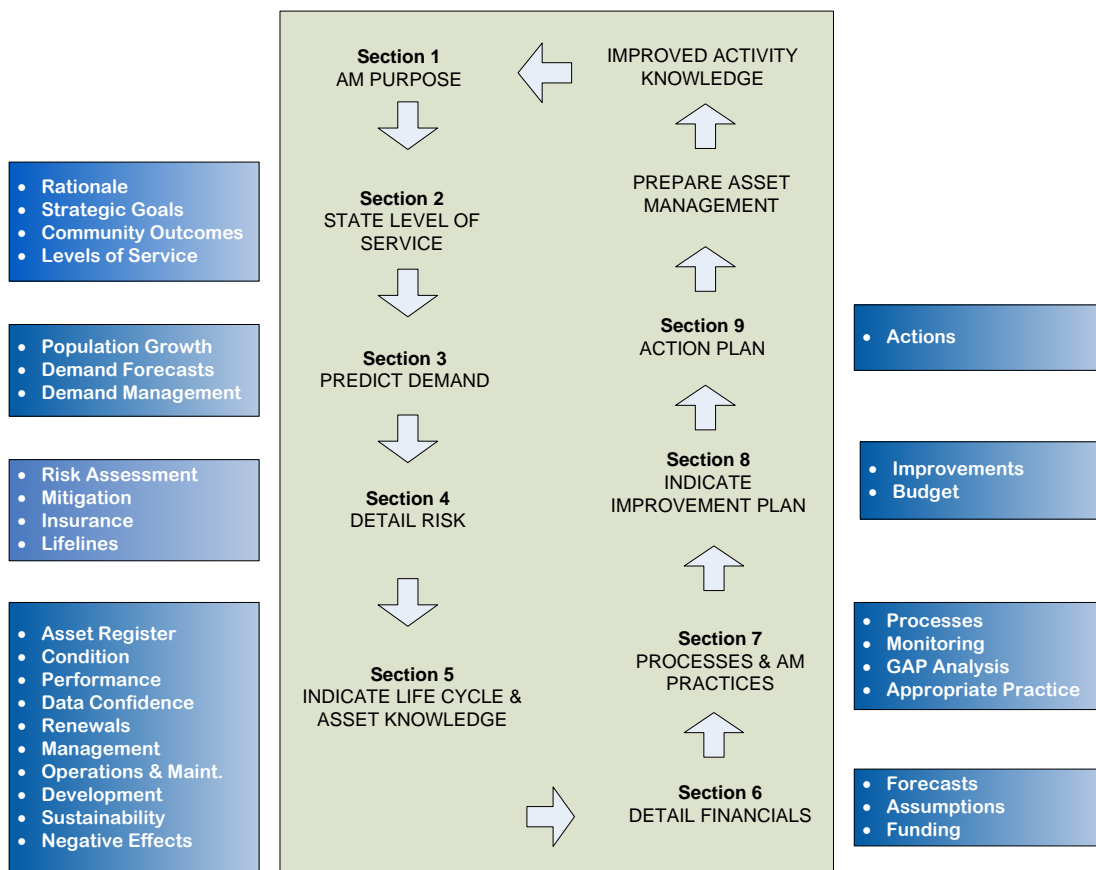
The Policy includes many objectives and policies (with a particular emphasis on meeting the needs of older residents and youth) relevant to community facilities, including the following key objectives:

- ✓ Provide opportunities for all residents to engage in activity.
- ✓ Ensure that residents have access to information and resources to support life long learning.
- ✓ To plan and deliver services, facilities and activities that offer opportunity to our diverse population in an equitable manner.
- ✓ To ensure that city development enhances social wellbeing outcomes
- ✓ Provide shared spaces for different groups of people to interact.
- ✓ Ensure central government is aware of affordable housing needs in Nelson.
- ✓ Use a range of approaches to address affordability in recognition of the complexity of the problem and the fact that Council alone cannot meet the current or future needs of residents in this area.

APPENDIX C: Asset Management Process

A mixture of top down and bottom up approaches have been taken to develop this Asset Management Plan, 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 figure below.

Figure C1: Asset Management Process



Advanced Asset Management

Nationally Asset Management practices are defined as 'core' or 'advanced'. The purpose of defining the appropriate level of Asset Management is twofold:

- To recognise the requirements of the New Zealand Auditor General
- To identify appropriate practice for the size of the Council as measured against "Best Practice" so that asset management functions do not become too onerous for the resources available and equally financially justifiable for the level of asset management proposed

The associated GAP analysis identifies the current practice Council is performing, the GAP between Appropriate Practice and Current Practice forms the basis on an improvement programme to close the GAP.

Selection of the appropriate level of Asset Management for the stormwater activity included the following factors:

- The costs and benefits to the organisation
- Legislative requirements
- The size and complexity of the assets
- The risk associated with failures
- The skills and resources available to the organisation
- Customer expectations

Core to Intermediate Approach

Asset Management plans evolve in a continuous cycle of review and improvement so the quality of outputs matches the changing business and legislative needs. The **International Infrastructural Management Manual 2011** details criteria for assessing conformity to “Core” and “advanced” levels of Asset Management in New Zealand.

Features of Core Asset Management are:

- A lifecycle approach is taken;
- Core Asset Management plans are developed based on;
 - ✓ best available current information and random condition sampling,
 - ✓ simple risk assessment,
 - ✓ existing levels of service,
 - ✓ contrasting existing management strategies with opportunities for improvement;
- Capital works are prioritised using a simple ranking criteria;
- Long term cash flow predictions for maintenance, rehabilitation and replacement are calculated based on local knowledge of assets and options for meeting current levels of service;
- Financial and critical service performance measures against which trends and Asset Management plan implementation and improvements can be monitored are provided.

Features of Advanced Asset Management are:

- Asset Management strategy is clearly derived from corporate strategic plan;
- Long term, whole life plans and cost/risk/benefit optimisation;
- Objectives and performance measures are aligned and complementary;
- IT systems are integrated, used, and understood;
- Competencies and training is aligned to roles, responsibilities and collaborative requirements;
- Strategies are risk based, with appropriate use of predictive methods, optimised decision making;
- Iterative continuous improvement.

Core to Intermediate Gap Analysis

In recent years it has been recognised that a new rating level of “intermediate” is the most appropriate rating for cities of Nelson’s size. This rating reflects that parts of the asset can be managed at a Core level and parts at an Advanced level. The resultant provides an effective asset management tool without becoming un-necessarily expensive.

Asset Management Improvement

Action	Priority ⁶¹
Review gaps in asset management and consider if Core level of asset management is still appropriate for the assets in this plan.	High

⁶¹ Priority indicates when work will begin. High = Year 1; Medium = Year 2-3; Low = Years 4-10