



ASSET MANAGEMENT PLAN

Part B: Recreation

30 JUNE 2018

whakatane.govt.nz

Asset Management Plan

Part B – Recreation 2018-28

Part B provides the specific Asset Management information for Recreation, 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 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.

Asset management is important for a number of reasons. Many public services rely on assets to support their delivery. Unless the assets are well managed, the services they support will suffer. Secondly, assets represent a significant investment by the community that needs to be protected. Assets are also often taken for granted until they fail. A failed asset can have both social and economic effects on the country. To avoid this, the Council actively manages its assets.

Good asset management makes an essential contribution to the governance and management of a public entity's business and is an integral part of an organisation's wider service and financial planning process.

The Council is committed to the preparation and implementation of sound AMPs for its infrastructure. This plan has been developed with the best data the Council held at the time of its creation. The asset management plan for the council's community properties is intended to be a living document. We will continue to refine and develop it, as we use it, and as new asset management approaches, needs and thinking emerge.

1 **Asset Management Plan – Part A**

This document provides the overarching information and discussion of methodology for all the Council's Asset Management Plans (AMPs).

The Council's activities and assets all share a similar environment, be that legislative, demographic or economic. This key information has been rationalised into the one document, with the remaining activity/asset specific information available in Part B.

2 **Asset Management Plan – Part B**

These documents provide the specific information and outlines how the Council intends to maintain and manage its assets to achieve its Community Outcomes.

Part A and Part B of the AMPs should be treated as one document and reflect each other in both structure and content.

Introduction

1 Recreational opportunities

Whakatāne district has abundant recreational resources such as reserves, beaches, and sporting amenities. Many of the reserves offer walking/cycle tracks, playgrounds, sports facilities, lakes and other recreational opportunities.

There are seven main Recreation activity categories undertaken within the District:

- Aquatic Centres
- Arts and Culture Facilities
- Camping Facilities
- Cemeteries and Crematorium
- Playgrounds
- Reserves
- Sports and Recreational Facilities

Table 1 provides an overview of the number and total area for recreation facilities in the District.

Table 1: Overview of the Recreation Activities

Activities	Number / ha
Arts and Culture facilities	4
Aquatic Centres	2
Camping Facilities	2
Cemeteries & Crematorium	7
Playground facilities	36
Sports Grounds	21
Reserves & Sports Facilities	1012 ha

Public Conveniences, which previously were covered by this plan, are now part of the Community Properties plan.

Business Overview

1 Why the Council is involved

The rationale for Council's involvement in the ownership of Recreation assets is as follows:

'Council undertakes these activities because of public advocacy and demand.

Recreation facilities contribute to the health and the vitality of the district.'

Community/recreation facilities contribute to the health and vitality of the district by:

- Enhancing individual health and well-being, including personal development and quality of life
- Increasing social cohesion and people's sense of belonging and healthy communities
- Attracting visitors and therefore providing economic benefits to the district including infrastructure (e.g. harbours)
- Enhancing the district's environment.

The Council has determined that the Whakatāne District Aquatic Centre is strategic in nature (in alignment with the Local Government Act 2002).

2 Extent of Recreation Assets

2.1 Scope of Recreation Services

The Council is responsible for the following facilities:

- Arts and Culture
- Aquatic Centres
- Camping Facilities
- Cemeteries and Crematorium
- Playgrounds
- Reserves
- Sports and Recreational Facilities

2.2 Arts and Culture

The District's Library & Exhibition Centre Te Koputu a te Whanga a Toi / (LEC) and the redeveloped Museum and Research Centre Building are the principal buildings in this asset category.

The arts and culture buildings are mainly located in the centre of town although there are library buildings also situated in Ōhope and in Edgecumbe. The library at Murupara is co-located with Council offices and its value is captured within the Operational buildings AMP.

2.3 Aquatic Centres

Whakatāne has two swimming pools, the Whakatāne Aquatic and Fitness Centre, and the Murupara Swimming Pools (also known as A H Lynd Memorial Baths).

The Whakatāne Aquatic and Fitness Centre has an indoor 25m pool, a seasonal 33m outdoor pool, two spa pools, learner's pool with beach area and a hydro slide.

The Murupara facility has two outdoor heated pools, a 33m swimming pool and a toddler pool. These are open for a limited season over the summer months and mainly service the local schools.

2.4 Camping Facilities

Two serviced camping facilities are provided by the Council in the District. Both the Pikawai Camping Ground and the Whakatāne Camping Ground provide a range of camping options for the users. The Pikawai facilities are rudimentary with toileting and showering facilities. The recently purchased Whakatāne Camping Ground provides full range of camping options and facilities.

Four freedom camping facilities are available in the district. These are un-serviced byway camping facilities, though water supplies and dump station are located at a number of these sites.

2.5 Cemeteries and Crematorium

Six cemeteries are administered by Council. The Matata cemetery is managed by a trust on behalf of the Council. The crematorium is situated in Hillcrest cemetery. The cemeteries are:

- Hillcrest – Whakatāne (including Crematorium)
- Taneatua
- Matata (Awakaponga)
- Waimana
- Murupara / Galatea
- Domain Road - Whakatāne (closed)

2.6 Playgrounds

Playgrounds are located on almost every reserve and include play equipment (swings, slides, etc.), surfacing, and in some areas, shade-sails. Google My Maps: <https://goo.gl/439W3W>

2.7 Sports and Recreational Facilities

These are large reserves almost exclusively used for organised sport which may contain sports fields, clubrooms and other improvements etc.

2.8 Reserves

Reserves are located across the District in urban Whakatāne, Edgecumbe, Murupara, Ōhope, Taneatua and various other rural areas. Many of these contain playground facilities (swings, slides etc.). Reserves have been classified to demonstrate their overall function. There are several classifications for reserves which are outlined below.

2.8.1 *Community Reserves*

Community reserves are land and facilities which meet the needs of a group of neighbourhoods. These community reserves meet needs that cannot be met through the provision of local reserves. Facilities normally provided include sports fields, hard court areas and public conveniences. Community reserves also provide land and facilities for children's play and less organised relaxation or recreational activities.

2.8.2 *Esplanade, Conservation and Coastal Reserves*

These are generally linear open spaces alongside streams, rivers, lakes or the coast that provide for conservation, access and/or recreation.

2.8.3 **Local Reserves**

These reserves are land and facilities, which meet the needs of local neighbourhoods.

2.8.4 **Road Reserves & Utility Reserves**

These reserves support other functions, for example road reserves will often have municipal services buried within them and can be berms, in car parks, roundabouts etc. Utility reserves are associated with operational areas, for example the airport, pump stations, workshops etc.

2.9 **Significant Sites**

Significant sites include reserves which possess either historical or cultural significance to the local community. Table 2 contains a list of all significant sites.

Table 2: Significant Sites

- Kaokaoroa St Redoubt Site
- War Memorial Shelter
- Fred Judd Cres. Reserve
- Mokorua Bush Scenic Reserve
- Commerce Street Escarpment
- Pohaturoa Bluff and Rock
- Muriwai Cave
- White Horse Drive Reserve
- Otarawairere Rd Lookout
- Papaka Lookout
- Kohi Point Scenic Reserve
- Ngati Awa Lookout
- Paru Site
- Puketapu
- Wairere Waterfall

3 **Delivery of Recreation Services**

Recreation Facilities are 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 the Council staff in planning, commercial and regulatory roles. Customer Services Call Centre staff within the Council create the Requests for Service which are actioned.

A summary of the activities undertaken for Recreation Services and where responsibility falls is outlined in Table 3.

Table 3: Recreation Services Roles and Responsibilities

Party	Role	Specific Responsibilities
Community Services – Places & Open Spaces	Responsibility for the management of Recreation Facilities	<ul style="list-style-type: none"> ▶ Financial control ▶ Performance monitoring ▶ Development of strategies and policies ▶ Customer service ▶ Asset management planning ▶ Pest Control ▶ Tracks & Walkway maintenance ▶ Turf maintenance ▶ Cemeteries & Crematorium ▶ Reserves ▶ Camping ground management ▶ Aquatic Centres ▶ Specialist arboriculture ▶ Landscape development ▶ Specialist construction ▶ Coast Care plants
Customer Services Call Centre	Channelling customer enquiries	<ul style="list-style-type: none"> ▶ Create requests for service (RFS), transfer received customer information to appropriate recipients
Community Regulation team	Developmental oversight of applications involving council managed assets	<ul style="list-style-type: none"> ▶ Liaison between stakeholders
Contracts Management team	Contract services provision	<ul style="list-style-type: none"> ▶ Management & development of contracts with service providers ▶ Procurement facilitation ▶ Contract monitoring & liaison with Manger Community Services
Contracted professional service providers	External provision of services	<ul style="list-style-type: none"> ▶ Management consultation & review services

3.1 Sport Bay of Plenty

An agreement is currently in place with Sport Bay of Plenty around the provision of services throughout the District

- *Take The Lead* programme
- Facilitating and supporting the Whakatāne Sport & Recreation sector
- Murupara recreation services are provided locally.

3.2 Various Organisations

Sporting and cultural clubs, organisations, societies and groups operate various facilities.

4 Key Partnerships & Stakeholders

The Council has developed strong working partner relationships with organisations in the provision of active sport and recreational initiatives.

The lists of stakeholders provided below are not exhaustive and will expand and contract depending on the matters over which engagement is being sought. The actual engagement is what is important. 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 listed parties below provide an insight into the breadth of stakeholders that the Council has relationships with.

4.1 Key Partnerships

- Sport Bay of Plenty
- SportNZ
- Rural Education Activities Programme (REAP)
- Local Clubs
- Toi te Ora - Public Health Service
- All schools, Ministry of Education
- Ngāti Awa Social and Health Services (NASH) and other local authorities
- Bay of Plenty Regional Council
- Whakatāne Kiwi Trust
- Department of Conservation (DOC)

4.2 External Stakeholders

- The Whakatāne District community of owners, residents and ratepayers
- Iwi organisations, including:
 - [Ngāti Awa](#)
 - [Ngāi Tahu](#)
 - [Ngāti Rangitahi](#)
 - [Tuwharetoa Ki Kawerau](#)
 - [Upokorehe \(Whakatōhea\)](#)
 - [Ngāti Whare](#)
 - [Ngāti Manawa](#)
- Tangata Whenua
- Regulatory and monitoring bodies including the Bay of Plenty Regional Council (BOPRC), Ministry of Health, Ministry for the Environment, Department of Conservation, Audit NZ.
- Environmental and recreation interest groups including: Fish and Game New Zealand; Royal Forest and Bird Protection Society, Whakatāne Kiwi Trust, Coast Care volunteer groups, War Veterans Officer of the Returned Serviceman's Association, various sporting bodies and other voluntary organisations who may assist in managing various functions in parks.
- Consultants and Contractors.

The Council endeavours to accommodate the interests of the stakeholders and will involve them in the decision process at a level outlined in the Council's Strategic Plan.

4.3 Internal Stakeholders

- The Council – Councillors, Council Committees, Community Boards, CE and Managers
- Iwi Liaison Committee
- Asset Management Officers
- Policy and Planning Officers
- Regulatory Services
- Financial and Corporate Officers
- Information Services Staff

5 Recreation Funding & Expenditure

5.1 Funding

Funding sources available for recreation facilities include:

- Rates (uniform, per hectare, special)
- Fees and Charges
- Funding for Services
- [Development Contributions](#)
- Subsidies and grants.

5.2 Expenditure

Expenditure on recreational activities represents a significant investment by the Council. This can be viewed under the [Projects and Financial Forecast](#) section.

Tables recording the forecast expenditure in Renewals and Repairs and Maintenance and found in the [Project and Financial Forecast](#) section.

6 Key Issues/Major Projects

The key issues that have been identified in the sections below are the highest priority challenges and will likely create the greatest impact on the Council and its operation. In addressing the key issues, the Council has also created the major projects the Property and Facilities Assets Group will deliver in the coming three years.

6.1 Land Development

There are a large number of reserves across the District in already established neighbourhoods. Further development of Coastlands/Piripai/Keepa/Shaw Road/Hunua Road will necessitate further neighbourhood parks and landscaping.

6.2 Port Ōhope Redevelopment

The Port Ōhope Redevelopment Plan has 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. However, it also provides for the redevelopment of space within the existing WW2 era storage shed adjacent to the wharf as well as the establishment of other new recreational facilities within the reserve.

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

6.3 Cemetery Services

The cremator, which was installed in 2009, has been very successful in reducing the demand for burial plots. Annually the crematory averages 210 cremations and the Hillcrest cemetery averages 60 full burials and 50 ash burials.

The horizon on the existing capacity of the cemetery at Hillcrest is coming into view and a focus in the coming three years will be securing extra land for the existing cemetery or locating a new facility in an alternative site.

6.4 Sullivan Lake

Water quality concerns persist at the lake and the Council is looking at new options such as upgrading the weir for easier and safer management. Installation will be considered when the lake level is dropped for dredging. Dredging of the lake is on standby while the Resource Consent process plays out. Issues with mineral residue and spoil disposal are being addressed.

[Sullivan Lake Reserve Management Plan](#)

6.5 Awatapu Lagoon

Plans are being developed to connect Awatapu Drive and Hinemoa Street with a shared all-weather pathway.

6.6 Wainui Te Whara

In association with the Three Waters [Channel Realignment Project](#), Places & Open Spaces will be continuing the all-weather pathway between Hinemoa Street and King Street.

[Collaboration Bay of Plenty: Wainui te whara works set to start.](#)

6.7 Onepū Forestry Reserve

This 30ha forestry block was conditionally gifted to the Council by the Department of Conservation (DOC). The Council is seeking to reclassify this loss-making venture as it has an ongoing obligation to conduct weed control operations and cultivate trees for commercial harvest.

[WDC.govt.nz: Onepū Forest replanting on hold](#)

6.8 Management of Animal and Plant Pest on Scenic and Natural reserves

Indigenous wildlife (particularly native birds, reptiles and insects) contribute significantly to the ecological attributes of the reserves and the user's enjoyment and experience of it, and as such the preservation, creation and enhancement of wildlife habitats should be actively pursued. Various pest animals are present in the reserves and threaten indigenous vegetation and fauna. These pest animals include rabbits, hares, possums, rats, mice, mustelids, and feral cats. Domestic livestock can also encroach upon and damage reserve vegetation.

The integrity, health and survival of the forest and indigenous wildlife are dependent on effective pest plant management. Invasive plants are presently at various sites throughout the reserves network and are having a detrimental environmental, ecological and visual impact on the conservation values of indigenous (and some planted exotic) vegetation within reserves. Maintenance and enhancement of the native vegetation in the coastal reserves is dependent upon the control and/or eradication of unwanted plants.

In association with other stakeholders, the Council has a commitment to the control of pest species within its reserves, which contribute to the decline of indigenous estate. This agenda is set out in the: [Draft Reserve Management Plan](#)

[DOC.govt.nz: Predator Free 2050](#)

[Predator Free NZ: Whakatane groups unite to help kiwi](#)

6.9 Nga Tapuwae o Toi Walkways

The network of connected tracks, two-thirds of which was acquired from DOC in 2006, is a key recreational asset with sensitive archaeological fabric. An assessment has granted a five-year approval to conduct improvement work with significant investment planned in protecting these sites and adding additional signage. Phase one, the section from West End Road to Ōtarawairere Beach has been upgraded with substantial maintenance and infrastructure. Currently, in collaboration with DOC, work is being undertaken to achieve Top Ten Great Day Walk status. This year is the Toi's Challenge 25th Anniversary.

[WDC.govt.nz: Popular walkway now open](#)

[WDC.govt.nz: Upgrade to Toi's Track delayed](#)

Strategic Environment

1 Legislative Environment

Statutory requirements impact on the way in which the Council operates to meet its obligations to its customers. Some of the key legislation relevant to Recreation is listed below.

1.1 Burial and Cremation Act 1964

This [Act](#) requires local authorities to provide for cemeteries, including the operation and maintenance of cemeteries and services.

1.2 Reserves Act 1977

The [Reserves Act](#) has three main functions:

- Provide for the management and preservation of reserves for the benefit of the public and providing areas of special significant or amenity value e.g. wildlife reserves
- Ensure the preservation of natural ecosystems and landscapes and to assist the survival of indigenous flora and fauna
- Preserve access to the coastline, lakes, rivers etc. and to retain the natural character of these areas.

The Reserves Act also provides for the disposal and acquisition of land for reserves (also licensing and leasing), and the classification and management of reserves by parties with a vested interest, including local authorities.

1.3 National Standards

[National Standards](#) affecting the Recreation activity are as follows:

- Swimming pool operation and testing is specified to comply with NZS 5826: Part 1 Water Standards 2010- Code of Practice for the Operation of Swimming Pools.
- Playgrounds are to be designed and maintained in accordance with the Standard NZS 5828:2015 *Playground equipment and surfacing*.
- The Council also utilises the NZ Handbook SNZ HB 8630:2004 - Tracks and outdoor visitor structures

2 Whakatāne District Council

2.1 Community Outcomes and the Recreation Relationship

For the Whakatāne District, recreation activities primarily contribute to the following community outcomes:




- Reliable and Cost-effective Infrastructure
- Sustainable Economic Development
- Quality Services
- Community Needs.


Please refer to the [Council's Long Term Plan](#) (LTP) for further information for other activities.

Through the provision of recreational facilities, the Council will significantly improve the health and well-being of the community in conjunction with promoting economic and general well-being of the region.

Table 4 below provides an overview of the Council’s Recreation Outcomes and shows how the Recreation Objectives contribute to achieving this.

Table 4: Recreation Contribution to Community Outcomes

Community Outcome	Contribution to Community Outcomes (LTP)	Recreation Objectives	These have been addressed in:
Reliable and Cost-effective Infrastructure 	<ul style="list-style-type: none"> ▶ To provide infrastructure that facilitate growth and development. ▶ To ensure people, infrastructure and the environment are protected from natural disasters. 	<ul style="list-style-type: none"> ▶ Continuing to provide quality recreation facilities including reserves, supporting buildings in addition to open spaces, cemeteries and sporting venues 	<ul style="list-style-type: none"> ▶ Levels of Service ▶ Life Cycle Management ▶ Projects and Financial forecasts ▶ Strategic Environment
Meeting current and future needs	<ul style="list-style-type: none"> ▶ To sustainably manage community assets. 		
Sustainable Economic Development 	<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. 	<ul style="list-style-type: none"> ▶ Provide opportunities for local business to participate in provision of sports facilities and recreation ▶ Support and encourage local business to grow and provide opportunities for the people of the district e.g. tourism 	<ul style="list-style-type: none"> ▶ Levels of Service, ▶ Strategic Environment
Working in partnership	<ul style="list-style-type: none"> ▶ To support Māori economic development. ▶ To promote connected businesses through effective networks. 		
Quality Services 	<ul style="list-style-type: none"> ▶ To provide services and facilities that meet the aspirations of the community. ▶ To ensure all customers are dealt with in a timely, helpful and friendly way. 	<ul style="list-style-type: none"> ▶ The community is provided with playgrounds, sports fields, reserves, and cemeteries that are safe, accessible and well maintained. 	<ul style="list-style-type: none"> ▶ Life Cycle Management ▶ Levels of Service
Excellent value for money			

Community Needs  A caring community	<ul style="list-style-type: none"> ▶ To create vibrant, connected and safe communities. ▶ To support healthy, active communities. ▶ To build inclusive communities. ▶ To value, celebrate, promote and protect Māori culture. 	<ul style="list-style-type: none"> ▶ Provide facilities that enable the community to participate in community events e.g. Christmas in the park ▶ Increasing the health and social well-being of the community ▶ Provide and support a range of programmes and supports regional initiatives which encourage active living 	<ul style="list-style-type: none"> ▶ Levels of Service ▶ Strategic Overview
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2.2 Bylaws

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

The bylaws listed in Table 5 below are relevant to the management of the Council’s Recreational Assets.

Table 5: Purpose of Bylaws

Year adopted	Description	Purpose
2015	Public Places (Part 3 of the Consolidated Bylaw 2008)	to protect the public from nuisances, promote and maintain public health and safety and to minimise the potential for offensive behaviour in public places
2018	Cemeteries and Crematoria	to regulate the use of cemeteries and crematoria and in particular to provide for the purchase of plots, interment, erection of structures and the maintenance of cemeteries and crematoria
2018	Beaches	to protect the beach environment and control activities that may impact adversely on public use and safety
2018	Parks and Reserves	to regulate the use of parks and reserves in the Whakatāne District to ensure that they can be used for their intended purpose without users being subject to hazard, annoyance or activities affecting health, safety or wellbeing.

2.3 Policies & Strategies

The Council has developed various [policies](#) and works in partnership with many other agencies, to fulfil its role and align its activities to other agencies and organisations throughout the region. This means that in establishing its programmes, the Council must be aware of the following policies, strategies and guidelines.

Tables 6 and 7 list the policies, and strategies and guidelines that are relevant to the management of the Council's Recreational assets.

Table 6: Council Policies

Policy Name	Status
Statement of Significant 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

Table 7: Strategies and Guidelines

Strategy Name	Status
District Plan	Operative
River Greenways Concept Plan	Concept
Regional Policy Statement 2014	Operative
Change 1 (Coastal Policy) 2015	Incorporated & operative
Change 2 (Natural Hazards) 2016	Incorporated & operative
Proposed Change 3 (Rangitāiki River)	Decisions released 17 October 2017.
Regional Coastal Environment Plan	Proposed
Regional Natural Resources Plan	Operative
Ohiwa Harbour Strategy	Operational
Active Eastern Bay Strategy	Operational

Levels of Service (LoS)

3 Linking LoS to Community Outcomes

3.1 Council Outcomes

As outlined in Part A, the Council's Recreation Assets contribute to the key outcomes that form the basis of the LTP. The Recreational Assets 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 and customer services and operational and maintenance contracts are clearly linked to achieve this.

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 Recreational 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 eight Level of Service statements relating to the delivery of community property services. These are captured in Tables 8 to 15 below. The majority of these measures relate to customer satisfaction with technical performance.

Table 8: Recreation Levels of Service, Performance Measures and Reporting

Recreation: General - Levels of Service						
Level of Service	The community is provided with a variety of quality recreational facilities that promote healthy, active life styles and are well used by the population..					
Links to Community Outcomes	Reliable and Cost-effective 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: Community Wellbeing Quality Services					
Customer Measures	(1) User satisfaction with parks and reserves in the Whakatāne District in the Residents' Perception Survey. (2) Recreational facilities are available to the whole community within each of the District Wards and cater for all user profiles.					
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)	89%	85 – 95 %	85 – 95 %	85 – 95 %	85 – 95 %	
(2)	Each District Ward	Each District Ward	Each District Ward	Each District Ward	Each District Ward	
How we will achieve this Level of Service	<ul style="list-style-type: none"> ▶ Buildings have disabled access in accordance with national standards including entry, toilet and other facilities ▶ Opening hours are compliant with advertised hours ▶ Parking is provided in compliance with the District Plan or consent requirements and community demand ▶ Location signs are in place for all community recreational facilities ▶ Opportunities for subsidies/grants taken e.g. eastern bay energy trust ▶ Web site information maintained 					
How we will measure if target is achieved	<ul style="list-style-type: none"> ▶ Monthly reporting from Contact centre ▶ Annual audit of signs condition/location ▶ Parking reviewed in response to community demand on a yearly basis ▶ Reports to the Council and Community Boards ▶ Financial reports 					

Table 9: Recreation: General - Levels of Service

Recreation: General - Levels of Service						
Level of Service	Assets are maintained throughout all parks and recreational facilities to meet community expectations in supporting healthy and active life styles.					
Links to Community Outcomes	Reliable and Cost-effective 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: Quality Community Wellbeing					
Customer Measures	User satisfaction with parks and reserves in the Whakatāne District 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	
	89	85 – 95 %	85 – 95 %	85 – 95 %	85 – 95 %	
Technical Measures	Parks and reserves are compliant with all statutory and regulatory requirements, in addition to all Council policies, procedures and standards.					
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	
How we will achieve this Level of Service	<ul style="list-style-type: none"> ▶ Buildings & Structures are cleaned and maintained in accordance with relevant contracts. ▶ Maintenance and renewals of Buildings & Structures are scheduled as per the Council’s Asset Management database. 					
How we will measure if target is achieved	<ul style="list-style-type: none"> ▶ Residents Perception Survey ▶ Currency of the Council’s Asset Management Database regarding the annual maintenance and renewal program. 					

Table 10: Recreation: Parks and Reserves - Levels of Service

Recreation: Parks and Reserves - Levels of Service						
Level of Service	All parks and reserves in the District are administered in accordance with the requirements of the Reserves Act 1977 or the specific purpose for which it has been vested in the Council.					
Links to Community Outcomes	Reliable and Cost-effective 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 Safety Whole of Community Benefit					
Customer Measures	User satisfaction with parks and reserves in the Whakatāne District 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	
	89	85 – 95 %	85 – 95 %	85 – 95 %	85 – 95 %	
Technical Measure	Parks and Reserves are managed within the requirements of their specific purpose and in accordance with the Reserves Act 1977					
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	
How we will achieve this Level of Service	<ul style="list-style-type: none"> ▶ Through the Council’s compliance with the Reserves Act and Reserve Management Plan where these exist. 					
How we will measure if target is achieved	<ul style="list-style-type: none"> ▶ Residents Perception Survey ▶ Review compliance with legislative requirements annually. ▶ Maintain Program for Reserve Management Plan updates. ▶ Monitor Service requests. 					

Table 11: Recreation: Playgrounds - Levels of Service

Recreation: Playgrounds - Levels of Service						
Level of Service	Playground design is varied and stimulating promoting healthy, active life styles and are well used by the community					
Links to Community Outcomes	Reliable and Cost-effective 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 Safety Community Wellbeing					
Customer Measures	User satisfaction with Playgrounds 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	
	84%	80 - 90%	80 - 90%	80 - 90%	80 - 90%	
Technical Measure	(1) New playgrounds built in accordance with New Zealand Playground Safety Standard NZ 1487 (new standard 5828 2015) (2) Existing playgrounds maintained in accordance with the applicable New Zealand Playground Safety Standard.					
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)	95% of the time	100% of the time	100% of the time	100% of the time	100% of the time	
How we will achieve this Level of Service	<ul style="list-style-type: none"> ▶ Have no avoidable accidents per year on public parks and reserves due to structural defects or lack of maintenance ▶ Review targets annually 					
How we will measure if target is achieved	<ul style="list-style-type: none"> ▶ Residents Perception Survey ▶ Annual audits of Playgrounds (one third each year) 					

Table 12: Recreation: Sports Grounds - Levels of Service

Recreation: Sports Grounds – Levels of Service						
Level of Service	The community are provided with multipurpose sports fields/grounds that promote healthy, active life styles and are well used by the population.					
Links to Community Outcomes	Reliable and Cost-effective 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: Availability Quality Valuing Our Environment Community Wellbeing					
Customer Measures	User satisfaction with sports grounds 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	
	85%	80 - 90%	80 - 90%	80 - 90%	80 - 90%	
Technical Measures	Turf grass field assessments will be completed annually.					
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% compliance	100% compliance	100% compliance	100% compliance	100% compliance	
How we will achieve this Level of Service	<ul style="list-style-type: none"> ▶ Provide 41 hrs per week summer, and 91 hrs per week winter sports field usage ▶ Budget and plan works in keeping with annual sports turf assessment 					
How we will measure if target is achieved	<ul style="list-style-type: none"> ▶ The Residents Perception Survey ▶ Complete recommendations and works as per Annual Turf assessment ▶ Project completion reporting 					

Table 13: Recreation: Aquatic Centres - Levels of Service

Recreation: Aquatic Centres - Levels of Service						
Level of Service	Aquatic facilities will be provided in Whakatāne and Murupara that promote healthy, active life styles and are well used by the population.					
Links to Community Outcomes	Reliable and Cost-effective Infrastructure	Quality Services	Effective Leadership	Sustainable Economic Development	Valuing Our Environment	Community Wellbeing
Customer Value	A The core Customer values this services aims to provide are: Accessibility Safety Quality Community Wellbeing					
Customer Measures	(1) User satisfaction with swimming pools in the Residents Perception Survey (2) Number of admissions per annum					
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)	77%	75 – 85%	75 – 85%	75 – 85%	75 – 85%	
(2)	117,749	118,500	119,500	120,500	Maintain	
Technical Measures	(1) Swimming pool water tests will be compliant with NZS 5826 2010 (2) Current Pool risk management plans in place in accordance with NZS 5826					
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)	98% Compliance	Maintain	Maintain	Maintain	Maintain	
(2)	100% Compliance	Maintain	Maintain	Maintain	Maintain	
How we will achieve this Level of Service	<ul style="list-style-type: none"> ▶ Council provided Aquatic Centres open to the public as advertised ▶ Recreation, Aquatic and Fitness programmes and learn to swim programmes will be offered to provide access to the wider community. ▶ Fees and charges publicly available and displayed ▶ All lifeguards at both Murupara and Whakatāne will have completed a current pool lifeguarding certificate and current first aid certificate before they are put on poolside. ▶ A minimum number of lifeguards will be on duty as outlined in the New Zealand Pool Safe Criteria ▶ Operate pools in accordance with pool risk management plans 					
How we will measure if target is achieved	<ul style="list-style-type: none"> ▶ Residents Perception Survey ▶ Monthly Water Microbiological tests ▶ Weekly compliance checks of pool water tests ▶ Annual pool Safe certification achieved ▶ Monthly reporting to Council ▶ Feedback from user forums and customer surveys 					

Table 14: Recreation: Camping Facilities - Levels of Service

Recreation: Camping Facilities - Levels of Service						
Level of Service	Tourism within the District is promoted through the operation of camping facilities and these meets the expectations of users					
Links to Community Outcomes	Reliable and Cost-effective 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 Safety Quality Community Wellbeing					
Customer Measures	(3) User satisfaction with camping facilities in the Residents Perception Survey (4) Number of admissions per annum					
Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-10 target 2021-27	
(3)	74%	75 – 85%	75 – 85%	75 – 85%	75 – 85%	
(4)	5000	6,000	7,200	8,640	10,368	
Technical Measures	The camping facilities will be operated in compliance with Council Bylaws and Camping Ground Regulations 1985					
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% Compliance	Maintain	Maintain	Maintain	Maintain	
How we will achieve this Level of Service	<ul style="list-style-type: none"> ▶ Council provided Camping Facilities open to the public as advertised ▶ Fees and charges publicly available and displayed 					
How we will measure if target is achieved	<ul style="list-style-type: none"> ▶ Residents Perception Survey ▶ Monthly reporting to Council ▶ Feedback from user forums and customer surveys 					

Table 15: Recreation: Cemetery Services - Levels of Service

Recreation: Cemetery Services - Levels of Service						
Level of Service	Cemetery services are available to residents and meet the needs of the District					
Links to Community Outcomes	Reliable and Cost-effective 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> <p>Accessibility</p> <p>Quality Services</p> <p>Valuing our Environment</p>					
Customer Measures	User satisfaction with cemetery services 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	
	74	70 – 80%	70 – 80 %	70 – 80 %	70 – 80%	
Technical Measures	Cemeteries and Crematoria will be operated in compliance with Council Bylaws and the Burial and Cremation Act 1964					
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% compliance	Maintain	Maintain	Maintain	Maintain	
How we will achieve this Level of Service	<ul style="list-style-type: none"> ▶ Cemetery facilities and sexton services available at Hillcrest cemetery, Galatea, Taneatua, Waimana and Awakaponga six days per week (Sexton services at Awakaponga are provided by the Trust who manages the cemetery) ▶ Provision for up to 120 burial sites available at any one time ▶ No complaints received regarding standard of lawn/garden maintenance ▶ No complaints received regarding parking availability / proximity ▶ Cemeteries and crematorium operated in keeping with current bylaw. 					
How we will measure if target is achieved	<ul style="list-style-type: none"> ▶ Annual review of fees and charges ▶ Annual review services provided ▶ Reporting to Council ▶ Residents Perception Survey 					

Community Engagement

1 Annual Residents Survey

The Council has engaged a variety of approaches, both in seeking public opinion and in communicate its decisions and programmes to the people resident in the area. One of these approaches was to commission the [National Research Bureau's Communitrak™](#) survey 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 representation given to its citizens. The advantages and benefits are that the Council has the National Average and Peer Group Average comparisons against which, where applicable, they can analyse perceived performance by the Council.

Customer research is also derived from Customer Service requests, suggestions and complaints.

1.1 Recreation Assets Surveyed

The recreation assets that were covered as part of the [Annual Residents Survey](#) were:

- Parks and Reserves
- Sports fields
- Whakatāne Crematorium Facility
- Cemeteries overall
- Playgrounds
- Public Swimming pools.

The assets were surveyed separately as part of the 2017 Annual Residents Survey. As there was a change in survey provider in 2017, the survey results are not directly comparable to previous years.

The results are outlined in the following sections.

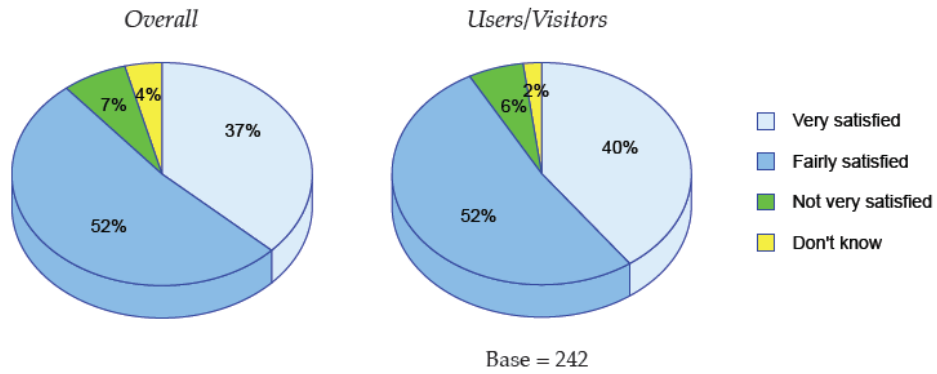
1.2 Parks and reserves

89% of Whakatāne District residents are satisfied with their parks and reserves, including 37% who are very satisfied (45% in 2016), while 7% are not very satisfied with these facilities. The percent not very satisfied is on par with the Peer Group and National Averages and similar to the 2016 result.

87% of households have used/visited parks or reserves in the last 12 months. 92% of these “users/visitors” are satisfied, with 6% not very satisfied.

Figure 1 below shows the overall satisfaction levels and the satisfaction levels of users/visitors.

Figure 1: Parks and Reserves



There are no notable differences between Community Boards and between socio-economic groups, in terms of those residents not very satisfied with their parks and reserves. However, it appears that NZ Māori residents are slightly more likely to feel this way, than NZ European residents.

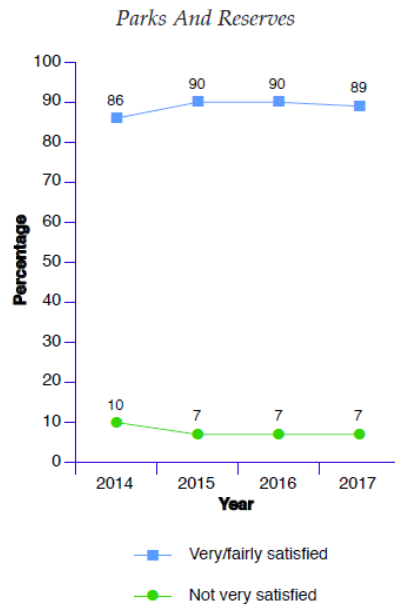
1.2.1 Peer Group Analysis

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

	Whakatāne	Peer Group	National Average
Parks and Reserves	7%	2%	4%

Figure 2 below shows satisfaction levels for Parks and Reserves over a four year period from 2014 to 2017. Overall satisfaction levels improved between 2014 and 2017.

Figure 2: Communitrak™ 4 year trend results for Parks and Reserves



1.3 Sports fields

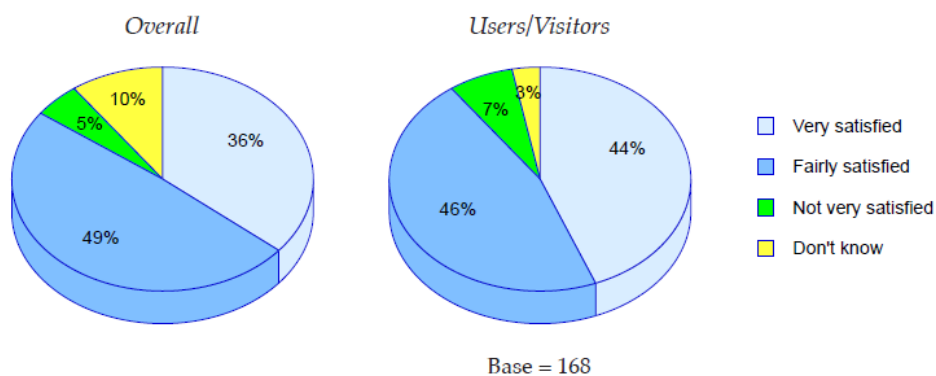
85% of residents are satisfied with their local sports fields, including 36% who are very satisfied (39% in 2016), while 5% are not very satisfied with these facilities. 10% are unable to comment. The percent not very satisfied is similar to the Peer Group and National Averages for sports fields and playgrounds and the 2016 reading.

64% of households have used/visited a public sports field in the last 12 months (72% in 2016) and of these “users/visitors”, 90% are satisfied, and 7% not very satisfied.

NZ Māori residents are more likely to be not very satisfied with their local sports fields, than NZ European residents.

Figure 3 shows the satisfaction levels overall for sports fields and for users/visitors.

Figure 3: Sports fields



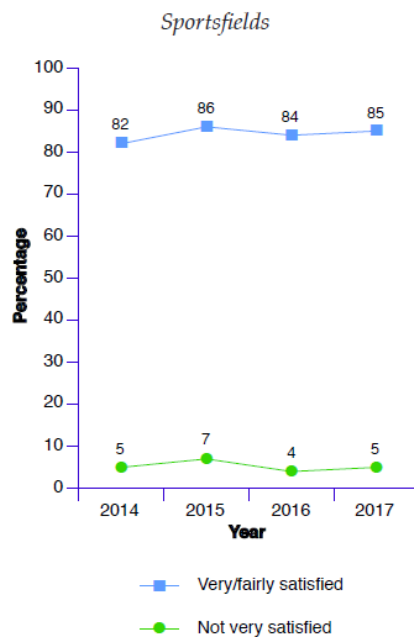
1.3.1 Peer Group Analysis

The percent not very satisfied in Whakatāne District is equivalent to the Peer Group and/or National Averages.

	Whakatāne	Peer Group	National Average
Sports fields	5%	6%	5%

Figure 4 below shows the satisfaction levels overall for Sports Fields for the four year period from 2014 to 2017.

Figure 4: Communitrak™ 4 year trend results for Sports fields



1.4 Whakatāne Crematorium Facility

47% of residents are satisfied with the Whakatāne Crematorium facility, including 25% who are very satisfied (30% in 2016). A large percentage, 53%, are unable to comment and this is probably due to only 26% of residents saying they, or a member of their household, have visited the Whakatāne Crematorium facility in the last 12 months. Of these 'visitors', 92% are satisfied.

There are no comparative Peer Group and National Average readings for this facility, however, the not very satisfied reading is similar to last year's findings. There are no notable differences between Community Board residents and between socioeconomic groups, in terms of those residents who are not very satisfied with Whakatāne Crematorium facility.

Figure 5 below shows the overall and visitor satisfaction levels with the Whakatāne Crematorium Facility.

Figure 5: Whakatāne Crematorium Facility

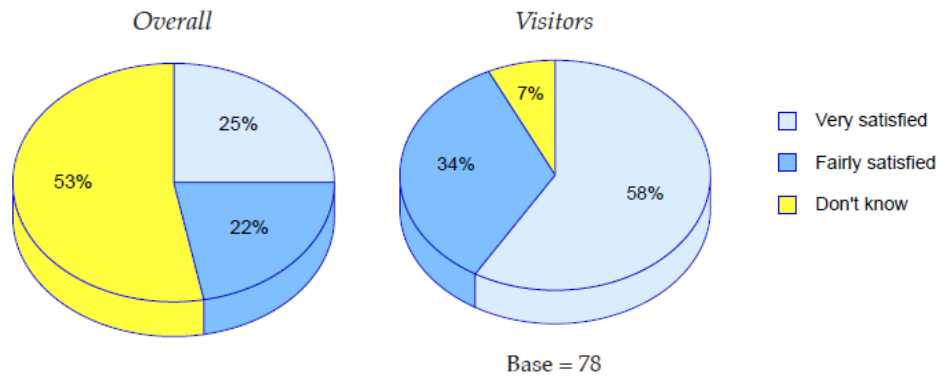
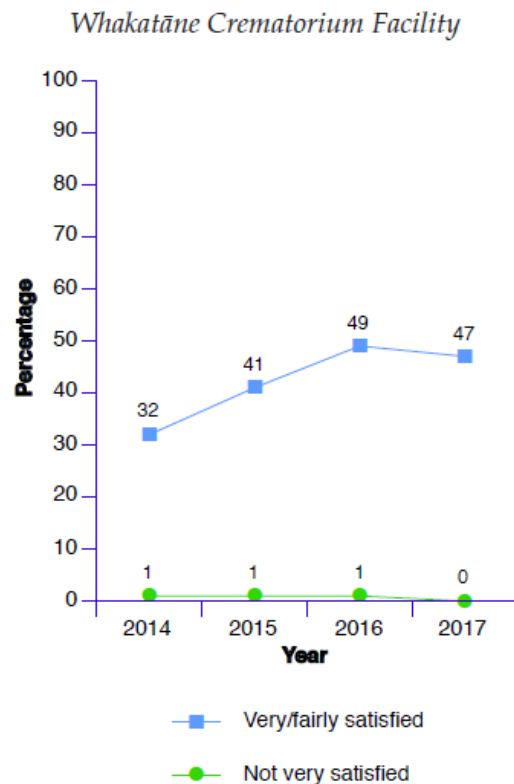


Figure 6 shows the satisfaction levels for the Whakatāne Crematorium Facility between 2014 and 2017.

Figure 6: Communitrak™ 4 year trend results for Whakatāne Crematorium



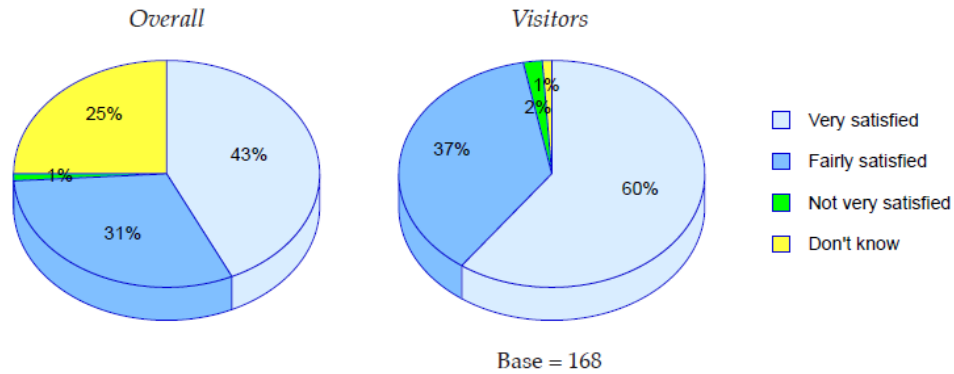
1.5 Cemeteries Overall, Including Maintenance of Cemeteries

74% of residents are satisfied with cemeteries overall, including maintenance of a cemeteries, with 43% being very satisfied (49% in 2016). 1% are not very satisfied and a large percentage 25% are unable to comment (22% in 2016). The percent not very satisfied is similar to the Peer Group Average and the 2016 reading and on par with the National Average.

55% of households have visited a cemetery in the last 12 months (62% in 2016), and of these 97% are satisfied and 2% not very satisfied.

There are no notable differences between Community Board residents and between socioeconomic groups, in terms of those residents who are not very satisfied with cemeteries. Figure 7 below shows overall satisfaction levels with cemeteries, including maintenance, as well as visitor satisfaction levels.

Figure 7: Cemeteries Overall, Including Maintenance of Cemeteries



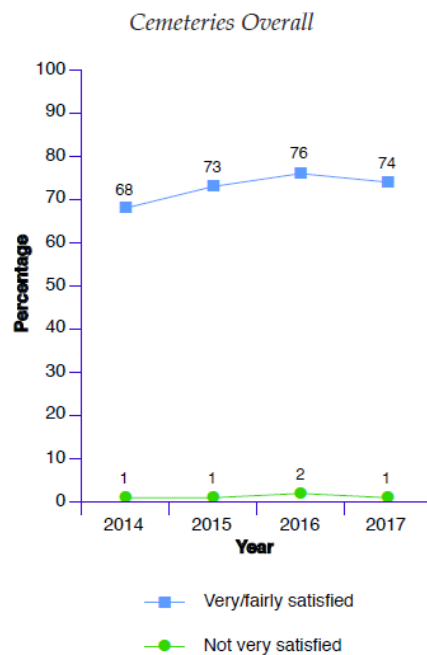
1.5.1 Peer Group Analysis

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

	Whakatāne	Peer Group	National Average
Cemeteries	1%	2%	4%

Figure 8 below shows the satisfaction levels for Cemeteries between 2014 and 2017.

Figure 8: Communitrak™ 4 year trend results for Cemeteries



1.6 Playgrounds

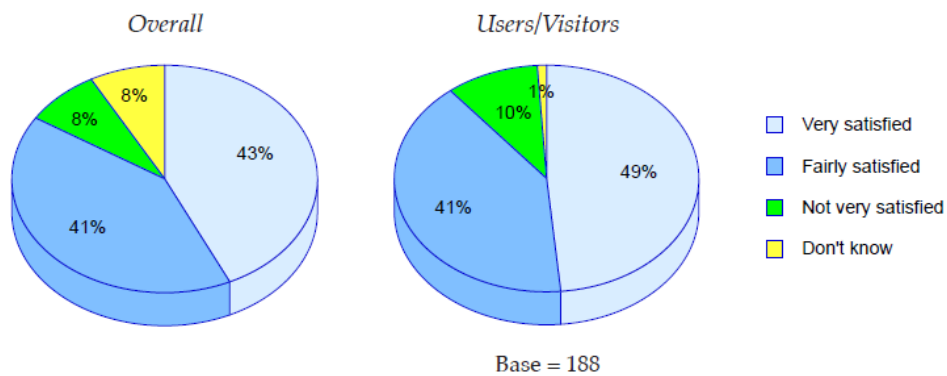
84% of Whakatāne District residents are satisfied with playgrounds, including 43% who are very satisfied (49% in 2016), with 8% being not very satisfied. 8% are unable to comment.

The percent not very satisfied is similar to the Peer Group Average and on par with the National Average readings for sports fields and playgrounds and similar to the 2016 result.

74% of households have used or visited a public playground in the last 12 months (65% in 2016). Of these, 94% are satisfied with these facilities and 4% are not very satisfied. There are no notable differences between Community Board residents and between socioeconomic groups, in terms of those residents not very satisfied with playgrounds.

Figure 9 below shows the overall satisfaction levels for playgrounds, as well as satisfaction levels for users/visitors.

Figure 9: Playgrounds



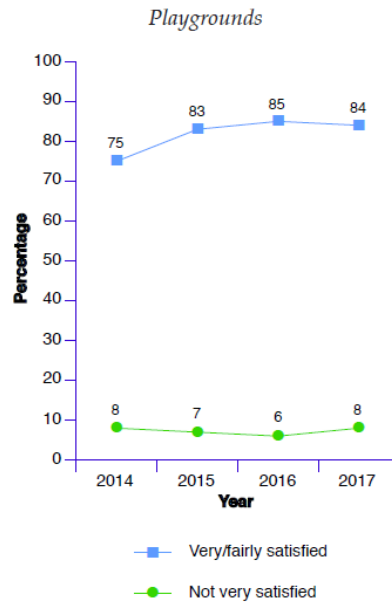
1.6.1 Peer Group Analysis

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

	Whakatāne	Peer Group	National Average
Playgrounds	8%	6%	5%

Figure 10 below shows the satisfaction levels for Playgrounds between 2014 and 2017.

Figure 10: Communitrak™ 4 year trend results for Playgrounds



1.7 Public Swimming pools

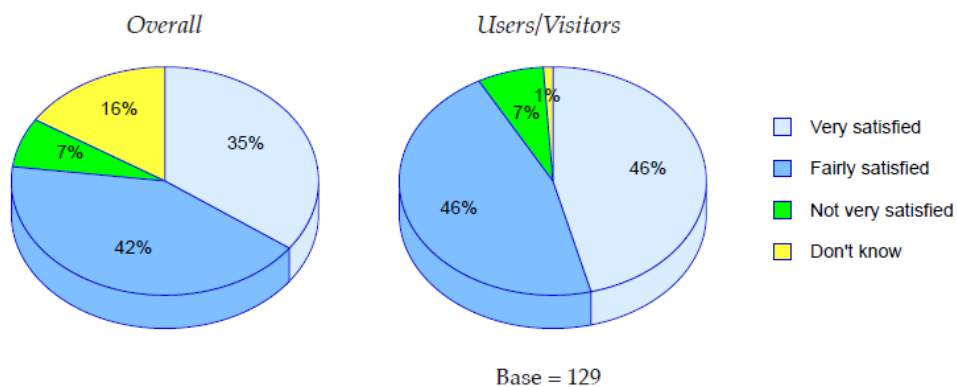
77% of residents are satisfied with public swimming pools (73% in 2016), including 35% who are very satisfied (40% in 2016), with 7% being not very satisfied. 16% are unable to comment. The percent not very satisfied is similar to the Peer Group and National Averages and on par with the 2016 result.

53% of households have used/visited a public swimming pool in the District in the last 12 months. Of these residents, 92% are satisfied with these facilities (85% in 2016) and 7% are not very satisfied (13% in 2016).

There are no notable differences between Community Board residents and between socioeconomic groups, in terms of those residents not very satisfied with public swimming pools.

Figure 11 below shows the satisfaction levels overall for public swimming pools and the satisfaction levels for users/visitors.

Figure 11: Public Swimming pools



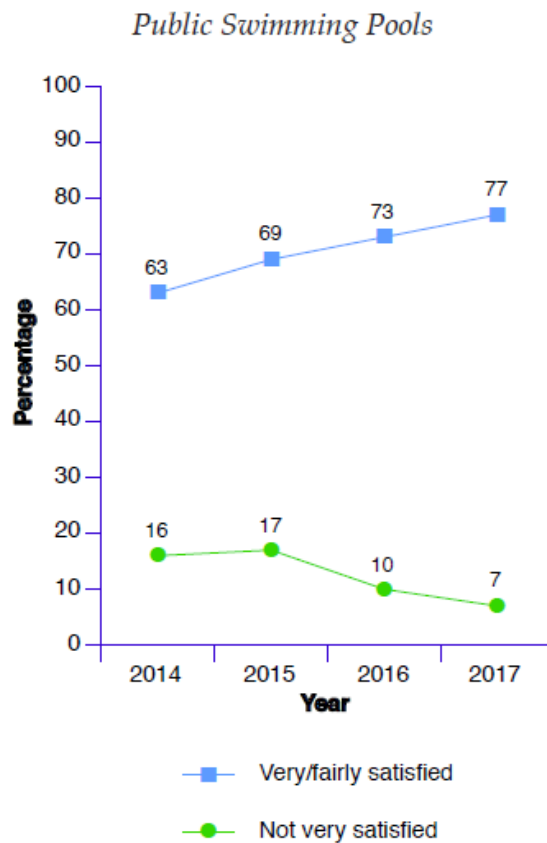
1.7.1 Peer Group Analysis

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

	Whakatāne	Peer Group	National Average
Public Swimming Pools	7%	9%	8%

Figure 12 shows the satisfaction levels for public swimming pools between 2014 and 2017.

Figure 12: Communitrak™ 4 year trend results for Public Swimming Pools



2 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

2.1 Requests for Service

The Council's values for responsiveness are to provide services that meet the aspirations of the community and ensure all customers are dealt with in a timely, helpful and friendly way.

Table 16 shows the number of requests for service received by the Council for Recreation facilities.

Table 16: Recreation Requests for Service received

Year ended 30 June	Total RFS
2012	652
2013	651
2014	778
2015	596
2016	624
2017	638

Growth and Demand

This section describes the strategy that the Council will adopt for growth and demand related to the recreation activity, which encompasses the following assets:

- Aquatic Centres
- Arts and Culture Facilities
- Camping Facilities
- Cemeteries and Crematorium
- Playgrounds
- Reserves
- Sports and Recreational Facilities

The key drivers that influence growth and demand are assessed in detail in this section, along with the individual components, which contribute to the Recreation activity as a whole. The key drivers that are relevant to the Recreation Activity include: Population Considerations, Public Health, Recreational Pastimes and Legislation.

1 Introduction

The Whakatāne District consists of a number of urban communities that vary in population.

[Projected growth](#) for the District is expected to decline past 2033 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 existing facilities in areas around the District, particularly 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 Recreation activity and its management is an essential element in the planning process.

Growth and demand planning allows for the identification and quantification of areas within the District that are likely to experience significant pressures. To assist in the development of this section a number of sources have provided important information around growth and demand drivers, which are considered key for the District's progression.

1.1 Growth vs. Demand

Although Growth and Demand are considered together in this section, it is worth noting that they do have different implications regarding the ongoing function/delivery of the activity.

Growth in relation to the recreational activity, mainly refers to the growth in population, or areas that are growing due to new residential developments. These changes create a demand for new facilities, cemeteries, playgrounds and camping grounds etc. and it is possible to determine where in the district these changes may occur.

Demand for facilities/services can be influenced by growth, changes in trends (e.g. more people want to play baseball), seasonal fluctuations, changes in demographics etc.

1.2 Overview of Key Demand Drivers

This section describes the strategy that the Council will adopt for responding to growth and demand related to the Recreation activity. Due to the variety of assets/facilities included under the Recreation [A1228572]

activity, these have been investigated separately under each key driver, as appropriate, and are covered in detail in the sections that follow. Table 17 outlines the four relevant demand drivers.

Table 17: Relevant Demand Drivers

Asset	Population & Development	Public Health	Recreational Past Times	Legislation
Arts & Culture	✓		✓	✓
Aquatic Centres	✓	✓	✓	✓
Camping Grounds	✓		✓	✓
Cemeteries	✓	✓		✓
Playgrounds	✓		✓	
Reserves	✓	✓	✓	✓
Sports and Rec Facilities	✓		✓	

2 Population and Development Considerations

2.1 Impacts on the Recreation Activity

The increasing age of the population, the deprivation index, and less than average incomes across the District inhibit people’s ability to pay for services, therefore the community may prefer a reduced level of service to save money or may not be willing to pay for new or upgraded facilities.

Intensification of development in existing residential areas (e.g. Kopeopeo) and infill housing in Ōhope and Whakatāne will have impacts for neighbourhood reserves. Population growth across the whole District will require the provision of neighbourhood reserves in new subdivisions and District reserves and facilities will experience increased use.

2.2 Management Strategies

The on-going strategy is to monitor changes in population and resources / building consents to ensure sufficient facilities are available in new and existing areas.

3 Public Health

Increasing population and increased awareness of healthy lifestyles can lead to increased requirements for recreation services. Nationally there are initiatives to encourage the nation to get moving with a number of programmes such as “Active Communities”. Sport and Recreation New Zealand was renamed in 2012 as [Sport New Zealand](#) and focuses on providing opportunities for New Zealanders to participate in recreation every day:

‘Everyone, every day, enjoying and excelling through sport and recreation.’

The Council’s community outcomes identify the community’s desire to enhance the health and activity level of local residents through providing venues for a wide range of activities, which support health

and celebrate culture and creativity. Parks, reserves and recreational facilities are to be enhanced and increased.

The LGA requires that Local Authorities provide a sanitary assessment of cemeteries and public conveniences to assess any potential health risks and also the availability of these services. The Council has allowed for availability for up to 120 burials at any one time.

3.1 Impacts on the Recreation Activity

- The Council will need to maintain existing facilities and services and take guidance from national organisations such as Sport NZ for ideas around developing recreational activities to enhance well-being.
- The cost of recreational activities including operation and capital expenditure may increase.
- There may be additional requirements for public toilets and other supporting assets; use needs to be monitored to ensure that there is sufficient provision of facilities to meet seasonal demand.

3.2 Management Strategies

- The Council has a programme in place to enhance recreational opportunities across the district, this is outlined below.
- The Council will need to monitor the availability of burial plots, ashes plots and the change in demand following the opening of the District Crematorium in 2009 and increased use of the Crematorium facility.

3.3 Recreation Activity Programme

The Recreation Activity Programme is provided for in a three-year agreement between Whakatāne, Kawerau and Opotiki District Councils and Sport Bay of Plenty and is funded by Sport NZ through their 'Active Communities' fund.

The main aims of the current agreement are as follows:

- Increasing the engagement of girls and young women aged 13-20 yrs. in sport and active recreation
- Developing girls and young women as volunteer leaders to ensure the sustainability of sport and recreation in the eastern Bay of Plenty

The programme outlines the phased rollout to schools, the number of leaders to be identified and the number of participants that will be engaged with, and includes building relationships with sports and recreation clubs to achieve a level of sustainability into the future.

The programme is subject to annual review through the steering group and Sport NZ.

4 Recreational Pastimes

There are a number of recreational activities strongly supported within the community such as sport, fishing and other boating activities, tourism, the use of the district pools, and outdoor events held within parks.

Council is currently working in conjunction with Opotiki and Kawerau District Councils and the New Zealand Transport Agency to develop an [Eastern BOP Cycle Trails Strategy](#).

4.1 Sport Field Usage

Tables 18 below lists the main users of sports fields and reserves in the District.

Table 18: Main users and frequency of use of sports fields

Main User	Location	Season
Ōhope Junior Soccer Club	Bluett Park (Ōhope)	Summer
Twilight Cricket	Awakeri, Mitchell (Taneatua), & Bluett (Ōhope)	Summer
Edgecumbe Rugby & Sports Club	Edgecumbe Domain	Winter
Plains Rangers Assoc Football Club	Awakeri	Winter
Edgecumbe College	Edgecumbe Domain	Summer & winter (occasional use)
Marist Rugby & sports Club	Red Conway	Winter
B.O.P Hockey Association	Warren Park (Turf)	Summer & winter
Whakatāne Town AFC	Rex Morpeth Park	Winter & Summer
BOPRC Rugby Sub Union	Rugby Park	Winter
Trident High School (occasional use)	Red Conway & Cutler Crescent	Summer & winter
Whakatāne Athletics and Harriers Club	Rex Morpeth Park	Summer & Winter
Whakatāne Touch	Rex Morpeth Park	Summer
Whakatāne Cricket	Rex Morpeth Park	Summer
Matata Rugby Club	Richmond Reserve, Matata	Winter
Whakatāne High School (frequent use)	Rex Morpeth Park	Summer & winter
Whakatāne High School	Warren Park	Winter

Table 19 lists the main activities and events that take place at the Council's parks.

Table 19: Events at Parks

Park	Activity/Event
Bluett Park	1-2 Craft markets per month in summer otherwise once per month
Rex Morpeth Park	Sunday morning markets every Sunday throughout the year. At least 3 major sporting tournaments every year – Touch Tournament, OXFAM Junior Rugby League Festival At least 8 fares/festivals per year – A&P Show, Light Party, The Original Gypsy Fair, Heart to Heart Family Expo, Liberty Life Children's Day, Weber Bros Circus, Christmas Parade, Travellers Pop Up Fair etc.
Mataatua Reserve	Currently underutilised for events. Used for parking for fishing tournaments two weekends per month from January to April, then one weekend monthly for the rest of the year. Approximately 1 Waka Ama Experience per year.

Whakatāne Gardens (Rose Garden)	Annually there is Jazz in the Park, Taiko Drumming, Pride Garden event, and 4 or 5 lesser events like birthday parties through the year. Up to six weddings a during summer (October to March).
River Edge Park	Approximately 6 Preschool Train Rides throughout the year plus 3-4 lesser events such as birthday parties.
Amphitheatre	Carols by Candlelight annually.
Mahy Reserve	Minimum of 4 events per year, mainly in December and January - Ōhope Beach Festival, Junior Surf Life Saving Championships, 3x3 Basketball Tournament etc
Peace Park	No longer used.
Mitchell Park	Used regularly throughout the year for small group fitness classes. At least 1 community event annually – Mental Health Awareness Expo.
Paru / Whakatāne Yacht Club	1 event per year – Summer Arts Sculpture Workshop
Maraetōtara Reserve	At least 3 main events per year – Extravaganza Gypsy Fair, Ocean Ford Mustang Show, Volleyball Nationals Also Bubble Soccer during school holiday periods and lesser events such as school excursions and birthday parties.
Te Haehaenga (The Heads)	Sunshine & a Plate Gourmet Food Markets held annually. Up to 10 weddings throughout the year but mainly from October to March.

4.2 Tourism

The Whakatāne district and Ōhope Beach in particular, have long been popular holiday destinations. The population in parts of the district trebles in the summer time. Having White Island / Whakaari, which is an active volcano off-shore, dolphin watching, deep sea fishing and diving, plus trout fishing, cycling, walking and tramping, makes the district an attractive destination for adventure-seeking domestic and international tourists. Tourism is the fastest growing local industry within the area.

The Eastern Bay of Plenty hosts a wide variety of [events](#) throughout the year including major fishing tournaments, a significant summer arts festival and major sporting events such as national touch rugby, triathlon, multi-sport and jet boat sprint competitions.

The Council is committed to working with local iwi to ensure developments deal appropriately with any cultural or historic values. Working in partnership for some projects leads to enhanced outcomes.

The Whakatāne Airport also provides a key link to the district's tourism and business activities.

4.3 Walking Tracks

There is an increasing demand on [recreational walking tracks](#) within the District. Walking Tracks are not maintained to a specific programme but rather on an as required basis. The increasing number of severe weather events has resulted in a higher level of on-going repair and maintenance.

4.4 Cycleways

There has been a huge increase in demand for cycling opportunities throughout the country, aligned with the [Nga Haerenga, The New Zealand Cycle Trail](#). While Whakatāne was not part of the cycleway project, it is actively working towards creating opportunities for cycling within the urban environment. The Council is currently working with neighbouring councils to develop an Eastern Bay of Plenty

Cycleway Strategy that supports opportunities that encompass the wider district and helps form links with opportunities elsewhere.

4.5 Arts and Culture Facilities

The redevelopment of the existing museum into a research, storage and archival facility is addressing the identified gap in capacity.

The current redevelopment of the existing museum is expected to cater for community demand for the foreseeable future.

4.6 Aquatic Facilities

Pool usage over all admission types has increased over the last three years. The Council's staff have worked hard to improve systems and facilities to ensure the Aquatic centres are catering to user's expectations and complying to industry standards.

Demand for recreation activities at both centres has grown. Recent investment in the plant and equipment of the Aquatic Centres has been necessary to address failures in a major plant item. Condition surveys of both aquatic centres has now been completed and this information will be added to the SPM Asset Database.

The ongoing renewals programme for equipment and building infrastructure is anticipated to meet the immediate needs of the Aquatic centres.

4.7 Impacts on the Recreation Activity

- An increase in population and tourism is likely to create additional demand on the aquatic facilities in Whakatāne, particularly over the summer months
- Competing use for facilities is a potential concern as some more non-traditional user groups grow their participation numbers.

5 Reserves

- There are a large number of reserves across the District which are in established neighbourhoods. New housing developments in Coastlands, Piripai, Keepa Road and Shaw road may necessitate further neighbourhood parks and landscaping, particularly road reserves
- Increase in requirements for recreational facilities for younger people including skate parks and playgrounds
- An increasingly active community has a higher requirement for safe, multi-use walk and cycle ways
- Appreciation for recreational activities in general contributes to higher expectations of provided facilities.

5.1 Cemeteries

- The opening of the District Crematorium has reduced the demand for burial plots and interments however there has been an increase in the demand for ashes plots.
- See comments in the [Key Issues](#) concerning the available space within the Hillcrest Cemetery.

Table 20 below shows the number of burials and cremations between 2015 and 2017.

Table 20: Historical Burial Figures

Year ending 30 June	2015	2016	2017
Ash Burial	60	69	50
Full Burial	69	75	63
Cremation	197	215	218

Environmental Stewardship

This section describes the environmental and legislative obligations that the Council has in maintaining and extending its Recreational assets, and also includes those requirements specified as conditions of resource consents.

1 Legislation

There are a number of legislative mechanisms aimed to avoid or mitigate potential adverse environmental effects associated with the management of the recreational assets. 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 in more detail in the following sub sections.

1.1 National

The role of Central Government is one of setting policy for environmental management across New Zealand. This is achieved through the following key statutes.

1.1.1 **Resource Management Act 1991**

Under the [Resource Management Act 1991](#) (RMA), the 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 the Council regulates the effects of activities such as building community facilities and managing vegetation. Innovative design and use of Best Appropriate Practice in accordance with the Council's Engineering Standards and Guidelines are also beneficial in taking into account and managing the effects an activity may have on the environment.

1.1.2 **Local Government Act 2002**

Specific to environmental stewardship the [Local Government Act](#) (LGA) includes the principles of

- making itself aware of community views
- providing opportunities for Maori 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.

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). Councils are encouraged by the LGA to identify overall long-term priorities and to plan for the future.

1.1.3 **Reserves Act 1977**

The purpose of the [Reserves Act 1977](#) is to:

- Provide for the preservation and management for the benefit and enjoyment of the public areas of New Zealand possessing recreational, wildlife, indigenous flora and fauna, environmental or landscape amenity, or natural, scenic, historic, cultural, archaeological, biological, geological, scientific, educational, community or other special features or value.

- Ensuring, as far as possible, the survival of all indigenous species of flora and fauna.
- Ensuring, as far as possible, the preservation of access for the public to and along the sea coast, lakeshores and riverbanks and fostering and promoting the preservation of their natural character.

1.1.4 ***New Zealand Coastal Policy Statement***

The purpose of the [New Zealand Coastal Policy Statement](#) is to state policies in order to achieve the purpose of the Resource Management Act 1991 in relation to the coastal environment of New Zealand. The Statement was reviewed in 2010.

1.2 **Bay of Plenty Regional Council**

The Bay of Plenty Regional Council (BOPRC) has a key role under RMA in developing regional policy statements and regional plans to ensure the integrated and sustainable management of the region's natural and physical resources.

The [Regional Policy Statement](#) provides an overview of the resource management issues of the region and provides policies and methods to achieve integrated management of the natural and physical resources. The Regional Plans may, for the purpose of carrying out its functions under the RMA, include rules that regulate or allow activities.

1.2.1 ***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](#)

The Regional Water and Land Plan has replaced the Regional Land Management Plan and Transitional Regional Plan.

1.2.2 ***Regional Coastal Environment Plan***

BOPRC's [Regional Coastal Environment Plan](#) outlines the rules and requirements regarding earthworks, structures and discharges to the coastal environment including both the coastal marine area and the coastal environment. As such the BOPRC considers applications for coastal permits to control activities that may impact on the coastal environment such as:

- Erection of coastal structures for public access
- Removal of vegetation on the foreshore.

1.3 Whakatāne District Council

1.3.1 *District Plan*

The [District Plan](#) assists the Council to carry out its functions under the RMA in order to achieve the purpose of the Act 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 Spring \(MHWS\)](#). This includes earthworks, and buildings on reserves. The District Plan also set outs the standards and controls for lighting, noise, and contaminated land.

The District Plan also contains designations where land has been designated for network utility or large public works that enable works to be undertaken in accordance with the purpose of the designation.

In the case of reserves, a reserve zoning is included within the District Plan with appropriate rules and objectives for that zone.

1.3.2 *Reserve Management Plans*

[Reserve Management Plans](#) are prepared in accordance with the Reserves Act 1977 by the Council for the reserves they administer. The Management Plans outline the use, maintenance, protection, preservation and development of the reserve for the purposes for which it is classified.

A Reserve Management Plan is prepared in consultation with the community and any changes to the management plan or works that are not in accordance with the plan may require public consultation.

1.3.3 *Assessment of Water and Sanitary Services*

Part 7 of the LGA requires all local authorities to complete [Water and Sanitary Services assessments](#) (Sections 123–129 of the Act). This was last revised in 2011. The assessment included Statements of Options available to meet current and future demands. A major focus of these assessments is the impact of water and sanitary services on public health and the environment.

An assessment of Cemeteries/Crematoria was a specific requirement of the Water and Sanitary Service Assessments. The following information summarises the findings from the Assessment: There are no identified health issues with current cemeteries and the crematorium which opened in October 2009.

2 Resource Consents

Resource consents are a requirement for many coastal and water-based activities and building and development on reserves.

An [Assessment of Environmental Effects \(AEE\)](#) is required to support the resource consent applications to the respective Councils when seeking approval to implement projects.

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.

Due to the diverse nature of the recreational assets, the need for resource consents and the potential issues associated with recreational uses and assets are equally as diverse.

The critical environmental factors requiring consideration include the impact of buildings or structures on the landscape values within reserves particularly in the coastal environment, the ecological effects associated with vegetation removal and site development, the cultural, archaeological and social effects and contamination and discharge issues particularly in association with port or harbour activities. A number of these factors may require specialist input and consultation with the local community and asset users.

Positive effects associated with recreational assets, including community wellbeing, health benefits and access to community facilities will need to be balanced against the adverse effects identified in the AEE.

The Council has a database of consents that relates to recreational activities, these are provided in Table 21 below. In accordance with both Regional and District Plans, there are a number of requirements that must be met during the life of the consent. These requirements will stipulate monitoring conditions in the consent and will require the consent holder to report on the compliance with those conditions. This applies mainly for discharge consents. For land use consents, conditions may require on-going actions by the Council to ensure compliance.

Table 21: Recreation Related Consents

Con_No	Purpose	Status	Property Address	Expiry
63047	Existing Drainage Structures In The CMA	Current	Various Sites, Whakatāne	19/12/2050
63048	Erosion Protection Structures In CMA	Current	Various Sites, Whakatāne	19/12/2050
40204	Create A Swimming Area In Whakatāne River	Current	Quay Street, Whakatāne	31/01/2031
61070	Extend Car park; Repair Seawall	Current	340/2 Harbour Road, Ōhope	31/03/2036
62424	Repair & Protection Works In CMA	Current	Goodwins Landing, Ohiwa Harbour	31/08/2043
62945	Works To Upgrade Goodwins Landing	Current	Goodwins Landing, Waterways Drive, Ōhope	30/11/2039
86026	Construct Coastal Erosion Protection	Current	Maraetōtara playground	30/4/2020
62037	Undertake Stream Control Activities	Current	Mahy, Millers, Wharekura, Maraetotara Streams, Ōhope Beach	31/05/2023
20223	Irrigation Of Playing Fields	Current	Rugby Park Domain, Whakatāne	1/10/2026
50899	Place Structure In Bed Of Sullivan Lake	Current	Sullivan's Lake, Whakatāne	30/04/2032
51045	Reclaim Part Of Sullivan Lake	Current	Sullivan Lake, 191\189 King Street, Whakatāne	31/12/2032

2.1 Consent Monitoring & Compliance

The situation with regards to understanding whether or not the resource consents currently in place are being complied with is largely unknown. A new database system, [CS Vue](#), has been implemented to manage the consents inventory.

3 Effects on Others

There are a number of potential adverse effects on others that can occur in the process of maintaining or developing recreational assets, particularly on projects that may require coastal works. The information provided below outlines some of these issues.

3.1 Noise

The use of public reserves particularly those for organised sports, events or formalised community facilities have the potential to create noise disturbance for adjacent properties. Regard should be given to proposals to establish these types of activities on reserve land.

Mitigation Measures

- Compliance with District Plan noise standards
- Compliance with Event conditions.

3.2 Landscape & Visual Effects

Whakatane District contains five broad landscape types. Each of these landscapes has an identifiable character based predominantly on geomorphologic characteristics. Landscape values also include natural and cultural heritage features, which need to be taken into account with any proposed developments.

Reserves make a significant contribution to the landscape values of an area by the provision of green, open space that provides relief from the urban environment or connection with natural areas of vegetation or coastline.

Buildings and structures associated with recreational facilities may impact on the landscape values of an area and consideration should be given to minimising the impact of the building through location, building and landscape design.

Mitigation Measures

The following mitigation measures may be considered when taking into account landscape values:

- Review District Plan maps and provisions
- Review of Reserve Management Plans
- Community consultation

3.3 Artificial Lighting Effects

Artificial lighting is often required for safety or to improve usage of recreational facilities however lighting can adversely impact on surrounding properties and amenity values. When considering the installation of lighting associated with a recreational facility, regard should be given for the visual effects of the structures themselves as well as the effects of light spill on surrounding properties.

Mitigation Measures

- Design minimise light spill to neighbouring properties
- Consultation with key stakeholders
- Compliance with time restrictions where appropriate
- District Plan.

3.4 Signs

Signage is an important component of reserves and community facilities even though it can also detract from the amenity of open space or community areas.

Mitigation Measures

When considering signage for recreational assets consider:

- The need for signage in promoting visitor orientated recreation facilities and eliminate unnecessary signage
- Avoid the proliferation of signs and consider opportunities to co-locate signage
- The number, size, design and appearance of signs taking into account the surrounding environment
- District Plan.

3.5 Social & Cultural Effects

Places of particular cultural heritage value have been scheduled and identified on the District Plan maps so that location is known and can be taken into account when considering development and applying for resource consents. The scheduled sites are those that are registered under the [Heritage New Zealand Pouhere Taonga Act 2014](#), or those requested to be scheduled after consultation with iwi. Not all sites are recorded and for major developments it is important that consultation be undertaken with tangata whenua, registered archaeologists, NZ Historic Places Trust and the Regional Council. Protocols can be developed in the event of discovery.

Mitigation Measures

The following mitigation measures may be considered when taking into account cultural heritage values or sites:

- Consultation with key stakeholders
- Development of protocols
- Due diligence prior to development.

3.6 Ecological Values

A large number of reserves in the District are classified for scenic purposes and as such development and works within these reserves has the potential to result in adverse effects on the ecological values associated with scenic reserves.

Effects on the ecological values of a reserve need to be taken into account with any proposed development particularly those requiring the removal of vegetation, discharges into the sea, lakes, rivers or streams and development on sites resulting in sediment runoff. Many proposed activities

require resource consent under the Water and Land Plan, the Coastal Environment Plan or the District Plan.

Mitigation Measures

The following mitigation measures should be considered in the control of effects in ecological values:

- Evaluate the ecology of the area.
- Monitor the effects of the works on the flora and fauna.
- Consider ecological values in the design of the project to avoid the need to remove or fragment areas of ecological value.
- Planning and implementation of replanting programmes.
- Provision of contestable Environment and Heritage Funding for public projects.

3.7 Contamination

Under the Regional Policy Statement, the BOPRC has primary responsibility for the management of contaminated land in the District. The Council supports the BOPRC principally by:

- Requiring applicants for resource consent on land suspected of potential site contamination to assess the level of contamination and undertake remediation to a level that will not pose, or be likely to pose an immediate or long-term hazard to the environment and human health

Other potential contamination issues include:

- Potential for contamination from septic tank failure (pipes or structure) or overflows from public toilets

Mitigation Measures

The following mitigation measures may be considered in the control of contaminated sites:

- Carry out a desk-top investigation
- Develop a remediation plan
- Develop protocols in the event of any contamination being found
- Implement monitoring if required
- Septic tanks cleaned out every three years (depending on size and frequency of use)

3.8 Chemical Use

For chemical use, all contracts and staff operations are undertaken as defined in the Code of Practice for the Management of Agrichemicals NZS8409:2004 and any subsequent editions and the applicable rules under the Regional Air Plan relating to agrichemical use.

Notice is given through the local newspapers at least fourteen (14) days prior to any application of chemicals to control grass and weeds. A “no spray” register is maintained to address areas where chemical control of grass and weed growth is not wanted.

Lifecycle Management

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

This section covers the following assets:

- Arts & Culture
- Aquatic Centres
- Cemeteries & Crematoria
- Camping Facilities
- Reserves (Community, Esplanade, Conservation, Coastal protection and flood Control, Local, Road and Utility Reserves, Sports facilities and Grounds, and Significant Sites)

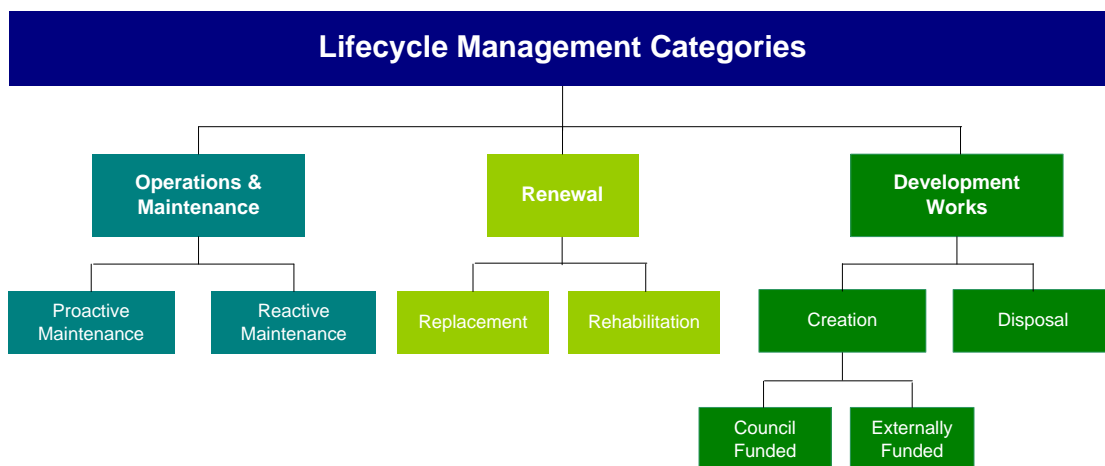
This Plan covers the lifecycle of the recreational asset activities including:

- Operations
- Maintenance – Proactive & Reactive
- Renewal
- Replacement
- Rehabilitation
- New capital (growth), levels of service (improvements), and regulatory improvements
- Asset disposal

1 Work Category Definitions

Figure 13 below illustrates the following components of lifecycle management categories

Figure 13: Recreation Lifecycle Management Categories



These categories are described in more detail in the [Projects and Financial Forecasts](#) section of this AMP.

1.1 Operations & Maintenance – Reactive

The Community Services team provides maintenance services for all community property. Calls are logged with Customer Services 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 – (including public conveniences)
- ▶ Building WOF
- ▶ Fire Compliance
- ▶ Heating, Ventilation and Air Conditioning (HVAC)
- ▶ Security

The projected repairs and maintenance expenditure for community property can be viewed under [Projects & Financial Forecasts](#).

1.3 Renewal Works Plan

The overall LoS objective is to steadily renew assets considering the following:

- ▶ The age profile
- ▶ The condition profile
- ▶ The level of on-going maintenance
- ▶ The 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 under section [Projects & Financial Forecasts](#).

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 [Projects & Financial Forecasts](#).

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 we will consider divesting or otherwise disposing of it. We will explore opportunities for optimisation with the local community boards for assets no longer fit for purpose.

2 Recreation Facilities Overview

The Council provides a number of recreational facilities for its residents. These facilities include parks and reserves, cemeteries, camping facilities, arts and culture facilities, and aquatic centres. The majority of communities in the District have access to local and community reserves and infrastructure within a reasonable commuting distance.

The community is regularly consulted via the annual residents' surveys and consultation processes as appropriate when significant changes are made to the service. This information is collected via a number of mechanisms as outlined in the [Community Engagement](#) section of this AMP.

This section focuses on the assets that deliver recreational services throughout the Whakatāne District.

2.1 Asset Description

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

2.2 Asset Valuation

The Council engages professional valuers to assess the Council's Recreation Assets for the purposes of insurance on an annual basis. The values used in the AMP were confirmed 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".

A "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.

As the Council's SPM database, used to manage all the building renewal programmes, utilises the replacement value for all a structures component parts, it has led to the decision to utilise the asset's "replacement value" in the AMP tables.

It's important to note that the valuations account for the improvements to the land and the facilities located on the reserves. The land itself has not been valued in these figures.

2.3 Asset Summary

Table 22 below provides a summary of 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.

Table 22: Assets Inventory

Asset	Economic Life (Ave)	Condition Rating (Average)	Gross Replacement Value as at 30 June 2017
Aquatic Centres	50	1.4	\$15,600,000
Arts & Culture	50	1.4	\$12,640,000
Camping Grounds	50	1.5	\$ 2,605,542
Cemeteries	100	1.1	\$ 1,134,490
Playgrounds	50	1.6	\$ 2,411,110
Reserves	100	1.6	\$17,779,200
Sports and Rec Facilities	50	1.7	\$ 5,373,200
Total			\$54,940,606

The Gross Replacement Costs for the recreational structures 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 Best Practise Guidelines.

2.4 Asset Risk

This topic is outlined in the [Risk Management](#) section, which provides a comprehensive overview of how risk is derived and managed for the Recreation activity.

2.5 Data Confidence and Reliability

Table 23 below provides the confidence framework ([NAMS IIMM](#)) used to determine the confidence in the asset data used in this AMP.

Table 23: Asset Data - Confidence Grades

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis, documented properly and recognised as the best method of assessment.
Reliable	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	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	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. Table 24 below shows the data held in Council's SPM Asset Database as it relates to Community property has been assessed using the NAMS IIMM framework.

Table 24: Overall Average Data Confidence (Percentages)

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain	Unassigned	Total Percentage
Aquatic Centres	41	23	4	0	31	100
Arts and Culture	88	10	2	0	0	100
Camping Grounds	88	10	2	0	0	100
Cemeteries	26	7	1	0	66	100
Community Reserves	32	4	2	0	62	100
Esplanade, Conservation, Reserves etc.	31	9	2	0	58	100
Local Reserves	37	10	2	0	51	100
Playgrounds	32	4	2	0	62	100
Significant Sites	34	20	1	1	45	100
Sports Facilities Grounds	31	13	3	0	53	100

2.6 Condition Assessment & 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 are recorded and managed within the SPM Asset Management System. This database has been compiled and refined over the last seven years. The basis for understanding of the Council's future expenditure patterns and management decisions regarding maintenance, replacement and renewals is driven from this database.

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.

2.7 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 25 below.

Table 25: 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 the figures used in Table 26.

Table 26: Average Condition Rating

Asset Type	Average Condition Rating
Aquatic Centres	1.4
Arts and Culture	1.4
Camping Grounds	1.5
Cemeteries	1.1
Community Reserves	1.3
Esplanade, Conservation, Reserves etc.	1.3
Local Reserves	1.6
Playgrounds	1.6
Significant Sites	1.3
Sports Facilities Grounds	1.7

3 Asset Description

Due to large number of sites discussed in this section, some have been grouped together and others have been considered in more detail. In general terms the assets have been looked at by component group, which are listed in more detail for each asset group in the following sections.

3.1 Aquatic Centres

3.1.1 Overview

The Council has two aquatic facilities, the Whakatāne Aquatic Centre and the Murupara Swimming Pools (also known as A. H. Lynd Memorial Baths). Table 27 below lists the Total Replacement Cost of the two facilities.

Table 27: Aquatic Centres - Asset Valuation

Finance Asset Number	Street Number	Street Name	Property	Construction Year	Total Replacement Cost
538	28	Short Street	Whakatane District Aquatic Centre (Main Complex)	2001	\$ 11,600,000

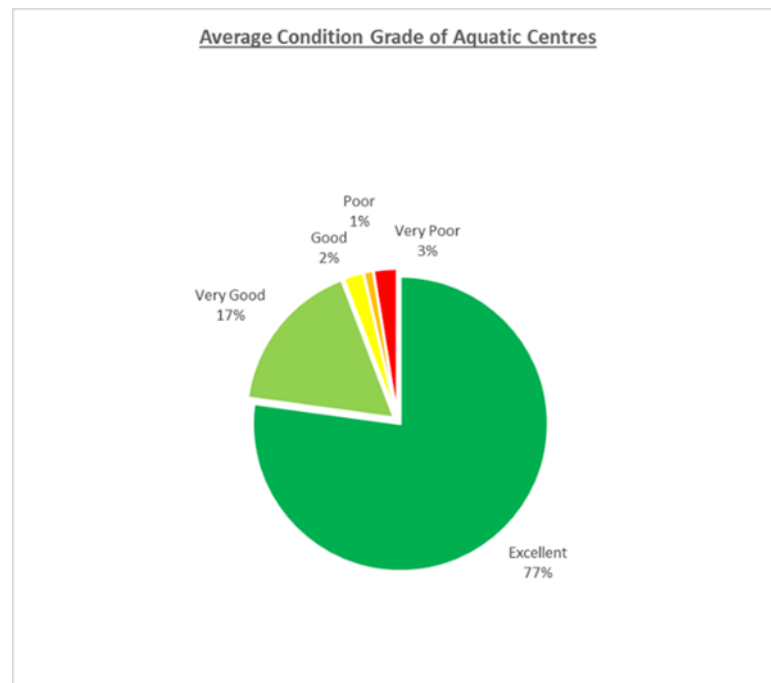
538	28	Short Street	Whakatane District Aquatic Centre (Old-outdoor pool)	1970	\$ 1,800,000
539	68	Pine Drive	Murupara Aquatic Centre	1975	\$ 2,200,000
					\$15,600,000 *

*Values do not include land value

3.1.2 Average Condition Grade

Figure 14 below provides a snapshot of the condition grade for this Asset Category. The description for the classes of condition are found in Table 24: Overall Average Data Confidence.

Figure 14: Average Condition Grade for Aquatic Centres



3.2 Arts and Culture

3.2.1 Overview

The District's Library & Exhibition Centre Te Koputu a te Whanga a Toi / (LEC) and the redeveloped Museum and Research Centre Building are the principal buildings in this asset category.

Table 28 below provides an overview of the Replacement Value of the arts and culture properties.

Table 28: Arts and Culture - Asset Valuation

Finance Asset Number	Street Number	Street Name	Property	Construction Year	Replacement Value
5251	49	Kakahoroa Drive	Te Koputu Library & Exhibition Centre	2012	\$ 8,300,000
536	51-55	Boon Street	Whakatane Museum and Gallery	1967	\$ 3,400,000*
610	4	Harbour Rd	Ohope Library	1990	\$ 220,000
597	38	College Road	Edgecumbe Library	1989	\$ 720,000
					\$12,640,000

Note the Murupara Library is included in the Corporate Property Valuations under the Community Property AMP

3.3 Camping Facilities

3.3.1 Overview

Two serviced camping facilities are provided in the District. These are the Pikowai Camping Ground and the Whakatāne Camping Ground. Four freedom camping facilities are available in the district.

Table 29 below provides an overview of the replacement value of the Council’s camping facilities.

Table 29: Camping Facilities - Asset Valuation

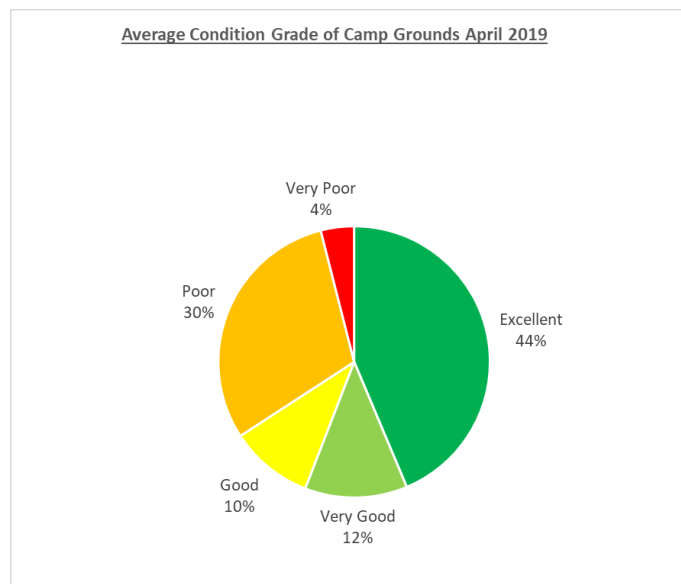
Finance Asset Number	Locations	Name	Replacement Value
409	Pikowai Campground-(Western Coastal Recreation Reserve)	Pikowai Campground	\$171,500
	Whakatāne Holiday Park	Whakatāne Holiday Park	\$2,434,042
			\$2,605,542

*Value does not include land value

3.3.2 Average Condition Grade

Figure 15 below provides a snapshot of the condition grade for this Asset Category. The description for the classes of condition are found in Table 24: Overall Average Data Confidence.

Figure 15: Average Condition Grade for Camping Facilities



3.4 Cemeteries and Crematorium

3.4.1 Overview

Six cemeteries are owned and managed by Whakatāne. The Crematoria facility located at the Hillcrest cemetery was opened in October 2009 following overwhelming public support. Table 30 lists the cemeteries and their replacement values.

Table 30: Cemeteries and Crematorium - Asset Valuation

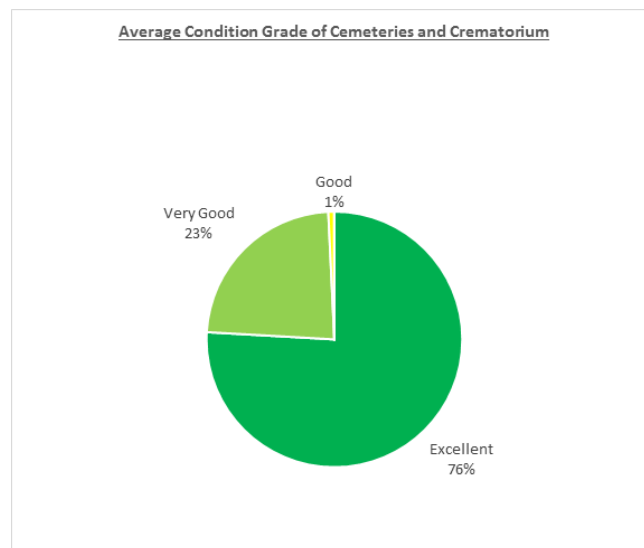
Finance Asset Number	Locations	Name	Replacement Value
24945	Galatea/Murupara	Galatea Cemetery	\$90,000
17445	Matata	Awakaponga Cemetery	\$13,800
23929	Taneatua	Taneatua Cemetery	\$ 49,200
21974	Waimana	Waimana Cemetery	\$ 10,090
21986	Whakatane	Hillcrest Cemetery	\$1,173,400 ¹
21073	Whakatane	Domain Road Cemetery	\$ 68,000
			\$1,134,490²

¹Value includes the Cremator

²Value does not include land value

3.4.2 Average Condition Grade

Figure 16 below provides a snapshot of the condition grade for this Asset Category. The description for the classes of condition are found in Table 24: Overall Average Data Confidence.

Figure 16: Average condition Grade for Cemeteries and Crematorium


3.5 Playgrounds

3.5.1 Overview

Playgrounds can be located on almost any reserve and include play equipment (swings, slides, etc.), surfacing, and in some areas, shade-sails. Table 31 below lists all playgrounds in the District and their replacement value.

Table 31: Playgrounds - Asset Valuation

Asset Code	Name	Locations	Replacement Value
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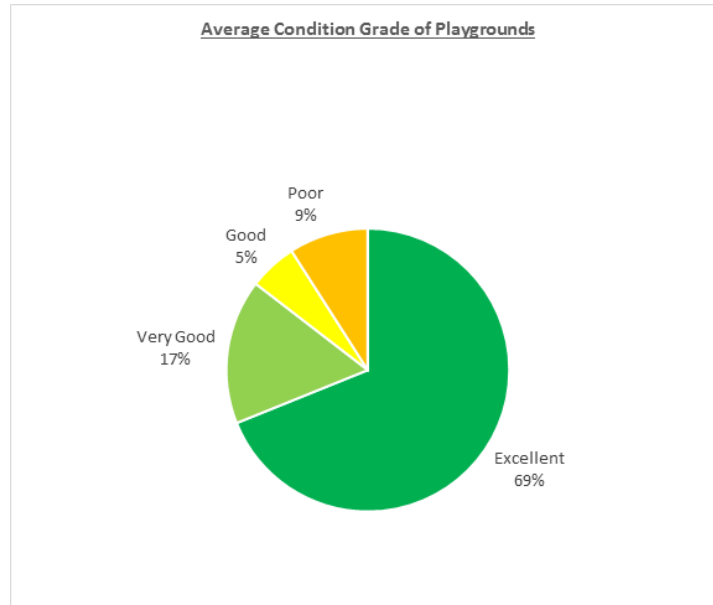
24767	Alpha Avenue Reserve Playground	Alpha Avenue	\$ 48,800
24926	Holly Davis Memorial Playground (Lake Aniwhenua)	Aniwhenua	\$ 184,300
21607	Appenzell Dr Playground	Appenzell Drive	\$ 48,300
24276	Bill Orr Park Playground	Bill Orr	\$ 47,000
14448	Eivers Park Playground	Eivers Park	\$ 138,400
25466	Eve Rimmer Playground	Eve Rimmer	\$ 39,400
25516	Farnworth Crescent Playground	Farnworth Crescent	\$ 28,100
23988	Fishermans Drive Playground	Fishermans Drive	\$ 53,600
24671	Galatea Domain Playground	Galatea	\$ 13,900
17988	Jack Knowles Reserve Playground	Jack Knowles	\$ 145,600
19099	Mahy Reserve Playground	Mahy Reserve	\$ 54,700
23962	Mananui Playground	Mananui Crescent	\$ 33,600
24609	Manawahe Hall Playground	Manawahe	\$ 21,900
19234	Maraetotara Playground	Maraetotara Reserve	\$ 482,400
23961	Matata Playground (Heale Street)	Matata	\$ 35,800
24864	Minginui Playground	Minginui	\$ 18,400
24951	Murupara Service Centre Playground	Murupara Civic	\$ 130,900
24953	Rimu Playground -(Rimu Rd Reserve)	Murupara Rimu St	\$ 32,200
23932	Ocean Playground (River Edge Park)	Ocean Playground	\$ 103,500
19438	Otao South Playground	Otao	\$ 34,500
23507	Puriri Cres Reserve - North Playground	Puriri Crescent	\$ 59,900
25457	Rex Morpeth Playground	Rex Morpeth	\$ 121,800
24901	Riverslea Reserve Playground	Riverslea	\$ 82,400
23931	Rose Gardens Playground	Rose Gardens	\$ 30,600
21416	Sullivan Lake Playground	Sullivan Lake	\$ 41,600
17881	Te Mahoe Reserve Playground	Te Mahoe	\$ 32,500
24238	Thompson Crescent Playground	Thompson Crescent	\$ 36,200
17394	Thornton Beach Park Playground	Thornton Domain	\$ 31,200
12368	Tui Street Playground	Tui Street	\$ 9,900
20991	Waiewe Playground	Waiewe Park	\$ 18,700
16136	Waimana Playground	Waimana	\$ 34,100
21319	Wairaka Park Playground	Wairaka	\$ 58,200
21675	Warren Park Playground	Warren Park	\$ 89,600
25296	Waterways Drive Playground	Waterways	\$ 41,700
		Total	\$ 2,411,110

*Value does not include land value

3.5.2 Average Condition Grade

Figure 17 below provides a snapshot of the condition grade for this Asset Category. The description for the classes of condition are found in Table 24: Overall Average Data Confidence.

Figure 17: Average condition Grade for Playgrounds



3.6 Reserves

3.6.1 Overview

Reserves are located in Edgecumbe, Murupara, Ōhope, various rural areas, Taneatua and in the urban area of Whakatāne. Reserves have been classified to demonstrate their overall function

Categories of Reserves

- Community
- Local
- Significant sites
- Esplanade
- Conservation
- Coastal Protection
- Road Reserves
- Flood control
- Utility

Table 32 below lists all reserve types and their replacement values.

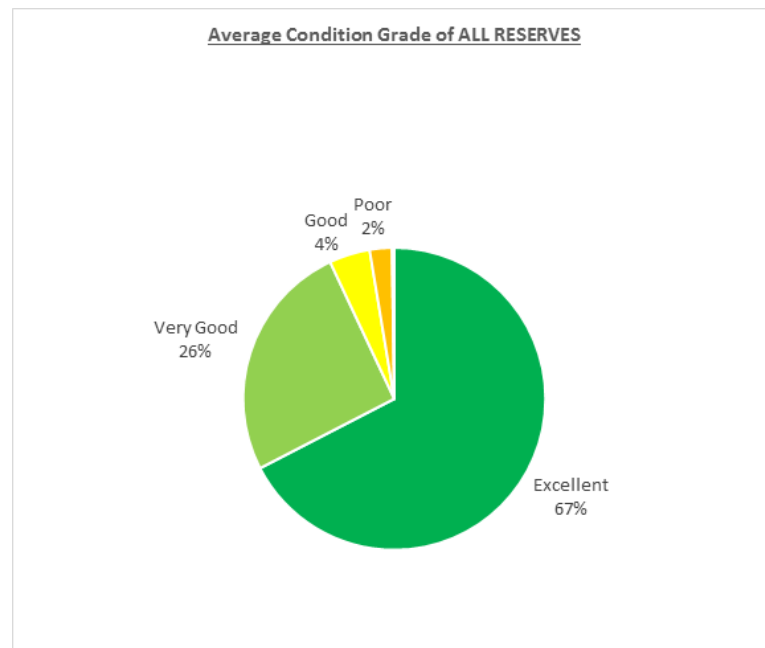
Table 32: Reserves - Asset Valuation

Asset Code	Reserve Type	Replacement Values
N/A	Community Reserves	\$5,358,700
N/A	Esplanade, Conservation, Coastal Protection & Flood Control Reserves	\$2,823,400
N/A	Local Reserves	\$2,991,300
N/A	Utility Reserve	\$1,411,800
N/A	Coastal Protection	\$1,408,700
N/A	Road Reserves	\$ 715,500
N/A	Significant Sites	\$3,069,800
		\$17,779,200

*Value does not include land value

3.6.2 Average Condition Grade

Figure 18 below provides a snapshot of the condition grade for this Asset Category. The description for the classes of condition are found in Table 24: Overall Average Data Confidence.

Figure 18: Average condition Grade for Reserves


3.7 Sports and Recreational Facilities

3.7.1 Overview

Whakatāne District has numerous recreational facilities including walking tracks, beaches, reserves and sporting amenities. Many of the reserves offer sports facilities, walking tracks, lakes, sports clubs, cycle tracks, playground areas and other recreational opportunities. Table 33 below lists all sports and recreational facilities and their replacement values.

Table 33: Sports and Recreational Facilities - Asset Valuation

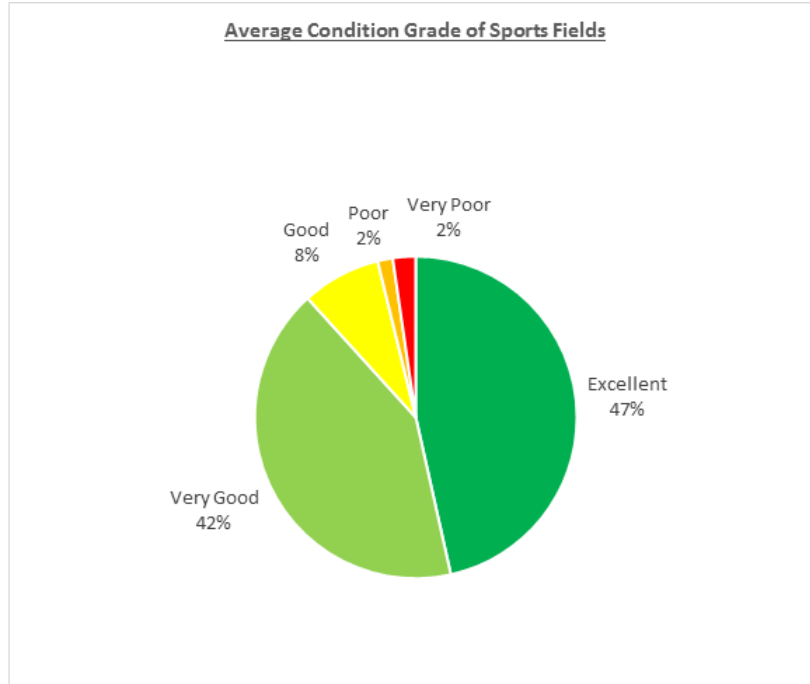
Asset Code	Sportsfields	Location	Replacement Values
17646	Awakeri Sportsfield	Awakeri	\$ 64,200
24889	Edgecumbe Domain	Edgecumbe	\$ 409,200
12797	Galatea Domain	Galatea	\$ 92,600
23510	Richmond Park	Matata	\$ 132,300
25492	Murupara Netball Courts and Surrounds	Murupara	\$ 306,700
19405	Wingate Park	Murupara	\$ 38,800
19033	Bluett Park	Ohope	\$ 243,000
12253	Mitchell Park (Taneatua)	Taneatua	\$ 49,800
24121	Rob Shaw Park (Taneatua Domain)	Taneatua	\$ 195,600
18676	Te Teko Golf Club	Te Teko	\$ 127,500
17746	Eivers Park	Te Teko	\$ 446,800
14674	Dunderdale Park	Te Teko	\$ 250,700
13325	Waimana Domain	Waimana	\$ 183,300
22453	Rex Morpeth Sports Complex - Athletic Domain	Whakatane	\$ 362,800
24727	Rex Morpeth Park-(soccer/cricket fields and main car parks)	Whakatane	\$ 647,100
12130	Rex Morpeth Sports Complex - Rugby Park	Whakatane	\$ 169,400
13943	Eve Rimmer Park	Whakatane	\$ 1,192,700
14089	Red Conway Park	Whakatane	\$ 93,200
20240	Warren Park	Whakatane	\$ 286,200
25361	Dog Exercise Enclosure	Whakatane	\$ 81,300
			\$ 5,373,200 *

*Replacement Value does not include land value

3.7.2 Average Condition Grade

Figure 19 below provides a snap shot of the condition grade for this Asset Category. The description for the classes of condition are found in Table 24: Overall Average Data Confidence.

Figure 19: Average condition Grade for Sports and Recreational Facilities



Risk Management

This recreation-asset specific risk management planning will provide the basis for future risk analysis and improvement planning.

This section covers the risk management implemented by the Council and how these apply to the current and future recreation activities. In addition, an overview of Risk Management is provided along with suggested improvements to current practices.

The objective of risk management is to identify the specific business risks, together with any possible risks to the health and safety of employees, other contractors and the general public, associated with the ownership and management of the recreation assets. This can be used to determine the direct and indirect costs associated with these risks, and form a priority-based action plan to address them.

1 Key Risks

The Council's policy and operations cannot influence all the factors contributing to these events. However, the Council has a responsibility to assess the risks in order to best manage the assets with the resources available to avoid and mitigate the effects of any event.

In addition, the Council has highlighted a number of key risk areas across the activity as shown in Table 34 below.

Table 34: Key Risks

Risk Area	Risk Description
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.
Internal & External Contract Management (Service/Maintenance/Capital)	Unsatisfactory resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor Contractor performance
Asset Management –	Not up to date, or insufficient quality of process and output.
Condition/performance assessments –	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.
Vandalism –	Of assets in parks and reserves (e.g. furniture, playgrounds, trees).
Fire on Parks and Reserves	Spreading to neighbouring properties.
Public Health and Safety –	Accidents causing injury or drowning, and/or damage to property resulting in claims and/or negative publicity.
Bio-Hazard Outbreak:	Outbreak of infectious bio hazard (Meningitis, Ecoli, Crypto, Hep A&B) resulting in staff and public becoming infected and possible closure of facilities.
Breakdown of operational plant -	Causing, closure, loss of revenue, health or safety hazard.
Chemical Exposure:	Chemical spill/leakage contributing to personal danger, environmental destruction, fire.
Security:	Inadequate building security plan. Ranging from building security and maintenance, vandalism, cash management, lighting, counter security, employee safety, and undesirables within community spaces.
Capacity of cemeteries reached	Capacity reached and no extra space for cemeteries identified

Epidemic resulting in large scale deaths	Capacity of cemetery reached quickly in epidemic event.
Loss of Cemetery Records –	Incorrect information recorded about interments
Subsidence/Stability	Subsidence/Stability of graves and land

These are discussed in further detail in the Risk Registers and the overall Action Plan below.

2 Risk Register

The risk registers provided in Tables 35 to 38 below reflect the risks associated with the current and future recreation activities within the Council.

Table 35: 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			
REC01	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	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	GM Strategy And Economic Development General Manager People and Capability GM Community Services Manager Public Affairs	Ensure adequate (quality) training for key staff Formal project management framework implemented Project closure/reviews/handover improved Appropriate on-going project management training for key staff	
REC02	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	Contract procurement process SLA's Dedicated contract managers Standard contract templates Appropriate contract conditions (KPI's, penalties) Contract auditing and reporting (including performance) Financial reporting Contract procedures manual RFS feedback	Good	2	3	6	GM Community Services Team Leader Contracts and Administration Team Leader Open Spaces Operations	Continue current practice	

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)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor		
REC03	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	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	GM Strategy and Economic Development Team Leader Contracts and Administration GM Community Services	Review which contracts are best managed internally and which externally
REC04	Asset Management – not up to date, or insufficient quality of process and output.	Operational Legislative	4	4	16	Asset Management processes and practices Asset Information Systems Asset Management Planning Staff Training Benchmarking Defined asset management roles	Good	3	3	9	GM Strategy and Economic Development GM Community Services Asset Management Staff	On-going asset management improvements Continuing staff development On-going external reviewing/audits
REC05	Condition/performance assessments – reliable data for renewals/replacements and valuations.	Operational	4	4	16	Asset Management processes and practices Internal and external feedback Condition assessments	Good	3	3	9	GM Community Services Team Leader Open Spaces Operations	Staff training Utilise SPM PQS function to monitor performance

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)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor		
						Some annual audits and monthly inspections (playgrounds (monthly), structures (annual))					Asset Management Staff	Programming of condition assessments to ensure assets are inspected every 3 years
REC06	Compliance with Legislation and Consent Conditions – inability or failure to comply with consents, statute and national standards. Increase in requirements.	Legislative	4	5	20	Contract Conditions Consents database Some internal audits	Good	3	2	6	GM Strategy and Economic Development GM Community Services	Monitoring of expiring consents and identifying new consents to be renewed (define responsibilities) Proactive consent management

Table 36: Asset Management Risks – Parks, Reserves and Walking Tracks

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)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor		
REC07	Vandalism – of assets in parks and reserves (e.g. furniture, playgrounds, trees).	Reputation/ Image Operational Public Health Financial	4	5	20	Design Security patrols and response Safety inspections Maintenance contracts (including SLA's with OBU) Publicity/ Public awareness (safer communities/schools) RFS feedback Active paint out system ("Tagoff") proactive response	Good	3	3	9	Technical Advisor Reserves Team Leader Open Spaces Operations GM Community Services Team Leader Open Spaces Operations	Increase Publicity/ Public awareness through further liaison with safer communities/ schools Monitor reoccurrence and investigate appropriate design Bylaws review/ enforcement Promote local volunteer wardens Adoption of community strategy across all activities
REC08	Fire on Parks and Reserves spreading to neighbouring properties.	Public Health Operational	4	3	12	Maintenance of reserves Bylaw controls Issue of fire permits Development/ subdivision/ building/ land use controls Signage Seasonal publicity	Good	3	2	6	GM Community Services	Public education Enforcement of consents/ permits/ bylaws Funding and support for Rural Fire Service

Table 37: Asset Management Risks – Swimming Pools

REC09	Public Health and Safety – accidents causing injury or drowning, and/or damage to property resulting in claims and/or negative publicity.	Public Health Reputation/ Image	3	4	12	<ul style="list-style-type: none"> Compliance with swimming pools and management standards and qualifications Building code/ standards Operating contract conditions Incident reporting Condition assessments Operate in accordance with Pool Safe Standards RFS feedback Operate in accordance with council pool risk management plans Proactive hazard identification process Best practice design for public pools 	Good	2	2	8	<ul style="list-style-type: none"> GM Strategy and Economic Development GM Community Services Team Leader Contracts and Administration 	<ul style="list-style-type: none"> Regular auditing and review of operating procedures Monitor usage and feedback Review Pool Risk Management Plans Staff remain current with best practice Establish strong contract partnership
REC10	Bio-Hazard Outbreak: Outbreak of infectious bio hazard (Meningitis, Ecoli, Crypto, Hep A&B) resulting in staff and public becoming infected and possible closure of facilities.	Operational Public Health Reputation/ Image	5	4	20	<ul style="list-style-type: none"> Operate in accordance with council pool risk management plans which provides for: Maintenance contracts Water quality testing Operational procedures Education Response Plan Staff training Condition assessments 	Good	4	1	4	<ul style="list-style-type: none"> GM Community Services Team Leader Contracts and Administration 	<ul style="list-style-type: none"> Establish strong contract partnership Regular review of pool risk management plans
REC11	Breakdown of operational plant - causing, closure, loss of revenue, health or safety hazard.	Operational Public Health Reputation/ Image	3	4	12	<ul style="list-style-type: none"> Operate in accordance with council pool risk management plans which provides for: 	Good	1	2	2	<ul style="list-style-type: none"> GM Community Services 	<ul style="list-style-type: none"> Regular auditing and review of operating procedures

						Water quality testing Operational procedures Education Response Plan Staff training Asset data maintenance Maintenance contracts				Team Leader Contracts and Administration	Regular review of pool risk management plan Independent oversight of plant by appropriately skilled council staff (WTP)	
REC12	Chemical Exposure: Chemical spill/leakage contributing to personal danger, environmental destruction, fire.	Public Health Environment Legislative	4	3	12	Operations Contract Appropriate secure storage areas Emergency Response Plan Suppliers Agreement and procedures (delivery, handling etc.) MSDS's (material safety data sheets) Trained and qualified staff Physical barriers Pool Risk Management Plan Best practice design	Good	3	1	3	GM Community Services Team Leader Contracts and Administration	Regular auditing and review of operating procedures Regular review of pool risk management plan
REC13	Security: Inadequate building security plan. Ranging from building security and maintenance, vandalism, cash management, lighting, counter security, employee safety, and undesirables within community spaces.	Health Reputation/ Image Operational	4	4	16	Pool Safe Standards Operations Contract Operating contract conditions Patrols and response	Good	2	3	6	GM Community Services Team Leader Contracts and Administration	Consider policy on the use of cell phones (with cameras) in complex Monitor usage and feedback Incident reporting Improve physical security of buildings Review pool contracts to ensure pool security / user security is catered for

Table 38: Asset Management Risks – Cemeteries

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)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor		
REC14	Capacity of cemeteries reached – capacity reached and no extra space for cemeteries identified	Operational Legislative	4	2	8	Maintaining records and maps LTP measures Planning future requirements Capacity has been defined Provided alternative services (crematorium)	Excellent	2	1	2	GM Community Services	Review growth trends/ demographics Review of fees and charges Monitor use/trends
REC15	Epidemic resulting in large scale deaths – capacity of cemetery reached quickly in epidemic event. Need for large scale of burials/cremations in short time-frame.	Public Health Operational	5	1	5	Civil Defence Management Plan Pandemic Action Plan LTP measures (120 burials at one time)	Good (untested)	4	1	4	GM Strategy and Economic Development GM Community Services	On-going review of action plans
REC16	Public Health and Safety – accidents causing injury and/or sickness to people, resulting in claims and or negative publicity (e.g. poorly designed paths, open graves, illness from poor interment process etc.)	Public Health Reputation/ Image Legislative Operational	3	4	12	Maintenance contracts Operating procedures Staff training Liaison with health authorities Compliance with legislation RFS feedback Condition assessments Bylaws	Good	2	2	4	GM Strategy and Economic Development GM Community Services Team Leader Open Spaces Operations	Regular auditing and review of operating procedures Review Council's liability and H & S policy Review Bylaws

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)	Effectiveness	Net Risk (Considering measures in place)			Person(s) Responsible	Management Options
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor		
REC17	Security: Inadequate security plan, lighting, employee safety, vandalism (headstones etc.), undesirables within cemeteries.	Public Health Reputation/ Image Operational Financial	4	4	16	Maintenance Contracts RFS feedback Respond to community concerns Security patrols and response Bylaws	Good	3	2	6	GM Community Services Team Leader Open Spaces Operations	Monitor visitors and RFS
REC18	Loss of Cemetery Records – incorrect information recorded about interments.	Operational Reputation/ Image	4	3	12	Maintaining records and maps (hard copy and electronic) Standard procedures Staff training Copies of maps held off site (regularly reconciled with masters) IT backup	Good	3	2	6	GM Community Services Team Leader Open Spaces Operations	Regular auditing and review of operating procedures Adopt a specialised cemetery database system with GIS integration Develop GIS and digitisation capability
REC19	Subsidence/Stability of graves and land.	Operational	3	2	6		Good	3	1	3		

3 Risk Action Plan

Table 39 is compiled from the Risk Register and highlights the most significant Net risks faced by the Recreation activity. The main risks are listed in order of severity (Net risk) as assigned in consultation with key Council officers.

Table 39: Asset Management Risk Action Plan – Recreation

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Timeline
REC03	General: External Contract Management (Service/ Maintenance/ Capital) – unsatisfactory resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor Contractor performance.	Operational	9	Review which contracts are best managed internally and which externally	GM Community and Economic Development Team Leader Contracts and Administration GM Community Services	▶ Ongoing
REC04	General: Asset Management – not up to date, or insufficient quality of process and output.	Operational Legislative	9	On-going asset management improvements Continuing Staff Development On-going external review/audits	Director W&S GM Community Services Asset Management Staff	▶ Ongoing
REC05	General: Condition/performance assessments – reliable data for renewals/replacements and valuations	Operational	9	Staff training Utilise SPM PQS function to monitor performance Programming of condition assessments to ensure assets are inspected every 3 years	GM Community Services Team Leader Open Spaces Operations Asset Management Staff	▶ Ongoing
REC07	Vandalism – of assets in parks and reserves (e.g. furniture, playgrounds).	Reputation/ Image Operational Public Health Financial	9	Increase Publicity/ Public awareness through further liaison with safer communities/ schools Monitor reoccurrence and investigate appropriate design Bylaws review/ enforcement Promote local volunteer wardens Adoption of community strategy across all activities	GM Community Services Team Leader Open Spaces Operations Team Leader Open Spaces Operations	▶ Ongoing

Risk Reference	Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Timeline
REC08	Fire on Parks and Reserves spreading to neighbouring properties.	Public Health Operational	12	Public Education Enforcement of consents/permits/bylaws	GM Community Services	▶ Ongoing
REC09	Public Health and Safety – accidents causing injury and or damage to property resulting in claims and or negative publicity.	Public Health Reputation/Image Financial	12	Regular Auditing and review of operating procedures Review councils liability and H&S Policy	GM Strategy and Economic Development GM Community Services Harbour Superintendent	▶ Ongoing
REC09	Public Health and Safety – accidents causing injury or drowning, and/or damage to property resulting in claims and/or negative publicity.	Public Health Reputation / Image	8	Regular auditing and review of operating procedures Monitor usage and feedback Review Pool Risk Management Plans Staff remain current with best practice Establish strong contract partnership	GM Community and Economic Development GM Community Services Team Leader Contracts and Administration	▶ Ongoing
REC13	Security: Inadequate building security plan. Ranging from building security and maintenance, vandalism, cash management, lighting, counter security, employee safety, and undesirables within community spaces.	Health Reputation/Image\ Operational	9	Consider policy on the use of cell phones (with cameras) in complex Monitor usage and feedback Incident reporting Improve physical security of buildings Review pool contracts to ensure pool security / user security is catered for	GM Community Services Team Leader Contracts and Administration	▶ 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 Recreation 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 at 30 June 2017. This is based on the SPM asset data supplied by Council.
- Only recreation 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 30 June 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.
- 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 70-80%
- Council staff have developed this program. No formal consultation has been undertaken with the public.
- It is assumed that regulations relating to recreation will remain essentially the same over the planning period (i.e. 10 years to June 2028).

The LTP assumptions and associated risks are outlined at the end of this section.

2 Summary Financial Forecast

Table 40 below contains the Recreation Activity Cost of Services statement extra from MIBI, which incorporates the projected operational, renewal and capital expenditure for the next 10 years (2018/19 – 2027/28)

Table 40: Recreation Summary Cost of Services (Maintenance and Repairs) 2018/19 – 2027/28



Maintenance and Repairs Funding Summary 2018 - 28 LTP

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
40*10 Aquatics	80,250	72,349	73,698	75,047	76,467	77,887	79,378	80,869	82,360	83,922	782,227
40*10 Parks Reserves and Gardens	147,996	134,508	157,776	160,664	163,704	166,744	169,936	173,128	176,320	179,664	1,630,440
40*12 Sportsfields	65,500	66,745	67,989	69,234	70,544	71,854	73,229	74,605	75,980	77,421	713,098
40*14 Cementeries	11,500	11,719	11,937	12,156	12,386	12,616	12,857	13,099	13,340	13,593	125,201
40*34 Litter and Footpaths	3,500	3,567	3,633	3,700	3,770	3,840	3,913	3,987	4,060	4,137	38,105
40*36 Whakatāne Hol Park	25,000	25,475	25,950	26,425	26,925	27,425	27,950	28,475	29,000	29,550	272,175
All Cost Centres	333,746	314,362	340,983	347,225	353,795	360,365	367,263	374,162	381,060	388,287	3,561,245

3 Capital & Renewal Forecasts

Table 41 below contains the Recreation Projects which represents the, renewal and capital expenditure for the next 10 years (2018/19 – 2027/28)

Table 41: Recreation Capital & Renewal Projects 2018/19 – 2027/28



Capex & Renewals Funding Summary 2018 - 28 LTP

Activity		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Arts & Culture	All Project Codes	100,000	100,000	102,000	104,100	106,300	108,600	110,900	113,300	115,800	118,300	1,079,300
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
Cemeteries	All Project Codes	213,000	65,000	83,558	64,356	567,617	584,815	73,633	1,092,000	952,735	98,855	3,795,569
Parks Reserves and Gardens	All Project Codes	641,500	1,120,000	2,774,228	668,991	1,145,285	699,083	623,683	780,080	761,618	737,924	9,952,390
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	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
Operations BU	All Project Codes	29,000	30,900	25,704	18,322	19,028	26,607	23,178	23,793	24,318	24,843	245,692
		1,648,000	2,863,411	3,523,370	1,287,633	2,248,099	2,003,691	1,544,095	2,623,493	2,232,940	1,334,055	21,308,787

Improvement Plan

The Council is determined to improve its Asset Management to ensure the best outcomes for the present and future. As part of this it is useful to gauge at what stage this AMP is currently at and then identify means to improve.

1 Progress towards Achieving Advanced AMP against the OAG Criteria

The Council is on the journey towards achieving advanced asset management. Although the Council is achieving well in some areas we have taken a comprehensive analysis of the way asset management is undertaken and the way in which Recreation services are delivered across the District. A Gap Analysis and Improvement Plan for this activity is contained within this section.

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

Table 42 overleaf provides the assessment of the AMP against the Office of the Auditor General (OAG) criteria.

The OAG has established the following criteria for acceptability of AMP for infrastructural assets.

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.
This includes:
 - 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.
 - 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.
 - Identify and prioritise ways to cost-effectively improve the quality of the AMP, and therefore decision making and service delivery.
 - 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. It is intended that the development of this plan is part of an ongoing process and that the document will be reviewed and updated regularly. This review process involves using improved knowledge of customer expectations (community consultation) and information from Asset Management Systems and databases. This will enable WDC to optimise decision-making, review outputs, develop strategies, improve risk management and extend the planning horizon.

The following lists all the improvement projects or tasks that the Council is planning to complete in the next three years. As actions are completed they should 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 AMP's) of what improvements have been achieved and what tasks are still outstanding.

3 Improvement Plan Matrix

Table 42: 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	In Development	Basic	Intermediate	Advanced	Comments
Levels of Service	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. The significant services (for which service levels should be subject to consultation and agreement) should be stated.	<ul style="list-style-type: none"> Community outcomes linked to LoS, customer and technical performance measures 	LoS					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 prospective. The LoS section outlines in detail the current situation and next phase of improvements for LoS development. A consultation strategy is currently under development Reporting on measures is largely occurring on a monthly basis from OBU and contractors, but publicly only through the Annual Report annually.
		<ul style="list-style-type: none"> Evaluating LoS Options & Costs 	LoS					
		<ul style="list-style-type: none"> Adoption by the Council or governing body of the levels of service and standards after consultation has taken place. 	LoS, Community Consultation					
		<ul style="list-style-type: none"> Public communications of the levels of service and standards in a ‘Customer Charter’ or equivalent public document. 	LoS, Community Consultation					
		<ul style="list-style-type: none"> Regular monitoring and public reporting of the organisations adherence to agreed levels of services and standards. 	LoS					
		<ul style="list-style-type: none"> 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	An adequate description of the asset, both physically and in financial terms, with the ability to aggregate and disaggregate information. State the remaining useful lives of assets. A financial description of the assets that is linked to the physical description and meets the requirements of: <ul style="list-style-type: none"> Financial Reporting Standards 	<ul style="list-style-type: none"> A reliable physical inventory of assets at both an individual asset level and at a network level. This would include: <ul style="list-style-type: none"> Physical attributes such as location, material, age etc. 	LCM					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. Utilisation is tracked for the majority of asset groups and reported
		<ul style="list-style-type: none"> Systematic monitoring and analysis of physical condition. 	LCM					
		<ul style="list-style-type: none"> Systematic measurement of asset performance (including utilisation / capacity). 	LCM					

Key AMP Criteria	Key points for achieving “Core” Criteria	Key points for achieving “Advanced” Criteria	Covered In AMP Section	In Development	Basic	Intermediate	Advanced	Comments
	<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>regularly. Condition assessments are undertaken every 2-3 years for all property assets, and were updated in 2011.</p> <p>The assets are described in financial and physical terms in alignment with IAS and the NZ Valuation and Depreciation guidelines.</p> <p>Last valuation under IAS16</p>
Financial Forecasts / Recognise Depreciation (Loss of Service Potential)	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.	<ul style="list-style-type: none"> AM Planning should translate the physical aspects of planned operational, maintenance, renewal and new works into financial terms; <ul style="list-style-type: none"> Generally over the timeframe in which the asset network must deliver services. 	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.</p> <p>Financial forecasts Align with Councils LTP</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.	<ul style="list-style-type: none"> In more specific terms, over the period for which the organisation has a strategic plan. 	Projects and Financial Forecasts					
		<ul style="list-style-type: none"> The assumptions underpinning financial forecasts should be disclosed in the organisations strategic plans and AM plans. 	Projects and Financial Forecasts					
		<ul style="list-style-type: none"> The compilation of financial forecasts should be consistent, reliable and provable. 	Projects and Financial Forecasts					
Planning Assumptions & Confidence Levels	AM Planning should:	As for 'core' plus"	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>Confidence in Inventory condition and performance has been outlined in the lifecycle management section. Confidence in the main is medium – High although there are some improvements</p>
	<ul style="list-style-type: none"> List all assumptions and provisos under which the plan and financial forecasts are prepared. 	<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. 						
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Have degrees of confidence on the reliability of data as follows: Inventory data <ul style="list-style-type: none"> Grade 1 (critical assets) Grade 2 (non-critical assets) 	LCM					
	<ul style="list-style-type: none"> On the basis of the preceding assumptions and confidence of underlying data, provide a level of 	<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					

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	
	precision or confidence on the expenditure forecasts for the asset network	<ul style="list-style-type: none"> Performance data <ul style="list-style-type: none"> Grade 1 or 2 (critical assets) Grade 1, 2 or 3 (non-critical assets) 	LCM					scheduled in the improvement section. See comments earlier.
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 	As for ‘core’ plus:	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
		<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. 	Improvement Plan					
		As for ‘core’ AM Plan criteria.	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.	Asset					Undertaken by suitably qualified Asset Management Consultants and conjunction with WDC staff. Community facilities staff are very experienced 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.						
	<ul style="list-style-type: none"> The planning process should be peer reviewed. 	As for ‘core’ AM Plan criteria.						
Commitment	<ul style="list-style-type: none"> The Asset AM 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 (LTP). 	As for ‘core’ plus: <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 	<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 on-

Key AMP Criteria	Key points for achieving “Core” Criteria	Key points for achieving “Advanced” Criteria	Covered In AMP Section	In Development	Basic	Intermediate	Advanced	Comments
	'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"> 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. 						going process, working towards the improvements documented in this plan
Risk Management	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; <ul style="list-style-type: none"> Risk management should be consistent with AS/NZSISO 31000:2009, and industry good practice such as the NZ Local Government Handbook for risk management. 	Risk					This AMP includes a Risk section compliant with AS/NZ4360 and includes management options actions and monitoring/reports for key risks.
		<ul style="list-style-type: none"> Risk management for assets should be integrated with other corporate risk management processes. . 	Risk				Corporate risk policy is being developed.	
		<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 & Sustainability					
		<ul style="list-style-type: none"> Engineering lifelines based risk assessments and mitigation plans including reference to the organisations disaster recovery and business continuity plans 	Business Processes, & Sustainability					
Lifecycle (Optimised) Decision-Making	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Applying appropriate economic evaluation tools (or other organisation endorsed prioritisation systems) in developing short term project lists. 	LCM					Multi criteria assessment (MCA) has been developed based on community outcomes.
		<ul style="list-style-type: none"> Using predictive modelling techniques to provide defensible long term financial forecasts. 	LCM, Growth & Demand					Renewal profiling is undertaken in SPM.
Managing Growth	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Demand forecasts include analysis of the different factors that comprise demand. 	Growth & Demand					Factors that drive growth and demand have been well documented.
		<ul style="list-style-type: none"> The sensitivity of asset development (capital works) programmes to demand changes is understood. 	Growth & Demand					