



ASSET MANAGEMENT PLAN

Part B: Community Property

30 JUNE 2018

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Asset Management Plan

Part B – Community Property

Part B provides the specific Asset Management information for Community Property, for the period 2018-2028.

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Foreword

The Community Assets provided by the Whakatāne District Council (the Council) are an important part to realising the following outcomes in its Long Term Plan:

- Reliable and Affordable Infrastructure
- Quality Services
- Effective Leadership
- Sustainable Economic Development
- Valuing Our Environment
- Community Needs

This plan guides how the Council will manage its community facilities over the next ten years. It is also used to inform and guide our renewal and maintenance programmes.

Introduction

1 Community Property Assets

The portfolio of Community Property assets includes buildings and site features at 81 properties. These are grouped into seven main categories and shown below in Table 1.

Table 1: Community Property Assets

Type of Property	No.	Replacement Value
Community Halls and Pavilions	11	\$25,910,000
Operational Property	8	\$13,809,000
Commercial Property	5	\$ 2,820,000
Public Conveniences	39	\$ 6,929,000
Other	12	\$ 7,637,000
Value		\$57,105,000

The following buildings and general categories of buildings are **excluded** from the Community Property AMP:

- Whakatāne Airport Terminal (contained in the Airport AMP)
- Above ground utility assets such as pump houses and treatment facilities (contained in the Three Waters AMPs)
- Transport Assets (contained in the Transport AMP)
- Buildings and structures associated with maritime or port assets (contained in the Ports AMP)
- Recycle Centre and Waste Transfer Station Buildings (contained in the Solid Waste AMP)
- Assets such as the Aquatic Centres, Arts and cultural buildings, Cemeteries and Sport fields etc. (contained in the Recreational Assets AMP).

Business Overview

1 Why we do it

The rationale for the Council's ownership of community property assets is as follows:

The Council undertakes these activities because of public advocacy and demand. These assets enhance individual's health and wellbeing and increases social cohesion and people's sense of belonging to the community.

Other reasons that the Council owns community property include:

- To provide a connection with place – where people visit, meet and interact with one another building a sense of belonging.
- To provide venues for recreational, cultural and social purposes that are relevant to the communities in which the facilities sit.
- To provide places where people come together to meet, organise and create initiatives and events that will create positive opportunities in their communities.
- To enable the ongoing operations of the Council and delivery of services to the community.
- To have strategic and investment property which provides an acceptable financial return or community advantage for the District.

The legislative justification for asset ownership is covered under the following Acts and Sections:

- Local Government Act 2002 (LGA): Sections 14, 100, 101, 101B
- Health Act 1956: Section 25
- Building Act 2004: Sections 133, 275A

This plan has been developed on the basis that the Council intends to assist with the provision of Community Property, for the District, and considers the provision of these assets to be an appropriate way of meeting community outcomes.

The Council has determined that some of the assets are strategic in nature (in alignment with the LGA). These include:

- District Libraries
- Whakatāne Museum
- Whakatāne District Aquatic Centre
- Whakatāne War Memorial Hall.

2 Overview of Community Property

The Council is responsible for community halls and pavilions, arts and cultural facilities, operational property, public conveniences and commercial property.

The property assets included in this Asset Management Plan (AMP) and their estimated current replacement values are summarised in Table 1 above.

2.1 Community Halls and Pavilions

There are eleven urban and rural community based halls and pavilions in the District including the Whakatāne War Memorial Hall. Community Halls are managed in accordance with the Council's Community Hall Policy. Google My Maps: <https://goo.gl/AcKksf>

2.2 Commercial Property

The Council owns a number of buildings that are leased or tenanted and provide a revenue. These include rental housing and commercial tenancies. These assets are kept in the Council's ownership for strategic reasons associated with their location and are managed to achieve a commercial return in the medium term.

2.3 Operational Property

Operational property includes assets that provide essential services to the community and those that are supported by the local community. There are 15 properties in total which include the Civic Centre, the Visitor Information Centre, workshops and depots at both Te Tahi Street and Keepa Road.

2.4 Public Conveniences

Thirty-nine public conveniences are available for the public at various parks, reserves and popular recreational locations. A further four internal toilet fit-outs by the Council in sports complex are also available to the public to use during times of sports competitions. Google My Maps: <https://goo.gl/5Auu2t>

2.5 Other Buildings and Structures

A diverse collection of buildings and structures have been bought together in this category. All serve some community need. These include:

- Grandstand, Rugby Park (Domain Road)
- Youth Centre (Canning Place)
- Citizens Advice Bureau, Taxi Office (Boon Street)
- Arts and Crafts Building (McAlister Street)
- Ohope Eastern Shed (Harbour Road)
- Mataatua Reserve Whakaruruhau (Muriwai Drive)
- Dog Obedience Building (Tūhoe Avenue)
- Edgumbe Domain Lockwood (College Road)
- Ōhope Old Playcentre, including toilets (Harbour Road)
- Matata Resource Community Centre (Wilson Street)

- Civil Defence Building (Waiewe Street)
- Ōhope Scout Centre and Compound (Harbour Road)
- Ōhope Old Playcentre – Shelter (Harbour Road).

3 Delivery of Property Services

Community Property is managed within the Council by a team of Asset Management staff in the Property and Facilities Assets group. The group sits within the Community Services Section. Professional services are provided to the group by contractors in the delivery of all maintenance and renewal work programmes. Support to the group is also provided by Council staff in planning, commercial and regulatory roles. Call Centre staff within the council create the requests for service which are actioned.

A summary of the activities undertaken for Community Property and where responsibility falls is outlined in Table 2 below.

Table 2: Community Property Roles and Responsibilities

Party	Role	Specific Responsibilities
Community Services (WDC)	Responsibility for the management of Assets and services	<ul style="list-style-type: none"> Financial control Performance monitoring Development of strategies and policies Customer service Planning Asset management planning Tenancy Management Managing capital/renewal projects Advice to Community Property Review of new developments and assets Advice related to licences, leases, acquisitions and disposals Management and development of contracts with service providers Management and development of procurement contracts
Maintenance Contractors	Completion of the majority of operations and maintenance	As detailed in Service Level Agreement
Capital Contractors (Various)	Responsible for implementation of capital new and renewal projects	Physical construction of specified improvements
WDC Planning	Provide advice on new applications for developments affecting Community Property	Liaise with General Manager Community Services and representatives
WDC Customer Services Call Centre	Call Centre, Customer Contacts	Create requests for service (RFS), Pass on customer information

Party	Role	Specific Responsibilities
WDC Strategic Property Team	Lease and Rental Administration Support	Assist Community Property with administration of leases, licences and tenancies

4 Stakeholders

The lists of stakeholders provided are not exhaustive and will expand and contract depending the matters over which engagement is being sought. Engagement is the process by which an organisation involves people who may be affected by the decisions it makes or can influence the implementation of its decisions.

The parties listed below provide an insight into the breadth of stakeholders that the Council has relationships with.

4.1 Key Stakeholders

- Bay of Plenty Regional Council
- BoPLASS
- Community Groups
- Community Halls Management Groups
- Iwi organisations, including:
 - Ngāti Awa
 - Ngāi Tuhoe
 - Ngāti Rangitīhi
 - Tuwharetoa Ki Kawerau
 - Upokorehe (Whakatōhea)
 - Ngāti Whare
 - Ngāti Manawa
- Ministry of Education
- Neighbouring District Councils
- The Whakatāne District community of owners, residents and ratepayers
- Toi Te Ora Public Health and Ministry of Health
- Tangata Whenua

4.2 External Stakeholders

- Ratepayers Associations
- Environmental groups
- Other Government agencies (Audit NZ, Ministry for the Environment)
- Consultants and contractors
- Facility users, tenants
- Royal New Zealand Returned and Services' Association
- Ministry of Social Development

4.3 Internal Stakeholders

- Whakatāne District Council – including Councillors, Committees and Community Boards, CEO and Managers
 - Iwi Liaison Committee
 - Asset Management staff
 - Policy and Planning staff
 - Regulatory Services
 - Financial and Corporate staff
 - Information Services Staff

5 Community Property Funding & Expenditure

5.1 Funding

Funding sources available for the maintenance and renewal programmes associated with community properties include:

- Rates (uniform, per hectare, special)
- Fees and charges
- Funding for services
- Subsidies and grants
- Development contributions

5.2 Expenditure

Expenditure on property activities represents a significant Council investment; these costs can be viewed in the [Projects & Financial Forecasts](#) section.

Tables 21 and 22 recording the forecast expenditure in Renewals, and Repairs and Maintenance are found in [Project and Financials Forecasts](#) Section.

6 Key Issues/Major Projects

The key issues discussed below are the highest priority challenges and will likely create the greatest impact on the Council and its operation. In addressing these key issues, the Council has also identified the major projects to be delivered by the Property and Facilities Assets Group in the coming three years.

6.1 Earthquake prone buildings

The Building (Earthquake-prone Buildings) Amendment Act 2016 took effect from the 1 July 2017. The Act standardises the rules and processes that apply to identifying and remediating earthquake-prone buildings. The Amendment Act and regulations set in place:

1. A standard methodology for the identification and management of earthquake prone buildings
2. Categorises New Zealand into seismic risk areas
3. Determines the response timeframe in which to complete engineering assessments and improved seismic performance of buildings where this may be necessary.

The District is located in a high risk seismic area. The high risk category means priority buildings must be assessed in 2.5 years and seismic strengthened within 7.5 years. Other buildings are able to be managed in 5 and 15 years respectively.

The original Detailed Seismic Assessments completed on the Whakatāne War Memorial Hall, the Edgcombe War Memorial Hall and the Whakatāne Airport and Airport Terminal Building will also be revalidated.

6.2 Whakatāne District Civic Centre

In 2010 the Council commissioned an Initial Seismic Assessment Report (IEP) on the Civic Centre. The IEP returned a score of 37% NBS based on an IL4 building. Whilst the building was not assessed as being likely to be earthquake prone (less than 34%NBS) it did not meet the preferred 67%NBS figure as defined in the Council's Earthquake-prone Building Policy.

The Council has now agreed to undertake work to strengthen the Civic Centre to achieve 100%NBS for IL4 - Ultimate Limit State (ULS). The IL4 ULS option provides a greater level of strengthening and will in 'most likelihood' be available as an Emergency Operations Centre (EOC) if liquefaction and settlement of foundations are not a factor post a major seismic event.

The seismic upgrade project will be complex and will result in disruption to the normal day to day Council operations. The project will be planned in order to complete the strengthening works within the required timeframes with minimal disruption to services provided to the community.

The Civic Centre seismic strengthening project has been identified as a priority due to its importance as both an EOC and in maintaining continuity of service in the event of an earthquake. A budget of \$2.1 million was included in the current LTP to undertake these seismic improvement works. The revised estimates is \$3.0 million based on an IL4 ULS seismic strengthening solution. The construction work will carry through the 2018 – 2019 financial year.

6.3 Whakatāne Museum and Research Centre Building

The Museum redevelopment started in May 2017 and is expected to be completed by August 2018. It involves the retention and refurbishment of the existing museum building in Boon Street and an extension south into Burgess Park. New features include enlarged collection storage areas with the environmental control systems required to adequately protect the Museum's valuable collections; a dedicated, multi-functional room for delivering outreach and education programmes; secure collection viewing areas for families and researchers; and a community research centre providing enhanced access to Museum resources.

6.4 Multi-sports events centre

This project has been reviewed and funding set aside in the LTP to undertake a study to assess the feasibility of redeveloping the Whakatāne War Memorial Hall as a multi-events centre. The project will continue to be assessed and prioritised alongside the need and capacity of the Council to deliver on other community facilities.

6.5 Port Ōhope Redevelopment

The Port Ōhope Redevelopment Plan contains elements relating to the realignment of the existing road entrance to the reserve and the creation of improved pedestrian access (which sits in the recreational AMP). It also provides for the redevelopment of space within the existing World War 2 era storage shed adjacent to the wharf as well as the establishment of a new toilet block within the reserve after the demolition of a number of other structures.

This work programme is planned for completion in the 2018/19 financial year.

6.6 Murupara Service Centre

Any future changes or development to the service centre will be considered over the next three years along with the changes to the library services, as they currently share the same building and workspaces.

6.7 Asbestos Management Plan

Under the requirements set out in the Health and Safety at Work (Asbestos) Regulations 2016 and the Health and Safety at Work (General Risk and Workplace Management) Regulations 2016, the Council must have an Asbestos Management Plan in place by April 2018.

The Asbestos Management Plan provides for an effective strategy:

- For the management of asbestos-related hazards in Council structures
- To minimise the associated risks to health and safety Asbestos Containing Materials (ACM) may hold for employees, service providers and the public.

The Asbestos Management Plan sets out the actions taken to manage ACM within Council owned facilities.

Risk Management

The objective of risk management is to identify the specific operational risks associated with the ownership and management of Community Property assets. This can be used to determine the direct and indirect costs associated with these risks, and to form a priority-based action plan to address them.

The council uses a consistent risk identification process across all its activities and the Consolidated Risk Register in Table 19 holds specific risk management planning for Community Properties in the Whakatāne District. It provides the basis for future Community Property risk analysis and improvement planning. While the Council is generally risk adverse, in some instances a low level of risk across an asset portfolio is appropriate and acceptable. Table 20 lists the key risks and mitigations.

1 Key risks

These key risks include:

- Project Management
 - Projects that are inadequately scoped, budgeted, managed, documented and reviewed
 - Inadequate consultation with owners,
 - Resource consent issues resulting in time and cost, loss of image and other impacts.
- Internal and External Contract Management (Service/Maintenance/Capital)
 - Contracts that are managed unsatisfactorily, resulting in unnecessary or excessive costs and/or insufficient output or quality.
 - Poor contractor performance.
- Asset Management
 - Out of date
 - Insufficient quality of process and output.
- Condition/performance assessments r
 - Reliable data for renewals/replacements and valuations.
- Compliance with Legislation and Consent Conditions
 - inability or failure to comply with consents, statute and national standards
 - Increase in requirements.
- Equipment/Plant/Building Failure
 - Breakdown of operational plant, building facilities causing injury, closure, loss of revenue, damage.
- Public Health and Safety
 - Accidents causing injury and or damage to property
 - Other public health/hygiene concerns resulting in claims and or negative publicity.

Strategic Environment

1 Legislative Environment

Statutory requirements impact on the way in which the Council operates to meet legislative obligations to its customers. Key legislation impacting on the way Community Property is managed include:

1.1 Property Law Act 2007

The purpose of this Act is to restate, reform, and codify (in part) certain aspects of the law relating to real and personal property. As a property owner this Act guides the Council in its property dealings and management.

1.2 Residential Tenancies Act 1986 and Amendments 2011

This Act applies to all tenancies and specifies the responsibilities of the landlord and tenant in relation to those commercial properties that are either leased or rented.

1.3 Health and Safety at Work Act 2015

This act sets out the obligations of the Council as the owner and operator of workplaces towards staff, contractors, visitors and the general public.

1.4 Health Act 1956

This Act establishes the government structure required to enact and enforce health requirements, including the activities of local government in regards to sanitary works. In particular, as it relates to this AMP, the Council's responsibilities in providing sanitary conveniences for the use of the public, swimming pools and dressing sheds.

2 Whakatāne District Council





2.1 Community Outcomes and the Community Property Activity

The following Community Outcomes were identified for the Whakatāne District:

- Valuing Our Environment
- Reliable and Affordable Infrastructure
- Sustainable Economic Development
- Effective Leadership
- Quality Services
- Community Needs.

Table 3 below provides an overview of the Council's Community Outcomes and shows how the Community Property objectives contribute to achieving these.

Table 3: Community Property Contribution to Community Outcomes

Community Outcome	Contribution to Community Outcomes (LTP)	Community Property Objectives	These have been addressed in:
<p>Reliable and Affordable Infrastructure</p>  <p>Meeting current and future needs</p>	<ul style="list-style-type: none"> To provide infrastructure that facilitates growth and development. To ensure people, infrastructure and the environment are protected from natural disasters. To sustainably manage community assets. 	<p>Provide quality community facilities compliant with all Council policies, procedures, standards and national guidelines</p>	<p>Life Cycle Management Levels of Service</p>
<p>Sustainable Economic Development</p>  <p>Working in partnership</p>	<ul style="list-style-type: none"> To facilitate an economy that is prosperous in both urban and rural areas. To encourage business growth that builds on the region's assets. To support Māori economic development. To promote connected businesses through effective networks. 	<p>Managing strategic and investment property to provide services of benefit to the community whilst generating a financial return for the District</p> <p>Contribute to tourism within the District through provision of Te Koputu a Te Whanga a Toi, Visitor Information Centre, and the museum</p>	<p>Growth and Demand</p>
<p>Quality Services</p>  <p>Excellent value for money</p>	<ul style="list-style-type: none"> To provide services that meets the aspirations of the community. To ensure all customers are dealt with in a timely, helpful and friendly way. 	<p>Ensure the provision of well-maintained urban halls with facilities to cater for a wide range of activities.</p> <p>Ensure the provision of well-maintained rural halls. Work with stakeholders to ensure appropriate operation and management structures for rural halls on a case by case basis.</p> <p>Council owned and operated buildings are well maintained, safe, accessible and provide a fit for purpose environment for staff and customers to work and interact in</p>	<p>Life Cycle Management Levels of Service</p>
<p>Community Needs</p> 	<ul style="list-style-type: none"> To create vibrant, connected and safe communities. To support healthy, active communities. To build inclusive communities. 	<p>Encouraging local artists and actors and cultural groups etc. to perform within the district through provision of theatres, exhibition space and community facilities</p>	<p>Levels of Service Life Cycle Management</p>

A caring community	<ul style="list-style-type: none"> To value, celebrate, promote and protect Māori culture. 	<p>The community is provided with sufficient community halls and pavilions that are functional, affordable and available</p> <p>Provide community facilities to promote creativity and wellbeing of local residents</p>
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2.2 Bylaws

Bylaws are adopted by Councils to ensure that the District runs smoothly, according to the priorities and wishes of the community. They evolve and change over time. Bylaws in the main, relate to the control of behaviour in the use of Council owned and/or managed assets.

2.3 Policies & Strategies

The Council has developed various policies and strategies to fulfil its role and align its activities to other agencies and organisations throughout the region. The Council often works in partnership with many other agencies to fulfil these policies and strategies.

A number of these policies are currently being reviewed through the LTP development process. Tables 4 and 5 below list policies, strategies and guidelines that are relevant to the management of the Council's Community Property.

Table 4: Policies

Policy Name	Status
Statement of Accounting Policies	Current
Funding Impact Statement (including Rating Policy)	Current
Significance and Engagement Policy	Current
Liability Management Policy	Current
Revenue and Financing Policy	Current
Development Contributions Policy	Current
Community Funding Policy	Current
Community Hall Policy	Current

Table 5: Strategies and Guidelines

Strategy Name	Status
Regional Policy Statement 2014	Operative
Change No.1: Heritage Criteria 2008	Operative
Change No.2: Growth Management 2005	Proposed
Regional Water and Land Plan 2008	Operative
District Plan	Operative
Community Hall Strategy	Current

3 National Standards

There are no national standards used by the Council in the delivery of Community Property.

Levels of Service (LoS)

1 Linking LoS to Community Outcomes

1.1 Community Outcomes

As outlined in Part A, the Council's Community Property contributes to the key outcomes that form the basis of the Long Term Plan. The Community Property activity primarily supports the following key community outcomes:

- Reliable and Affordable Infrastructure
- Quality Services
- Sustainable Economic Development
- Valuing our Environment
- Community Needs

In order to deliver these outcomes, it is important that the technical, customer services and activities are clearly linked within the level of service statements.

To achieve the standards of service the community expects, the levels of service statements and their associated performance measures express how the council anticipates its Community Property assets to perform. Levels of service statements provide a mechanism to:

- Ensure we target our renewals investment at the right projects.
- Allow the trade-offs between costs, risks and service levels to be appropriately considered and managed.

There are currently four Level of Service statements relating to the delivery of community property services. These are captured in the Tables 6 to 9 below. The majority of these measures relate to customer satisfaction with technical performance.

2 Community Property Levels of Service, Performance Measures and Reporting

Table 6: Community Property (General) - Levels of Service

Community Property (General) - Levels of Service						
Level of Service	The community is provided with sufficient properties to support the needs of users.					
Links to Community Outcomes	Reliable and Affordable Infrastructure	Quality Services	Effective Leadership	Sustainable Economic Development	Valuing Our Environment	Community Needs
Customer Value	<p>The core customer values this service aims to provide are:</p> <ul style="list-style-type: none"> ▶ Accessibility ▶ Quality ▶ Community Wellbeing 					
Customer Measures	<p>(1) Access to council owned community facilities are available to all user groups and operated within Council policies, procedures/standards and agreements. (i.e. including disability groups)</p> <p>(2) No reported injury accidents resulting from unsafe property or facilities</p> <p>(3) User satisfaction with Halls Pavilions in the Residents Perception Survey.</p> <p>(4) Professional cleaning services are contracted for all properties managed directly by the Council.</p>					
Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-10 target 2021-27	
(1)	100% of the time	100% of the time	100% of the time	100% of the time	100% of the time	
(2)	Nil	Nil	Nil	Nil	Nil	
(3)	84	70 – 80%	70 – 80%	70 – 80%	70 – 80%	
(4)	100% of the time	100% of the time	100% of the time	100% of the time	100% of the time	
Technical Measures	<p>(1) 90% of Council properties are maintained to a Grade 3 asset condition as recorded in the Council’s SPM Asset Data Base.</p> <p>(2) All buildings and associated parking meet statutory and regulatory requirements.</p> <p>(3) Sufficient community halls and pavilions provided in each ward by the Council or the Community.</p>					
Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-10 target 2021-27	
(1)	100% of the time	100% of the time	100% of the time	100% of the time	100% of the time	
(2)	100% of the time	100% of the time	100% of the time	100% of the time	100% of the time	
(3)	3 Urban, 1 Urban shared facility*, 6 Rural *Whakatāne War Memorial Hall	Maintain	Maintain	Maintain	Maintain	

<p>How we will achieve this Level of Service</p>	<ol style="list-style-type: none"> (1) All buildings are compliant with all statutory and regulatory requirements (2) All buildings are compliant with Council policies, procedures and standards (3) Parking is provided in compliance with the District Plan or consent requirements and community demand including disabled parking (4) Location signs are in place for all community facilities (5) Assets (by replacement cost value) in a moderate, good or very good condition (6) Buildings are cleaned and maintained in compliance with relevant contracts. (7) Scheduled inspections / condition assessments
<p>How we will measure if target is achieved</p>	<ol style="list-style-type: none"> (1) Parking reviewed in response to community demand on a yearly basis (2) Quarterly audit of condition data (3) Spot checks and audits by Contracts staff and cleaning contractor, results to be reported to Asset Manager on a monthly basis (4) Monitoring of SLA regarding response times for identified maintenance works and reporting by OBU (5) Financial reports

Table 7: Community Property Operational Buildings - Levels of Service

Community Property Operational Buildings - Levels of Service						
Level of Service	Council owned and operated buildings are maintained, safe, accessible and provide a fit for purpose environment for staff and customers to work and interact in.					
Links to Community Outcomes	Reliable and Affordable Infrastructure	Quality Services	Effective Leadership	Sustainable Economic Development	Valuing Our Environment	Community Wellbeing
Customer Value	<p>The core customer values this service aims to provide are:</p> <ul style="list-style-type: none"> Accessibility Safety Quality 					
Customer Measures	<ul style="list-style-type: none"> User satisfaction with the Council's operational buildings in the Residents Perception Survey 					
Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-10 target 2021-27	
	95	90 – 100%	90 – 100%	90 – 100%	90 – 100%	
Technical Measures	<ul style="list-style-type: none"> All buildings are maintained to a minimum condition grade 3 asset condition as recorded in the Council's SPM Asset Data Base. 					
Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-10 target 2021-27	
	90% of buildings	90% of buildings	90% of buildings	90% of buildings	90% of buildings	
How we will achieve this Level of Service	<ul style="list-style-type: none"> Maintenance contracts and service agreements in place for Council owned and operated buildings Undertake a five yearly review of user requirements Monitor demand for council services Monitor staff/user satisfaction with council operational buildings 					
How we will measure if target is achieved	<ul style="list-style-type: none"> Yearly condition assessments Staff feedback/surveys Residents Perceptions Survey (RPS) Reporting from SPM Asset Database 					

Table 8: Community Property Leased Buildings (Commercial & Community) - Levels of Service

Community Property Leased Buildings (Commercial & Community) - Levels of Service						
Level of Service	Council leased buildings provide facilities for community groups that are operated in a fair manner with clearly defined lease terms and conditions					
Links to Community Outcomes	Reliable and Affordable Infrastructure	Quality Services	Effective Leadership	Sustainable Economic Development	Valuing Our Environment	Community Wellbeing
Customer Value	The core customer values this service aims to provide are: <ul style="list-style-type: none"> Accessibility Quality Service Sustainable Economic Development 					
Customer Measures	<ul style="list-style-type: none"> Lease agreements have clearly defined terms and conditions 					
Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-10 target 2021-27	
	100% of the time	100% of the time	100% of the time	100% of the time	100% of the time	
Technical Measures	(1) Tenant and landlord are compliant with lease terms and conditions (2) Lease renewals processes are completed prior to lease expiry					
Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-10 target 2021-27	
(1)	100% of the time	100% of the time	100% of the time	100% of the time	100% of the time	
(2)	80% of the time	90% of the time	90% of the time	90% of the time	90% of the time	
How we will achieve this Level of Service	<ul style="list-style-type: none"> Inspections to assess tenant's compliance with lease and rentals reviewed in accordance with lease agreement Rental for community groups in keeping with Community Funding Policy Implement corporate property and lease management system that is integrated to corporate information and financials Reconcile lease agreements to lease data, ensure all agreements are held in Objective system 					
How we will measure if target is achieved	<ul style="list-style-type: none"> Review/audit schedule and records maintained and monitored Financial reports 					

Table 9: Community Property Public Conveniences - Levels of Service

Recreation Public Conveniences - Levels of Service						
Level of Service	Assessable Public Conveniences are provided throughout the District that are tidy, functional and sufficient to meet demand.					
Links to Community Outcomes	Reliable and Affordable Infrastructure	Quality Services	Effective Leadership	Sustainable Economic Development	Valuing Our Environment	Community Wellbeing
Customer Value	The core customer values this service aims to provide are: Accessibility Quality Whole of Community Benefit					
Customer Measures	User satisfaction with Public Conveniences in the Residents Perception Survey					
Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-10 target 2021-27	
(1)	66	65 – 75%	65 – 75%	70 – 80%	70 – 80%	
Technical Measures	(1) New toilets adhere to the CPTED principles. *(Crime Prevention Through Environmental Design) (2) 95% of Public Conveniences maintain Grade 3 asset condition as recorded in the Council's SPM Asset Data Base.					
Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-10 target 2021-27	
(1)	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	
(2)	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	
How we will achieve this Level of Service	<ul style="list-style-type: none"> ▶ Cleaning frequency reflects public usage of the facilities. ▶ Cold showers and fresh water drinking facilities provided in association with any major upgrade of public conveniences at beach locations ▶ Fresh water drinking facilities provided in association with any upgrade of public conveniences at sports field locations ▶ Toilet facilities available to the public during usual daylight hours. ▶ New public conveniences not connected to a sanitary sewer network will meet BOPRC environmental standards for onsite disposal ▶ Existing facilities will meet BOPRC standards ▶ Maintenance requirements in place for septic tank cleaning 					
How we will measure if target is achieved	<ul style="list-style-type: none"> ▶ Monthly reporting from contract cleaning service ▶ Monthly reporting from Customer Service Centre ▶ Project completion reporting ▶ Residents Perception Survey 					

Community Engagement

1 Communitrak™ Survey

The Council engaged the National Research Bureau Council (NRBC) in order to gather public opinion and to communicate Council’s decisions and programmes to residents. The Council commissioned the NRBC to undertake Communitrak™ surveys in May/June 2014, May/June 2015, May/June 2016 and June 2017.

Communitrak™ determines how well the Council is performing in terms of services/facilities offered and the representation given to its residents. As a result, the Council has National Average and Peer Group Average comparisons against which where applicable, they can analyse perceived performance in Whakatāne District.

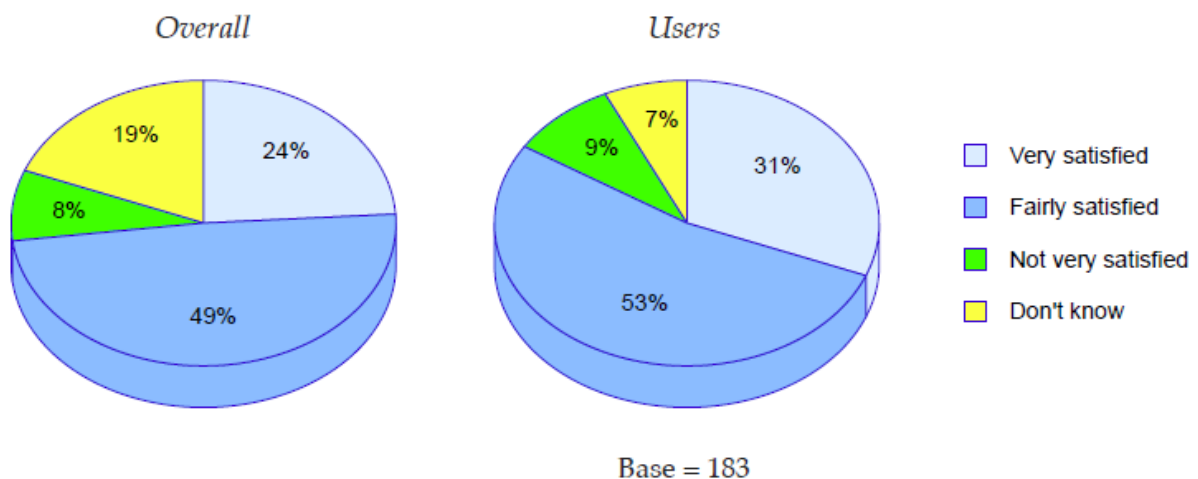
The property assets that were covered as part of this annual survey were:

- Public Halls
- Public Conveniences

1.1 Satisfaction with Public Halls

Residents were asked in a Communitrak™ Survey how satisfied they were with public halls. Figure 1 below shows the results.

Figure 1: Communitrak™ Survey results for Public Halls



73% of residents were satisfied with public halls (76% in 2016), while 8% were not very satisfied. 19% were unable to comment (15% in 2016).

The percent not very satisfied is on par with the Peer Group Average and similar to the National Average and the 2016 reading.

67% of households have used a public hall in the last 12 months. Of these residents, 84% were satisfied and 9% were not very satisfied.

There were no notable differences between residents in different Community Board areas or between socioeconomic groups in terms of residents not very satisfied with public halls.

1.1.1 Peer Group Analysis

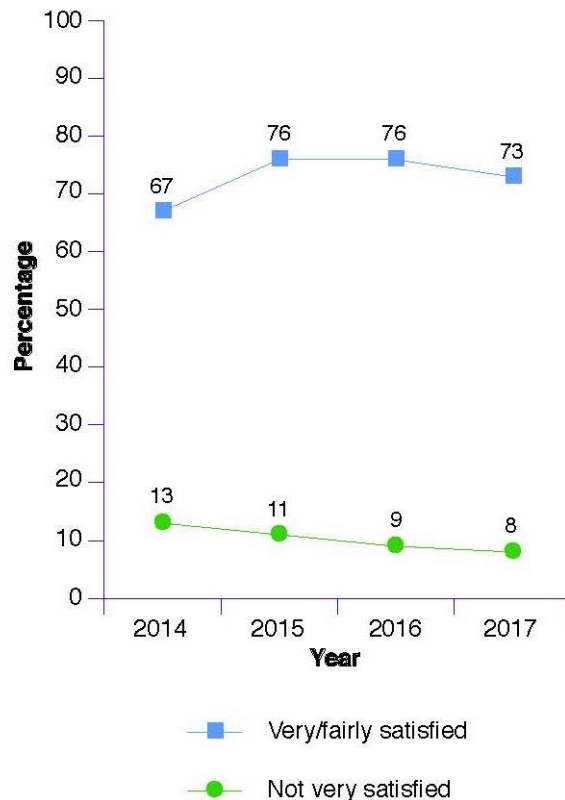
The percent not very satisfied in the District is marginally higher than the Peer Group and/or National Averages.

	Whakatane	Peer Group	National Average
Public Halls	8%	5%	7%

1.1.2 The Trend for Public Halls

Figure 2 below shows the trend results for public halls over a 4 year period.

Figure 2: Communitrak™ Survey 4 year trend results for Public Halls



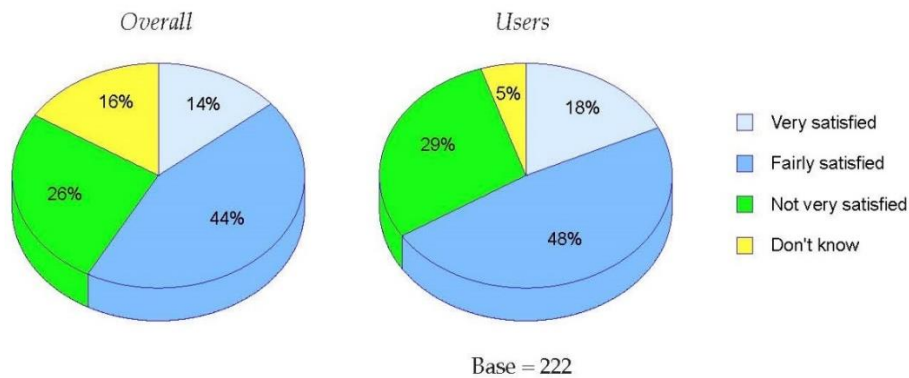
1.1.3 Outcome from the Communitrak™ survey

The data confirms that the vast majority of the survey respondents were satisfied or very satisfied with the Levels of Service the council are providing in association with its community halls. Within this current AMP funding for halls has remained consistent which is reflected in the LTP.

1.2 Satisfaction with Public Conveniences

Residents were surveyed regarding their level of satisfaction for public conveniences. Figure 3 below shows the results.

Figure 3: Communitrak™ Survey results for Public Conveniences



58% of residents were satisfied with public toilets in the District (61% in 2016), while 26% were not very satisfied and 16% were unable to comment.

The percentage not very satisfied was slightly above the Peer Group Average, above the National Average and similar to the 2016 reading.

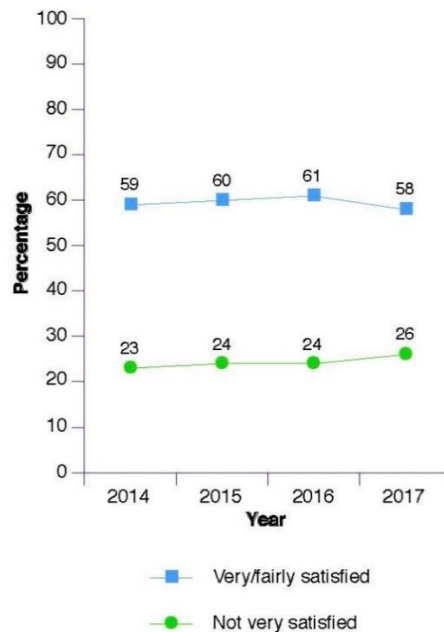
79% of households have used a public toilet in the last 12 months (71% in 2016). Of these, 66% were satisfied (72% in 2016) and 29% were not very satisfied (25% in 2016).

There were no notable differences between residents in different Community Board areas or between socioeconomic groups in terms of residents not very satisfied with public toilets.

1.2.1 The Trend for Public Conveniences

Figure 4 below shows the approval rating over the past four years for public conveniences.

Figure 4: Communitrak™ 4 year trend results for Public Conveniences



1.2.2 Peer Group Analysis

The percent not very satisfied in Whakatāne District is higher than the Peer Group and National Averages.

	Whakatane	Peer Group	National Average
Public Conveniences	26%	19%	17%

1.2.3 Outcome from the Communitrak™ survey

The data confirms that an ongoing trend of increasing dissatisfaction with the Level of Service the Council is providing through the provision of public conveniences.

Within this current AMP, funding for Public Conveniences has been increased to address failing infrastructure. The following three projects in the 2017/18/19 years will go some way to improving the overall condition of this asset category.

- Replacing the existing public toilets at Te Teko with new facilities in Eivers Park in 2017/18
- Constructing new public toilet facilities in Murupara adjacent to the Millennium Park in 2017/18
- Constructing new public toilet facilities at the Ōhiwa Harbour Wharf Ōhope in 2018/19

1.3 Customer Service Requests and Complaints

The Council operates a corporate customer calls register through Ozone (from Origen Technologies Ltd). Ozone allows for detailed information on customer service requests to be collated, trends to be analysed and a clearer understanding gained of opportunities for improvement

Data for the 2016/17 financial year has been collated and analysed below. This data is acquired from the Requests for Service (RFS) that were logged through the Ozone system.

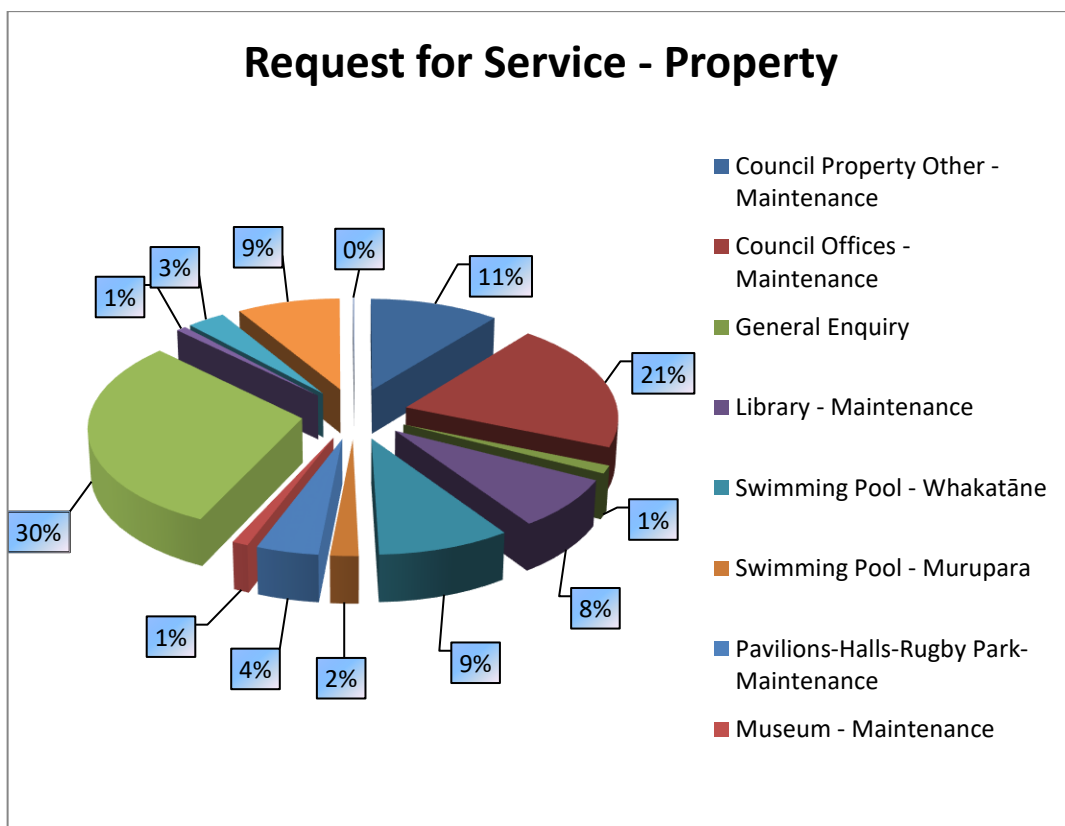
1.3.1 Requests for Service – 2016/17

The 2016/17 RFS data can be broken down and analysed across the following Community Property assets.

The RFS data provides an indication of the level of unplanned and reactive work generated from the utilisation of the community property and where a portion of the maintenance budgets are consumed.

The breakdown of calls is shown in Figure 5 below.

Figure 5: Community Property Assets RFS for 2016/17



Growth and Demand

1 Introduction

The key drivers that influence growth and demand are assessed in detail in this section. The key drivers relevant to the Community Property activity include: Population and Development, Community Expectations and Legislation as shown in Table 10 below.

Table 10: Relevant Demand Drivers

Asset	Demand Driver		
	Population and Development	Community Expectations	Legislation
Community Halls	✓	✓	✓
Operational	✓		✓
Commercial Property	✓		
Public Conveniences	✓	✓	✓
Other	✓	✓	

This section describes the strategy that the Council will adopt for growth and demand related to the Community Property activity.

2 Population and Development Considerations

2.1 Introduction

Projected growth for the District is expected to decline but that decline does not necessarily mean an overall decline in demand. The rural to urban shift, the shift to the increasing number of properties housing fewer people, and the attraction of visitors to Whakatāne as a holiday destination have resulted in increased demand on some of the existing facilities in areas around the District, particularly in Ōhope.

Planning for future growth and demand is imperative to provide an economically sustained pathway to meet the needs of the District and visitors to the District. The provision of the Community Property activity and its management is an essential element in the planning process. Details relating to the growth and demand drivers within the Whakatāne District are discussed in Part A.

2.2 Current and Projected Utilisation

Limited information is available on the current and projected utilisation of Whakatāne’s community property. Where information has been collated, this has been described in the following section. This will be addressed in the future through the development of processes to record use of existing assets.

2.2.1 Community Halls

The Whakatāne District has three community-based halls – Whakatāne War Memorial Hall, Edgumbe War Memorial Hall and the Ōhope Hall.

Use of the Ōhope, Edgumbe, and Whakatāne community halls has been reasonably consistent over the past three to four years. The busiest facility is the Whakatāne War Memorial Hall where demand often exceeds supply during peak use times. The other three halls are not well used.

The Council will explore alternative future options for the four halls. The first step toward doing this will be to review the Community Halls Policy which sets out the framework for the provision, management and development of Community Halls in the Whakatāne District. This is expected to take place in 2020.

Currently rural halls and pavilions are administered and funded from the general rate with little focus on individual viability. The Council considers the ownership costs associated with rural halls is sometimes more than the economic, social and cultural benefit provided to the community. Such facilities include Otakiri Hall, Manawahe Hall, Waimana – Nukuhou North War Memorial Hall, Te Teko War Memorial Hall, Te Teko Sports Pavilion, Taneatua War Memorial Hall, and Galatea War Memorial Hall.

2.2.2 Operational Property

Significant investment is due to be made in the Civic Centre to increase its seismic performance to an IL4 ULS in the next two years. Consideration is also being given to the establishment of a new operation three bay shed at the Keepa Road depot.

2.2.3 Commercial Property

Demand will be driven through the obligations contained in the lease and rental agreement relating to building maintenance.

2.2.4 Public Conveniences

Investment in improved toilet design and repositioning of toilet blocks will continue in this LTP. Three new toilets are planned in the next three years.

2.3 Impacts on the Community Property Activity

2.3.1 Community Halls

Increased population in communities closer to the coast due to rural to urban shift is likely to result in further falling demand for community halls in rural areas.

Areas such as Coastlands/Piripai, which is predicted to develop considerably, may need access to additional community facilities such as halls/meeting facilities

A number of halls are currently underutilised, therefore effort is needed to ensure that usage of these facilities is maximised.

2.3.2 Operational & Other Property

With population and commercial/residential development increasing in Whakatāne urban areas, there will be increased demand for services across all of the Council's activities. This will create demand for new operational buildings to meet requirements.

Decreased demand on council funded and operated facilities may occur in rural areas.

2.3.3 Commercial Property

The Council holds a few properties that are leased to others for a commercial return. The main driver for retention of these properties is their strategic locations. They are being kept to meet future requirements. There is no expected future demand for the Council to own commercial unless it is required for strategic purposes.

Environmental Stewardship

This section describes the environmental and legislative obligations that the Council must meet when maintaining and extending its Community Property assets. The section also outlines those requirements specified as conditions of resource consents.

1 Legislation

A number of legislative mechanisms exist to prevent or mitigate any potential adverse environmental effects associated with the management and development of community property. These are set at national, regional and district level.

Statutory requirements have been outlined in the [Business Overview](#) section. Specific requirements relating to Environmental Stewardship are covered below in more detail.

1.1 National

The role of Central Government is one of setting environmental policy across New Zealand. This is achieved through an array of statutes. The following key statutes are of relevance to the management and development of community property.

1.2 Heritage New Zealand Pouhere Taonga Act 2014

The purpose of the **Heritage New Zealand Pouhere Taonga Act** is to promote the identification, protection, preservation, and conservation of the historical and cultural heritage of New Zealand.

Any works that may damage, modify or destroy a historic site requires authorisation from the New Zealand Historic Places Trust. Councils as owners and managers of places of historical value are required to comply with the Resource Management Act and heritage orders issued pursuant to the RMA.

1.3 Local Government Act 2002

Specific to environmental stewardship, section 14 of the Local Government Act 2002 (the LGA) includes a number of guiding principles:

- making itself aware of community views
- providing opportunities for Māori to participate in decision-making processes
- collaborating and cooperating with other local authorities as appropriate
- ensuring prudent stewardship of resources
- taking a sustainable development approach.

Councils are required to identify overall long-term priorities and to plan for the future. The LGA outlines the responsibilities of local authorities and the decision making process for activities undertaken on behalf of their community, primarily through the requirement to adopt a Long Term Plan (LTP).

1.4 Building Act 2004

The Building Act 2004 ensures that buildings contribute to the health, physical independence and well-being of their occupants. In addition, the Act ensures that buildings are constructed in ways that promote sustainable development.

1.5 The Building (Earthquake-prone Buildings) Amendment Act 2016

This Act took effect from the 1 July 2017. The Act standardises the rules and processes that apply to identifying and remediating earthquake-prone buildings. The Act and regulations sets in place:

- A standard methodology for the identification and management of earthquake prone buildings.
- Categorises New Zealand into Seismic risk areas and,
- Determines the responses timeframe in which to complete engineering assessments and improved seismic performance of buildings where this may be necessary.

Whakatāne District is located in a high risk seismic area. The high risk category means Priority Buildings must be assessed in 2.5 years and seismic strengthened within 7.5 years. Other buildings are able to be managed in 5 and 15 years respectively.

The Council has initiated a number of projects to meet these legislative requirements including:

- Commencing the prioritising and assessment of 95 Council owned buildings
- Commissioning the review of DSA's completed on the Whakatāne War Memorial Hall, the Edgumbe War Memorial Hall and the Airport terminal buildings to ensure that they meet the requirements of the Amendments to Act

1.6 Resource Management Act 1991

Under the Resource Management Act 1991, Council has a statutory obligation to avoid, remedy or mitigate any adverse effects on the environment through sustainable management. In this context, resource consents are one way, in which Council regulates the effects of activities such as new buildings for a variety of community purposes.

1.7 Reserve Management Plans

Reserve Management Plans are prepared by the Council in accordance with the Reserves Act 1977 for reserves they administer. Each Reserve Management Plan outlines the use, maintenance, protection, preservation and development of the reserve for the purposes for which it is classified.

Where Community Property assets are to be established on reserve sites, a review of the relevant Reserve Management Plan is necessary to determine if the activity has been provided for in the management plan.

2 Bay of Plenty Regional Council

The Bay of Plenty Regional Council (BOPRC) is responsible for ensuring the natural and physical resources of the region such as the land, air, water and coastal resources, are managed in a sustainable manner under the Resource Management Act 1991.

Much of the control of the environmental effects in maintaining and developing community buildings lies with the District Plan. However, development works for larger scale Community Property may require preparatory earthworks and stormwater discharge consents for which there are controls in the Regional Plans.

2.1 Regional Water & Land Plan

The purpose of the Regional Water and Land Plan is to promote the sustainable and integrated management of land and water resources within the Bay of Plenty Region. To achieve this, the Regional Water and Land Plan has policies and methods (which include rules) to address issues of use, development and protection of land resources, geothermal resources and freshwater resources, including the beds and margins of water bodies.

The resources covered by the Regional Water and Land Plan are:

- Soil (land) resources
- Rivers and streams
- Lakes (Rule 11)
- Wetlands
- Groundwater
- Geothermal resources (excluding the area covered by the Rotorua Geothermal Regional Plan)
- The Regional Water and Land Plan has replaced the Regional Land Management Plan and Transitional Regional Plan.

3 Whakatāne District Council

3.1 District Plan

The Whakatāne District Plan assists the Council to carry out its functions under the Resource Management Act 1991 in order to achieve the purpose of the Act which is to promote the sustainable management of natural and physical resources.

In this context, the Whakatāne District Plan outlines the rules, objectives, policies and requirements for land based activities above Mean High Water Springs (MHWS). In terms of site development, this can include controls on earthworks, the bulk and location of buildings on a site and the use and activities associated with those buildings. The District Plan may include controls on the activities permitted in different areas and require consideration of parking, traffic generation, and noise.

3.2 Long Term Plan

The Council has specified the following community outcomes in the Long Term Plan 2018-28 (LTP) which relate to the development of Community Property assets:

- Community Needs
- Quality Service
- Reliable and Affordable Infrastructure
- Sustainable Economic Development

3.3 Resource Consents

If the construction of a building does not meet the development controls outlined in the District Plan or relates to an activity that has the potential to result in adverse effects on the environment, resource consent may be required.

An Assessment of Environmental Effects (AEE) is required to support the resource consent applications to the respective Councils when seeking approval to construct, alter or vary the use of a community facility or building.

The AEE process involves the identification and assessment of both the potential and the perceived physical, social and cultural impacts that the proposed works may have on the existing environment, and includes the examination and comparison of options and alternatives for mitigating any identified adverse effects, and the confirmation and recommendations on the preferred options and methodology to carry out the works.

The critical environmental factors requiring consideration may include geological and geotechnical effects of land movement (cut and fill), the ecological and biological effects of vegetation removal or earthworks, and the cultural, archaeological and social effects on the environment of the development, together with noise, traffic, and visual effects, a number of which may require specialist inputs and consultation with the local communities.

Currently no resource consents associated with property assets require any monitoring however, any new developments may require resource consents or outline plans as necessary.

Lifecycle Management

This Lifecycle Management (LCM) section provides the broad strategies and work programmes required to achieve the goals and objectives set out in the [Business Overview](#) section of this plan.

This section covers the following assets:

- Community Halls
- Commercial Property
- Operational Property
- Public Conveniences
- Other Property

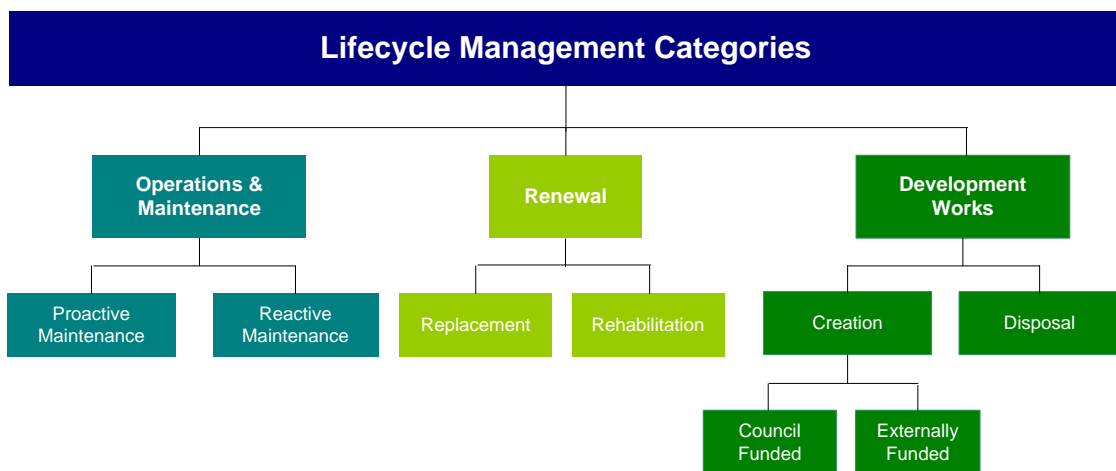
This Plan covers the lifecycle of the community property activities including:

- Operations
- Maintenance – Proactive & reactive
- Renewal-replacement, rehabilitation
- New capital, (growth), levels of service (improvements), and regulatory improvements

1 Work Category Definitions

Figure 6 below illustrates the various components of lifecycle management categories.

Figure 6: Community Property Lifecycle Management Categories



1.1 Operations & Maintenance – Reactive

The Community Services team provides maintenance services for all community property. Calls are logged with Customer Service Centre staff and a service request is sent directly to Community Services. Particular maintenance items are referred to Community Services staff from custodians and hall committees.

1.2 Operations & Maintenance – Preventative/ Proactive

Regular inspections and exterior washing of halls is provided for in annual budgets. A number of services to community property are provided through service contractors under contract agreements. These services include:

- Electrical maintenance.
- Cleaning – (incl public conveniences)
- Building Warrants of Fitness
- Fire Compliance
- Heating, ventilation and air conditioning
- Security

The projected renewal expenditure for community property can be viewed in Table 21 in the [Projects & Financial Forecasts](#) section.

1.3 Renewal Works Plan

The overall Levels of Service objective is to steadily renew assets considering the following:

- Age profile
- Condition profile
- Level of on-going maintenance
- Economic lives of the materials used
- Financial and customer risks

Renewals are reviewed regularly, with any deferred work re-prioritised alongside new renewal projects and a revised programme established where required. The projected 10-year renewal expenditure will be improved as data confidence, accuracy and asset condition assessments are updated.

The projected renewals programme for community property can be viewed in Table 21, in the [Projects and Financial Forecasts](#) section.

1.4 Capital Works Plan

Capital works are generally initiated through triggers such as growth, Levels of Service, regulatory, operational efficiency, or vested (gifted) through subdivisions. More detail on funding sources for these projects is outlined in Table 21 in the [Projects and Financial Forecasts](#) section.

1.5 Disposal Plan

The Council will consider selling/divesting some of its property, which could release funds.

A number of factors trigger decisions about asset disposal, such as:

- an asset's systemic failure as a result of its age and condition
- a change in the required service level for an asset
- an asset's inability to handle increasing or changing demand
- an asset's misalignment with service objectives.

Where an asset no longer meets the needs of the services being provided, the Council will consider divesting or otherwise disposing of it. The Council will explore opportunities for optimisation with local Community Boards for assets no longer fit for purpose.

The Council has no plans to dispose of any other building assets at this time with the exception of assets that reach the end of their useful life within the 10-year period and are replaced as part of the renewal programme.

1.6 Community Property Asset Overview

The Council owns and operates 95 buildings throughout the District. Many of these are required for the day-to-day operation of the Council and provide services and recreation to the community. Others are provided to the community for their utilisation and sanitary protection. In addition, the Council also owns and manages a number of commercial building which are leased out and generate a return for the Council. There is no long-term goal to own property for purely commercial reasons, and periodic reviews are undertaken to establish the need to own some properties over the long term.

1.7 Asset Description

Individual properties are not discussed in this section but grouped together under their respective asset category.

1.8 Asset Valuation

The Council engages professional valuers to assess its property for the purposes of insurance on an annual basis. The values used in the AMP were confirm on the 30 June 2017. Both a 'Replacement Value' and 'Fair Value' has been provided for each individual asset.

Fair Value is defined as 'the amount for which an asset could be exchanged, or a liability settled between knowledgeable, willing parties in an arms-length transaction'. Other commonly used terms to describe fair value include 'market value', 'open market value' and 'current market value'.

Replacement Value is the actual cost to replace an item or structure at its pre-loss condition. This may not be the fair value of the item, and is typically distinguished from the actual cash value payment which includes a deduction for depreciation.

The Council's SPM database is used to manage all the building renewal programmes. It utilises the replacement value for all of a structure's component parts and has been utilised for the asset's replacement value in the AMP tables.

1.9 Asset Summary

Table 11 below lists the assets currently owned by the Council, including average economic life and average condition components. The Gross Replacement Cost (GRC), as at 30 June 2017 for all asset groups is shown below.

Table 11: Asset Inventory

Asset	Economic Life (Ave)	Condition Rating (Average)	Gross Replacement Cost
Community Halls	33	1.9	\$25,910,000
Operational Properties	40	1.7	\$13,809,000
Commercial Properties	45	1.6	\$ 2,820,000
Public Conveniences	45	2.2	\$ 6,929,000
Other Properties	35	1.0	\$ 7,637,000
Totals			\$57,105,000

Note: Economic Life and Condition are averaged at a component level.

The Gross Replacement Costs do fluctuate and the valuations provided have included the following implications:

- Higher labour rates due to a shortage of builders & subcontractors
- Building material price increases
- Heavier foundation requirements that would apply to many buildings
- Increasing compliance costs (for example scaffolding, edge protection, harness systems), to comply with Ministry of Business, Innovation and Employment's best practise guidelines.

1.10 Asset Risk

Table 19 of this AMP outlines Risk management relating to the Council's community properties, which provides a comprehensive overview of how risk is derived and managed.

1.11 Data Confidence and Reliability

Table 12 below provides the confidence framework ([NAMS IIMM](#)) used to determine the confidence in the asset data used in this AMP.

Table 12: Asset Data - Confidence Grades

Confidence Grade	Council Confidence	General Meaning
Highly Reliable	88%	Data based on sound records, procedure, investigations and analysis, documented properly and recognised as the best method of assessment.
Reliable	2%	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	10%	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade highly reliable or reliable data is available.
Very Uncertain	Nil	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Confidence in the asset data on which the forecast of renewals and programmes of work is based is vital. The data held in Council's SPM Asset Database as it relates to Community property has been assessed using the NAMS IIMM framework.

1.12 Condition Assessment and Results

The Council has an improved knowledge of the condition of their assets and how they are performing. The Council's Places and Open Spaces Assets and recorded and managed within the SPM Asset Management System. This database has been compiled and refined over the last seven years. The database provides the information driving the Council's future expenditure patterns and management decisions regarding maintenance, replacement and renewals.

The continued use and refinement of data in the condition assessment of buildings and their components will allow preparation of verifiable predictive decay curves for particular asset types and hence permit prediction of remaining life.

1.13 Assessment & Results

The condition assessment should be the basis of assessing the asset condition of the Council's assets. The definitions allocated to each condition class is described in Table 13 below.

Table 13: Typical Condition Rating Model

Grade	Condition	Description of Condition
1	Very Good	Sound physical condition. Asset likely to perform adequately without major work for 25 years or more.
2	Good	Acceptable physical condition; minimal short-term failure risk but potential for deterioration in long-term (15 years plus). Minor work required
3	Moderate	Significant deterioration evident; failure likely within the next 5 years but further deterioration likely and major replacement likely within next 15 years, Minor components or isolated sections of the asset need replacement or repair now but asset still functions safely at adequate level of service.
4	Poor	Failure likely in short-term. Likely need to replace most or all of asset within 5 years. No immediate risk to health or safety but works required within 3 years ensuring asset remains safe. Substantial work required in short-term, asset barely serviceable
5	Very Poor	Failed or failure imminent. Immediate need to replace most or all of asset. Health and safety hazards exist which present a possible risk to public safety or asset cannot be serviced/operated without risk to personnel. Major work or replacement required urgently

The condition of each asset sub group has been analysed at a component level and based on total value in Tables 14 to 18 below.

2 Community Halls

2.1 Overview

Urban and rural community based halls owned and managed by the Council include the Whakatāne War Memorial Hall. Ten of these halls are Council-owned and are located in Whakatāne, Edgecumbe, Ōhope, Manawahe, Galatea, Te Teko, Waimana, Otakiri and Taneatua.

Community halls play an important role in providing affordable social, cultural and recreational facilities to the community.

2.2 Asset Valuation

Table 14 below provides an overview of the Total Replacement Cost for Community Halls.

Table 14: Community Hall Replacement Value

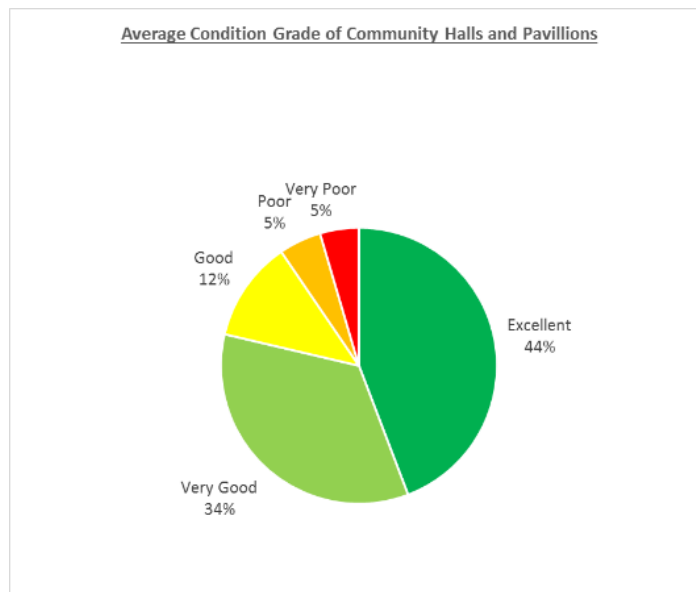
Finance Asset Number	Street Number	Street Name	Property	Construction Year	Total Replacement Cost
519	7	Short Street	War Memorial Hall - Externals	1954	\$ 12,900,000
1386	9	Bluett Road	Ohope Hall (incl Bluett Rd toilets)	1999	\$ 3,500,000
528	2	Kauri Street	Edgecumbe Hall	1990	\$ 2,900,000
532	40	Mangamate Road	Galatea Hall	1950	\$ 1,100,000
522	579	Otakiri Road	Otakiri District Hall	1953	\$ 1,000,000
531	7	Te Teko Road	Te Teko Community Hall	1950	\$ 840,000
533	43	Tuhoe Street	Taneatua War Memorial Hall	1950	\$ 780,000
521	1866	Manawahe Road	Manawahe Hall	1923	\$ 660,000
526	272	Waimana Road	Waimana Nukuhou North Hall	1964	\$ 560,000

5103	72	State Highway 30	Te Teko Pavilion	1970	\$ 1,200,000
616	68	Pine Drive	Murupara Pavilion	1985	\$ 470,000
					\$ 25,910,000

2.3 Average Condition Grade

Figure 7 below provides a snapshot of the condition grade for community halls. The description for the classes of condition are found in Table 13.

Figure 7: Average Condition Grade for Community Halls



3 Operational Properties

3.1 Overview

The Council owns a number of operational buildings, which are key to the operation of the Council. The buildings that make up the majority of the value of these assets are administration buildings. These are the Civic Centre, Otuawhaki Information Centre and the works depots at Te Tahi Street and Keepa Road.

3.2 Asset Valuation

Table 15 below shows the replacement value of all Council's operational properties.

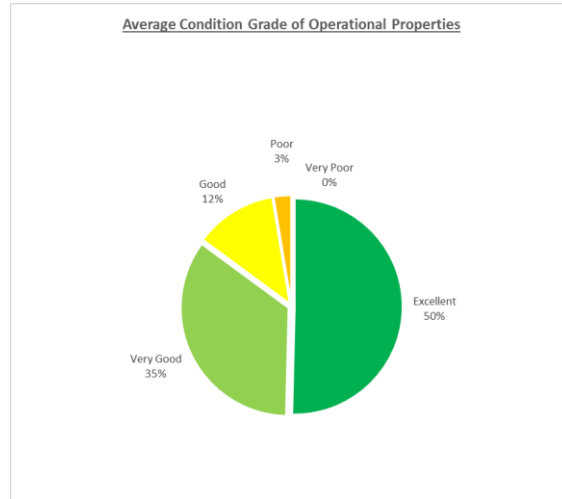
Table 15: Operational Property Replacement Value

Finance Asset Number	Street Number	Street Name	Property	Construction Year	Replacement Value
562	14	Commerce Street	Civic Centre Council Chambers	1990	\$11,200,000
630	60	Te Tahī Street	Three Waters Depot Office	1985	\$540,000
5090	60	Te Tahī Street	Three Waters Fitters Workshop	1977	\$200,000
5092	60	Te Tahī Street	Three Waters Vehicle Garage	1980	\$68,000
568	60	Te Tahī Street	Three Waters Stock Shed	2008	\$47,000
569	60	Te Tahī Street	Three Waters Reticulation Tool Shed	1970	\$63,000
0	60	Te Tahī Street	Three Waters Garage	1980	\$30,000
5097	65	Keepa Rd	Places and Open Spaces Old Store	1985	\$200,000
5097	65	Keepa Rd	Places and Open Spaces Four Bay Shed	1985	\$35,000
5100	60	Te Tahī Street	Places and Open Spaces Workshop	1977	\$270,000
5087	2	Kakahoroa Drive	Bus Shelter – Whakatāne I-SITE Otuawhaki	2002	\$26,000
631	52	Te Tahī Street	Whakatāne Dog Pound	1980	\$220,000
5115	20	Harakeke Road	Murupara Dog Pound	970	\$120,000
5093	42	Te Tahī Street	Whakatāne Rural Fire Building	2006	\$670,000
5545	270	Waimana Road	Waimana Rural Fire Building	1984	\$120,00
					\$13,809,000

3.3 Average Condition Grade

Figure 8 provides a snapshot of the condition grade for this Asset Category. The description for the classes of condition are found in Table 13.

Figure 8: Average Condition Grade for Operational Properties



4 Commercial Properties

4.1 Overview

The Council leases four buildings on a commercial basis. They are the 62 The Strand, 35 Quay Street, 4 Commerce Street, and a residential house in Valley Rd, Whakatāne. Table 16 below describes the capital values of these buildings.

4.2 Asset Values

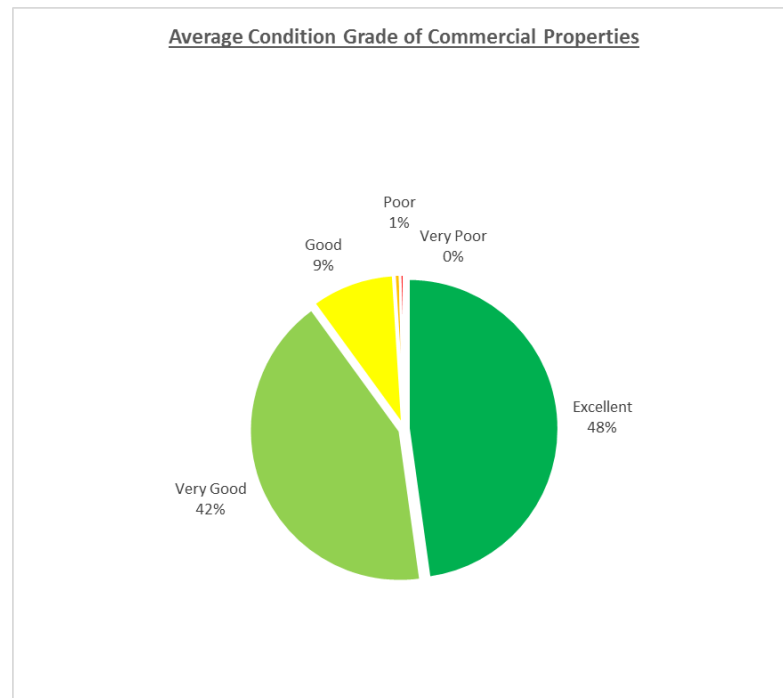
Table 16: Commercial Property Replacement Value

Finance Asset Number	Street Number	Street Name	Property	Construction Year	Replacement Value
5594	62	The Strand	Commercial Building	1960	\$ 1,100,000
5089	4	Commerce St	Commercial Building	1959	\$ 670,000
5086	1A	Muriwai Drive	Signal Station	1920	\$ 570,000
567	276	Valley Rd	House	1957	\$ 280,000
540	35	Quay Street	Toi-EDA Building	1933	\$ 200,000
					\$ 2,820,000

4.3 Average Condition Grade

Figure 9 below provides a snapshot of the condition grade for commercial properties. The description for the classes of condition are found in Table 13.

Figure 9: Average Condition Grade for Commercial Property



5 Public Conveniences

5.1 Overview

Thirty-nine public conveniences are available for the public at various parks, reserves and popular recreational locations, with a further four available in the sports complex during sports competitions. The figures shown in Table 17 provide an overview of the Replacement Value for Public Conveniences in the District. The figures do not include the cost of construction of new toilets at Te Teko, Murupara and Port Ōhope in the coming three years.

5.2 Asset Values

Table 17: Public Conveniences Replacement Value

Finance Asset Number	Street Number	Street Name	Property	Construction Year	Replacement Value
1511	202	Harbour Rd	Otao Toilets	1999	\$ 440,000
1579	1	McAlister St	River Edge Toilets	2001	\$ 400,000
1507	243	Pohutukawa Ave	Maraetotara Toilets	2001	\$ 320,000
543	30	Muriwai Drive	The Heads Toilets	1992	\$ 230,000
510	1A	McGarvey Rd	Rose Garden Toilets	1970	\$ 230,000
547	16	Weka St	Warren Park Toilets	1970	\$ 190,000

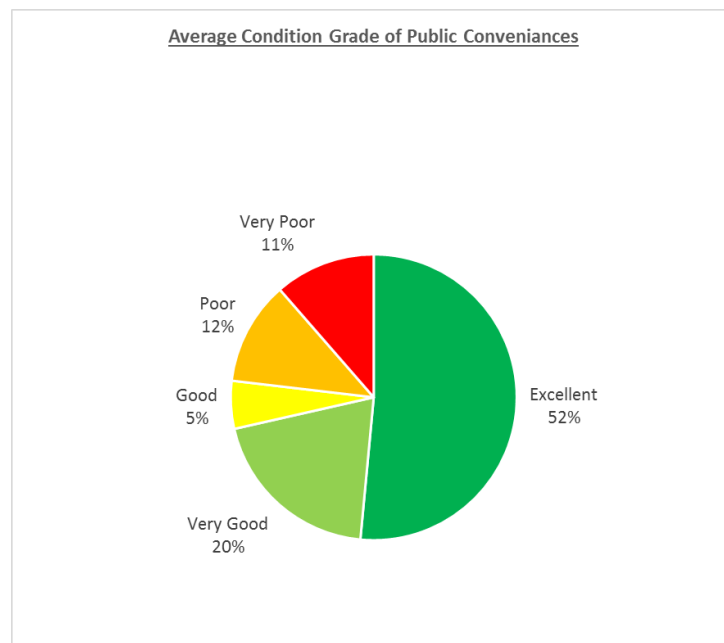
5102	199	College Road	Edgecumbe Rugby Club	2010	\$ 170,000
1578	41	Heale Street	Matata Main Road Toilets (Nova-Loo)	2001	\$ 160,000
546	9	James St	James Street Exeloo Toilets	1990	\$ 160,000
545	8	Short St	Short Street Toilets	1995	\$ 150,000
5104	71	Black Road	Aniwhenua Public Toilet & Cooking Kiosk	1975	\$ 150,000
5549	139	Thornton Beach Road	Thornton North Toilets	1980	\$ 140,000
555	257	Ocean Rd	Ocean Road Toilets	1978	\$ 140,000
5107	62C	West End Road	West End Toilets	1975	\$ 140,000
5108	177A	Pohutukawa Ave	Wharekura East Reserve - Toilet	1975	\$ 140,000
553	0	West End Road	Mahy West Toilets	1975	\$ 130,000
1506	7	Mair Street	Surf Club Toilets	1975	\$ 130,000
556	218	Waimana Road	Waimana Toilets	1997	\$ 120,000
5608	3	Eivers Road	Eivers Road Toilets (Nova-Loo)	2011	\$ 110,000
2220	41	Ohuirehe Rd	Coastlands Toilets (Nova-Loo)	2001	\$ 110,000
557	62	Pine Drive	Pine Drive Toilets (Murupara exeloo)	2000	\$ 110,000
549	169	Thornton Beach Road	Thornton South Toilets	1980	\$ 110,000
514	1	Morrison Road	Taneatua Toilets	2017	\$ 110,000
548	764	State Highway 2 West	Pikowai West Toilets	1972	\$ 110,000
1505	40	Mangamate Road	Mangamate Toilets (Galatea Domain)	1970	\$ 100,000
552	72	State Highway 30	Te Teko Park Toilets	1985	\$ 82,000
551	2	Kauri Street	Kauri Street Toilets	1975	\$ 79,000
550	185	College Road	Edgecumbe Domain Toilets	1978	\$ 73,000
5109	542	Harbour Road	Ohiwa Toilets	2001	\$ 43,000
5548	764	State Highway 2 West	Pikowai East Toilets	1990	\$ 42,000
2104	864	Galatea Road	Matahina Dam Remote Toilet	2002	\$ 32,000
2105	134	Kohi Point Lookout Rd	Otarawairere Bay Remote Toilet	2001	\$ 21,000
					\$ 6,182,000
Public Conveniences located inside other buildings					
515	29	Cutler Crescent	Eve Rimmer Sports Ground	1997	\$ 410,000

1580	6	Kakahoroa Dr	Otuawhaki Infor Office and Toilets	2002	\$ 170,000
5095	16	Short Street	Soccer Club Toilets	1970	\$ 110,000
5106	14	Division St	Richmond Reserve Toilets	1975	\$ 57,000
					\$ 747,000
					\$ 6,929,000

5.3 Average Condition Grade

Figure 10 provides a snapshot of the condition grade for public conveniences. The description for the classes of condition are found in Table 13.

Figure 10: Average Condition Grade for Public Conveniences



6 Other Properties

6.1 Overview

The Council recognises that the local community, through their diverse range of activities, make a major contribution to the social, environmental, cultural and economic wellbeing of the Whakatāne District.

6.2 Asset Valuation

Table 18 provides an overview of the Total Replacement Cost of all other properties.

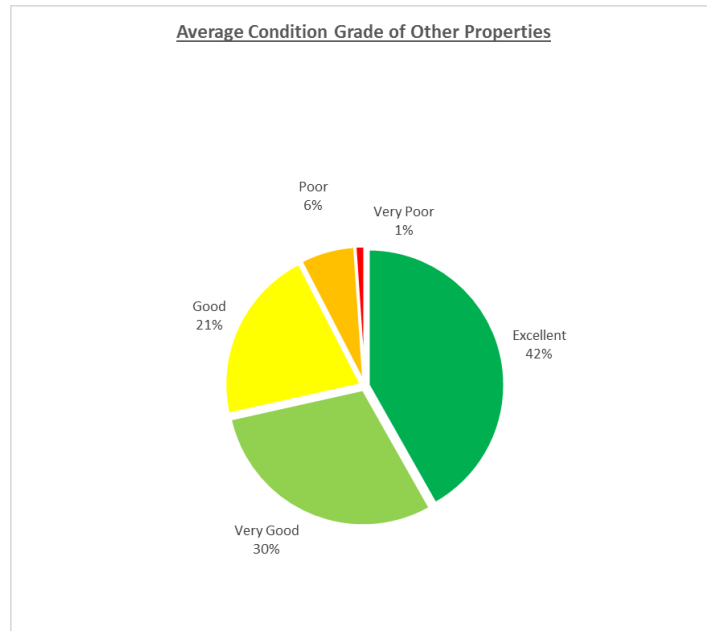
Table 18: Other Properties Replacement Value

Finance Asset Number	Street Number	Street Name	Property	Construction Year	Total Replacement Cost
575	45	Domain Road	Grandstand Rugby Park	1969	\$ 2,400,000
517	4	Canning Place	Youth Centre	1935	\$ 2,200,000
5088	21	Boon St	Citizens Advice Bureau, Taxi Office	1962	\$ 490,000
573	136	McAlister St	Arts and Crafts Building	1920	\$ 450,000
5110	340	Harbour Road	Ohope Eastern Shed	1970	\$ 380,000
1389	38	Muriwai Drive	Mataatua Reserve Whakaruruhau	1999	\$ 330,000
5096	33	Tuhoe Ave	Dog Obedience Building	1960	\$ 290,000
596	185	College Road	Edgecumbe Domain Lockwood	1988	\$ 290,000
5112	340/6	Harbour Road	Ohope Old Playcentre (incl. Toilets)	1970	\$ 250,000
0	31	Wilson Street	Matatā Resource Comm Centre	1975	\$ 230,000
565	32	Waiewe Street	Civil Defence Building, Waiewe St	1975	\$ 200,000
5111	340	Harbour Road	Ohope Scout Centre & Compound	1970	\$ 120,000
5113	340/6	Harbour Road	Ohope Old Playcentre - Shelter	1970	\$ 7,000
					\$ 7,637,000

6.3 Average Condition Grade

Figure 11 below provides a snapshot of the condition grade for other properties. The description for the classes of condition are found in Table 13.

Figure 11: Average Condition Grade for Other Properties



7 Consolidated Risk Register

The risk registers provided below in Table19 for the current and future Community Property activities have been developed in consultation with key staff and the Manager Community Services.

Table 19: Asset Management Risks - General

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable	Risk Type	Gross Risk (No effective measures in place)			Current Practice/Strategy (Avoidance and mitigation measures)		Net Risk (Considering measures in place)			Person(s) Responsible	Management Options
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
CPR01	Project Management – projects inadequately scoped, budgeted, managed and documented, and reviewed, inadequate consultation with owners, resource consent issues etc.. resulting in time & cost, loss of image and other impacts.	Operational	3	5	15	<ul style="list-style-type: none"> ▶ Project management training for key staff ▶ Annual Plan/LTP Process (in initial consultation) ▶ Use of specialist external resource ▶ Access to internal specialists ▶ Media Communication Plan ▶ Appropriate resources (e.g. software/information systems) 	Good	2	3	6	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces 	<ul style="list-style-type: none"> ▶ Ensure adequate (quality) training for key staff ▶ Formal project management framework implemented ▶ Project closure/reviews/handover improved
CPR02	Internal Contract Management (Service/Maintenance/Capital) – unsatisfactory resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor Contractor performance.	Operational	3	5	15	<ul style="list-style-type: none"> ▶ Contract procurement process ▶ SLA's ▶ Dedicated contract managers 	Good	2	3	6	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Team Leader Contracts and Administration 	<ul style="list-style-type: none"> ▶ Continue current practice

Community Property – Risk Management

						<ul style="list-style-type: none"> ▶ Standard contract templates ▶ Appropriate contract conditions (KPI's, penalties) ▶ Contract auditing and reporting (including performance) ▶ Financial reporting ▶ Contract procedures manual ▶ RFS feedback 					<ul style="list-style-type: none"> ▶ Team Leader Property and Facilities Assets ▶ Property and Facilities Assets - Asset Officer 	
CPR03	External Contract Management (Service/ Maintenance/ Capital) – unsatisfactory resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor Contractor performance.	Operational	4	5	20	<ul style="list-style-type: none"> ▶ Contract procurement process ▶ Contracts managed by external resources ▶ Contract conditions (KPI's, penalties) ▶ Financial and performance reporting ▶ Contract auditing and reporting (including performance) ▶ Contract procedures manual ▶ RFS feedback 	Good	3	3	9	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Team leader Contracts and Administration ▶ Team Leader Property and Facilities Assets ▶ Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> ▶ Review which contracts are best managed internally and which externally
CPR04	Asset Management – not up to date, or insufficient quality of process and output.	Operational Legislative	4	4	16	<ul style="list-style-type: none"> ▶ Asset Management processes and practices ▶ Asset Information Systems ▶ Asset Management Planning ▶ Staff training ▶ Benchmarking 	Good	3	3	9	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Team Leader Property and Facilities Assets ▶ Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> ▶ On-going asset management improvements ▶ Continuing staff development ▶ On-going external reviewing/audits

Community Property – Risk Management

						<ul style="list-style-type: none"> Defined asset management roles 						
CPR05	Condition/performance assessments – reliable data for renewals/replacements and valuations.	Operational	4	4	16	<ul style="list-style-type: none"> Asset Management processes and practices Internal and external feedback Condition assessments Some annual audits and monthly inspections (playgrounds (monthly), structures (annual)) 	Good	3	3	9	<ul style="list-style-type: none"> Team Leader Property and Facilities Assets Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> Staff training - including maintenance staff Utilise SPM Assets PQS function to monitor performance Programming of condition assessments to ensure assets are inspected at least every 3 years
CPR06	Compliance with Legislation and Consent Conditions – inability or failure to comply with consents, statute and national standards. Increase in requirements.	Legislative	4	5	20	<ul style="list-style-type: none"> Contract conditions Consents database Some internal audits 	Good	3	2	6	<ul style="list-style-type: none"> General Manager Community Services Manager Places and Open Spaces Team Leader Property and Facilities Assets Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> Monitoring of expiring consents and identifying new consents to be renewed (define responsibilities) Proactive consent management
CPR07	Equipment/Plant/Building Failure: breakdown of operational plant, building facilities causing injury, closure, loss of revenue, damage.	Operational Financial Public Health Reputation/ Image		4	16	<ul style="list-style-type: none"> Asset Management Planning SLA with OBU Maintenance contracts Condition assessments RFS feedback 	Good	3	2	6	<ul style="list-style-type: none"> General Manager Community Services Manager Places and Open Spaces Team Leader Property and Facilities Assets Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> Implement procedures for regular condition assessments (KernMobile system) Develop process to track trends of failure in asset components
	Lack of Security – resulting in costs due to theft, vandalism damage, closure, loss of revenue.	Operational Financial Reputation/ Image		2	6	<ul style="list-style-type: none"> Design/ Location/ Landscaping 		2	2	4	<ul style="list-style-type: none"> General Manager Community Services 	<ul style="list-style-type: none"> Review event conditions for hireage

Community Property – Risk Management

						<ul style="list-style-type: none"> ▶ Some security patrols ▶ Maintenance contracts ▶ Booking processes 				<ul style="list-style-type: none"> ▶ Manager Places and Open Spaces ▶ Team Leader Property and Facilities Assets ▶ Property and Facilities Assets - Asset Officer 		
	User Issues – hirer not meeting contract or agreement requirements.	Operational Public Image Financial	3	9	<ul style="list-style-type: none"> ▶ Communication with custodial staff ▶ Inspections (pre & post) ▶ Conditions of hire ▶ Booking procedures 	Good	2	2	4	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Reserves Booking Administrator 	<ul style="list-style-type: none"> ▶ Develop feedback process (from users) ▶ Demand management 	
	User Dissatisfaction – with standard of building or cost.	Operational Public Image	3	9	<ul style="list-style-type: none"> ▶ RFS feedback ▶ User group meetings ▶ Annual Plan Process ▶ Community Hall Policy 	Good	2	3	6	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Team Leader Property and Facilities Assets ▶ Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> ▶ Develop feedback process (from users) ▶ Develop annual survey (of users) ▶ Demand management ▶ Utilise SPM Assets PQS function to monitor building standards 	
	Change in Demand – either insufficient supply or over-supply	Operational Financial Reputation/ Image	3	9	<ul style="list-style-type: none"> ▶ Monitor usage ▶ Booking systems ▶ User group meetings ▶ Annual Plan Process ▶ Monitor demographics ▶ Community Hall Policy ▶ Asset Management Planning 	Good	2	2	4	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Team Leader Property and Facilities Assets 	<ul style="list-style-type: none"> ▶ Develop opportunities for partnering ▶ Feasibility study of proposed facilities ▶ Demand management 	
CPR08	Equipment/ Plant/ Building Failure: breakdown of operational plant, building	Operational Financial Public Health Reputation/ Image	3	4	12	<ul style="list-style-type: none"> ▶ Asset Management Planning 	Good	2	1	2	<ul style="list-style-type: none"> ▶ General Manager Community Services 	<ul style="list-style-type: none"> ▶ Implement procedures for

Community Property – Risk Management

	facilities causing damage, injury, closure, loss of revenue.					<ul style="list-style-type: none"> ▮ Maintenance contract ▮ Condition assessments ▮ RFS feedback 				<ul style="list-style-type: none"> ▮ Manager Places and Open Spaces ▮ Team Leader Property and Facilities Assets ▮ Property and Facilities Asset Officers 	<ul style="list-style-type: none"> ▮ regular condition assessments (▮ Develop process to track trends of failure in asset components 	
	Lack of Security – resulting in costs due to theft, damage, insurance, closure, loss of revenue.	Operational/ Financial	3	2	6	<ul style="list-style-type: none"> ▮ Design/ Location/ Landscaping ▮ Lease conditions ▮ Maintenance contracts 	Good	3	2	6	<ul style="list-style-type: none"> ▮ General Manager Community Services ▮ Manager Places and Open Spaces ▮ Team Leader Property and Facilities Assets ▮ Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> ▮ As per current practice
	Tenant Issues – tenant not meeting lease or rental requirements.	Operational Public Image Financial	3	3	9	<ul style="list-style-type: none"> ▮ Lease Agreements ▮ Inspections ▮ RFS feedback 	Good	2	1	2	<ul style="list-style-type: none"> ▮ Manager Business Services ▮ Property Officer 	<ul style="list-style-type: none"> ▮ As per current practice
CPR09	Opportunity Costs: uneconomic returns from community & commercial property.	Financial	3	5	15	<ul style="list-style-type: none"> ▮ Lease terms and conditions (e.g. market rentals, payment of OPEX and other outgoings) ▮ Community Funding Policy 	Good	2	2	4	<ul style="list-style-type: none"> ▮ Business Services Manager ▮ Senior Commercial Operations Officer 	<ul style="list-style-type: none"> ▮ As per current practice
CPR10	Equipment/Plant/Building Failure: breakdown of operational plant, building facilities causing damage, injury, closure, loss of revenue.	Operational Financial Public Health	3	4	12	<ul style="list-style-type: none"> ▮ Asset Management Planning ▮ SLA with OBU ▮ Maintenance contract ▮ Condition assessments ▮ RFS feedback 	Good	3	2	6	<ul style="list-style-type: none"> ▮ General Manager Community Services ▮ Manager Places and Open Spaces ▮ Team Leader Property and Facilities Assets ▮ Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> ▮ Implement procedures for regular condition assessments (KernMobile system) ▮ Develop process to track trends of failure in asset components

Community Property – Risk Management

CPR11	Lack of Security – resulting in costs due to theft, damage, insurance, closure, loss of revenue.	Operational Financial Reputation/ Image	4	2	8	<ul style="list-style-type: none"> ▶ Design/ Location/ Landscaping ▶ Internal alarms and associated controls ▶ Maintenance contracts ▶ Security contracts 	Good	3	1	3	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Team Leader Property and Facilities Assets ▶ Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> ▶ Review security contract on renewal ▶ Review internal procedures ▶ Security audit of selected buildings
CPR12	Operational User Issues –users not meeting requirements. Relations with Other Council Departments using buildings e.g. staff access to library and museum	Operational Reputation/ Image Financial	3	4	12	<ul style="list-style-type: none"> ▶ Internal communication ▶ Induction process ▶ Activity Leaders Group meeting 	Good	2	2	4	<ul style="list-style-type: none"> ▶ Community Services Manager 	<ul style="list-style-type: none"> ▶ Regular liaison with activity managers ▶ Improved usage of intranet ▶ Improve and develop induction process
CPR13	Public Health and Safety – accidents causing injury and or damage to property or other public health/hygiene concerns resulting in claims and or negative publicity.	Reputation/ Public Health Image	3	4	12	<ul style="list-style-type: none"> Siting/ location/ landscaping Maintenance and cleaning contracts Design of new or refurbished facilities Replacement programme Condition assessments RFS feedback 	Good	2	2	4	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Team Leader Property and Facilities Assets Property and Facilities Assets - Asset Officer 	<ul style="list-style-type: none"> Regular auditing and review of operating procedures Monitor usage and feedback Review Council's liability and H & S policy
CPR14	Breakdown of operational plant – toilets being closed or restricted.	Public Health Reputation/ Image Operational	3	4	12	<ul style="list-style-type: none"> Additional facilities during closures/ restrictions Maintenance contracts Condition assessments Signage 	Excellent	1	2	2	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Team Leader Property and Facilities Assets ▶ Property and Facilities Assets - Asset Officer 	Continue as per current practice

Community Property – Risk Management

CPR15	Security: Inadequate security planning, lighting, employee safety, vandalism of asset, undesirables within community spaces.	Public Health Reputation/ Image Operational	4	4	16	Design of new or refurbished facilities Maintenance and cleaning contractors Siting/ location/ landscape Some security patrols (urban facilities) RFS feedback Liaison with safer communities co-ordinator Incident reporting	Good	2	3	6	<ul style="list-style-type: none"> ▶ General Manager Community Services ▶ Manager Places and Open Spaces ▶ Team Leader Property and Facilities Assets ▶ Property and Facilities Assets - Asset Officer 	On-going assessment of accessibility, lighting, security issues
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8 Risk Action Plan

Table 20 below is compiled from the Risk Register and highlights the most significant Net risks faced by the Community Property activity. The main risks are listed in order of severity (Net risk) as assigned in consultation with key Council officers.

Table 20: Asset Management Risk Action Plan - Community Property

Risk Ref	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring / Reporting	Timeframe
CPR05	External Contract Management (Service/Maintenance/ Capital) – unsatisfactory resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor Contractor performance.	Operational	9	<ul style="list-style-type: none"> Review which contracts are best managed internally and which externally 	<ul style="list-style-type: none"> General Manager Community Services Manager Places and Open Spaces Team Leader Property and Facilities Assets Property and Facilities Assets - Asset Officer 	Improvement plan Action: <ul style="list-style-type: none"> 1.10.08 1.05.01-08 	<ul style="list-style-type: none"> Ongoing
CPR06	Asset Management – not up to date, or insufficient quality of process and output.	Operational Legislative	9	<ul style="list-style-type: none"> On-going asset management improvements 	<ul style="list-style-type: none"> Team Leader Property and Facilities Assets Property and Facilities Assets - Asset Officer 	Improvement plan Action: <ul style="list-style-type: none"> 5.07 6.01-05 2.04.01-03 	<ul style="list-style-type: none"> Ongoing
CPR07	Condition/performance assessments – reliable data for renewals/replacements and valuations.	Operational	9	<ul style="list-style-type: none"> Continuing staff development 	<ul style="list-style-type: none"> General Manager Community Services Team Leader Property and Facilities Assets Property and Facilities Assets - Asset Officer 	Improvement plan Action: <ul style="list-style-type: none"> 1.02.01-04 1.10.08 3.02.02 	<ul style="list-style-type: none"> Ongoing

Projects and Financial Forecasts

To undertake a sustainable, long-term approach to asset management, it is essential to prepare long-term financial forecasts.

1 Asset Management Assumptions

The following Community Property asset management assumptions have been made in preparing the 10-year expenditure forecasts:

- Minimum remaining useful life (RUL) has been assumed as 5 years
- Asset information is as complete as possible as at 30 June 2017. This is based on the SPM Assets™ asset data supplied by WDC.
- Only property assets have been valued.
- Council assets have been valued on a Fair Value and Replacement Value basis and are based on the valuation data as at 1 July 2017.
- As SPM Assets™ utilises replacement values for its components calculations when considering renewal programmes, it has been the Replacement values that have been utilised in the AMP.
- All projected expenditure is stated in dollar values as at 30 June 2017 with no allowance made for inflation.
- Operational costs are largely based on historical expenditure.
- Maintenance and operations allocations are largely based on maintaining current service levels.
- Confidence in the data used to produce the 10-year forecasts for this AMP has been assessed at 90%
- Council staff have developed this programme. No formal consultation has been undertaken with the public.
- It is assumed that regulations relating to property will remain essentially the same over the planning period (i.e. 10 years to June 2028)

2 Summary of Community Property Capex/Renewals 2018 – 2028

Table 21: Community Property Capex/Renewals 2018 - 2028



Capex Funding Summary 2018 - 28 LTP

Activity	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
District Growth E13001*000 - Harbour Owned Comm Bldgs - Expenditure & Income	11,030	3,008	82,249	24,859	67,172	33,196	68,137	18,127	32,705	20,493	360,976
District Growth E13002*000 - Strategic & Investmt Propertie - Expenditure & Income	13,125	1,792	0	833	0	0	16,313	0	6,253	0	38,316
District Growth E13003*000 - Commercial Property - Minor - Expenditure & Income	4,826	33,725	71,726	58,647	24,193	38,164	111,958	43,346	90,161	36,412	513,158
District Growth All Project Codes	28,981	38,525	153,975	84,339	91,365	71,360	196,408	61,473	129,119	56,905	912,450
Community Property P15150*000 - Multi, Sports Events Centre - Expenditure & Income	150,000	150,000	0	0	0	0	4,396,000	6,384,000	0	0	11,080,000
Community Property P15152*000 - Rural Halls - Renewals - Expenditure & Income	65,500	177,500	73,878	84,597	28,566	128,821	64,292	106,400	104,972	174,450	1,008,975
Community Property P15153*000 - Urban Hall Furniture & Equip - Expenditure & Income	8,000	8,000	8,152	8,304	10,580	10,780	10,990	13,440	13,692	13,956	105,894
Community Property P15155*000 - Urban Halls - Renewals - Expenditure & Income	244,000	385,500	63,178	26,469	27,508	91,091	194,523	88,480	148,330	168,635	1,437,714
Community Property P15158*000 - War M Hall Equake Strengthen - Expenditure & Income	0	500,000	0	0	0	0	0	0	0	0	500,000
Community Property All Project Codes	467,500	1,221,000	145,208	119,370	66,654	230,692	4,665,805	6,592,320	266,994	357,041	14,132,583
Aquatic Centres 40*21*10.TBA1*000 - Plant Room VSD Installation to Pumps	0	40,000	0	0	0	0	0	0	0	0	40,000
Aquatic Centres 40*21*10.TBAS*000 - Development of Outdoor Picnic and BBQ Facilities	0	30,000	0	0	0	0	0	0	0	0	30,000
Aquatic Centres 40*21*12.TBA1*000 - Heat pump Replacement	0	20,000	0	0	0	0	0	0	0	0	20,000
Aquatic Centres C21150*000 - Swimming - Urban - Plant - Expenditure & Income	124,000	66,100	142,660	93,420	95,220	159,814	274,750	280,000	28,525	29,075	1,293,563
Aquatic Centres C21155*000 - Murupara Aquatic Centre Renewa - Expenditure & Income	180,000	13,500	12,228	7,785	16,928	26,950	65,940	28,000	11,410	11,630	374,371
Aquatic Centres C21161*000 - Whakatane Aquatic Centre Renew - Expenditure & Income	82,500	39,261	89,520	87,144	59,142	166,053	32,970	28,000	28,525	29,075	642,191
Aquatic Centres C21170*000 - Aquatic Gym Equipment Renewals - Expenditure & Income	64,000	15,000	15,285	15,570	15,870	16,170	16,485	71,680	17,115	17,445	264,620
Aquatic Centres C21501*000 - Renewals Murupara Aquatic Cent - Expenditure & Income	25,000	12,500	15,285	28,649	15,870	15,092	15,386	11,200	24,760	20,353	184,094
Aquatic Centres C21502*000 - Whk Outdoor Pool Roof - Expenditure & Income	0	1,063,150	0	0	0	0	0	0	0	0	1,063,150
Aquatic Centres All Project Codes	475,500	1,299,511	274,978	232,568	203,030	384,078	405,531	418,880	110,335	107,578	3,911,989
Public Conveniences C19217*000 - Public Conveniences Renewals - Expenditure & Income	100,000	106,000	123,809	93,420	79,350	64,141	82,425	70,000	44,499	69,780	833,423
Public Conveniences All Project Codes	100,000	106,000	123,809	93,420	79,350	64,141	82,425	70,000	44,499	69,780	833,423
Sportsfields C12007*000 - Rugby Park Grandstand - Expenditure & Income	12,000	22,000	1,529	3,114	3,174	4,312	56,049	5,600	3,423	13,956	125,157
Sportsfields All Project Codes	89,000	148,000	161,002	95,496	101,039	92,708	197,271	83,440	154,035	130,256	1,252,247
Whakatane Holiday Park C37005*000 - Holiday Park - Renewals - Expenditure & Income	50,000	50,000	50,950	51,900	52,900	53,900	54,950	56,000	57,050	58,150	535,800
Whakatane Holiday Park C37006*000 - Holiday Park Upgrades - Expenditure & Income	50,000	50,000	50,950	51,900	52,900	53,900	54,950	56,000	57,050	58,150	535,800
Whakatane Holiday Park All Project Codes	100,000	100,000	101,900	103,800	105,800	107,800	109,900	112,000	114,100	116,300	1,071,600
Corporate Property Y93167*000 - Edgecumbe Library - Expenditure & Income	13,200	3,275	26,597	0	1,244	4,344	0	13,596	14,458	1,420	78,132
Corporate Property Y93168*000 - Renewal - Civic Centre - Expenditure & Income	127,743	92,420	41,610	9,369	61,960	188,092	11,844	25,255	150,186	136,913	845,392
Corporate Property Y93169*000 - OPERATIONS BUS, UNIT RENEWAL - Expenditure & Income	11,981	29,828	49,239	19,423	71,309	22,840	39,285	67,538	26,003	39,529	376,975
Corporate Property Y93170*000 - Renewal - Art & Culture - Expenditure & Income	42,440	22,045	19,176	781	31,526	17,338	21,257	62,671	92,338	253,315	562,887
Corporate Property Y93173*000 - Operational Facilities - Other - Expenditure & Income	52,244	31,922	56,985	23,247	64,495	75,081	97,669	108,728	151,304	104,421	766,096
Corporate Property Y93178*000 - CORP OFFICES FURN.&FIT. REPL. - Expenditure & Income	25,000	25,000	25,500	26,025	31,890	32,580	33,270	39,655	34,740	35,490	309,150
Corporate Property Y93181*000 - C Centre Equake Strengthening - Expenditure & Income	0	500,000	0	0	0	0	0	0	0	0	500,000
Corporate Property All Project Codes	272,608	704,490	219,107	78,844	262,425	340,274	203,325	317,443	469,028	571,087	3,438,622

Improvement Plan

1 Progress towards Achieving Advanced AMP against the OAG Criteria

The Council is progressing towards advanced asset management. Although the Council continues to achieve well in some areas, a comprehensive analysis has been completed into the way in which asset management is undertaken and the way in which Community Property services are delivered across the District. A Gap analysis and improvement plan is contained within the Improvement Plan section of this plan.

Asset Management is constantly changing and the Council is now in a better position to plan for, assess and react to changes as they occur and to map out the tasks ahead to achieve Advanced Asset Management.

The Office of the Auditor General (OAG) has established criteria for acceptability of AMP for infrastructural assets. Table 19 provides an assessment of the AMP against OAG criteria.

2 Asset Management Improvement Process

The Council has adopted a strategic management approach to improvement planning, continually developing Asset Management Plans, and implementing improvement processes & practices. This improvement plan is integral to that approach, quantifying current business practice and measuring progress toward an identified future position.

The purpose of the improvement plan is to identify and develop implementation of asset management planning processes. The improvement plan includes:

- a. The cycle of asset management plan monitoring, review, revision and audit to improve the effectiveness of asset management plan outputs and compliance with audit criteria, legislative requirements and best appropriate practice.
- b. The definition of service standards reflecting community outcomes through public consultation. The asset management plan is used to identify service level options and costs, and the delivery of services is a key objective of asset management planning.
- c. Identify and prioritise ways to cost-effectively improve the quality of the AMP, and therefore decision making and service delivery.
- d. Identify indicative time-scales, priorities, human and financial resources required to achieve Asset Management planning objectives.

The development of this AMP is based on existing levels of service, the best available current information and the knowledge of the Council staff. The development of this plan will be part of an ongoing process so that the document will be reviewed and updated regularly. The review process involves using improved knowledge of customer expectations (community consultation) and information from Asset Management Systems and databases. This will enable the Council to optimise

decision-making, review outputs, develop strategies, improve risk management and extend the planning horizon.

Table 23 below outlines all the improvement projects or tasks that the Council is planning to complete in the next three years. As actions are completed they will be moved to a completed status, with any relevant comment in order to retain a comprehensive list of projects achieved. This will ensure clarity (for future AMPs) of what improvements have been achieved and what tasks are still outstanding.

3 Improvement Plan Matrix

Table 22: AMP Review Measured against Criteria for Core and Advanced Asset Management

Key AMP Criteria	Key points for achieving “Core” Criteria	Key points for achieving “Advanced” Criteria	Covered In AMP Section					Comments	
				In Development	Basic	Intermediate	Advanced		
Levels of Service	<p>Asset Management (AM) Planning should define the level of service or performance required of the asset, linked to the strategic/community outcomes of the organisation.</p> <p>The significant services (for which service levels should be subject to consultation and agreement) should be stated.</p>	Community outcomes linked to LoS, customer and technical performance measures	LoS					<p>Council has undertaken a robust process in the development of this plan to review the LoS statements and performance measures both from a customer and technical perspective. The LoS section outlines in detail the current situation and next phase of improvements for LoS development.</p> <p>A consultation strategy is currently under development</p> <p>Reporting standards against levels of service needs refinement. Currently reporting occurs at a high level only through the Annual Report annually.</p>	
		Evaluating LoS Options & Costs	LoS						
		Adoption by the Council or governing body of the levels of service and standards after consultation has taken place.	LoS, Community Consultation						
		Public communications of the levels of service and standards in a ‘Customer Charter’ or equivalent public document.	LoS, Community Consultation						
		Regular monitoring and public reporting of the organisations adherence to agreed levels of services and standards.	LoS						
		Ensuring the AM plans of each significant service reflect and are based on the agreed levels of service, including technical performance targets and measures which underpin the customer-agreed levels of service and standards.	LoS						
Description of Assets	<p>An adequate description of the asset, both physically and in financial terms, with the ability to aggregate and disaggregate information.</p> <p>State the remaining useful lives of assets.</p> <p>A financial description of the assets that is linked to the physical description and meets the requirements of:</p> <p>► Financial Reporting Standards</p>	A reliable physical inventory of assets at both an individual asset level and at a network level. This would include: Physical attributes such as location, material, age etc..	LCM					<p>Physical attributes including age, condition, location, and material have been covered in detail within the LCM section for each asset type and by sub groups of activities.</p> <p>Utilisation is tracked for the majority of asset groups and</p>	
		Systematic monitoring and analysis of physical condition.	LCM						
		Systematic measurement of asset performance (including utilisation / capacity).	LCM						

	<ul style="list-style-type: none"> Valuation Standards augmented by the NZ Depreciation and Valuation Guidelines A financial description of the assets that is linked to the physical description and meets the requirements of NZIAS 16. Augmented by the NZ Depreciation and Valuation Guidelines 		LCM				<p>reported regularly. Condition assessments have been undertaken every 2-3 years for all property assets, and will be ongoing.</p> <p>The assets are described in financial and physical terms</p>
<p>Financial Forecasts / Recognise Depreciation (Loss of Service Potential)</p>	<p>AM Planning should translate the physical aspects of planned maintenance, renewal and new work into financial terms for at least the ensuing 10 years and in a manner that is fair, consistent and transparent.</p> <p>The forecasts should include sufficient information to enable decline in service potential (depreciation) of an asset to be measured. Guidance on depreciation is included in the NZ Valuation and Depreciation Guidelines.</p>	<p>AM Planning should translate the physical aspects of planned operational, maintenance, renewal and new works into financial terms; Generally over the timeframe in which the asset network must deliver services.</p>	LCM, Projects and Financial Forecasts				<p>10 year Financial forecasts appear both in the LCM and projects and Financial Forecasts sections. LC analysis is undertaken using SPM Assets.</p>
		<p>In more specific terms, over the period for which the organisation has a strategic plan.</p>	Projects and Financial Forecasts				<p>Financial forecasts Align with Councils LTP</p>
		<p>The assumptions underpinning financial forecasts should be disclosed in the organisations strategic plans and AM plans.</p>	Projects and Financial Forecasts				
		<p>The compilation of financial forecasts should be consistent, reliable and provable.</p>	Projects and Financial Forecasts				
<p>Planning Assumptions & Confidence Levels</p>	<p>AM Planning should:</p> <ul style="list-style-type: none"> List all assumptions and provisos under which the plan and financial forecasts are prepared. Indicate the degree of confidence of the reliability of data underpinning the AM Plan, particularly: <ul style="list-style-type: none"> Data on asset condition Data on asset performance Accuracy of asset inventory Demand/growth forecasts On the basis of the preceding assumptions and confidence of underlying data, provide a level of precision or confidence on the expenditure forecasts for the asset network 	<p>As for 'core' plus:</p> <ul style="list-style-type: none"> List all the assumptions and provisos in the AM Plans, and note key assumptions regarding AM Planning in the organisations strategic plans. 	Introduction, Projects and Financials				<p>Assumptions have been outlined within the Introduction and the Projects and financial forecasts sections. These align with the LTP</p>
		<p>Have degrees of confidence on the reliability of data as follows:</p> <ul style="list-style-type: none"> Inventory data <ul style="list-style-type: none"> Grade 1 (critical assets) Grade 2 (non critical assets) 	LCM				<p>Confidence in Inventory condition and performance has been outlined in the lifecycle management section.</p>
		<ul style="list-style-type: none"> Condition data <ul style="list-style-type: none"> Grade 1 or 2 (critical assets) Grade 1, 2 or 3 (non critical assets) 	LCM				<p>Confidence in the main is medium – high although there are some improvements scheduled in the improvement section.</p>
		<ul style="list-style-type: none"> Performance data/Utilisastion <ul style="list-style-type: none"> Grade 1 or 2 (critical assets) Grade 1, 2 or 3 (non critical assets) 	LCM				<p>See comments earlier.</p>

Outline Improvement Programmes	<ul style="list-style-type: none"> AM Planning should state what needs to be done to improve AM processes and techniques Improvement programmes should outline: <ul style="list-style-type: none"> The weak areas and how these will be addressed The timeframe over which the improvements will occur and The resources (human and financial) needed 	<p>As for 'core' plus:</p> <ul style="list-style-type: none"> Improvement programmes should outline key performance indicators (KPIs) for monitoring AM improvement. The improvement plan should comment generally on achievements against the previous plan, and formally report against KPIs. <p>As for 'core' AM Plan criteria.</p>	Business Processes & Improvement Plan						The improvement plan and business processes sections both cover this extensively. Improvements are based on an extensive Gap analysis with three year improvements outlined
			Improvement Plan						
			Improvement Plan						
Planning by Qualified Persons	<ul style="list-style-type: none"> AM Planning must be undertaken by a suitably qualified person. A suitable qualification would be a Level 6 (Tactical) or Level 7 (Strategic) National Diploma in Asset Management or equivalent skill level. 	As for 'core' AM Plan criteria.	Team Page						Undertaken by suitably qualified Asset Management Consultants and conjunction with WDC staff. Community Property staff are experienced in AM.
	<ul style="list-style-type: none"> If plans are prepared by persons not suitably qualified, the plans should be independently assessed by a qualified person. 	As for 'core' AM Plan criteria.	Team Page						
	<ul style="list-style-type: none"> The planning process should be peer reviewed. 	As for 'core' AM Plan criteria.	Team Page						
Commitment	<ul style="list-style-type: none"> The Asset Management Plan must be approved and adopted by the governing body, Board or Council. This includes approval of the improvement element of the plan. 	As for 'core' AM Plan criteria.	Team Page Improvement Plan						This AMP will be adopted by council in conjunction with the LTP WDC staff have all been very involved in the development of this plan, including workshops around key sections. There is a high level of commitment to improvement up skilling and knowledge.
	<ul style="list-style-type: none"> AM Plans must be seen as the key planning tool for infrastructure assets and/or significant physical assets which provide the inputs for Council's strategic plans (LTCCP). 	<p>As for 'core' plus:</p> <ul style="list-style-type: none"> The organisation must demonstrate that AM plan requirements are being implemented through operational plans and formally report discrepancies 	LCM						
Updating	<ul style="list-style-type: none"> AM plans must be regularly updated to reflect the most current future plans for the assets (it is expected that 'core' AM planning will be significantly revised in the light of action under improvement programme. In the first few years annual revisions of AM plans are likely). 	<ul style="list-style-type: none"> AM Planning is seen as a constantly evolving process, with underpinning AM systems constantly providing better information. 	Improvement Plan					Strong awareness and ownership that is an ongoing process, working towards the improvements documented in this plan	
		<ul style="list-style-type: none"> It is expected that formal asset management plans and overarching asset management strategies will be formally revised every three years, with the timing of revisions linked to the organisation's strategic planning cycles. 							
Risk Management	<ul style="list-style-type: none"> Risk management to identify critical assets and associated risks and risk management strategies. 	Management of assets must include recognition and application of the principles of integrated risk management. Specifically;	Risk					This AMP includes a Risk section compliant with AS/NZS ISO 31000:2009 and	

Community Property – Improvement Plan

		<ul style="list-style-type: none"> ▶ Risk management should be consistent with AS/NZS ISO 31000:2009 Risk management Principles and guidelines, and industry good practice such as the NZ Local Government Handbook for risk management. 						includes management options actions and monitoring/reports for key risks.
		<ul style="list-style-type: none"> ▶ Risk management for assets should be intergrated with other corporate risk management processes. 	Risk					Corporate risk policy is being completed
		<ul style="list-style-type: none"> ▶ Asset risk management should encompass: <ul style="list-style-type: none"> – Identification and risk management strategies for critical assets 	Risk					A detailed risk register for each critical asset will be developed over the next 3 years.
		<ul style="list-style-type: none"> – The link to maintenance and replacement strategies. 	LCM					
Lifecycle (Optimised) Decision-Making	Identify gaps between current service capability and the required service capability to meet future demand and target service levels and reflect these gaps in an asset development programme. Evaluation and ranking based on suitable criteria of options for significant capital investment decisions.	The ability to predict robust and defensible options for asset treatments that can assist in achieving optimal costs over the life cycle of the asset or network including: Applying appropriate economic evaluation tools (or other organisation endorsed prioritisation systems) in developing short term project lists.	LCM					Assessment based on community outcomes.
		Using predictive modelling techniques to provide defensible long term financial forecasts.	LCM, Growth & Demand					Renewal profiling is undertaken in SPM Assets.
Managing Growth	Demand forecasts for each network or facility for a 10 year period are based on latest growth forecasts. Demand management strategies and demand drivers are understood and documented	Demand forecasts include analysis of the different factors that comprise demand.	Growth & Demand					Factors that drive growth and demand have been well documented.
		The sensitivity of asset development (capital works) programmes to demand changes is understood.	Growth & Demand					