



Strategic Summary

Community Facilities Asset Management Plan

2021-2031

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1 Introduction

1.1 About this Plan

This plan guides how Manawātū District Council will plan for and manage its Community Facilities for the next ten years.

The *Community Facilities Asset Management Plan – Strategic Summary 2021-2031*, combines the five detailed asset management plans for our Districts Community Facilities into a single document, summarising the levels of service our community can expect, key projects and risks, and the approach that Council will adopt to continue to develop its Community Facilities Asset Management Plans.

This *Community Facilities Asset Management Plan – Strategic Summary 2021 – 2031* seeks to build on the tangible improvements that have been made in the development of the 2021 Community Facilities Asset Management Plans and to establish a ‘strategic asset response’ for many assets in the longer term for Community Facilities.



Community Facilities Asset Management Plan – Strategic Summary

- Provides a summary of Community Facilities activities – Cemeteries, Halls, Leisure and Recreational Facilities, Property, Public Conveniences, and Sportsgrounds, Reserves and Campgrounds.
- Describes and highlights the overall Community Facilities Activity demand and levels of service, asset responses, key issues and approaches to improvement.



Community Facilities Asset Management Plan – Cemeteries, Halls, Leisure and Recreational Facilities, Parks, Reserves and Sportsgrounds, Property and Public Conveniences

- Provides specific detail of each Activity.
- Specifically describes and highlights demand, levels of service, asset responses and issues, approaches to development and improvement of the specific Activity.

1.2 Vision and Strategic Goals

This section outlines the strategic vision and goals of Council for the 2021-2031 10-Year Plan. It also details how the Community Facilities activity will contribute to the Council’s agreed outcomes.

Also listed in this section are the strategic documents used in the planning and management of Council’s Community Facilities Assets.

1.2.1 Council Vision and Outcomes

As part of the compilation of the 10-Year Plan 2021-2031 Council has defined and agreed a set of visions and outcomes for the Manawatu District.

**Manawatu District – Proudly Provincial.
A great place to land.**

To support the vision, six Council outcomes were established. How the Community Facilities activity contributes to each of these six outcomes are described in the below table.

Council Outcome	How Community Facilities contribute to Councils outcomes
A place to belong and grow	By providing facilities that deliver a community service or offer a place for any person to go and feel a part of the community.
Planning our future together	By providing fit for purpose adaptable district or local level facilities that contribute to health and wellbeing outcomes.
An environment to be proud of	By improving the environmental performance of community facilities that can play a role in the future sustainability of our communities.
Infrastructure fit for the future	By providing higher quality facilities that are multipurpose, accessible and meet community expectations.

A resilient, prosperous economy	That are built on demonstrated community need to attract and retain residents.
Value for money and excellence in Local Government	By providing a network of community facilities that are value for money and affordable for the community.

1.2.2 Community Facilities Strategy

The *Community Facilities Strategy* was developed in 2020. It acts as a tool to assist decisions on the planning of provision and distribution of community facilities, with the aim of providing a ‘fit-for-purpose’ network throughout the Manawatū District. The *Community Facilities Strategy 2020* contains a vision and strategic goals for the Community Facilities activity.

The vision “*A vibrant and thriving interconnected network of community facilities that cater for our communities (and their visitors) social, recreational and cultural needs now and into the future*” aims to build on the idea that social infrastructure is not a subset of Council’s core infrastructure priorities but rather an essential part of the communities building blocks for a successful Manawatū District.

Our strategic goals are:

- To have a resilient network of community facilities across the Manawatū District.
- To ensure that our community facilities are sustainable.
- To encourage collaboration and customer-focused planning of community facilities through providing an efficient organisation that operates from a clear framework and associated guidance on priorities/prioritisation.
- To support and help implement the Community Development Strategy’s Wellbeing Framework through wairua (spiritual wellbeing), whanau (social wellbeing), tinana (physical wellbeing) and hinengaro (cognitive wellbeing).

1.3 Legislative Context

This section provides a full breakdown of the legislative requirements and industry standards relating to the Community Facilities Activity.

Legislation	Description	Impact for Service
Building Act 2004	To provide for the regulation of building work to ensure buildings can be used safely, that they contribute to people’s health, wellbeing and physical independence and ensure that work is undertaken in accordance with the building code.	Buildings are constructed in accordance with the Building Code. Provides minimum standards for public safety in relation to buildings. Provides minimum standards for equal accessibility into buildings during times of modifications or improvements. Liability extends to buildings not owned by Council, however on Council land.
Building (Earthquake Prone Buildings) Amendment Act 2016	Requires that buildings (once identified as earthquake prone) need to be strengthened within seven years for priority buildings or 15 years for non-priority buildings.	Buildings identified as being earthquake prone strengthened or demolished within prescribed time period.
Burial and Cremation Act 1964	Sets out the provisions and requirements for the operating of a cemetery, including Council’s duties to hold records in perpetuity and the requirements relating to the holding of land for interments.	The Act dictates the requirements for Council’s provision of cemeteries within the District.
Property Law Act 2007	Sets out the requirements for the lease of Council-owned buildings and land	Leases of Council-owned land and buildings must meet the requirements of the Act.
Public Bodies Leases Act 1969	Sets out the law relating to the powers of Public Bodies to lease land.	The Reserves Act 1977 still references the Public Bodies Leases Act 1969 for some forms of Reserve Land which places restrictions on the type and format of lease provided.
Health Act 1956	Provides for Local Authorities to provide ‘sanitary works’ including public conveniences and minimum health standards for enforcement	Council is empowered to provide public conveniences for use by the Public. Also provides an enforcement mechanism for Council to be held to account for insanitary public conveniences.

Freedom Camping Act 2011	To provide for the regulation and management of freedom camping on Council and DOC owned and managed land.	Likely increases of freedom camping for Parks and Sportsgrounds. Possible increases to public convenience use in rural locations.
Reserves Act 1977	All Reserve land is subject to the Reserves Act 1977 that places restrictions and covenants over the operation of the lands.	The Act places a number of restrictions on activities that can occur on reserve land.
Health and Safety at Work Act - 2015	To provide a balanced framework to secure the health and safety of workers, workplaces and people.	Improvement of standards through identification and resolution of health and safety risks. Eliminating risks from the workplace and community. Ensure workers come how safely each day.
Playground Standards: NZS5828:2015 Playground Equipment and Surfacing	To prevent accidents with a disabling or fatal consequence and lessen serious consequences of occasional mishaps on playgrounds.	Council playgrounds must meet the requirements of the playground standards.
NZS 4303:1990 Ventilation for Acceptable Indoor Air Quality	Specifies minimum ventilation rates and indoor air quality that will be acceptable to human occupants and are intended to avoid adverse health effects.	Ensures the air quality is safe and comfortable for customers.
NZS 4441:2008 Swimming pool design standard	Specifies the essentials of design and construction and provision of water treatment	Ensures a set standard is applied to public, institutional and private swimming pools.
NZS 8690:2003 Water Safety Signage	Specifies the standard for the development and use of water safety signage.	Signage highlights the risk and aims to reduce the risk of drowning and injuries.
NZS 4121:2001 Design for access and mobility: Building and associated facilities	Specifies the requirements for making buildings and facilities accessible to people with physical disabilities.	Provides a means of compliance with the New Zealand Building Code.
Vulnerable Children's Act - 2014	To provide mechanisms for the protection of vulnerable children in the community, requiring vetting of all staff, contractors in accordance with the legislation.	Vetting of all staff, contractors in accordance with the legislation.
NZS 5826:2010 Pool Water Quality	Covers the essential aspects of the operation and maintenance of pools concerning pool water quality criteria including reference to methods of water treatment. It does not cover maintenance of heating equipment or of mechanical and electrical equipment. Safe handling of swimming pool chemicals is also covered. Risk management is also covered in this document.	Ensures pool water is safe to swim in. The Makino, Councils primary service, is not able to achieve compliance with the standards, due to the configuration of the outdoor pools. The building complies with NZS 4303:1990 Ventilation for Acceptable Indoor Air Quality. It is not known what level of compliance community or school pools have with NZS 5826:2010 for Pool Water Quality.
Pool Safe Quality Management Scheme	Pool Safe is an industry recognised accreditation scheme operated by the New Zealand Recreation Association, the professional body for Aquatic Centres.	The scheme sets minimum best practice standards for the industry, which are annually assessed by experienced facility operators, independent of the centre. The Makino has been Pool Safe accredited since as early as 2010, being recognised as achieving the minimum best practice requirements for the Community. No community pools or school pools are currently PoolSafe accredited.

1.4 What this Plan Covers

The plan is organised into the following sections. Together they describe why the plan was developed, what assets it covers, why these assets are important and how we will manage them to achieve the Council's vision and strategic outcomes for the Manawatū District.

Section 2: Why This Plan Was Developed

Explains how this plan sits within the Council's 10 Year Plan, its purposes and principles, and the challenges and opportunities we face in managing community facilities assets.

Section 3: The Assets This Plan Covers

Gives an overview of the assets covered by this plan and the outcomes they provide for the Manawātū District. It also outlines the number, location and state of these assets, and the projects we have planned for these assets.

Section 4: Current and Future Demand

Describes the key factors that affect demand for our community facilities assets and the current levels of use. It also identifies barriers to use and frameworks for future provision for our assets.

Section 5: Measuring Asset Performance (LOS)

Outlines how levels of service have been defined for community facilities assets in the past and any proposed changes to the process for defining levels of service for these plans.

Section 6: How We Manage Our Assets

This section considers the information presented in the previous sections and outlines the approaches we use to manage our assets accordingly.

Section 7: Financial Implications

Describes the financial implications of investment in capital projects within the current financial constraints and identifies priorities for asset renewals, levels of service and meeting growth.

Section 8: Major Projects Comparison

Compares the current state of our Community Facilities assets with the desired state as per the 2021 Asset Management Plans, and provides detail on the key projects planned for the 10 Year Plan 2021-2031.

Section 9: Risk Management

Presents the full risk matrix, and outlines the process undertaken to identify and manage risks associated with the Community Facilities Activity. Risks have been identified throughout the document and are also presented at the consultation of each section.

Section 10: Improvement Plan

Outlines the improvement plan for asset management planning for the Community Facilities Activity. Issues and improvements have been identified throughout this document and are consolidated at the end of each section.



2 Why This Plan Was Developed

2.1 Purpose of this Plan

The purpose of this plan is to improve strategic alignment and provide a coherent and integrated approach to managing community facilities assets, to realise opportunities from efficient and improved asset performance.

In particular, this plan:

- covers all assets from the Community Facilities Activity
- identifies limitations with the content of this plan and initiatives to address them, through the improvement plan
- signals the risks and consequences of current financial and planning constraints
- is intended to be a current, living document – to remain accurate, reflect business activities and promote progress on the identified improvement initiatives

2.2 Strategic Links

This Strategic Summary sets the principles and priorities for how we will manage these assets, and how they change over time. It is also used to inform and guide our renewal and maintenance programmes.

Asset Management Plans support Council's 10-Year Plan by bringing together all of the information relating to the management of Council's assets. They outline how current assets will be maintained to ensure the delivery of current levels of service and identify projects for the acquisition or development of new assets.

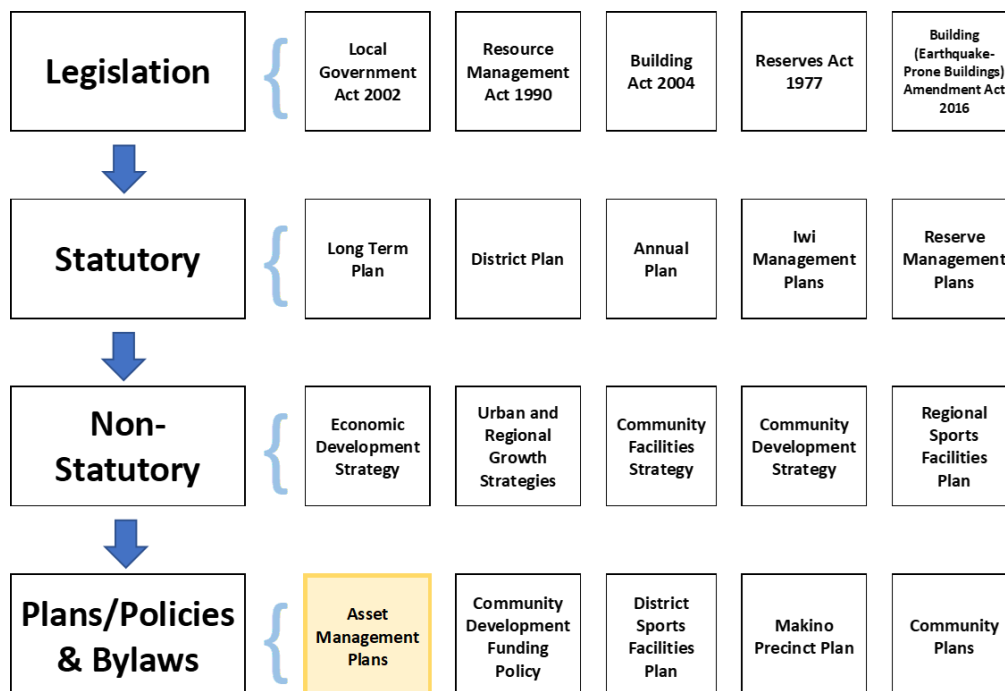
In its 10 Year Plan 2021-2031, Manawatu District Council divides its business activities into 11 groups of activities:

- Community Facilities
- District Development
- Emergency Management
- Regulatory
- Governance and Strategy
- Roading
- Solid Waste
- Stormwater
- Wastewater
- Water Supply

The *Community Facilities Strategy*, *Cemetery Management Strategy* and the *Manawatu District Council Reserve Management Plans* provide high-level strategic direction for managing assets in the Community Facilities Activity. Below these sit the six Asset Management Plans; *Cemeteries*, *Halls*, *Leisure & Recreational Facilities*, *Parks, Sportsgrounds & Campgrounds*, *Property* and *Public Conveniences*.

This hierarchy of plans, and the relationships between them, is illustrated in Figure 1.

FIGURE 1 – Key Documents and Where They Fit



Other influences that have shaped this Strategic Summary include:

Community Facilities Strategy 2020

The Community Facilities Strategy acts as a tool to assist decisions on the planning of provision and distribution of community facilities, with the aim of providing a ‘fit-for-purpose’ network throughout the Manawatū District. The Strategy is split into three parts:

- Part one is the Strategic Framework which sets out the vision and goals for the Community Facilities Activity. This framework also highlights all the points which need to be considered for future investment/divestment in community facilities.
- Part two are the various Sub-Plans which categorise each group of community facilities. These sub-plans set out the aim, goals, objectives and actions specific to that facility type.
- Part three is a Community Toolbox which provides Council and the Community with decision-making guidelines and additional information about the Strategy.

Cemeteries Management Strategy 2020

The *Cemeteries Management Strategy 2020* outlines the vision, goals and objectives for the eight Council-owned cemeteries within the District.

The vision “*Manawatu District Council Cemeteries are responsive to the current and future needs of our community, while respecting and preserving the history of our district*” aims

Our goals are:

- To respect the history of people
- To respond to the needs of the community in times of grief and celebration of life
- Ensure sustainable provision of cemetery services

Reserve Management Plans 2020

Council’s Reserve Management Plans provide a vision, objectives and policies for the management, development and protection of reserves across the Manawatu District. The plans assist Council in prioritising, planning for and funding projects that will achieve the objectives for the reserves.

Manawatu District Sport Facilities Provision Plan.

The *Manawatu District Community Sports Facilities Provision Plan* seeks to build on and align with the *Manawatū-Whanganui Regional Sports Facilities Plan*. Like the Regional Plan, its purpose is to provide high-level strategic direction on the provision of sport and recreation facilities within the Manawatu District specifically. It is designed to provide direction on what should be done and, crucially, what should not be done.

The District Plan provides a stocktake of the current assets, and an analysis of national and regional strategies and issues to help determine District facility priorities.

Manawatu-Whanganui Regional Sports Facilities Strategy

The *Manawatu-Whanganui Regional Sport Facility Plan* was completed in 2018 and provides a high-level strategic framework for sport and recreation facility planning across the Manawatu-Whanganui Region. It is designed to provide direction on what should be done and, crucially, what should not be done. The strategy is designed to focus thinking at a network wide sport facilities level with an emphasis on national, regional and sub-regional assets.

The Plan outlines the challenges faced by the sport and recreation facilities within the Manawatu-Whanganui Region, along with the key principles underpinning the Plan. It also contains a number of potential optimisation approaches for each District and a proposed facility approach for each facility type.

2.3 Challenges and Opportunities

The Manawatu District is facing a period of significant change, which will affect how, where and why the Council provides assets and services.

The *Community Facilities Strategy 2020* outlines a number of challenges and opportunities for the Community Facilities Activity

Challenges	Opportunities	Relevant Facilities
Aging and deteriorating facilities, or facilities with insufficient condition for future use	<ul style="list-style-type: none"> Investment in key recreation complexes Good decision making Significant investment/divestment based on robust decision making Regular maintenance/inspections 	<ul style="list-style-type: none"> Leisure and Recreation Facilities Halls Property Parks, Reserves and Sportsgrounds Public Conveniences
Facilities not fit-for-purpose due to changing social/community activities and needs	<ul style="list-style-type: none"> Multi-use adaptable complexes Centralised, versatile spaces would attract opportunity Consider adaptive reuse of existing buildings 	<ul style="list-style-type: none"> Leisure and Recreation Facilities Halls Property Parks, Reserves and Sportsgrounds
Only single indoor court facilities available	<ul style="list-style-type: none"> Proposed upgrade to South Street Courts Proposed Feilding Sports Centre 	<ul style="list-style-type: none"> Leisure and Recreation Facilities Parks, Reserves and Sportsgrounds
Demand management needs to be addressed	<ul style="list-style-type: none"> Centralised management / coordination of Hall Bookings Monitor and automate where appropriate to create up-to-date data systems 	<ul style="list-style-type: none"> Halls Leisure and Recreation Facilities Public Conveniences

3 The Assets this Plan Covers

3.1 What the Assets Provide

Community Facilities are part of Council's social infrastructure; those physical places and spaces that Council invests in to help shape the way people connect. They create opportunities to improve the health and wellbeing of our communities and their visitors, develop personal and professional skills, and facilitate innovation. Community Facilities are an essential part of the communities building blocks for a connected, vibrant and thriving Manawatu District.

Community facilities are public venues for people of all ages, backgrounds and cultures to access, use and enjoy. Some of the activities that take place in them are:

- Sport, recreation, health and wellbeing programmes
- Public amenities
- Art, craft and hobby programmes
- Community events, and youth and senior programmes
- Social services and support groups
- Reading, education and access to information

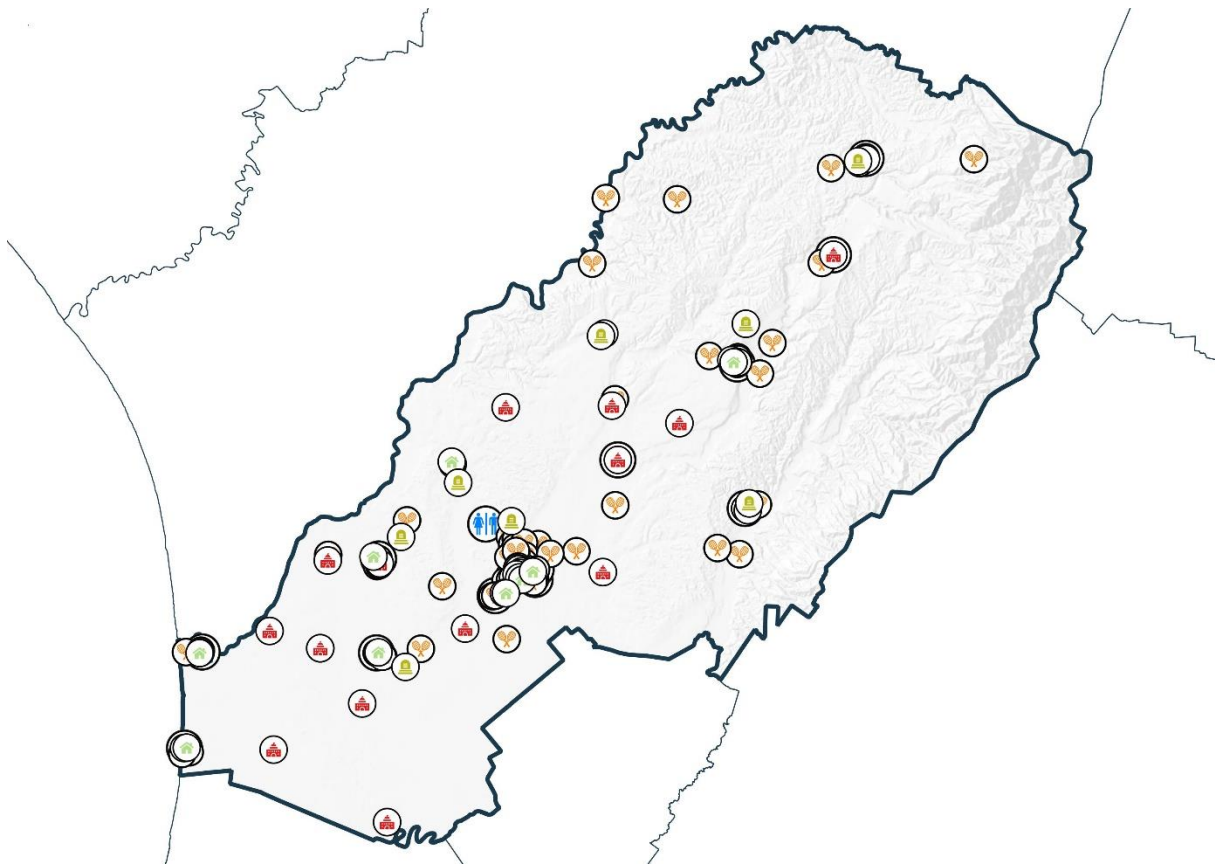
3.2 Overview of the Assets

The Community Facilities Activity includes 159 assets. These assets are grouped into six sub-activities; Cemeteries, Halls, Leisure and Recreation Facilities, Parks, Reserves and Sportsgrounds, Property and Public Conveniences. The table below shows the assets covered by the Community Facilities Activity. Details on these assets can be found in the individual asset management plans.

This plan only covers those facilities that Council retains renewal responsibility for; some buildings that the council does not own have been excluded from this plan.

Sub-Activity	Category	Quantity
Cemeteries	N/A	8
Halls	Council-Owned	18
	Community-Owned	3
Leisure and Recreation Facilities	N/A	8
Parks, Reserves and Sportsgrounds	Parks and Sportsgrounds	8
	Neighbourhood Parks	13
	Rural Recreation Areas	13
	Public Gardens	1
	Civic Squares/Spaces	4
	Natural and Cultural Heritage Areas	10
	Coastal Reserves	3
	Memorials	6
	Cycleway and Walkway Links	5
	Street Trees and Gardens	12
Miscellaneous Reserves	4	
Property	Commercial Property	7
	Community Property	11
	General Property	7
Public Conveniences	High-Profile	3
	Medium-profile	8
	Low-Profile	6

Below is a map which shows the distribution of the assets that make up the Community Facilities Activity throughout the District is shown below:



3.3 Critical Assets

Council's critical assets relate to its Civil Defence Emergency Management responsibilities.

As part of its functions as a Territorial Authority, Council is responsible for district emergency management and civil defence preparedness within the Manawātū District. One of its responsibilities is to establish an Emergency Operations Centre (EOC) in the event that a state of emergency is declared for the Manawatu District. The EOC is currently housed within the Council Administration Building.

Given its status as an emergency operation centre the Council Administration Building is categorised as an Importance Level 4 building under the Clause A3 of the New Zealand Building Code. These are buildings that must be operational immediately after an earthquake or other disastrous event.

Some of Council's Community Halls are also able to be utilised as Community Activated Emergency Centre's during a state of emergency. These are places where the community can meet in the time of an emergency.

3.4 Our current and changing facilities

The table below details the assets that make up the Community Facilities Activity and provides a brief summary of their current state. The table also shows the planned projects for the 10 Year Plan 2021-2031, which will shape how the network changes and develops over the next 10 years.

	Facilities	Current State	Desired State in 2021 Asset Management Plan	Key Planned Projects (2021 10-Year Plan)																				
Cemeteries	<table border="1"> <thead> <tr> <th>Cemetery</th> <th>Average Interments P.A.</th> </tr> </thead> <tbody> <tr> <td>Feilding</td> <td>80</td> </tr> <tr> <td>Halcombe</td> <td>3</td> </tr> <tr> <td>Kimbolton</td> <td>2</td> </tr> <tr> <td>Pohangina</td> <td>3</td> </tr> <tr> <td>Rangiwahia</td> <td>1</td> </tr> <tr> <td>Rongotea</td> <td>12</td> </tr> <tr> <td>Sandon</td> <td>5</td> </tr> <tr> <td>Waituna</td> <td>1</td> </tr> <tr> <td>West</td> <td>1</td> </tr> </tbody> </table>	Cemetery	Average Interments P.A.	Feilding	80	Halcombe	3	Kimbolton	2	Pohangina	3	Rangiwahia	1	Rongotea	12	Sandon	5	Waituna	1	West	1	<p>All of our rural cemeteries have sufficient capacity to provide burial provision for the next 30 years. Rongotea Cemetery is the only rural cemetery where there is not land provision likely for new burials beyond 25 years, and will require a decision from Council on the provision of a new cemetery or seeking additional land in Rongotea.</p> <p>Feilding Cemetery has sufficient land provision for interments for the next 100 years, however will require significant infrastructure development for roading and storm water management.</p> <p>Visual condition assessments are carried out periodically by Council officers and the Parks and Open Spaces Contractor, to ensure maintenance is carried out prior to complaints being lodged.</p>	<p>The <i>Cemeteries Management Strategy 2020</i> seeks to provide Council with a more coordinated and strategic approach to the future of public cemeteries within the District.</p> <p>The implementation of the Strategy and completion of the actions identified within the Strategy will be the main focus for the 2021 Asset Management Plan.</p>	<ul style="list-style-type: none"> • Feilding cemetery stormwater solution • Feilding cemetery extension – phase two and three • Further development at Rongotea Cemetery, including extending the road
	Cemetery	Average Interments P.A.																						
	Feilding	80																						
	Halcombe	3																						
	Kimbolton	2																						
	Pohangina	3																						
	Rangiwahia	1																						
	Rongotea	12																						
Sandon	5																							
Waituna	1																							
West	1																							
Halls	<p>Apiti, Beaconsfield, Cheltenham, Colyton, Clydesdale, Halcombe, Himatangi Beach, Kimbolton, Kiwitea, Ohakea, Oroua Downs, Pohangina, Rangiotu, Rangiwahia, Sanson, Stanway & Waituna West</p>	<p>Condition assessments on all of Council's halls (aside from Carnarvon and Clydesdale Halls which are marked for disposal) were undertaken in March and June 2020. The results of these condition assessments painted a picture of aging and deteriorating assets which have had limited maintenance and repairs undertaken historically.</p> <p>Estimated maintenance schedules to bring these assets back up to a reasonable standard (not including development of the Halls to make them fit-for-purpose) were provided as part of this process. These schedules showed an estimated financial contribution of more than \$900,000 would be required to carry out the maintenance and renewals required.</p>	<p>The 2021 Asset Management Plan for Halls identifies a number renewal and operational projects in-line with the recently completed condition assessments.</p> <p>A project to identify those assets which are surplus to requirements, and dispose of those assets, is also proposed within the 2021 Asset Management Plan. Those halls which are retained will have planned/preventative maintenance plans developed to ensure they are appropriately maintained.</p>	<ul style="list-style-type: none"> • Undertake investment/divestment assessment on all Medium and Low-Profile halls to consolidate the number of halls in the districtwide network as detailed and recommended in the Community Facilities Strategy. • Following completion of the investment/divestment assessment of all Medium and Low-Profile halls, complete the disposal of halls confirmed for disposal. • Development of a preventative maintenance programme that covers all consolidated High and Medium-Profile Halls. 																				
Leisure & Recreational Facilities	<p>Makino Aquatic Centre, Pohangina Old School Reserve Pool, Feilding Civic Centre, Feilding Little Theatre, Te Kawau Memorial Recreation Centre & Feilding Library</p>	<p>Makino Aquatic Centre The vast majority of the Makino Aquatic Centre is in excellent condition following the completion of the major redevelopment of the centre that finished in July 2016. An upgrade of the outdoor pool complex was completed in 2019.</p> <p>Main District Library There is significant demand to see a modernised and improved public library building delivered. There is considerable work that needs to be completed, including seismic strengthening, acoustic sound proofing, replacement roofing, cladding and additional floor area to meet increased foot traffic and changed demand of the complex.</p> <p>Feilding Civic Centre A condition assessment undertaken in 2018 identified a number of serious issues with moisture ingress which had significantly decreased the remaining life of the building. Significant remediation would be required to extend the life of the facility beyond the recommended five years.</p> <p>Feilding Little Theatre An Asset Performance Report was carried out by OPUS in 2018 which identified that the majority of the building was performing to an "acceptable" standard, with some areas performing at a lower "deficient" standard.</p> <p>Old Tote Building A condition assessment carried out in September 2019 identified a number of non-compliances with modern building standards, specifically around egress routes and fire safety systems. High moisture levels were also detected within the building.</p> <p>Kimbolton Library A condition assessment has not been undertaken on this property. No recent requests for maintenance have been received from the Committee which runs the library.</p> <p>Pohangina Old School Reserve Pool A condition assessment of the facility has been proposed for year one of this Plan, with renewals of the pool lining and pump proposed for year two and six respectively.</p> <p>Te Kawau Memorial Recreation Centre A condition assessment undertaken in September 2019 identified that the building was generally in an "average" condition.</p>	<p>Many of the proposed projects for the assets within the Leisure and Recreation Facilities Activity relate to the implementation of the <i>Community Facilities Strategy 2020</i>. The Strategy seeks to provide Council with a strategic direction on the provision and management of community facilities within the Manawatu District, while also achieving consistency in decision-making.</p>	<ul style="list-style-type: none"> • <i>In response to increased demand for lane swimming and access to hot water by Manawatu's aging population, the development of a hydrotherapy pool within the Makino Aquatic Centre has been proposed within the 2021 Asset Management Plan – NOT FUNDED</i> • <i>The re-development of the Old Tote Building to create a multi-purpose community centre is proposed within the 2021 Asset Management Plan, in response to demand from the community – NOT FUNDED</i> 																				
Parks, Sportsgrounds and Campgrounds	Sportsgrounds	Sportsgrounds are Parks assets where the primary purpose is to cater for Sports needs in the District. Key Sportsgrounds are Kimbolton Domain, Kowhai Park Johnston Park, Timona Park and Victoria Park.	<p>A number of actions have been outlined within the 2021 Asset Management Plan that have arisen from Council's recently reviewed <i>Reserve Management Plans</i>, the <i>Manawatu District Community Sports Facilities Provision Plan</i> and the <i>Sport Manawatu Manawatu-Whanganui Regional Sport Facility Plan</i>. Each of these documents seeks to provide Council with strategic direction on the provision and</p>	<ul style="list-style-type: none"> • <i>The covering of the South Street Courts to provide additional indoor sport facilities within the District – NOT FUNDED</i> • Development of the recently purchased land in Precinct Four (Pharazyn) as a neighbourhood park and walkway. 																				
	Neighbourhood Parks	Neighbourhood parks are reserves or parks in urban areas to provide greenspace for passive or active recreation. There are fourteen reserves in the urban areas, spread through the District.																						
	Rural Recreation Areas	Rural recreation areas are reserves or parks in the rural zone, that are generally maintained as either the single Council asset in a community or as a rural river/recreation reserve. Many sites receive sporadic use, with heavy utilisation in summer periods. Increased use through the year from freedom camping is being experienced.																						

	Public Gardens	Kowhai Park in Feilding is the only public garden in the District. It is recognised as the premier destination public garden location in the District, and has seen some development in recent years. This has seen use and importance in the community grow.	management of Council's Parks, Reserves and Sportsgrounds Activity.	<ul style="list-style-type: none"> • Walkway and cycleway links within Precinct Four (Pharazyn) and from James Palmer Park to Rimu Park. • Further renewal and development at Kowhai Park to return it to its premier park status.
	Civic Squares and Spaces	These are the open spaces that have a high amenity value and are important to the overall character of the town centre or area.		
	Natural and Cultural Heritage Areas	These are areas across the District which provide public access to particular Natural landscape features, and focus on environmental and restoration factors.		
	Coastal Reserves	There are two coastal reserves located in the vicinity of our villages at Tangimoana Beach and Himatangi Beach. These reserves provide key access points to New Zealand's west coast for both our community and seasonal visitors alike.		
	Memorial Reserves and Spaces	These are parks and reserves where the main purpose is to provide a memorial, to allow celebration of past events and those who gave their lives.		
	Cycleways and Walkways	These are pathways across the District which provide recreational opportunities for walkers and cyclists. The <i>Walking and Cycling Strategy 2020</i> was created to provide strategic direction on the provision of walking and cycling links within the District.		
	Street Trees and Gardens	Street trees and gardens provide visual respite and balance to the existing built environment. The District has over 3,000 street trees and over 5,000 square metres of street gardens. There are a number of deferred maintenance and planting issues with street trees throughout the District.		
	Miscellaneous Reserves	These are a range of different reserves, from carparks to lookout points. Some of these sites, such as Rangeview reserve, possess challenging terrain and generally have a lower level of maintenance than neighbourhood parks and playgrounds. In some instances, this extends to noxious weed control only.		
Property	Commercial, Community and General Property	There are generally no demand issues relating to growth for any of the assets within the Property Activity. A shift in the purpose for Commercial Property and reducing or no levels of service for Community and General Property has resulted in a number of properties being identified for disposal within this Plan. Condition assessments have been undertaken on a number, but not all, of the assets that make up the Property Activity. They have identified significant amounts of deferred maintenance and renewals on some of these properties. A substantial financial investment would be required from Council to bring these properties up to a fit-for-purpose standard.	The 2021 Asset Management Plan identifies a number of assets within the Property Activity for disposal. These properties will need to be taken through the divestment process within the <i>Community Facilities Strategy 2020</i> to confirm their status as being surplus to requirements. Disposal of surplus assets is the main theme of the 2021 Asset Management Plan.	<ul style="list-style-type: none"> • Disposal of surplus assets is the main theme of the 2021 Asset Management Plan, and the majority of the proposed operational projects are based on the disposal of surplus assets.
Public Conveniences	High, Medium and low-profile conveniences; including dump stations, Wi-Fi provision, E-charging stations etc	We expect our Public Conveniences to have a suitable level of capacity in relation to the demand and levels of services set for the activity for the term of this plan. The Level of Service for public conveniences measures the number of complaints for the activity as a result of inadequate maintenance or poor cleaning. In the 2018/19 year 5 complaints were received against a target of 10 complaints. In the 2019/20-year 1 complaint has been received against a target of 10 complaints. We plan for some assets, especially low-profile public conveniences to not meet the peak level of demand placed on them. The peak demand is generally short or one off in nature and does not justify a higher level of provision. Visual condition assessments are carried out periodically by Council officers and the Parks and Open Spaces Contractor, to ensure maintenance is carried out prior to complaints being lodged.	Provision of two new High-Profile Public Conveniences, being public toilets, are proposed within the 2021 Asset Management Plan. These are both in response to growth within Feilding – Precinct Four (Pharazyn) is the identified growth area for Feilding and Green Spine was extended under the previous Asset Management Plan.	<ul style="list-style-type: none"> • Precinct Four (Pharazyn) new public toilet provision. • <i>Green Spine new public toilet provision – NOT FUNDED.</i>

4 Current and Future Demand

4.1 Factors that Affect Demand

Factors affecting demand include population and demographic changes, regulations, seasonal factors, user preferences and expectations, technological changes and economic factors, to name a few. This section details the demand factors with the greatest impact on the Community Facilities Activity.

4.1.1 Population and Demographic Change

The resident population of the Manawatu District as at 30 June 2019 was 31,697. The District's population is forecast to increase to 32,692 people in 2021 and 37,320 in 2031 (the period of the 10 Year Plan). The proportion of total residents living in Feilding is forecast to increase over time from 54.5% to 57.1% by 2031.

The number of households in the District is forecast to increase from 12,492 households (2019) to 14,929 by 2031 and 18,113 by 2051. This is equivalent to an increase of 40.0% in the number of households over the 30-year period covered by the Infrastructure Strategy (2021-2051).

The proportion of the population aged 65 years and older is forecast to increase significantly from approximately 17.1% of the population in 2019 to 21.0% by 2051. The percentage of the population aged 85 years and older is also forecast to increase significantly from 2.1% in 2019 to 6.0% in 2051. The makeup and distribution of the population has changed considerably, and is forecast to continue to change. The key impact of these changes on the activities within the Community Facilities Activity include:

- A movement of people from rural and into urban areas
- An increasing in the proportion of the population over 65, and even over 80
- The growth in rural/residential lifestyle living
- Greater ethnic diversity from immigration

Demand drivers are therefore more likely to be related to development of new or expanded facilities, and the effects of demographic change on the usage of existing facilities. In these plans we have made specific provision relating to these changing demographics.

4.1.2 User Expectations

The Manawatu District has experienced significant change to its population demographics over recent years, and these changes are forecast to continue. With changes to a population's demographics comes changes to the population's expectations of the services and facilities Council provides.

These changing expectations can either increase or decrease demand on a service or facility currently provided, or create demand for a new service or facility to meet these expectations. The creation of new facilities or an increase to the levels of service currently provided will have a significant impact on the financial plan for the Community Facilities Activity.

4.1.3 Other Factors

There are significant affordability challenges for Council to be able to deliver the range of projects and activities desired by the Community. A strategic and long-term approach to asset provision needs to be taken, prioritising the mix of community and legislative needs. This may result in the need for a further review of expenditure priorities through the life of the 10-Year Plan.

Many community facilities, including community development projects, while addressing need, also create additional operational costs such as depreciation and general maintenance.

The *Community Facilities Strategy 2020* seeks to provide a strategic approach to the provision of Community Facilities assets throughout the District. The implementation of this Strategy will address some of the affordability issues experienced by the District.

4.1.3.1 Affordability

As noted above, the portion of the Manawatu District population aged 65-years and older is forecast to increase significantly over the coming years. With an aging population comes a likely change in the mix of services demanded from Council, and the ability to pay for those services. Affordability of rates will increase in importance as a greater proportion of ratepayers will be on fixed incomes.

4.1.3.2 Public Health

COVID-19

The COVID-19 pandemic affected the entire world in late-2019 and 2020. The effect of the global pandemic poses a short-term risk to the domestic and local economy, however, over the longer term, the fundamentals of the District and National economy remain solid.

2020 has seen significant challenges to the global economy which will inevitably impact on New Zealand, particularly our regional economies which are dependent on tertiary education, tourism, merchandise trade, and imports of inputs into production and consumer goods from China.

4.1.3.3 Earthquake Prone Buildings

From 1 July 2017 The Building (Earthquake Prone Buildings) Amendment Act 2016 was introduced requiring priority buildings (once identified) to be strengthened within seven years (or 15 years if not a priority building).

The focus for Council in its Regulatory function so far has been on priority buildings. Four Council-owned buildings have been identified being priority earthquake-prone buildings. These are the Feilding Library, Council Administration Building, Himatangi Beach Community Centre and one of the buildings at the Eyre Street Depot. A project to strengthen the Feilding Library and Council Administration Building was commenced prior to these Plan's being adopted, and the building at the Eyre Street Depot is proposed to be demolished within the *Community Facilities Asset Management Plan – Property 2021-2031*. As yet nothing has been planned to address the Himatangi Beach Community Centre.

4.1.3.4 Climate Change

The impacts of climate change can have a significant impact on the assets within the Community Facilities Activity and the services they provide. In the context of the Asset Management Planning process, climate change can be considered as both a future demand and a risk.

How climate change will impact on our assets can vary significantly depending on the type of asset and service provided, and the location of the asset itself. The way in which Council will respond and manage these impacts will also vary significantly.

Council needs to consider how to manage our existing assets given the potential climate change impacts. Additionally, the way in which we construct new assets should recognise that there is opportunity to build on resilience to climate change impacts.

Findings of a report commissioned to the National Institute of Water and Atmospheric Research suggests that one impact the Manawatū District is likely to see is increased drought. In the coming decades we are likely to see drier weather for longer, with higher temperatures. On the other hand, we are also likely to see heavier or longer rainfalls when they do happen.

The following table outlines the currently identified impacts of climate change on the assets within the Community Facilities Activity and how they will be managed.

Climate Change Impact	Asset/s Impacted	Response/Management Approach
Outdoor Pool use is weather dependent and 'summer' weather is not appearing until later each year.	Makino Aquatic Centre	Explore options for longer utilisation of the outdoor pools after the traditional closure in April, dependent on visitor numbers.
Flooding – several of the assets within the Parks, Reserves and Sportsgrounds Activity are bordered by rivers and streams making them prone to flooding	Parks, Reserves and Sportsgrounds	Work with Horizons Regional Council on flood mitigation throughout the District

4.2 Demand Forecasts

This Plan bases future demand on the population forecasts provided by Infometrics (August, 2020), Council's own planning documents and observation of current trends.

As noted above, the population of the Manawatū District is forecast to increase by 17.7% approximately between 2019 and 2031. With this forecast population increase will come increased demand for quality

Community Facilities, particularly within the Leisure and Recreation Facilities, and Parks, Reserves and Sportsground Activities.

4.3 Current Use

Usage of Council's Community Facilities is measured in a number of ways; from programme participation at the Makino Aquatic Centre and Main District Library, to ashes and burial interments at Council's cemeteries. Usage figures are not captured at some of Council Community facilities, specifically public conveniences. Demand for these facilities is measured using the number of complaints about the state, location and availability of facilities.

Use of Halls is provided to Council in the form of an annual report from the Community Hall Committee responsible for the day-to-day running of these facilities. These reports are not always provided to Council, so usage is difficult to determine. Within the Improvement Plan of the *Community Facilities Asset Management Plan – Halls 2021-2031* a project is proposed to develop and implement a centralised hall booking system, to provide Council with accurate, up-to-date usage information for Halls.

4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practises can also include non-asset solutions, insuring against risks and managing failures.

The table below shows the demand issues faced by the assets within the Community Facilities Activity and the asset/programme/approach to meet this demand.

Demand Issue	Description of Demand	Asset programmes/Approach to meet demand
Shift to 'Other' Interment Options	Based on demand, particularly due to an increasing interest in natural burials, Council will need to consider different options for the interment and remembrance of loved ones.	Consider provision of areas for 'other' interment types at the District's cemeteries Implementation of actions from the Cemeteries Management Strategy
Burial and Interment Data	Burial and interment data does not show any increase in demand or preference of interment type. Decisions about future provision at Council's cemeteries should be based on accurate demand information.	Development and implementation of a single cemeteries management system Implementation of actions from the Cemeteries Management Strategy
Low Utilisation	Change in interests and priorities of people and communities have resulted in low-utilisation of some Community Halls.	All medium and low-profile Halls will be taken through the divestment process within the Community Facilities Strategy 2020 Disposal of those Halls identified as surplus to requirements.
Aging and Deteriorating Facilities	Limited maintenance and renewal work have been undertaken on the assets within the Halls Activity, leading to tired and run-down halls.	All medium and low-profile Halls will be taken through the divestment process within the Community Facilities Strategy 2020 Disposal of those Halls identified as surplus to requirements Development of planned/preventative maintenance programmes for those Halls retained through the divestment process.
Community Activated Emergency Centre	Predicted increase in intense weather events for the Manawatu/Whanganui Region, Council needs to provide safe emergency locations for the community.	Halls can provide an opportunity to act as Community Activated Emergency Centres if they are safe and well maintained.
Lack of Accurate and Up-To-Date Data	Council is unable to make informed decisions on the provision of the Halls Activity without accurate information on the usage of Halls.	Development of centralised booking system for Halls to ensure accurate usage data is captured.
Freedom Camping	Freedom camping is an increasingly popular form of tourism in New Zealand which creates demand issues with space and access to public conveniences.	Make appropriate Halls available to the freedom camping community to encourage tourism in the District.

Aging Population	The portion of the population aged 65-years and over is set to significantly increase, creating a number of demand issues specific to this portion of the population.	Implement actions outlined within the <i>Community Facilities Strategy 2020</i> around access to facilities. Hydrotherapy pool proposed for the Makino Aquatic Centre. Review of Aqua Fit classes at the Makino Aquatic Centre.
Modern and Fit-For-Purpose Spaces	A number of Council's Community Facilities are no longer fit-for-purpose as customer expectations increase. This leads to a decrease in use for some of these facilities.	Library Upgrade. Feasibility study for potential Sport and Events Centre. Upgrades to the Old Tote Building to create a multi-purpose community space.
Range and Type of Activities Offered	Growing demand for a wider range of leisure and recreation activities offered at Council's leisure and recreation facilities.	Implement actions within the <i>Community Facilities Strategy 2020</i> . Increase the number of activities offered at Council's Leisure and Recreation Facilities (Library programmes, water play activities and aqua fit classes at Makino Aquatic Centre etc.).
Availability	Demand for lanes at the Makino Aquatic Centre and access to permanent facilities for community groups has increased significantly, leading to availability issues at Council's Leisure and Recreation Facilities.	Implement actions within the <i>Community Facilities Strategy 2020</i> . Hydrotherapy pool proposed for the Makino Aquatic Centre. Upgrades to the Old Tote Building to create a multi-purpose community space.
Future Use of Parks and Sportsgrounds	The ongoing and future use from sports groups and recreation providers. Unclear on the demand on pitch use and training lights.	Assess with sports clubs, regional sporting organisations and the regional sports trust the future use from groups. Utilise data from the Sport NZ Insights tool.
Change in primary purpose for retention of properties	Commercial properties that had a clear Council purpose are not considered core Council business. No clear rationale for retaining ownership with no clear Council demand. Demand from the private sector for opportunities to invest and develop the sites.	Investment is limited to core assets or where replacement is critically required. A comprehensive disposal programme is proposed for a number of commercial properties Proposed Acquisition and Disposal Plan.
Reducing or no levels of use for some assets	Some buildings receive little or no use, however the land is restricted by legislation or required for future use.	Run to failure of some assets. Future disposal of some assets when they have reached the end of their economic life.
Earthquake-Prone Buildings	From 1 July 2017 The Building (Earthquake Prone Buildings) Amendment Act 2016 was introduced requiring priority buildings (once identified) to be strengthened within seven years (or 15 years if not a priority building). Within this Plan the one of the Eyre Street Depot buildings has been identified as being earthquake-prone.	This building is proposed to be demolished within this Plan.
Aging Population	Increased demand for public conveniences which are accessible due to the aging population of the District	Improvement projects for high and medium-profile public conveniences to improve accessibility
Increasing Expectations in Quality of Public Conveniences	As has been experienced in previous years, the public has ever increasing expectations in the quality of public conveniences	Periodic refurbishment of public conveniences throughout the District Decision Making Assessment within the <i>Community Facilities Strategy 2020</i>
Freedom Camping	Increased freedom camping at sites in the Northern rural sector of the District may increase the profile of public conveniences (for low to medium-profile)	Potential increase in levels of service at sites where the impacts of freedom camping are felt significantly

5 How We Measure Asset Performance

5.1 Levels of Service

To achieve the standards our customers, expect the Council specifies how it expects its community facilities to perform through levels of service statements and their associated performance measures.

Levels of service statements provide a mechanism to:

- ensure renewal investment is targeted at the right projects;
- allow the trade-off between costs, risks and service levels to be appropriately considered and managed.

There are currently 15 performance measures relating to the delivery of the Community Facilities Activity. The table below summarises these performance measures and the sub-activities they relate to. Most of these measures relate to customer satisfaction with service delivery or asset provision rather than specific attributes of the assets.

Asset Type	Level of Service	Performance Measures
Cemeteries	Satisfaction with the maintenance of our cemeteries	1
	Professional and timely interment services	1
Halls	In-use Council-owned Halls are safe	1
Leisure and Recreation Facilities	Provision of a range of quality educational and recreational aquatic experiences	3
	Provision of a range of resources and experiences that support community wellbeing and interconnectedness, continue to build and promote lifelong learning and bridge the digital divide	3
	In-use Council-owned recreational complexes are safe	1
Parks, Reserves and Sportsgrounds	Satisfaction with our parks, reserves and sportsgrounds.	1
	Safe parks, reserves and sports grounds.	1
Property	Well maintained, safe Council-owned buildings and properties	1
Public Conveniences	Clean and well-maintained public toilets	1

Levels of Service were reviewed as part of the 10-Year Plan process. The purpose of the review was to ensure that the services Council delivers to the community are aligned with the four well-beings and Council's strategic priorities. No changes were made to the levels of service provided through this review, rather the way the levels of service are expressed was amended.

5.1.1 Understanding Customer Expectations

Our customers have differing expectations of Community Facilities, generally, these expectations differ in relation to the demographic and location of the customer. However, community expectations in relation to Community Facilities only continue to increase. In general, desired levels of service and provision of facilities is often an improvement on what has been delivered previously.

Customer expectations are obtained through a number of means. Council's quarterly public perceptions survey allows participants to express their concerns or desires, as well as providing a measure of their satisfaction with services and facilities. These concerns or desires are collated to provide council officers with trends in customer expectations. Customer satisfaction is also used to measure expectations by assuming that high satisfaction means that expectations are being met.

The number of complaints received about a service or facility are also used to understand customer expectations.

5.1.2 Community Satisfaction

Council uses a community perception survey to measure satisfaction with its services and facilities. Satisfaction is used to measure users' expectations by assuming that high satisfaction means expectations are being met.

Five areas within the Community Facilities Activity are measured using this survey, these are:

- Parks and reserves,
- Halls and recreation

- Library
- Makino Aquatic Centre
- Public toilets

The results of the survey are used as a performance measure standard for many of Council's key performance indicators. They are also used to prioritise improvement opportunities that will be valued by the Community. Generally, user satisfaction levels are high for the Community Facilities Activity.

The results of the 2019/20 survey show that most residents are satisfied with how Council was performing, with 79% rating Council as *somewhat good, good, or excellent*. The Community Facilities Activity as a whole rates very highly for satisfaction, with four out of the five areas surveyed returning a result of over 90%.

The table below shows the results of the 2019/20 survey against the 2018/19 survey:

Sub-Activity	2019/20 Result	2018/19 Result
Cemeteries	96%	96%
Halls	91%	92%
Leisure and Recreation Facilities	92%	95%
Parks, Reserves and Sportsgrounds	95%	97%
Property	95%	95%
Public Conveniences	87%	88%

5.1.3 Changing Customer Expectations

Trends in the usage of community facilities have changed significantly over the last ten years. There has been an increased focus from the Ministry of Health and Sport New Zealand on increasing levels of physical fitness to avoid leading a sedentary lifestyle. The demographics of the Manawatu District have also changed significantly over recent years, and are forecast to continue.

One of the main themes of these changing demographics is an aging population. The portion of the population aged 65-years and over is forecast to increase significantly. With an aging population comes different customer expectations. Some of these new expectations include:

- Services and activities geared towards an aging population
- Accessible facilities

Customer expectations have also changed as a result of the greater variety of sporting codes available. There has been a marked increase in participation levels for less traditional sporting codes (e.g. basketball and futsal etc.).

5.2 Asset Performance Criteria

Asset performance measures how well a facility accomplishes a given delivery requirement. Measurements of performance are qualitative or quantitative, and are based on actual performance against a set standard or target.

The tables below show the performance of the assets within the Community Facilities Activity against the performance measures set out in the previous Long-Term Plan (2018-2028):

Sub-Activity	Measure	Standard	Result
Cemeteries	You can expect satisfaction with our cemeteries	2018/2019 We will measure this by monitoring the responses to our customer satisfaction survey about the maintenance of cemeteries – target 90% satisfied	Target Met 96% satisfied
		2019/20 We will measure this by monitoring the number of complaints about late or inadequate interment services – 0 complaints	Target Met 0 complaints received
	You can expect professional and timely	2018/19 We will measure this by monitoring the responses to our customer satisfaction survey about the maintenance of	Target Met 94% satisfied

	interment services	cemeteries – target 90% satisfied	
		2019/20 We will measure this by monitoring the number of complaints about late or inadequate interment services – 0 complaints	Target 0 complaints received
Halls	You can expect property facilities to be well used	2018/2019 We will measure this by monitoring the annual average use of Council-owned Community Halls - Target 26 Times	Not Achieved No Annual Hall Reports were received from Hall Committees at the time completing reporting
		2019/20 We will measure this by monitoring the annual average use of Council-owned Community Halls - Target 28 Times	Not Achieved No Annual Hall Reports were received from Hall Committees at the time completing reporting
Leisure and Recreation Facilities	You can expect safe pools.	2018/19 We will measure this by monitoring the Pool Safe accreditation accredited to the aquatic complexes to show they meet swimming pool water quality and safety standards – 100% accreditation	Target Met 100% accreditation retained
		2019/20 We will measure this by monitoring the Pool Safe accreditation accredited to the aquatic complexes to show they meet swimming pool water quality and safety standards – 100% accreditation	Target Met 100% accreditation retained
	You can expect a variety of water activities.	2018/19 We will measure this by the number of people participating in water activities and learning programmes per annum - >50,000	Target Met 58,064 participants
		2019/20 We will measure this by the number of people participating in water activities and learning programmes per annum - >55,000	Target Not Met 41,671 participants
	You can expect quality experiences (Makino Aquatic Centre).	2018/19 We will measure this by monitoring the responses to the customer satisfaction survey about their overall experience of the complex – 90% satisfied	Target Met 95% satisfied
		2019/20 We will measure this by monitoring the responses to the customer satisfaction survey about their overall experience of the complex – 90% satisfied	Target Met 93% satisfied
	You can expect property facilities to be well used / You can expect satisfaction with our property facilities	2018/19 We will measure this by monitoring the responses to our customer satisfaction survey about overall experience of property assets – 80% satisfied	Target Met 95% satisfied
		2019/20 We will measure this by monitoring the responses to our customer satisfaction survey about overall experience of property assets – 80% satisfied	Target Met 98% satisfied
Parks, Reserves and Sportsgrounds	You can expect satisfaction with our parks, reserves and sportsgrounds	2018/19 We will measure this by monitoring the responses to our customer satisfaction survey to ensure satisfaction with parks and sportsgrounds – 90% satisfied	Target Met 97% satisfied and 0 closures

		We will measure this by monitoring the number of closures of parks and sportsgrounds <10	
		2019/20 We will measure this by monitoring the responses to our customer satisfaction survey to ensure satisfaction with parks and sportsgrounds – 90% satisfied We will measure this by monitoring the number of closures of parks and sportsgrounds <10	Target Met 98% satisfied and 0 closures
	You can expect safe parks and sportsgrounds	2018/19 We will measure this by monitoring the number of health and safety incidents or injuries reported that occurred due to inadequate or poor maintenance in our parks and sportsgrounds – 0 reported incidents	Target Met 0 reported incidents
		2019/20 We will measure this by monitoring the number of health and safety incidents or injuries reported that occurred due to inadequate or poor maintenance in our parks and sportsgrounds – 0 reported incidents	Target Met 0 reported incidents
Property	You can expect satisfaction with our property facilities	2018/19 We will measure this by monitoring the responses to our customer satisfaction survey about overall experience of property assets – 80% satisfied	Target Met 95% satisfied
		2019/20 We will measure this by monitoring the responses to our customer satisfaction survey about overall experience of property assets – 80% satisfied	Target Met 95% satisfied
Public Conveniences	You can expect satisfaction with our public toilets	2018/19 We will measure customer satisfaction by monitoring the number of complaints we receive about inadequate maintenance and poor cleaning of our public conveniences - <10 complaints	Target Met 5 complaints received
		2019/20 We will measure customer satisfaction by monitoring the number of complaints we receive about inadequate maintenance and poor cleaning of our public conveniences - <8 complaints	Target Met 1 complaint received

5.3 Proposed Asset Performance Review

A minor review of the levels of service was undertaken in 2020. This review sought to amend the way the levels of service were expressed, not the levels of service themselves. The Improvement Plan of this Strategic Summary advises that a full review of the levels of service within the Community Facilities Activity is undertaken prior to the next 10-Year Plan (2024-2034), to ensure they are meaningful and relevant.

6 How We Manage Our Assets

6.1 Decisions we make about assets

Having a good understanding of how the Council's Community Facilities are performing enables us to make informed decisions about how best to manage those assets. These included decisions about whether assets should be renewed, replace, upgraded or disposed of.

The decisions we make to manage assets throughout their lifecycles aim to:

- optimise the Council's return on its investment in the assets
- deliver agreed levels of service for the assets
- meet anticipated demand for service from the assets

6.2 Key considerations

Council uses various approaches to make decisions about and manage community facilities throughout their lifecycles.

1. Condition
2. Decision-making
3. Risk
4. Prioritisation
5. Continuous improvement
6. Affordability (financial sustainability/value management)

The *Community Facilities Strategy 2020* includes a community toolbox which provides both Council and the Community with decision making guidelines for the future investment or divestment in community facilities.

6.3 Approaches to managing assets

Community Facilities Strategy 2020

The *Community Facilities Strategy 2020* was created to achieve consistency in the management of Council's community facility assets. The strategy outlines both an investment and a divestment process for community facility assets.

The investment process aims to ensure that investment decisions result in the most effective outcome for the community, given the limited funding available and the multiple, competing community demands. The steps in the investment process provide a clear path to ensure the decision to invest in a facility has been well justified.

The divestment process aims to ensure decisions relating to divestment in a community facility are transparent and robust to remain fair and just to the Community.

The *Community Facilities Strategy 2020* also includes six sub-plans which identify the priority projects and actions for each of the facility groups identified in the Strategy.

RAMM

RAMM is a suite of software used as an asset database to capture information relating to the assets within the Community Facilities Activity. The information can be used to create planned/preventative maintenance and renewal plans for these assets.

Reserve Management Plans 2020

Reserve management plans provide guidance on the protection, management and development of reserves within the Manawatu District. There are four Reserves Management Plans which sit under a *General Policy Plan*; District-Wide Reserves, Kowhai Park, Coastal Reserves and Sports Parks.

Each of these Plans provides a vision and a set of objectives for the parks and reserves covered by the plan. The vision for Reserves within the Manawatu District is:

"To provide, preserve and conserve a variety of open spaces, where the Manawatu Community and visitors to the District can experience the outdoors and enjoy active and passive recreation, in healthy, natural environments."

Cemeteries Management Strategy 2020

The *Cemeteries Management Strategy* reflects the need for a more coordinated and strategic approach to the future of public cemeteries within the District. The Strategy lists a number of goals and objectives to ensure the successful implementation of the Strategy, and a number of actions designed to give effect to the goals and objectives.

The Strategy provides a long-term strategic direction for the provision of public cemetery services within the District, as well as short-term actions to implement the Strategy.

Walking and Cycling Strategy 2020

The *Walking and Cycling Strategy 2020* sets out a framework to increase walking and cycling within the Manawatu District, including the establishment of a vision and set of goals for the successful implementation of the Strategy. A set of enabling actions which are designed to support the delivery of the Strategy are included within the action plan. This action plan provides a staged approach to achieving the vision and goals of the Strategy.



7 Financial Implications

7.1 Revenue and Financing Policy

Council's *Revenue and Financing Policy 2020* sets out all the potential revenue and funding sources available to Council, and how and when they will be used, and outlines the funding arrangements for each activity. The funding arrangements are determined alongside Council's performance management framework to ensure alignment. The *Community Facilities Asset Management Plans* also seek to align with Council's performance management framework.

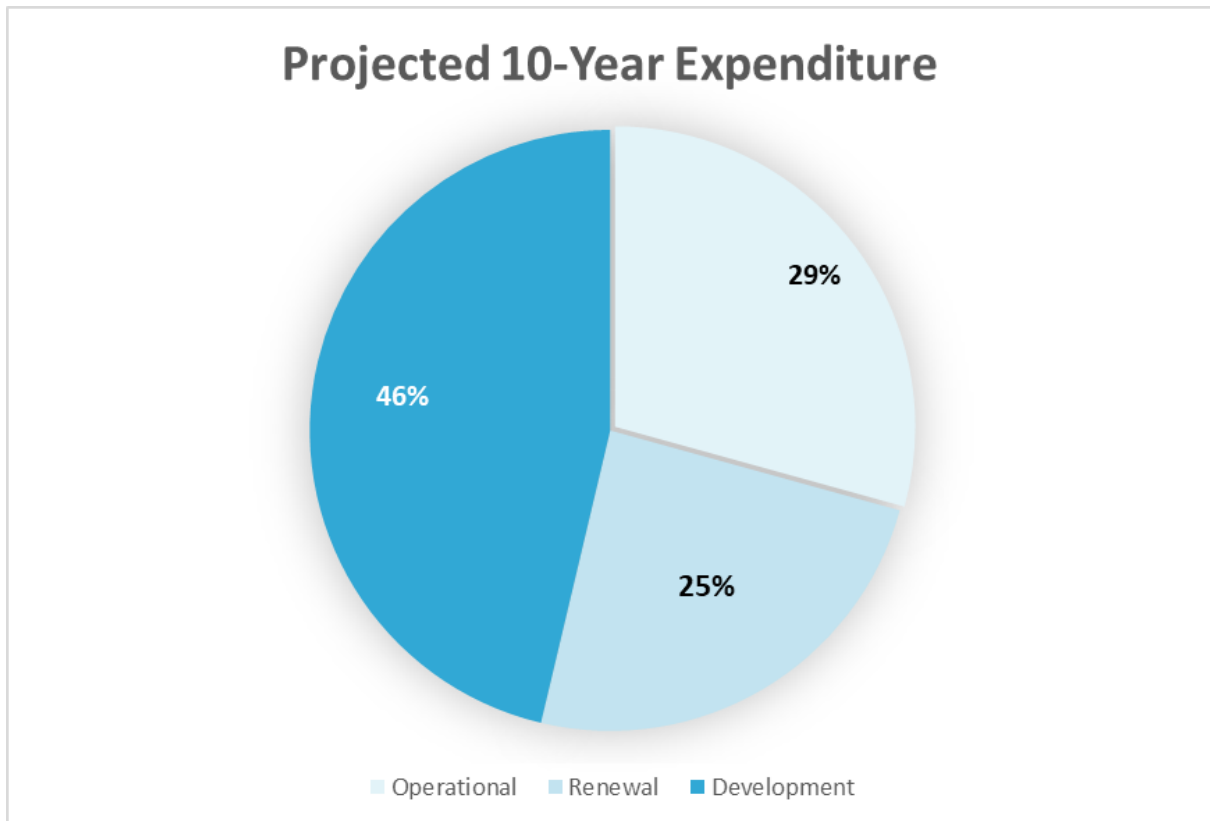
Many of the sub-activities within the Community Facilities Activity are majority funded through rates, with small amounts of revenue for some sub-activities gathered through fees and charges. The Policy contains a table which summarises the funding arrangements for each Council activity, along with rationale for each particular funding split.

As part of the *10-Year Plan 2021-2031* the Policy was reviewed to ensure alignment with Council's performance management framework.

7.2 Projected 10 Year Expenditure

The approximate total expenditure for the Community Facilities Activity for the period covered by the 10-Year Plan 2021-2031, for both operational and capital projects, is \$28.46 million. This consists of \$8.36 million of new operational funding requirements and operational projects, \$7.02 million of renewal projects and \$13.08 million of growth/development projects.

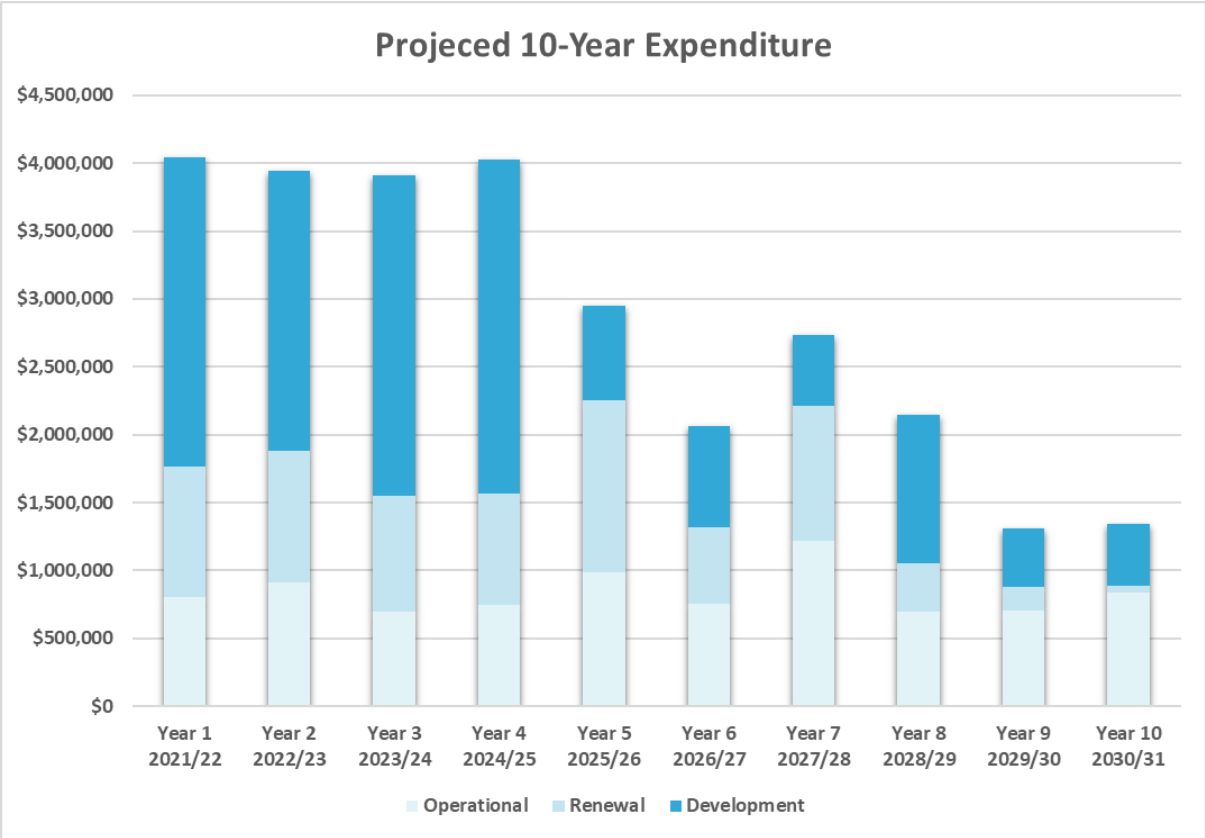
The figure below shows the percentage split between operational, renewal and development funding for the *10-Year Plan 2021-2031*.



The first five years of this Plan shows significant expenditure on development projects, while operational expenditure remains fairly consistent over the 10-years of this Plan. Renewal expenditure is highly sporadic, due in part to the lack of an accurate asset database with details on the remaining life of assets.

The figure below shows the projected capital (renewal and development projects) and operational expenditure each year for the period of the *10-Year Plan 2021-2031*.

The full breakdown of the operational, renewal and development expenditure for the sub-activities within the Community Facilities Activity can be found in the relevant Asset Management Plans.



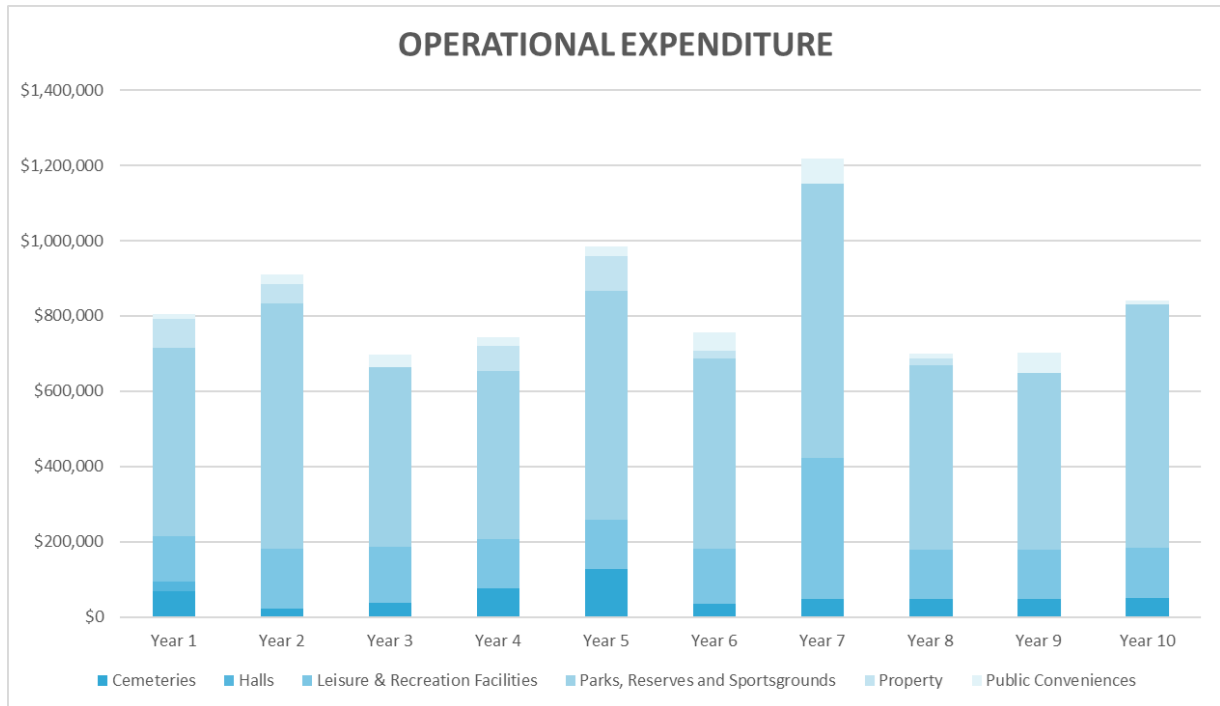
7.2.1 Operational Expenditure

Operational expenditure is for those activities to provide services and all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular day-to-day work necessary to keep assets operating.

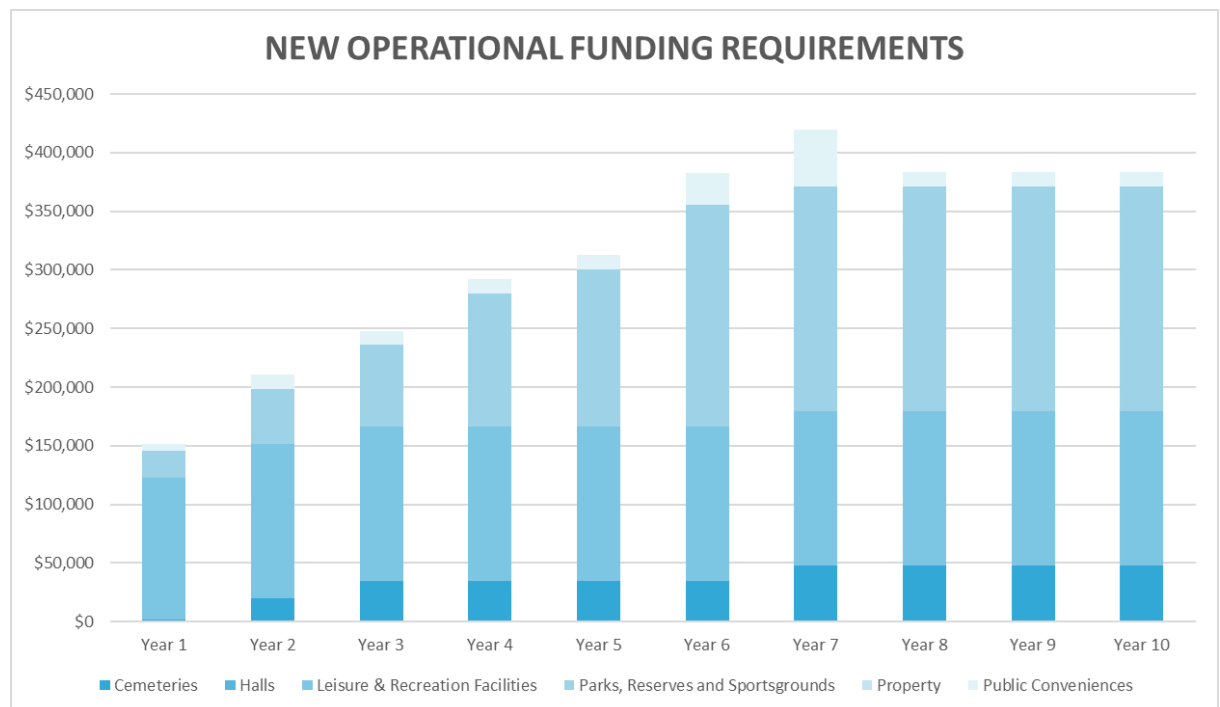
The approximate total operational expenditure for the Community Facilities Activity for the period of the 10-Year Plan 2021-2031 is \$8.36 million. This is made up of \$3,165,000 in new operational funding requirements (generally from the development of new assets or the upgrade of existing assets) and \$5,195,079 of operational projects.

The figures below show the total operational expenditure for the Plan, as well as the new operational funding requirements and the operational projects expenditure for the period of this Plan. A full breakdown of the operational expenditure for each of the sub-activities within the Community Facilities Activity can be found in the relevant Asset Management Plan.

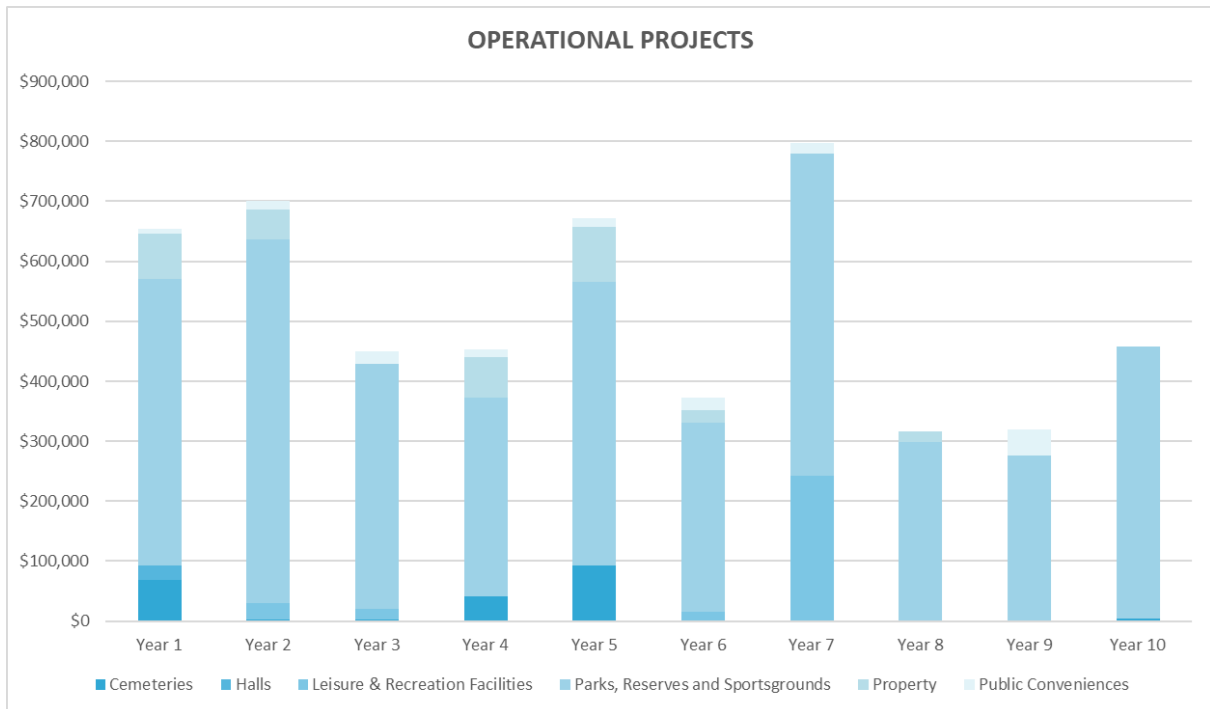
Total Operational Expenditure



New Operational Funding Requirements



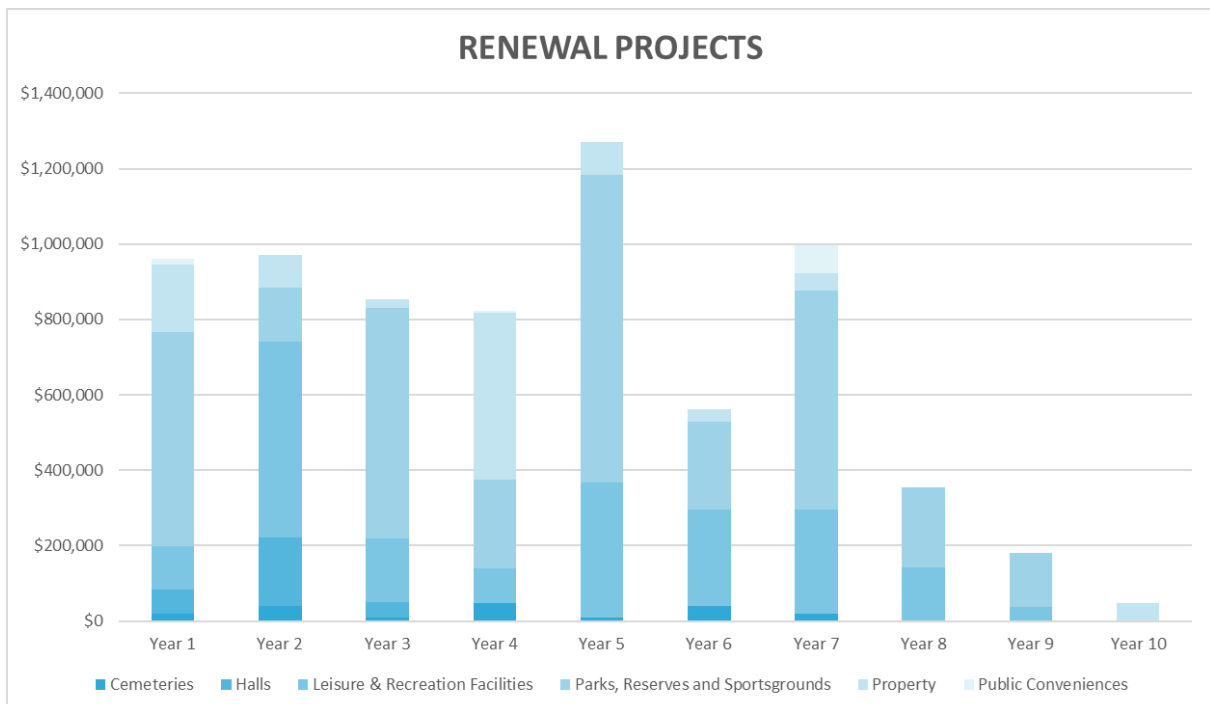
Operational Projects Expenditure



7.2.2 Renewal Expenditure

Renewal is major capital work which does not significantly alter the original service provided by the asset but restores, rehabilitates, replaces or renews an existing asset to its original service potential.

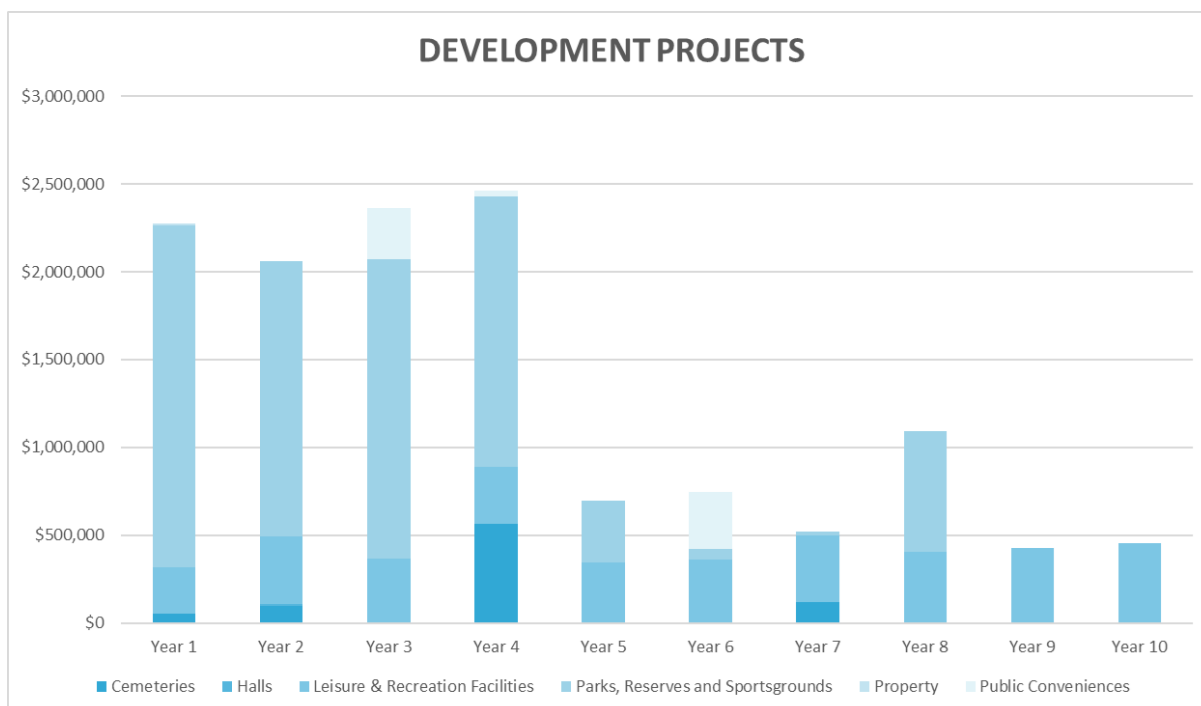
The approximate renewal expenditure for the Community Facilities Activity for the period of the *10-Year Plan 2021-2031* is \$7.02 million. The figure below shows the renewal expenditure for the period of this Plan. A full breakdown of the operational expenditure for each of the sub-activities within the Community Facilities Activity can be found in the relevant Asset Management Plan.



7.2.3 Development Expenditure

Development is the acquisition or creation of new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capability. New assets may result from growth, demand, social or environmental needs, or be donated to/vested in Council.

The approximate development expenditure for the Community Facilities Activity for the period of the 10-Year Plan 2021-2031 is \$13.08 million. The figure below shows the development expenditure for the period of this Plan. A full breakdown of the operational expenditure for each of the sub-activities within the Community Facilities Activity can be found in the relevant Asset Management Plan.



7.3 Key Drivers of New Operational Funding

New operational funding is generally a consequence of development. The total cost of new operational funding required for the 2021-2031 10-Year Plan is \$3,165,000.

The key drivers of new operational funding for the Community Facilities Activity for the 10-Year Plan 2021-2031 include:

- The extension of the Feilding Cemetery will result in additional operating expenditure.
- The extension/development of the road through the Rongotea Cemetery will result in additional operating expenditure relating to the maintenance of the additional road way.
- The strengthening and modernisation of the Manawatu District Library will result in additional operational expenditure relating to staffing costs and energy costs.
- The establishment of self-service kiosks at Council's satellite libraries will result in additional operational expenditure relating to Wi-Fi services and energy costs.
- Development within the Parks, Reserves and Sportsgrounds Activity, including a new neighbourhood park in Precinct Four (Pharazyn) and new walkway and cycleway links throughout the District, will result in additional operational expenditure through on-going maintenance works.
- The provision of new public toilets in Precinct Four (Pharazyn) and in Cheltenham will result in additional operational expenditure relating to maintenance costs.

7.4 Key Drivers of Development Funding Requirements

The key drivers of development within the Manawātū District are population growth and demographic changes. As detailed in Section 4.1.1 of this Plan, the Manawatu District is forecast to see a significant increase in population, particularly those aged 65-years and older (an aging population).

7.5 Revenue from Fees and Charges

From the *Revenue and Financing Policy 2020* the assets owned by the Community Facilities activity are majority funded through public funding, either through a uniform targeted rate, general rate or a targeted rate.

While halls and public conveniences are 100% funded through a uniform annual general charge some of the operational spending on cemeteries, libraries, parks, reserves and sportsgrounds, property and the Makino Aquatic Centre is recovered from user fees and charges (including fines etc.).

7.6 10-Year Plan Consultation Outcome 201-2031

An extensive asset management planning exercise was undertaken for the assets within the Community Facilities Activity. The aim of the exercise was to determine the operational and capital investment required over the 10-year period of the 2021-2031 10-Year Plan.

In the current economic climate, Council needs to ensure all of its decisions align with the principles outlined within its Financial Strategy. This has resulted in a number of projects within the various Community Facilities Asset Management Plans not being funded through the 2021-2031 10-Year Plan. These projects have been identified within the Lifecycle sections of the various Plans. The figures displayed within the Financial Implications section of this Plan are made up of only those projects that will be funded through the 2021-2031 10-Year Plan. Future versions of these Asset Management Plans will need to consider the appropriate time to undertake these unfunded projects.



8 Major Projects Comparison

These are the key development projects within the Community Facilities Activity for the 2021-2031 10-Year Plan.

Sub-Category	Project	Development Description	Increased Level of Service (%)	Response to Growth Demand (%)	Includes Component of Renewal (%)	Desired Time of Development (1-20 years)	Estimated Cost of Development (excl. GST)	Estimated Other Capital Income (Grants, not Council)
			These three should add up to 100%					
Cemeteries	Feilding Cemetery Stormwater Solution	Following the stormwater investigation proposed as an operational project in Year 2 of the 2018-2028 Plan, provide funding for the implementation of stormwater solutions to resolve stormwater risks and issues.	80%	15%	5%	1	\$41,842	
	Feilding Cemetery Extension Phase 2 – Detailed Design	Detailed design of extension area, including detailed survey work to inform construction and re-contouring volumes.	10%	90%		2	\$57,712	
	Feilding Cemetery Extension Phase 3 – Construction	Physical works to re-contour the new land, extend the road and install required infrastructure, and install cemetery beams. This value is an indicative estimated value to be confirmed on the completion of developed design in Year 2 of the Plan. Timing will be dependent on requirements.	10%	90%		4	\$520,320	
	Rongotea Cemetery Road Extension / Development – Phase 2	Extend the road by 50 metres looping onto Leen Road, implement drainage and install cemetery beams for the developed area to meet demand.	5%	95%		7	\$117,068	
Leisure and Recreation Facilities	Makino Aquatic Centre	25m and Outdoor Pool Closure – renewals and improvements				2	\$423,602	
	Main District Library Self-Service Satellite Libraries	Provide smart services (Biblioteca self-service units) and Wi-Fi services to rural and community libraries.	100%			2	\$109,049	
	Te Kawau Recreation Centre Changing Room Flooring	Install non-slip/texture surfacing to shower, changing rooms and main hall way as existing concrete becomes polished smooth with use.		100%		1	\$9,910	
Parks, Reserves and Sportsgrounds	Johnston Park Cycle track and #2 Feilding Lighting	Upgrade field floodlighting on #2 field to cater for low level cycling lighting and increase lit training capacity at Johnston Park. This is the only lit velodrome in the Palmerston North/Manawatu region.	30%	40%	30%	3	\$302,336	
	Pharazyn (New Park) – Development of Neighbourhood Park (existing DC project)	Multiple Projects: Playground, Drainage, Shelter, Walkways, Planting, Fencing, Walkway – Land Purchase	100%			2	\$1,630,105	
	Kowhai Park – Clean Up – Stage 1	Bridge replacement	100%			2	\$105,990	
	Makino Precinct – Skate Park Public Toilet -	New public toilet and paved area next to new skate park within Makino Precinct.	50%	50%		1	\$144,340	
	Mt Lees Freedom Camping	Develop freedom camping/camping area on eastern side of property outside reserve carparkProvision	100%			1	\$254,657	
	Awahuri Forest/Kitchener Park – Southee Boardwalk	Development of loop boardwalk.	100%			3	\$162,336	
	Walkways/Reserve Linkages 4. James Palmer to Rimu Park (fences and path) (Existing DC project) – James Palmer to Port Street Section – Fencing and path development	This existing DC project had been proposed for the 19/20 Financial Year of the 2015 Long Term Plan, but was deferred to Year five of the 2018 Long Term Plan, as other critical aspects of the walkway are required to be acquired and implemented prior to the walkway. This includes confirmation of land access across Feilding High School’s Land.		100%		2	\$406,712	
	Walkways/Reserve Linkages 4.1 – James Palmer to Rimu - Sherwill Street Footbridge	The successful implementation of this project requires the installation of a pedestrian footbridge over Sherwill Street to access the adjacent river bank to continue north through Feilding High School Land. The footbridge itself will be constructed on Road reserve. Without the construction of this footbridge, no further access north can be achieved. Funding for this project is proposed for Year 4 of the 2018 Long Term Plan, to provide for the conclusion of land access requirements.		100%		2	\$217,165	
Walkways/Reserve Linkages 4.3 – James Palmer to Rimu – Port St to Root Street section – Development	This section of the walkway requires the construction of fences on correct legal boundaries, the installation of the walkway and a second footbridge over the Makino Stream to access Rimu Park. Completing the phase will provide an initial key linkage between the existing Pharazyn development and both sides of Roots Street, until the later development of Precinct 4 proposed for Year 9 of this plan.		100%		2	\$319,291		
Public Conveniences	Himatangi Beach	Himatangi Beach Toilets - Shower Upgrade		60%	40%	4	\$31,727	
	Feilding	Precinct Four/Pharazyn – New Public Toilet		100%		6	\$321,881	

9 Risk Management

The purpose of risk management for infrastructure is to document the findings of identification, assessment and treatment of risks associated with providing services for infrastructure.

When identifying the risks associated with the Community Facilities Activity, the risk appetite of Council has been considered as per Council's Risk Appetite Statement 2020. Risk appetite is the level of risk we are willing to accept in the pursuit of our outcomes and objectives. Our aim is to consider all options to respond to risk appropriately and make informed decisions that are most likely to result in successful delivery whilst also providing an acceptable level of value for money.

The acceptance of risk is subject to ensuring that all potential benefits and costs are fully understood and that appropriate measures to manage risk are established before decisions are made. We recognise that the appetite for risk will vary according to the activity undertaken and hence different appetites and tolerances to risk apply.

Specifically, our approach is to minimise exposure to financial, public/staff health and safety, and compliance risk, whilst accepting and encouraging an increased degree of risk in other areas in pursuit of our outcomes and objectives.

1. Cemeteries Risk Assessment Matrix

Risk Description	Controls or Treatment			Current Controls or Treatments	After Controls or Treatment			Post Treatment Score Low, Guarded, Moderate, High or Extreme	Proposed Risk Control/Treatment method avoid, transfer or mitigate	Further Controls or Treatments Proposed
	Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Raw Score Low, Guarded, Moderate, High or Extreme		Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Post control or treatment rating			
Issue: Offensive graffiti and wilful damage at cemeteries, making some assets inoperable Risk: •	2	2	4	<ul style="list-style-type: none"> Cemeteries have gates and can be locked to prevent access if required Undertake regular inspection and maintenance of cemetery sites Robust assets are installed to prevent easy damage 	2	2	4	Low	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed
Issue: Insufficient Future Capacity to meet demand Risk: •	2	16	32	<ul style="list-style-type: none"> Use trend analysis to determine future need. Calculation of remaining capacity with margin of error Officer expertise and knowledge as guide to assess future capacity and strategic direction Consider demand as part of asset management planning practices 	1	8	8	Moderate	Mitigate	<ul style="list-style-type: none"> Improve asset management planning sophistication through asset management improvement plan. Development of Cemeteries Management Plan to guide future provision proposed in this plan.
Issue: Accessibility to cemetery areas for aging population Risk: •	4	8	32	<ul style="list-style-type: none"> Provide and maintain roading access and all-terrain foot access where practical Respond to requests for access to specific areas with handrails and similar as required 	3	4	12	Moderate	Mitigate	<ul style="list-style-type: none"> Plan future cemetery development areas with improved accessibility and contour management as a priority. Plan for the provision of increased hardstand areas in development. Plan for the provision of additional walkways, handrails and stairs for access in this plan.
Issue: Changing Interment demand Trends and Community need Risks: •	5	8	40	<ul style="list-style-type: none"> Use Census and interment data, along with community with key stakeholders (Funeral Directors) to inform expected trends. Member of New Zealand Cemeteries and Crematoria Collective, following and consider industry trends Engage with community, consider feedback as part of public voice on changing need. Demand trends are considered as part of asset management planning practices. 	2	2	4	Guarded	Accept	<ul style="list-style-type: none"> Cemeteries Management Strategy established to capture demand
Issue: Contour and layout of cemeteries creates high water table, flooding and scouring and making some cemeteries inaccessible Risks:	3	4	12	<ul style="list-style-type: none"> Identify and resolve grave scouring issues as they arise Maintain drainage systems as they are identified Forewarn Funeral Directors when high ground water conditions are present 	2	4	8	Moderate	Mitigate	<ul style="list-style-type: none"> Identify and implement resilience and improvement projects identified in this plan, Improve overall asset management planning sophistication including asset data collation Implementation of RAMM as the asset database for cemeteries
Issue: Unconnected Cemetery Management Systems and unreliable Cemetery data, resulting in burial and reserved plot errors Risks:	5	16	80	<ul style="list-style-type: none"> Internal process mapping and process checking Review of historic reserved plots as an exercise to identify errors 	4	16	64	Extreme	Mitigate	<ul style="list-style-type: none"> Implementation of an integrated Cemetery Management System project and data integrity cleansing proposed in this plan.

<ul style="list-style-type: none"> Loss of public confidence and national damage to Councils reputation Civil legal action as a result of errors Failure to achieve levels of service from errors 				<ul style="list-style-type: none"> Onsite physical check before any interment can be confirmed 						<ul style="list-style-type: none"> Increase number of staffs with knowledge of this area
Issue: Health and Safety at Cemeteries Risk:	3	16	48	<ul style="list-style-type: none"> Open Space Contract covers off Health and Safety at Work requirements, supported by Staff supervision and review. Currently meet with Funeral Directors to discuss any issues. 	2	4	8	Moderate	Transfer / Mitigate	<ul style="list-style-type: none"> Contractor manages day to day site risks. Improving health and safety practices through organisation as a continuous improvement process. 'Person conducting business or undertaking (PCBU)' to 'person conducting business or undertaking (PCBU)' communication with Funeral Directors and Stonemasons increased and documented.
Issue: Review of the Burial and Cremation Act 1964 Risk:	5	4	20	<ul style="list-style-type: none"> Submissions to the Central Government on proposed changes Work with other advocacy groups on submissions to Central Government 	5	4	20	High	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed
Issue: Continuity of cemeteries operational process and supply – loss of key staff (knowledge) or contractor (knowledge) Risk:	3	4	12	<ul style="list-style-type: none"> Establishment of Promapp process for Cemeteries Activity Increase number of staff trained in this activity Ensure detailed and accurate note taking 	3	4	12	Moderate	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed

2. Halls Risk Assessment Matrix

Risk Description	Controls or Treatment			Current Controls or Treatments	After Controls or Treatment			Post Treatment Score Low, Guarded, Moderate, High or Extreme	Proposed Risk Control/Treatment method avoid, transfer or mitigate	Further Controls or Treatments Proposed
	Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Raw Score Low, Guarded, Moderate, High or Extreme		Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Post control or treatment rating			
Issue: Unknown amounts or location of Asbestos in Halls and Recreational Complexes Risk: <ul style="list-style-type: none"> Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions Inability to operate within financial targets Longer term disruption to delivery of some activities Breach resulting in Legal action. 	5	16	80	<ul style="list-style-type: none"> Implementation of Asbestos Management System, including creation of Asbestos Management Plans for all Halls identified as containing asbestos 	3	4	12	Moderate	Mitigate	<ul style="list-style-type: none"> Implement asbestos management system Plan to undertake further asbestos samples on buildings where key projects are proposed to identify future project risks
Issue: Significant amounts of deferred renewal and upgrade across the activity, requiring considerable investment to bring the activity up to a fit for purpose standard Risk: <ul style="list-style-type: none"> Failure to achieve service levels from failures Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions Inability to operate within financial targets 	5	4	20	<ul style="list-style-type: none"> Asset management improvement practices Identify priorities and opportunities for rationalisation Identify strategic way forward to address demand and understand deferred maintenance 	5	4	20	High	Mitigate	<ul style="list-style-type: none"> Community Facilities Strategy is proposed to identify a strategic way forward for the activity to prioritise assets.
Issue: Declining use of Hall Assets, with low or no use of assets with a high level of provision Risk: <ul style="list-style-type: none"> Failure to achieve service levels from failures Major Inability to deliver activities Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions. 	5	2	10	<ul style="list-style-type: none"> Continue to promote hall usage where possible Identify strategic way forward to address demand and options for rationalisation 	5	1	5	Guarded	Mitigate	<ul style="list-style-type: none"> Community Facilities Plan is proposed to identify a strategic way forward for the activity to prioritise assets.
Issue: Medium to low level of confidence in detailed condition of assets	3	4	12	<ul style="list-style-type: none"> Asset management improvement practices Additional resources 	2	1	2	Low	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed

<ul style="list-style-type: none"> Failure to achieve service levels from failures Major Inability to deliver activities Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions 				<ul style="list-style-type: none"> Proactive maintenance reporting Proactive inspections 						
Issue: Deferral of decision on rationalisation and/or disposal of assets Risk: <ul style="list-style-type: none"> Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions. Failure to achieve service levels from failure Inability to deliver activities 	3	4	12	<ul style="list-style-type: none"> Including communities in decision making processes (rationalisation) Thorough condition assessments with approximate maintenance costs to support rationalisation 	2	4	8	Moderate	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed
Issue: Te Tiriti o Waitangi claims on leased land Risk: <ul style="list-style-type: none"> Loss of land leased from LINZ to be used by Council for recreational purposes Failure to meet levels of service Inability to deliver activities 	4	8	32	<ul style="list-style-type: none"> Continued dialogue with Land Information New Zealand Keep communication lines open with Iwi to discuss potential claims on Council land 	4	8	32	Extreme	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed

3. Leisure and Recreation Facilities Risk Assessment Matrix

Risk Description	Controls or Treatment			Current Controls or Treatments	After Controls or Treatment			Post Treatment Score Low, Guarded, Moderate, High or Extreme	Proposed Risk Control/Treatment method avoid, transfer or mitigate	Further Controls or Treatments Proposed
	Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Raw Score Low, Guarded, Moderate, High or Extreme		Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Post control or treatment rating			
Issue: Serious Incident or fatality in the Aquatic Facility Risk: <ul style="list-style-type: none"> Long Term decline in staff confidence/morale Significant or sustained negative publicity or damage to Councils reputation on a national or regional level Breach resulting in prosecution, imprisonment or fines 	1	16	16	<ul style="list-style-type: none"> Qualified Lifeguards and supervised pools in accordance with Pool Safe Signage around facility on risk mitigation of behaviours Medical equipment (Defib) and PHEC trained staff Pool Operating standards on supervision standards and procedures for the facility Hazards are identified and secured. 	1	16	16	High	Mitigate / Accept	<ul style="list-style-type: none"> Every effort is made to mitigate the unacceptable risks inherent in the operations, however the risks overall still cannot be fully mitigated or avoided Improve natural and artificial light in the 25-metre pool to see the pool clearly.
Issue: Failure of Services such as no water supply, blocked sewer, pump or plant failure or failed power Risk: <ul style="list-style-type: none"> Disruption to delivery of services - sometimes longer term Limited one-off local or regional negative publicity Adverse inspection comments from a health perspective. 	5	4	20	<ul style="list-style-type: none"> Empty sewer blockages within a quick response time Renewal of services to ensure unplanned failures do not occur Undertake minor planned maintenance and daily maintenance. 	5	4	20	High	Mitigate / Accept	<ul style="list-style-type: none"> Undertake and implement criticality-based asset management Explore options for backup power generation and plant redundancies Plan to invest in plant that can operate in parallel - e.g. pumps in tandem Ensure planned maintenance and renewal of critical assets such as water or sewer pumps are planned for and undertaken Ensure detailed planned and preventative maintenance is in place <p>Note: There are limited options to mitigate the risk of reticulated water supply failure, other than by providing ancillary water services. No provision to provide this service is made in this plan.</p>
Issue: Fire Risk: <ul style="list-style-type: none"> Collection destroyed Disruption to library services 	3	8	24	<ul style="list-style-type: none"> Regular maintenance, cleaning and inspection of Library Services Re-Development of Library (current project). Respond to public voice feedback and consider as part of asset management planning. 	2	8	16	High	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed
Issue: Major catastrophic event as a result of chemical or gas incident Risk: <ul style="list-style-type: none"> Unplanned loss of a number of key personnel 	1	16	16	<ul style="list-style-type: none"> Trained staff in chemical handling Fire Safety measures for the building in place Containment of chemicals, certification of certain chemical holding tanks 	1	16	16	High	Mitigate / Accept	<ul style="list-style-type: none"> Ongoing staff training Every effort is made to mitigate the unacceptable risks inherent in the operations,

<ul style="list-style-type: none"> Long Term loss of critical asset/building Significant or sustained negative publicity or damage to Councils reputation on a national or regional level Breach resulting in prosecution, imprisonment or fines. 				<ul style="list-style-type: none"> Material safety data sheets Standard operating procedures relating to chemical handling, purchase and order Minor planned maintenance on boiler for gas leaks Planned renewals in place. 						<ul style="list-style-type: none"> however the risks overall still cannot be fully mitigated or avoided Investigate options and cost benefit of changes to chemical handling, use, type, volume and location.
<p>Issue: Theft or stock/private property and assault of staff or public</p> <p>Risk:</p> <ul style="list-style-type: none"> Ongoing lack of staff confidence and low staff morale Breach resulting in ministry enquiry, fines, warnings to senior management Limited one-off local or regional negative publicity. 	5	4	20	<ul style="list-style-type: none"> Some CCTV cameras in place Standard operating procedures in place Gated control into facility to prevent access 'Safe' and secure zones for staff safety Supervised facility Staff training in dealing with aggressive people Secure lockers for the public to secure belongings. 	5	4	20	High	Mitigate / Accept	<ul style="list-style-type: none"> Review/extend coverage of CCTV cameras into unmanned/unsupervised areas Every effort is made to mitigate the unacceptable risks inherent in the operations, however the risks overall still cannot be fully mitigated or avoided.
<p>Issue: Failure of Services e.g. public computers, self-service kiosks, power failure,</p> <p>Risk:</p> <ul style="list-style-type: none"> Disruption to delivery of services - sometimes longer term Limited one-off local negative publicity 	5	4	20	<ul style="list-style-type: none"> Support agreement with APNK to ensure any failures on public computers are worked through quickly Undertake minor planned maintenance on library self-service kiosks and return shelf 	5	4	20	High	Mitigate /Accept	<ul style="list-style-type: none"> Public computers are upgraded as per APNK agreement Bibliotheca RFID return shelf and self-service kiosks are upgraded as per asset life span.
<p>Issue: Significant amounts of deferred renewal and upgrade across the activity, requiring considerable investment to bring the activity up to a fit for purpose standard</p> <p>Risk:</p> <ul style="list-style-type: none"> Failure to achieve service levels from failures Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions Inability to operate within financial targets 	5	4	20	<ul style="list-style-type: none"> Asset management improvement practices Identify priorities and opportunities for rationalisation Identify strategic way forward to address demand and understand deferred maintenance 	5	4	20	High	Mitigate	<ul style="list-style-type: none"> Community Facilities Strategy is proposed to identify a strategic way forward for the activity to prioritise assets.
<p>Issue: Unknown amounts or location of Asbestos in Recreational Complexes</p> <p>Risk:</p> <ul style="list-style-type: none"> Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions Inability to operate within financial targets Longer term disruption to delivery of some activities Breach resulting in Legal action. 	5	16	80	<ul style="list-style-type: none"> Implementation of Asbestos Management System, including creation of Asbestos Management Plans for all Halls identified as containing asbestos 	3	4	12	Moderate	Mitigate	<ul style="list-style-type: none"> Implement asbestos management system Plan to undertake further asbestos samples on buildings where key projects are proposed to identify future project risks
<p>Issue: Unplanned closure or failure of asset due to public health outbreak or contamination</p> <p>Risk:</p> <ul style="list-style-type: none"> Disruption to delivery of services - sometimes longer term Limited one-off local or regional negative publicity Adverse inspection comments from a health perspective. 	1	16	16	<ul style="list-style-type: none"> Implement pool risk management plan Water quality testing Training of staff on procedures Contamination plan. 	1	8	8	Moderate	Mitigate / Accept	<ul style="list-style-type: none"> Implement PRMP Water quality plan Greater level of awareness to public – signage in changing rooms on contamination issues Planned to invest in secondary treatment system.
<p>Issue: Management Software failure or misuse (Makino Aquatic Centre & Feilding Library)</p> <p>Risk:</p> <ul style="list-style-type: none"> Disruption to services Data misuse breaching the Privacy Act 1993 Limited one-off local negative publicity 	3	8	24	<ul style="list-style-type: none"> Support agreement with CENTAMAN for both MAC and Library, and Kōtūi for Library to ensure unplanned failures are worked through quickly Staff training to outline Privacy Act and how it applies with library management software 	3	4	12	Moderate	Mitigate /Accept	<ul style="list-style-type: none"> Ongoing staff training Manawatu District Council Privacy Policy to be written
<p>Issue: Dissatisfied Users with Library and Aquatics Services</p> <p>Risk:</p> <ul style="list-style-type: none"> Noise levels unacceptable Intergenerational tension Customers unhappy with collection choices Failure to achieve service levels relating to: <ul style="list-style-type: none"> a) Customer Service b) Facility Cleanliness c) Water Quality 	5	2	10	<ul style="list-style-type: none"> Programme planning in place to avoid clashes with library users and programme attendees Internal spaces set up to provide relevant spaces for all users Framework for Digital and Makerspace Services in place. Regular maintenance, cleaning and inspection of Library and Aquatics Services Respond to public voice feedback and consider as part of asset management planning. Development projects proposed in this plan. 	3	1	3	Low	Accept	<ul style="list-style-type: none"> Collection Development Framework to be finalised to ensure items at the library cover a wide range of genres, topics, ages, literacy levels (including digital). Implement a daily task plan with regular inspections by management
<p>Issue: Old Building no longer fit for purpose</p> <p>Risk:</p>	5	8	40	<ul style="list-style-type: none"> The strengthening and modernisation of the Manawātū District Library was initiated in 2020 	1	1	1	Low	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed

<ul style="list-style-type: none"> • Earthquake prone building • Building size, layout and acoustics are no longer fit for library usage • Loss of patronage due to noise levels, overcrowding • Progression of library services stalled due to building restraints 				and is scheduled for completion on 2022. This will remedy many of the risks associated with an old building.					
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4. Property Risk Assessment Matrix

Risk Description	Controls or Treatment			Current Controls or Treatments	After Controls or Treatment			Post Treatment Score Low, Guarded, Moderate, High or Extreme	Proposed Risk Control/Treatment method avoid, transfer or mitigate	Further Controls or Treatments Proposed
	Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Raw Score Low, Guarded, Moderate, High or Extreme		Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Post control or treatment rating			
Issue: Unknown amounts or location of Asbestos in Property Assets Risk: <ul style="list-style-type: none"> • Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions • Inability to operate within financial targets • Longer term disruption to delivery of some activities • Breach resulting in legal action. 	5	16	80	<ul style="list-style-type: none"> • Development and implementation of Asbestos Management System and site-specific assessments 	3	4	12	Moderate	Mitigate	<ul style="list-style-type: none"> • Implement asbestos management system • Prioritise asbestos testing at those buildings where key projects have been proposed • Progress asbestos testing across those sites identified within the Asbestos Management System
Issue: Deferred renewal and upgrade at some locations across the activity, requiring considerable investment to bring the activity up to a fit for purpose standard Risk: <ul style="list-style-type: none"> • Failure to achieve service levels from failures • Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions • Inability to operate within financial targets • Breach resulting in legal action 	5	4	20	<ul style="list-style-type: none"> • AM improvement practices • Identify priorities and opportunities for rationalisation. • Purposefully plan to run some assets to failure 	3	4	12	Moderate	Mitigate	<ul style="list-style-type: none"> • Budget for statutory investigations when identifying land and/or buildings surplus • Budget for demolition of buildings deemed unsafe
Issue: Unknown contractual obligations, as a result of a lack of original and version control of leases/agreements, with a number of expired leases. Risk: <ul style="list-style-type: none"> • Failure to achieve service levels from failures • Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions • Inability to operate within financial targets 	5	2	10	<ul style="list-style-type: none"> • High risk/high value lease issues properties are being resolved with greatest priority • Leases are being confirmed and schedule updated as they are identified 	5	2	10	Moderate	Mitigate	<ul style="list-style-type: none"> • Continue to priorities properties with high risk/high value • Consider additional short-term resource to drive reduction of risk. • Progress discussions with Land Information New Zealand regarding acquisition of land leased by Council comprising a car park on Aorangi Street and the Halcombe Domain
Issue: Council is unable to achieve the potential gain on sale anticipated as a result of property sales, resulting in not achieving financial targets that allows for the repayment of debt. Risk: <ul style="list-style-type: none"> • Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions • Inability to operate within financial targets 	5	4	20	<ul style="list-style-type: none"> • Key risk relates to sale of land within the Special Development Zone, 139 South Street (Feilding Depot) and 40 Bowen Street (Archives Central) where sale is proposed to offset debt. • Currently working through options to dispose of sites • More conservative approach to disposal values in future and current Asset Management Plans. 	5	4	20	High	Mitigate	<ul style="list-style-type: none"> • Continue to progress options to dispose of sites • Progress investigation of other Council administered land considered 'surplus' for disposal within the 10-Year Plan

5. Parks, Reserves and Sportsgrounds Assessment Matrix

Risk Description	Controls or Treatment			Current Control or Treatments	After Controls or Treatment			Post Treatment Score Low, Guarded, Moderate, High or Extreme	Proposed Risk Control/Treatment method avoid, transfer or mitigate	Further Controls or Treatments Proposed
	Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Raw Score Low, Guarded, Moderate, High or Extreme		Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Post control or treatment rating			
<p>Issue: Offensive graffiti and wilful damage at Parks and Sportsgrounds, making some assets inoperable</p> <p>Risk:</p> <ul style="list-style-type: none"> Disruption to delivery or services - sometimes longer term Limited one-off local negative publicity 	4	4	16	<ul style="list-style-type: none"> Vandal proof and robust fixtures are installed where possible Toilets are provided with CPTED principles Some parks and sportsgrounds have gates and can be locked to prevent access if required Undertake regular inspection and maintenance of sites 	4	2	8	Moderate	Mitigate	<ul style="list-style-type: none"> Crime Prevention Through Environmental Design principle projects are proposed at sites where there are recurring issues (e.g. Herlihy Reserve) Plan projects with <i>Crime Prevention Through Environmental Design</i> principles in mind Continue installing and replacing fixtures with vandal proof and robust fixtures where possible
<p>Issue: Failure of Services such as no water supply, blocked sewer for failed power.</p> <p>Risk:</p> <ul style="list-style-type: none"> Disruption to delivery or services - sometimes longer term Limited one-off local negative publicity Adverse inspection comments from a health perspective 	5	4	20	<ul style="list-style-type: none"> Empty sewer blockages within a quick response time 	5	4	20	High	Mitigate / Accept	<ul style="list-style-type: none"> Identify critical assets where failure can be controlled and put treatments in place (i.e. recurring sewer blockages, undertake criticality-based asset management) Ensure planned maintenance and renewal of critical assets (e.g. water and sewer pumps) are planned for and undertaken Note: there are limited options to mitigate the risk for power and reticulated water support, other than by providing ancillary services (no provision to provide these services is made in this plan)
<p>Issue: Dissatisfied Users with Parks and Sportsgrounds</p> <p>Risk:</p> <ul style="list-style-type: none"> Failure to achieve service levels 	4	1	4	<ul style="list-style-type: none"> Regular maintenance, cleaning and inspection of Parks and Sportsgrounds undertaken Development projects proposed in this plan Respond to Public Voice feedback and consider as part of asset management planning 	3	1	3	Low	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed
<p>Issue: Unplanned asset failure results in services being inoperable or no longer fit for purpose.</p> <p>Risk:</p> <ul style="list-style-type: none"> Failure to achieve service levels Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions Inability to operate within financial targets 	4	8	32	<ul style="list-style-type: none"> Regular scheduled maintenance 	2	4	8	Moderate	Mitigate	<ul style="list-style-type: none"> Implementation of RAMM as the asset database for Community Facilities
<p>Issue: There is still an extent of unknown deferred maintenance and required renewal, as historic assets are being identified through improved asset management sophistication and operational management.</p> <p>Risks:</p> <ul style="list-style-type: none"> Failure to achieve service levels from failures Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions Inability to operate within financial targets 	5	16	80	<ul style="list-style-type: none"> Asset management improvement practises Additional resources Stronger open spaces contract Proactive maintenance reporting Proactive inspections 	3	8	24	High	Mitigate	<ul style="list-style-type: none"> Provision for identifying other assets and renewing identified assets has been made in this plan Provision is made for improved asset management practices to reduce the likelihood of this occurrence Implementation of RAMM as the asset database for Community Facilities
<p>Issue: A large volume of unmaintained street and parks trees or limbs with the potential to cause injury to people and damage to property</p> <p>Risks:</p> <ul style="list-style-type: none"> Loss of public confidence and national damage to Councils reputation. Failure to achieve service levels from failure. 	5	16	80	<ul style="list-style-type: none"> Recreation Services inspections when n on site Tree removal on identification as dangerous Some planned street tree maintenance (line clearance) 	3	16	48	Extreme	Mitigate	<ul style="list-style-type: none"> Provision has been made for the development of a Street and Open Space Vegetation Management Plan to identify priorities for work, including removal and replacement New funding has been provided in this Plan Implementation of RAMM as the asset database for Community Facilities

Issue: New or unplanned demand for development or growth resulting in significantly changed demand Risks: <ul style="list-style-type: none"> Failure to achieve service levels from failures Major Inability to deliver activities Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions 	5	4	20	<ul style="list-style-type: none"> Use trend analysis to determine future need Calculation of remaining capacity with margin for error Officer expertise and knowledge as guide to assess future capacity and strategic direction Consider demand as part of asset management planning practices 	4	4	16	High	Mitigate	<ul style="list-style-type: none"> Provision has been made in this plan for anticipated growth in accordance with demand modelling Monitor and review asset management demand models for new trends or demands Funding has been provided to achieve
Issue: Medium to low level of confidence in current demand need Risk: <ul style="list-style-type: none"> Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions Failure to achieve service levels from failure. 	2	2	4	<ul style="list-style-type: none"> Officer knowledge and experience from user group meetings, location and historical knowledge and experience Existing strategic documents that provide future need analysis 	2	2	4	Guarded	Accept	<ul style="list-style-type: none"> Improve assets management planning sophistication through asset management plan Develop and review Reserve Management Plans, and new and updated strategic documents to guide future provision in this plan
Issue: Changing and unclear strategic direction for some Parks and Sportsgrounds Activities Risks: <ul style="list-style-type: none"> Major Inability to deliver activities Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions 	4	8	32	<ul style="list-style-type: none"> 	4	8	32	Extreme	Mitigate	<ul style="list-style-type: none"> Implementation of the Community Facilities Strategy Implementation of actions within the Regional Sports Facilities Plan and District Sport Facilities Provision Plan Strategic development work is planned in this plan to address gaps and concerns across activities Liaison with Councillors on key strategic issues
Issue: District is unable to afford or sustain financial development requirements Risks: <ul style="list-style-type: none"> Key projects late and some non-critical work not achieved Major inability to deliver activities Some negative publicity or damage to Councils reputation at a regional level, potential for serious political questions 	5	8	40	<ul style="list-style-type: none"> Work with community groups and external funders to provide external funding opportunities 	4	8	32	Extreme	Accept	<ul style="list-style-type: none"> Business case development as required across the organisation Seek alternative funding sources where possible Identify projects within the Development Contributions Policy schedule to cover development costs
Issue: Te Tiriti o Waitangi claims on leased land Risk: <ul style="list-style-type: none"> Loss of land leased from LINZ to be used by Council for recreational purposes Failure to meet levels of service Inability to deliver activities 	4	8	32	<ul style="list-style-type: none"> Continued dialogue with Land Information NZ Keep communication lines open with Iwi to discuss potential claims on Council land 	4	8	32	Extreme	Accept	<ul style="list-style-type: none"> Reserve Management Plans define Iwi and hapū as key stakeholders which Council will work co-operatively with when managing Council's assets
Flooding of reserves – Vinegar Hill, Bartlett's and London's Ford Unknown attendees at site if flooding occurs Timona Park – fields become unusable	3	4	12	<ul style="list-style-type: none"> Flooding alarm installed at Vinegar Hill Monitoring of weather through Emergency Management Officer 	3	4	12	Moderate	Accept	<ul style="list-style-type: none"> No further controls or treatments are proposed

6. Public Conveniences Risk Assessment Matrix

Risk Description	Controls or Treatment			Current Controls or Treatments	After Controls or treatment			Post Treatment Score Low, Guarded, Moderate, High or Extreme	Proposed Risk Control/Treatment method avoid, transfer or mitigate	Further Controls or Treatments Proposed
	Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Raw Score Low, Guarded, Moderate, High or Extreme		Likelihood (1-Rare 5- Certain)	Consequence (1-16) Either 1, 2, 4, 8, 16	Post control or treatment rating			
Issue: Offensive graffiti and wilful damage at Public Conveniences, making some assets inoperable Risk:	4	4	16	<ul style="list-style-type: none"> Vandal proof and robust fixtures are installed where possible. Toilets are provided with CPTED principles Management approaches taken at some locations such locking at night or providing security. 	3	4	12	Moderate	Mitigate	<ul style="list-style-type: none"> CPTED principle projects are proposed at sites where there are recurring issues. Plan projects with CPTED principles in mind Continue installing and replacing fixtures with vandal proof and robust fixtures where possible.

<p>Issue: Failure of Services such as no water supply, blocked sewer for failed power.</p> <p>Risk:</p> <ul style="list-style-type: none"> • Disruption to delivery or services- sometimes longer term • Limited one-off local negative publicity • Adverse inspection comments from a health perspective 	5	4	20	<ul style="list-style-type: none"> • Empty sewer blockages within a quick response time. 	5	4	20	High	Mitigate	<ul style="list-style-type: none"> • Identify critical assets where failure can be controlled and put treatments in place – i.e. recurring sewer blockages, undertake criticality-based asset management. • Ensure planned maintenance and renewal of critical assets such as water or sewer pumps are planned for and undertaken. <p>Note: There are limited options to mitigate the risk for power and reticulated water supply, other than by providing ancillary services. No provision to provide these services is made in this plan.</p>
<p>Issue: Unclean toilets resulting in dissatisfied customers and toilet complaints</p> <p>Risk:</p>	4	1	4	<ul style="list-style-type: none"> • Regular cleaning and inspection in accordance with maintenance standards. 	3	1	3	Low		<ul style="list-style-type: none"> • <i>No further controls or treatments are proposed</i>
<p>Issue: Insufficient Capacity or suitable provision of public conveniences</p> <p>Risk:</p>	4	4	16	<ul style="list-style-type: none"> • Demand needs and trends are considered as part of asset management planning practices. • Engage with community, consider feedback as part of public voice on changing need. 	2	4	8	Moderate	Mitigate	<ul style="list-style-type: none"> • Continue to improve asset management practices as part of this plan.
<p>Issue: Unsafe public conveniences resulting injury or harm to users</p> <p>Risk:</p>	3	8	24	<ul style="list-style-type: none"> • Ensure buildings comply with legislation • Employ CPTED practices, including considering the location, sightlines, lighting and design of toilets 	3	4	12	Moderate	Transfer	<ul style="list-style-type: none"> • There is an element of personal responsibility that people have to have for their own safety. Users of our facilities also have to be aware of their surroundings and people or situations where they may be faced with risk.
<p>Issue: Unplanned asset failure resulting in loss of service</p> <p>Risk:</p>	4	8	32	<ul style="list-style-type: none"> • RS contract on place for repairs with KPI measure for timeliness of reaction 	2	4	8	Moderate	Mitigate	<ul style="list-style-type: none"> • Preferred supplier list for immediate repairs
<p>Issue: Septic system failure from dumping of chemicals in mobile accommodations</p> <p>Risk:</p> <ul style="list-style-type: none"> • Disruption of services • Negative publicity • Increased costs 	3	4	12	<ul style="list-style-type: none"> • 	3	4	12	Moderate	Accept	<ul style="list-style-type: none"> • Signage around the type of waste that can be dumped into the dump station • Regular monitoring/testing of the septic system to ensure it is working correctly

10 Improvement Plan

This section brings together the improvement items identified in the development of the individual Asset Management Plans for the Community Facilities Activity. It provides global measures across all Community Facilities sub-groups to improve Asset Management itself for the activity.

The Improvement Plan seeks to bring Council's asset management performance for Community Facilities to a "Core" level, as defined by the International Infrastructure Management Manual (IIMM).

10.1 Asset Management Performance and Effectiveness Indicators

To improve the performance and effectiveness of asset management for the Community facilities Activity the following indicators have been developed to assess improvement in asset management practices. It is expected that the relevant asset manager will assess the both asset management performance and effectiveness periodically, to determine the progress being made on asset management improvement.

Performance Area	Performance Indicator
Asset Data Quality	The Asset Data quality is reliable, regularly updated and reflects the nature and state of actual assets.
Asset Data Linkage	The asset data is linked to Councils corporate system, with the asset data being the basis of the asset register, insurance register and other corporate registers.
Accessibility	Asset management plans are adopted by Council and available for public viewing on the Council website as 'live' documents regularly under review.
Decision Making	Asset decision making and investment is informed by and clearly linked to strategic policy.

Effectiveness Area	Effectiveness Indicator
Reference Point	The asset management plans are referred to as the primary reference document by Council, council staff and the community for Community Facilities Assets.
Levels of Service	Levels of service and performance measures are meaningful to Council and the community and are being achieved.
Budgets	Budgets are consistent with and reflect the predictions in the asset management plan.
Acceptance	The Asset Management is adopted by Council and accepted by audit as appropriate asset management practice for Community Facilities Activities.

10.2 Improvement Programme

The table below brings together the improvement plans for each of the asset management plan into one schedule.

Task Number	Activity/Sub-Activity	Task	Responsibility	Resources Required	Timeline
1	Community Facilities Activity	Implement RAMM as the asset database for the Community Facilities Activity	Community Facilities Manager and Parks & Property Team Leader	Community Facilities Manager, Parks & Property Team Leader, Aquatic Services Manager and Library Manager	2021-2024
2	Halls, Leisure and Recreation Facilities, Property and Public Conveniences Sub-Activities	Implementation of the <i>Community Facilities Activity</i> to provide strategic direction on the provision of facilities within the identified sub-activities – including implementation of action plans detailed within the Strategy	Community Facilities Manager, Parks & Property Team Leader, Aquatics Services Manager and Library Services Manager	Community Facilities Manager, Parks & Property Team Leader, Aquatic Services Manager and Library Manager	2021-2024
3	Cemeteries Sub-Activity	Implementation of the <i>Cemeteries Management Strategy</i> – including the action plan detailed within the Strategy	Community Facilities Manager and Parks & Property Team Leader	Community Facilities Manager and Parks & Property Team Leader	2021-2024
4	Parks, Reserves and Sportsgrounds Sub-Activity	Implementation of Council's <i>Reserve Management Plans</i> – including implementation of the actions detailed within the Plans	Community Facilities Manager and Parks & Property Team Leader	Community Facilities Manager and Parks & Property Team Leader	2021-2024
5	Parks, Reserves and Sportsgrounds Sub-Activity	Implementation of the <i>Walking and Cycling Strategy</i> – including implementation of the action plan detailed within the Strategy	Community Facilities Manager and Parks & Property Team Leader	Community Facilities Manager and Parks & Property Team Leader	2021-2024
6	Parks, Reserves and Sportsgrounds	Implementation of the <i>Regional Sports Facilities Plan</i> for the Manawatu District – including implementation of the action plan detailed within the Plan, relevant to the District	Community Facilities Manager and Parks & Property Team Leader	Community Facilities Manager and Parks & Property Team Leader	2021-2024
7	Community Facilities Activity	Schedule and carry-out periodic condition assessments on the assets within the Activity – including estimated remaining life	Parks & Property Team Leader	Third party inspector; additional budget provision required	2021-2024
8	Community Facilities Activity	Develop and implement planned/preventative maintenance plans for high-profile facilities	Parks & Property Team Leader	Community Facilities Manager, Parks & Property Team Leader, Aquatic Services Manager and Library Manager	2021-2024
9	Cemeteries Sub-Activity	Develop and implement a single cemeteries management system	Parks & Property Team Leader	Staff time, management system; additional budget provision required	2021-2024
10	Halls Sub-Activity	Develop and implement a centralised hall booking system	Parks & Property Team Leader	Staff time, management system; additional budget provision required	2021-2024
11	Parks, Reserves and Sportsgrounds Sub-Activity	Develop and implement an <i>Open Spaces Policy</i> for the Manawatu District in response to potential demolition/rebuild of earthquake-prone buildings within the Feilding central business district	Community Facilities Manager and Parks & Property Team Leader	Community Facilities Manager and Parks & Property Team Leader	2021-2023
12	Parks, Reserves and Sportsgrounds Sub-Activity	Develop and implement a <i>Street Tree Management Strategy</i> for the Manawatu District to provide for the provision and management of street trees within the District	Community Facilities Manager and Parks & Property Team Leader	Community Facilities Manager and Parks & Property Team Leader	2021/2022
13	Property Activity	Develop and implement an <i>Acquisitions and Disposals Plan</i> for the Manawatu District to provide strategic direction on the acquisition and disposal of assets within the Activity	Community Facilities Manager and Parks & Property Team Leader	Community Facilities Manager	2021/2022
14	Halls Sub-Activity	Conduct a review of the <i>Halls Management Policy 2009</i> – as an action of the <i>Community Facilities Strategy</i>	Community Facilities Manager and Parks & Property Team Leader	Community Facilities Manager and Parks & Property Team Leader	2021-2024
15	Community Facilities Activity	Conduct a comprehensive review of all the levels of service for the assets within the Community Facilities Activity to ensure community expectations are being met	Community Facilities Manager and Parks & Property Team Leader	Staff time; within existing budgets	2022/2023

Monitoring and Review Procedures

The table below describes the tasks involved in the monitoring and review of the asset management plans for the Community Facilities Activity. These tasks seek to align the Plan's with Council policy and community needs, as well as bring the Plan's to the appropriate level of advancement.

Frequency	Monitoring/Review Task
Ongoing	Asset management plan data updated on a continual basis as operations, maintenance and renewals are carried out or new assets are created.
Annually	Internal review of the asset management plan including renewal projections and valuation. Customer satisfaction surveys carried out and customer complaints register analysed.
Three-yearly	Formal review of the asset management plan prior to the review of the 10-Year Plan, strategic plan and funding and financial policies. External audit of the asset management plan.
Six-yearly	Formal level of service review carried out in line with the wider community outcomes consultation.





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