

Manawatū District Council

STRATEGIC ASSET MANAGEMENT PLAN

Community Facilities 2024 – 2034



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1. Executive Summary

1.1. Importance of asset management

We manage a wide range of assets on behalf of our community. These assets are essential to the delivery of services that support the social, economic, environmental and cultural wellbeing of our community. Our community expect us to extract the maximum value out of our assets for the lowest possible cost, from the time the asset is created to the end of the asset's life. This approach forms the basis of our Asset Management practice.

1.2. What we do

The Community Facilities activity is made up of:

- Eight cemeteries
- 16 council-owned and five community-owned community halls
- Eight leisure and recreational facilities (including the Makino Aquatic Centre, Community Hub, Feilding Civic Centre, and Feilding Little Theatre)
- 79 parks, reserves, sportsgrounds, walkways, memorials, areas of street trees and gardens, and civic squares/spaces
- 24 properties of various uses
- 18 public conveniences

1.3. Strategic issues

The Community Facilities activity is facing a number of important strategic issues, which will have an impact on both the current assets within the portfolio and the future provision of the activity. Some of these key strategic issues are:

- Extent of deferred maintenance and renewals on community halls and Council property
- Demand for improved heating and ventilation at the Feilding Civic Centre
- Increased demand for therapeutic hot water
- Demand for additional swimming lane space during winter months
- Increased demand for non-structured, low-impact recreation and exercise (e.g. walking and cycling).

1.4. Asset management system

The key components of the asset management system for the Community Facilities activity are as follows:

- The Community Facilities activity asset portfolio
- RAMM as the asset database
- MagiQ and Ozone as the financial systems
- Organisational roles and resources

1.5. Risk and resilience

The key risks to the Community Facilities activity are:

- Serious injury or death from poorly maintained assets or inadequate resources
- Loss of data
- Graffiti and vandalism
- Climate change

Resilience to climate change and increased extreme weather events is a major consideration of asset management planning for all activities. Building and upgrading assets with the ability to withstand disruptive events and reduce negative impacts of deterioration is an increasingly important factor in developing forward works programmes.

2. Introduction

2.1. What is the purpose of the Strategic Asset Management Plan?

The Strategic Asset Management Plan (SAMP) describes how we plan to manage and make decisions about our assets in a way that achieves the Council's strategic direction for the District. Every asset based service we deliver to our community should contribute to achieving the Vision, Goals and Strategies that form the strategic direction our Councillors have set for the District.

2.2. Background

Welcome to the Manawatu District Council's Community Facilities Strategic Asset Management Plan. This document reflects Council's aspiration to lift the standard of asset management planning across the Community Facilities activity. It is one of several improvements that represent the beginning of a new, more strategic approach to managing the District's community assets. It is intended that this Strategic Asset Management Plan will evolve over the next ten years as Council's Asset Management practices continue to develop and mature.

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

Council is aiming for good quality asset management practice across the Community Facilities activity that ensure levels of service align with Council's Strategic Direction. For this reason, Council has developed the Asset Management Plans in two parts.

- Part A: The Strategic Asset Management Plan that provides an overview of Council's Asset Management practices for the Community Facilities activity.
- Part B: Asset Management Plans for each activity group, detailing optimal management requirements and how the practices in Part A are applied.

The aim is to ensure well considered and consistent long-term management of assets and services across all asset groups.

2.3. Outcomes

The key outcome for the Community Facilities activity is to provide:

A vibrant and thriving interconnected network of community facilities, that cater to our communities (and their visitors) social, recreational and cultural needs, now and into the future.

The aim of asset management planning within the Community Facilities activity is to ensure that our assets are acquired and maintained in a way that meets our communities needs, both now and in the future.

3. Organisational Drivers

Asset Management is strongly influenced by the wider organisational context. The following section outlines the Council’s key influences, documents, relationships and partnerships relevant to asset management.

3.1. Organisational objectives

Council’s organisational objectives are communicated through a vision and set of goals for the District. This is accompanied by a number of strategies, developed to assist with implementation.

Manawatu District Council’s vision for the District is:

Proudly provincial. A great place to land. Wehi nā te kāinga taurikura nei ki tuawhenua.

Council is committed to making the vision a reality and uses all available resources to ensure the aspirations for the district are achieved. We work to ensure a vibrant and thriving interconnected network of community facilities that cater for the social, recreational and cultural needs of our communities and their visitors, now and into the future.

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.

3.2. Goals and objectives of asset management

Our goal in managing infrastructure assets is to meet a defined level of service (as amended periodically) in the most cost-effective manner for our present and future communities. The key elements of infrastructure asset management are:

- Providing a defined level of service and performance monitoring,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing, and appropriately controlling risks, and
- Aligning to a long-term financial plan which identifies required, affordable forecast costs and how it will be allocated.

Council’s strategic infrastructure goal is “to provide the Manawatū community with resilient infrastructure in a cost-effective way, meeting both current needs and future growth a demand.” Council must ensure that infrastructure is provided in the right place, at the right time, and with enough resilience and capacity to meet current and future needs.

3.3. External and internal issues, and stakeholder needs

3.3.1. External issues

Council must operate within the boundaries set by Central Government. These statutory requirements provide Council with a minimum level of service standard. The table below lists all legislation relevant to the Community Facilities activity.

Legislation	Description	Impact for Service
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.
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 include not only Council owned buildings, but those located on Council land and owned by another party.
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.
Buildings (Earthquake Prone Buildings) Amendment Act 2016	Requires that buildings (once identified as earthquake prone) need to be strengthened within 7 years for priority buildings or 15 years for non-priority buildings.	Buildings identified as being earthquake prone strengthened or demolished within prescribed time period.
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.
Reserves Act 1977 / 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 on Parks, Reserves and Sportsgrounds 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.
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.
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 home safely each day.
Vulnerable Children's Act - 2014	To provide mechanisms for the protection of vulnerable children in the community, requiring vetting of all staff and contractors in accordance with the legislation.	Vetting of all staff and contractors in accordance with the legislation.
Pool Safe Quality Management Scheme	Pool Safe is an industry recognised accreditation scheme operated by Recreation Aotearoa, the professional body for Recreation.	The scheme sets minimum best practice standards for the industry, which are assessed annually by experienced facility operators, independent of the centre. The Makino has been Pool Safe accredited since 2010, being recognised as achieving the minimum best practice requirements for the Community. No community pools or school pools are currently PoolSafe accredited.
Adapt and thrive: Building a Climate-resilient New Zealand	Sets out Aotearoa New Zealand's long-term strategy and first national	Adapt and thrive: Building a Climate-resilient New Zealand

Council monitors, reports and submits on new legislative requirements as they are notified by Government. The only piece of legislation relevant to the Community Facilities activity that is currently under review, or signalled for review, is the Burial and Cremation Act 1964.

3.3.2. Internal issues

As part of the long term plan process, a number of key drivers that can influence decision making across Council have been identified. How these key drivers affect the Community Facilities activity is detailed in the table below.

Driver	Impact on Community Facilities activity
Resilience and Climate Change	Climate change can have an impact on the assets and services within the Community Facilities Group, but this varies depending on the facility

Growth and Demand	Changing demographics and a growing population means the type of facilities the community uses are changing. Multi-use, adaptable spaces are needed. There is an opportunity to monitor and update booking systems to better understand the usage of our facilities.
Regulatory and Compliance	Earthquake-prone buildings must be strengthened or demolished within a certain period, and some Council facilities will be affected by this requirement.
Affordability	Maintaining facilities can be expensive, especially ageing facilities that require significant maintenance and improvement. Council needs to make prudent decisions about investment to keep this affordable for ratepayers.

3.3.3. Stakeholder needs

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.

In 2012 a project was initiated to give the District's individual communities the opportunity to develop a vision for their village. The goal of the project was "to create attractive and prosperous communities, that offer lifestyle choices and business opportunities within a unique environment."

The outcome of the project was a suit of Community Plans, which include an action plan. This action plan lists a number of projects and initiatives to bring the community's vision to life. A number of the projects with the community plans relate to assets (either existing or proposed) within the Community Facilities activity.

Historically, there has been a disconnect between these Plans and the work programmes for the Community Facilities activity. It is a priority for the next iteration of the Community Facilities asset management plans to incorporate appropriate projects from the Community Plans

3.4. Asset management policy implementation

Manawatu District Council does not currently have an asset management policy, and there is no plan to implement one prior to the next iteration of the Community Facilities Asset Management Plans.

4. Strategic Context

4.1. Key planning assumptions

4.1.1. Population and demographic forecasts

Over the period 2010 to 2020 the Manawatu District had the highest population growth rate in the Manawatu-Whanganui Region, growing an average of 1.6% per year. The key drivers of population growth over the past decade have been shifts in international net migration, the long-term aging of New Zealand's population and relatively steady birth rates.

Using the medium scenario projections from Infometrics, the Manawatu District's population is forecast to grow on average by 1.0% per year over the period 2020-2030. This is then forecast to drop to 0.7% per year for the period 2030-2054. The main drivers for the slowing population growth rates are population dynamics at the national level, including a shift from high net migration to moderate net migration, and lower fertility rates.

Births are projected to remain broadly steady in numeric term, with a growing population offsetting a declining fertility rate. Deaths are projected to grow steadily as burgeoning older age groups offset decreasing mortality rates. With deaths growing faster than births, population growth from natural increase will slow and become increasingly dependent on net migration. Nationally, deaths are projected to outnumber births in the 2050s, at which point New Zealand's population will be entirely reliant on net migration to continue growing and to avoid decline.

4.1.2. Growth areas

Council is currently in the early stages of developing a growth strategy for the Manawatu District. This strategy will be the overarching plan for growth for the next 30 years, and will focus on both the residential and commercial growth needs of the Feilding and the Villages. Preparing a growth strategy will help Council set the high-level vision for accommodating urban growth over the long-term, and identify strategic priorities to inform decisions related to asset provision.

While specific areas of future growth have been identified, no timeframes have been committed to these areas and detailed mapping of asset provision within these areas has not been undertaken. We cannot identify individual projects that would need to be undertaken in these areas, but we can highlight the need for provision of assets within the Community Facilities activity will arise once these growth areas are committed to.

The outcomes of this strategy will be incorporated into the next iteration of this plan, once it is complete.

A specific risk to the Community Facilities activity from village growth has arisen within the Halcombe Village. The Halcombe Domain is currently owned by LINZ and sits within the Treaty Settlement Landbank. If LINZ were to revoke Council's lease of this property there would be no provision of parks, reserves and sportsgrounds assets within the Village. The obvious treatment for this risk is the purchase of the Halcombe Domain land if possible, however, Officers should also identify alternative land that could accommodate a new 'domain' should the purchase of the current site fail.

4.1.3. Climate change/resilience

A key assumption made within all of the Community Facilities asset management plans is that climate change will influence the intensity and frequency of extreme weather and climate events in the District as predicted by NIWA.

To ensure that Council is equipped to deal with these predicted increases in extreme weather and climate events, an Environmental Strategy is being developed. The purpose of the Strategy is to guide Council in its long-term decision making.

This strategy will be incorporated into the next iteration of this Plan.

4.2. Demand management

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

Increasing demand for services over time generates a requirement for the development of additional infrastructure. Therefore, expenditure programmes need to be planned to fund the capital works and associated on-going operational expenditure. Alternately, it may be possible to manage demand within the existing system capacity.

Where a reduced demand is forecast it may be appropriate to renew assets with a lesser capacity, operational expenses may decrease, or an asset may become surplus to requirements.

The table below shows the demand driver's most applicable to the assets within the Community Facilities activity, and provides both a current position and forecast project for each of these demand drivers. Details of the impact these demand drivers will have on services and the planned activities to manage this impact can be found in each of the Community Facilities asset management plans.

Demand Driver	Current Position	Projection
Population Forecasts	33,900	Increase 1%pa 2020-2030, 0.7%pa 2030-2054
Demographic Changes	65+ 20%	Over 65-year age group to increase by 2.8%pa to 2033
	European 80% Māori 23% Asian 6.8%	% non-European ethnicities to increase significantly
Desire for modern, fit-for-purpose spaces	A number of Council's Community Facilities are no longer fit-for-purpose as customer expectations increase	Decrease in use for some of these facilities
Alternative Burial Options	Standard burial and ashes lawn plots	Alternative Burial Options
Change in primary purpose for retention of properties	Commercial properties that had a clear Council purpose no longer considered core Council business	No strategic direction on retention or disposal of these assets.
Reducing or no levels of use for some assets	A number of buildings which receive little or no use. No longer fit for purpose and have had varying levels of maintenance and renewals undertaken	Continued decrease in use
Earthquake-Prone Buildings	Two buildings identified as earthquake prone within the Property Activity	No anticipated that any other assets within the Property activity will be identified as earthquake-prone
Freedom Camping Popularity	Pre-COVID popularity with overseas tourists has spread to domestic tourists, due to inability to travel internationally	Continued popularity with domestic tourists, with increased demand from the return of overseas tourists

Population Distribution	Largest portion of population living in Feilding Town	Largest portion of population living outside of Feilding Town
Low Utilisation	Decreasing utilisation due to changing interests and priorities of communities	Continued decrease in utilisation of low-profile community halls
Ageing and Deteriorating Facilities	Historic deferral of maintenance and renewal, and little to no upgrade works undertaken, have led to ageing and deteriorating facilities	Continued deterioration of low-profile Halls as little to no renewal works planned and only reactive maintenance undertaken

4.3. 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 demand drivers listed in the table above will have a profound impact on the assets within the Community Facilities activity and the services they provide.

The table below identifies a number of challenges facing the Community Facilities activity and potential opportunities to meet these challenges.

Challenges	Opportunities	Relevant Facilities
Aging and deteriorating facilities, or facilities with insufficient condition for future use	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 Recreational Facilities Halls Property Parks, Reserves and Sportsgrounds Public Conveniences
Facilities not fit-for-purpose due to changing social/community activities and needs	Multi-use adaptable complexes Centralised, versatile spaces would attract opportunity Consider adaptive reuse of existing buildings Hydrotherapy pool development Covered outdoor pool development	<ul style="list-style-type: none"> Leisure and Recreational Facilities Halls Property Parks, Reserves and Sportsgrounds
Only single indoor court facilities available	Proposed Feilding Sports Hub	<ul style="list-style-type: none"> Leisure and Recreational Facilities Parks, Reserves and Sportsgrounds

4.4. Decision making criteria

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, and meet anticipated demand for service from the assets.

Council uses various approaches to making decisions about how it manages its community facilities, throughout their lifecycles. Some of the key information used in the decision making process are listed below:

- Condition
- Risk
- Prioritisation
- Continuous improvement
- Affordability (financial sustainability/value management)

The Community Facilities Strategy, Cemetery Management Strategy, Walking and Cycling Strategy, and the Manawatu District Council Reserve Management Plans provide high-level strategic direction for managing assets within the Community Facilities Activity. Each of these Strategies or Plans provides a vision for the applicable assets, and provides a framework for making decisions about the management of those assets over their lifecycle.

5. Asset Management System

The asset management system is the set of procedures and interactions within Council that are needed to achieve our objectives. By following formalised processes, we can improve effectiveness and efficiency, increase customer satisfaction, and better manage risk.

5.1. Scope of the asset management system

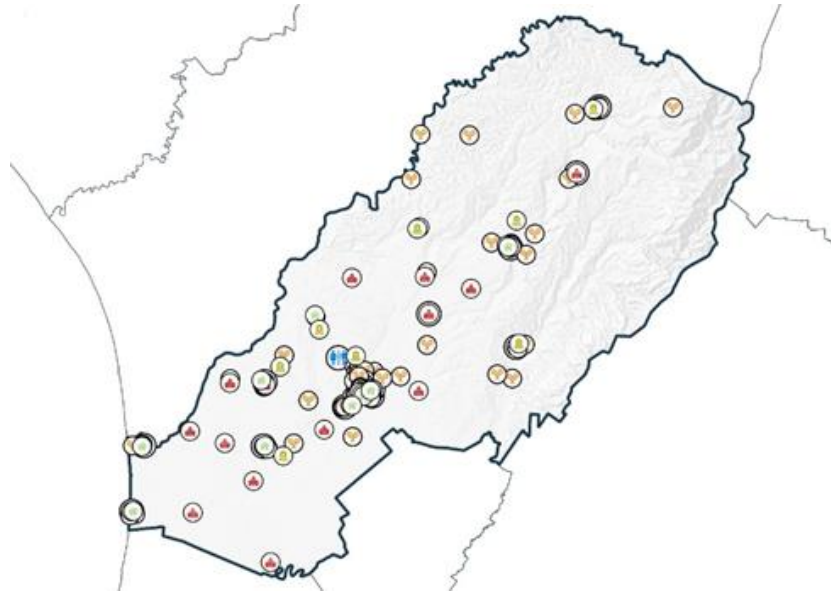
5.1.1. Asset portfolio

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.

Sub-Activity	Category	Quantity
Cemeteries	Urban – Feilding	1
	Rural	7
Halls	Council-Owned	16
	Community-Owned	5
Leisure and Recreation Facilities	<i>No categories</i>	8
Parks, Reserves and Sportsgrounds	Parks and Sportsgrounds	8
	Neighbourhood Parks	14
	Rural Recreation Areas	13
	Public Gardens	1
	Civic Squares/Spaces	4
	Natural and Cultural Heritage Areas	9
	Coastal Reserves	3
	Memorials	6
	Cycleway and Walkway Links	5
	Street Trees and Gardens	12
	Miscellaneous Reserves	4
Property	Commercial Property	6
	Community Property	10
	General Property	8
Public Conveniences	High-Profile	4
	Medium-profile	8
	Low-Profile	6

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.

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



5.1.2. Asset database

Council utilises asset management data in the development of its asset management plans. This data is held within a specialised system designed to make the data useable and accessible.

The RAMM database is the primary data storage system for the assets within the Community Facilities Activity. It has the ability to store asset data at a component level, including useful life, replacement costs and valuation information. All land and built assets for the Community Facilities Activity have been recorded within the database, each with varying degrees of detail.

A project to implement the RAMM database was initiated in 2020/21, due to the lack of a formal database for the Community Facilities activity. The RAMM database was already well embedded in the organisation as the database for the Roading activity, which is one of the main reasons it was chosen as the database for the Community Facilities activity.

The project involved a stocktake of what asset information was already available and what information would require additional investigation to discover. Once this stocktake was complete, the project team identified the appropriate level of detail required for each asset type, and developed a priority list of asset types to be investigated and added to the database initially.

A process was also developed to ensure that details of new and renewed assets are captured within the database as soon as projects are complete.

Collecting and entering more detailed data for all assets has been identified as an action within the Improvement Plan, to ensure a complete picture is captured of the assets within the Community Facilities activity.

5.1.3. Financial systems

Council utilises accounting, financial and asset management data in the development of its asset management plans. This data is held within a number of specialised systems designed to make the data useable and accessible.

NCS MAGIQ is used to manage operational and capital budgets, and OZONE is used to manage general ledger and purchase order systems. Data for the assets within the Community Facilities activity is stored and managed through the asset database RAMM.

While both NCS MAGIQ and OZONE are well embedded within the organisation, the use of RAMM as the asset database for the Community Facilities activity is relatively new and underdeveloped. Part of the improvement plan for this asset management plan is to

increase the level of data held on each asset and better utilise the asset management functions available within RAMM.

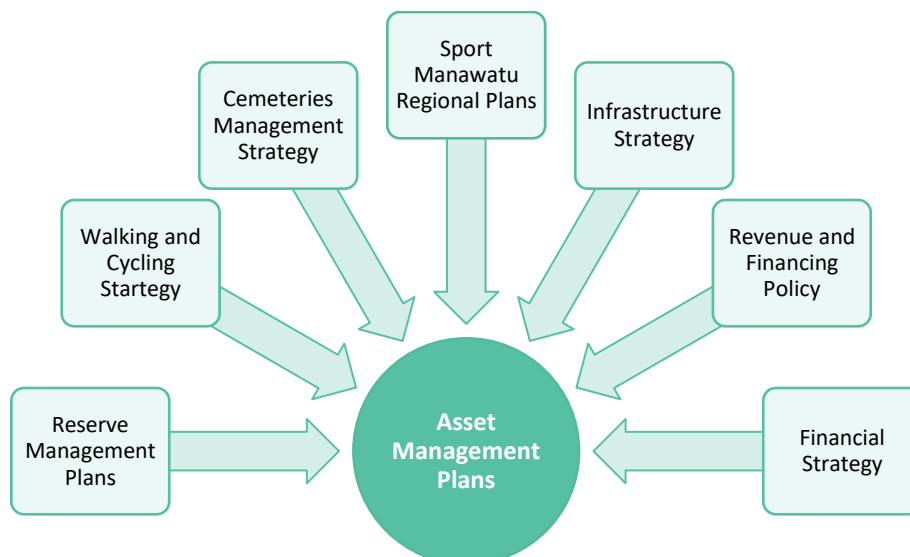
5.2. Role of the asset management system

Asset management plans support Council’s Long-Term Plans by bringing together all 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 to meet demand.

The figure below shows how our asset management plans interact with Council’s other strategic documents.



A number of other strategic documents feed into our asset management plans:



5.3. Process for developing the asset management plans

The asset management plans for the Community Facilities activity have been developed in conjunction with Council's 2024-2034 10-Year Plan. This 10-Year Plan sets the strategic direction and priorities for all the activities and services Council provides, and what level of service will be provided, for the coming 10 year period.

The process for developing the Community Facilities Asset Management Plans 2024-2034 is as follows:



6. Asset Management Processes

The Community Facilities Asset Management plan is made up of this Strategic Asset Management Plan, and six asset management sub-plans. These sub-plans align with the six sub-activities within the Community Facilities Activity; Cemeteries, Halls, Leisure and Recreational Facilities, Parks, Reserves and Sportsgrounds, Property, and Public Conveniences,

These sub-plans provide the detail on the services provided by the sub-activity, the assets we use to deliver those services, the specific issues and opportunities faced by these sub-activities, and how we will manage our assets (both existing and those proposed for acquisition) to ensure we are delivering those services.

6.1. Asset management functions

6.1.1. Levels of service

To achieve the standards our customers expect, 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, and 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	Safe pools	1
	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 previous 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.

For the period of the last iteration of this plan, majority of the agreed levels of service were met. There are exceptions to this trend within the Cemeteries, and Leisure and Recreational

Facilities activities. There are proposed changes to baselines within both of these activities, to better capture the performance of these assets against levels of service.

Details of the performance measures associated with each of these levels of service can be found in each of the Community Facilities activity asset management plans.

6.1.2. Demand

Our customers have differing expectations of our Community Facilities, generally in relation to age, demographic and location of the customer. To understand our customer's needs, Council undertakes both quarterly and annual Residents Surveys, consults regularly with its Community Committees, and has enabled its communities to create plans for the future of their villages.

The quarterly residents survey also provide the data used to assess Council's performance against the agreed customer levels of service in this Plan. These surveys are carried out by a third party with the goal of measuring residents' satisfaction with Council's services and facilities.

Drivers affecting demand include things such as population change, changes in demographics, economic factors, technological changes, land use change, changing legislative requirements, changing regional and district planning requirements, consumer preferences and expectations, environmental awareness, and climate change.

The demand drivers that will have the greatest effect on the Community Facilities activity are population increases, demographic changes, and shifts in customer preferences (specifically around sporting codes, cemetery burial options, and use of property). Details of how these demand drivers will affect the assets within the Community Facilities activity, and how these will be managed, can be found in each of the Community Facilities activity asset management plans.

6.1.3. Financial planning

Operational and maintenance projects are identified through routine inspections, condition assessments, customer requests/complaints, asset failure, best practise, and compliance requirements. The proposed operational budget for the Community Facilities activity is based on the above as well as reoccurring maintenance projects, and the agreed maintenance approach for each activity.

The proposed renewal budget for the assets within the Community Facilities activity is based on expert knowledge, historical renewal trends, assessing changes in service capacity, and user requirements. In some instances, where necessary, smoothing spend patterns has been applied.

It is possible to prioritise renewals by using a ranking criteria, to determine the priority of identified renewal. This prioritisation helps to ensure assets are renewed at the right time, with the least disruption to users as possible.

The table below lists the criteria used in prioritising the renewal of assets within the Community Facilities activity.

Criteria	Weighting
Critical Asset	50%
Rising operational/maintenance costs	20%
Potential to reduce operating/maintenance costs	30%
Total	100%

Acquisition and upgrade projects are identified through feedback from facility users, demand trends, poor asset condition assessments, or repeated asset component failure or assets not meeting require levels of service.

Proposed budgets for capital new works programmes are based on the information available for that programme. This could be a design, or a feasibility study with various costed options, or simply a programme concept.

Asset valuations are carried out periodically, in line with Council's insurance valuation schedule. The properties are valued by a third party, at *Fair Value* under the highest and best use scenario, using a sales comparison approach. The sales comparison approach is an estimate of value based on a comparison of the asset to similar assets that have sold recently. Adjustments are made to allow for factors such as; age of sale, size, location, quality, condition, marketability, age, shape of site, access, contour, aspect and tenure.

6.2. Enabling asset management

6.2.1. Key asset management roles and responsibilities

Leadership is critical when aspiring to achieve enhanced asset management practice. Elected Members, Executive Leadership Teams, asset management staff, and other officers have opportunities to demonstrate leadership at various levels of asset management.

Under the Local Government Act, Council is required to provide good quality local public services. To do this Elected Members make decisions about asset investment, the levels of service provided to the community, and the affordability of those services. Elected Members have overall responsibility to ensure asset portfolios are carefully and responsibly managed on behalf of the community.

Council's Executive Leadership Team is made up of the Chief Executive, Chief Financial Officer, and the General Managers of each council unit. This team provides direction for asset management at the tactical level. Due to Manawatu District Council not having an Asset Management Policy or and a whole of council approach to asset management, it generally falls to each General Manager to provide direction to their relevant teams.

Leadership in asset management within the Community Facilities activity is the responsibility of the Community Assets Manager. This role is supported by the Asset Management Coordinator in compiling asset data, maintenance of the asset database, and development of asset management plans.

6.2.2. Organisational capabilities and competencies

While there is significant knowledge of asset management principals within the Manawatu District Council, a major weakness is the lack of a whole of council approach to asset management. Those departments responsible for managing Council's assets generally work in silos, with strategic direction coming from the various strategies and plans relevant to the departments activities. There are also significant differences between the maturity level of Council's various asset management plans, generally depending on which department is responsible for developing the plan.

An asset management policy and strategic asset management plan for the entire organisation would provide a more consistent approach to asset management across the whole organisation. However, there is no plan to develop either of these documents in this cycle of asset management plans.

6.3. Performance monitoring

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. Manawatu District Council uses levels of service to measure how well our assets are performing.

Each of Council's agreed levels of service include one or more identified performance measures, along with the corresponding performance measure standard. The levels of service for the Community Facilities Strategy use a mixture of complaints, quarterly residents survey results, and compliance with legislative requirements to measure the performance of the assets.

6.4. 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. The risk assessment process identifies credible risks, the likelihood of the risk eventuating, and the consequences should the event occur. A risk rating is calculated,

and an evaluation of the risk is undertaken, including development of controls or treatments for non-acceptable risks.

Each of the six Asset Management Plans within the Community Facilities activity include a detailed risk management plan. These Plans include an assessment of the risks against Council's Risk Framework, a list of controls already in place, and further treatments identified to further manage these identified risks.

When assessing 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.

6.5. Summary of maturity assessment results

A self-assessment was undertaken by council officers in early 2023, using the Āpōpō Asset Management Maturity Assessment Tool. It is a spreadsheet tool, which looks at the gap between current and target or appropriate levels of asset management maturity.

The results of this assessment gave a maturity score of **core** for the Community Facilities activity.

An important factor in arriving at this maturity score for the Community Facilities activity, is the lack of strategic direction for asset management organisation-wide. Council, as an organisation, would need to implement an Asset Management Policy and develop a strategic asset management plan for the entire organisation if it desired to reach a higher maturity level.

Discussions have been held at an executive level about the desired level of maturity for the entire organisation. Work will be done prior to the next iteration of this Plan to identify work needed to lift maturity levels and, if appropriate, what actions need to be taken.

6.6. Decision frameworks applied

Council uses a number of strategic documents to assist in its decisions about both the management of existing assets throughout their lifecycle and the acquisition of new assets. These strategic documents provide frameworks for making decisions about new and existing assets, ensuring Council is making consistent, informed decisions about its assets and that there is transparency for the community.

The following sections provide a brief description of these strategic documents, and how they support the Community Facilities activity.

6.6.1. Community Facilities Strategy 2020

The Community Facilities Strategy acts as a tool to assist decision making 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.

The Strategy was created to achieve consistency in the management of Council's community facility assets, and 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.

6.6.2. 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.

6.6.3. 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.

6.6.4. Walking and Cycling Strategy 2020

The Walking and Cycling Strategy provides both Council and the community with a framework to increase participation in walking and cycling within the Manawatū District. The Strategy assists Council in co-ordinating and prioritising the many requests for footpaths and cycleways received by the community, and enable a coordinated approach to delivering wider initiatives that will encourage people to travel by foot or by bike more often.

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.

6.6.5. 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 Manawatū-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.

7. Financial Forecasts

7.1. Assumptions and uncertainty

In preparing its 10-Year Plan 2024-2034, Council has compiled a number of significant forecasting assumptions. These assumptions are important when developing levels of service and preparing financial forecasts.

The table below shows the key assumptions made when developing the Community Facilities asset management plans, the likelihood of an alternative scenario occurring, and the impact that alternative scenario would have.

Key Assumption	Likelihood	Impact
Population growth for the District will not exceed projections of 1.55% per annum from 2023 to 2030, 1.06% per annum from 2030 to 2040 and 1.04% per annum from 2040-2054 (based on Infometrics HIGH scenario).	Possible	Moderate Significantly higher population growth may impact negatively on levels of service, as community infrastructure has insufficient capacity to meet demand.
Age group demographics for the District will not differ significantly from those projected within the Infometrics medium growth scenario.	Possible	Minor The forecast demographics of the Manawātū District Community is relevant when considering the types of services, projects and activities delivered by Council. If the actual demographics differ significantly from forecasts, this will influence demand for Council facilities, including parks, reserves and sports facilities.
Climate change will influence the intensity and frequency of extreme weather and climate events in the District as predicted by NIWA.	Unlikely	Major Any significant climatic changes would affect demand for Council services and could adversely affect infrastructure. Effects of climate change that are a concern for Council are primarily increased incidences of extreme weather. Risks include more frequent or costlier storm damage from flooding, and that stormwater standards will not be met. This would increase costs from repair works, and possibly lead to demand for increased levels of service. Other risks include impacts on the economic and social wellbeing of our communities through more frequent or severe flooding, drought and/or heavy snowfall.
Assets will deliver the required level of service over their documented useful life.	Possible	Major Insufficient renewals would impact on the reliability of service delivery with the increasing likelihood of asset failures. Significant asset failure would require additional funding which would impact on debt levels and rates increases.
That inflation costs will increase as per the scenarios forecast by Business Economic Research Ltd.	Unlikely	Major Council may face increased costs if inflation rates differ significantly from forecasts. The biggest impact in the short term would be to threaten the rates affordability in subsequent

years. Significant (and unexpected) cost increases will raise questions over levels of service and affordability.

7.2. Asset valuation and depreciation forecasts

Asset values for the Community Facilities activity are generally forecast to increase, as additional assets are added to the portfolio and planned renewals are undertaken. Some sub-activities may see a slight decrease in value, where assets that have been deemed surplus to requirements are disposed of or renewals are not undertaken.

Current high inflation rates, coupled with increased costs of building materials and services, and the length of time it is taking to obtain materials and services, have also led to a significant increase in the valuation of a number the assets within the Community Facilities activity.

Council’s Funding Strategy provides the financial framework for making decisions over the life of the 10-Year Plan. Part of the Strategy highlights those activities where depreciation is funded and those that aren’t. The Community Facilities activity is one where a significant portion of the assets within the activity do not have their depreciation funded. Low and medium-profile Halls do not have depreciation funded, and only 50% of the depreciation on parks, reserves and sportsgrounds is funded.

As part of the 10-Yearc Plan 2024-2034, Council has developed a number of significant forecasting assumptions. One of these assumptions focuses on asset valuations, and assumes that valuations will increase at the same rate as relevant inflation categories. If valuations were to increase faster or slower, there would be an impact on Council’s depreciation funding. The likelihood of either of these alternative occurring is identified as **unlikely**.

7.3. OPEX and CAPEX forecasts

The approximate total expenditure for the Community Facilities Activity for the period covered by the 10-Year Plan 2024-2034, for both maintenance and capital projects, is \$56.26 million. This consists of \$8.51 million of maintenance projects, \$11.76 million of renewal projects and \$35.99 million of acquisition/upgrade projects.

There is also a projected operational spend of \$92.71 million over the 10-Year Plan 2024-34. This figure represents the include regular activities required to provide services from our assets. Consequential operational costs from newly acquired or upgraded assets is also included in this figure.

The figure below shows the forecast cost split between operational costs, and maintenance, renewal, and acquisition/upgrade projects, for the Long-Term Plan 2024-34.



The figure below shows the projected capital (renewal and development projects) and operational (operational costs and maintenance projects) expenditure each year for the period of the Long-Term Plan 2024-34. The full breakdown of the operational, maintenance, renewal, and acquisition/upgrade expenditure for the sub-activities within the Community Facilities Activity can be found in the relevant Asset Management Plans.



Operational expenditure is for those activities to provide services, including cleaning, utility costs, asset inspections, and ground maintenance.

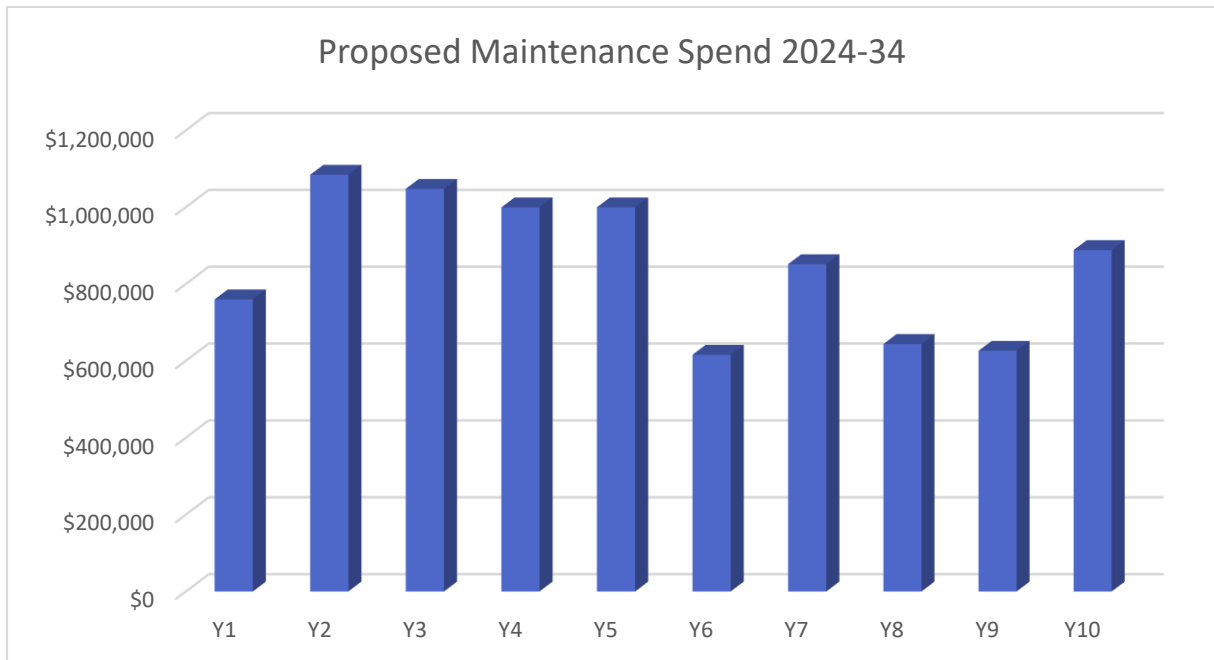
The approximate total operational expenditure for the Community Facilities Activity for the period of the Long-Term Plan 2024-34 is \$92.71 million. The figure below shows the total operational expenditure for the Plan. A full breakdown of the operational expenditure for each of the sub-activities within the Community Facilities Activity can be found in the relevant Asset Management Plan.



Maintenance activities are those activities necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating.

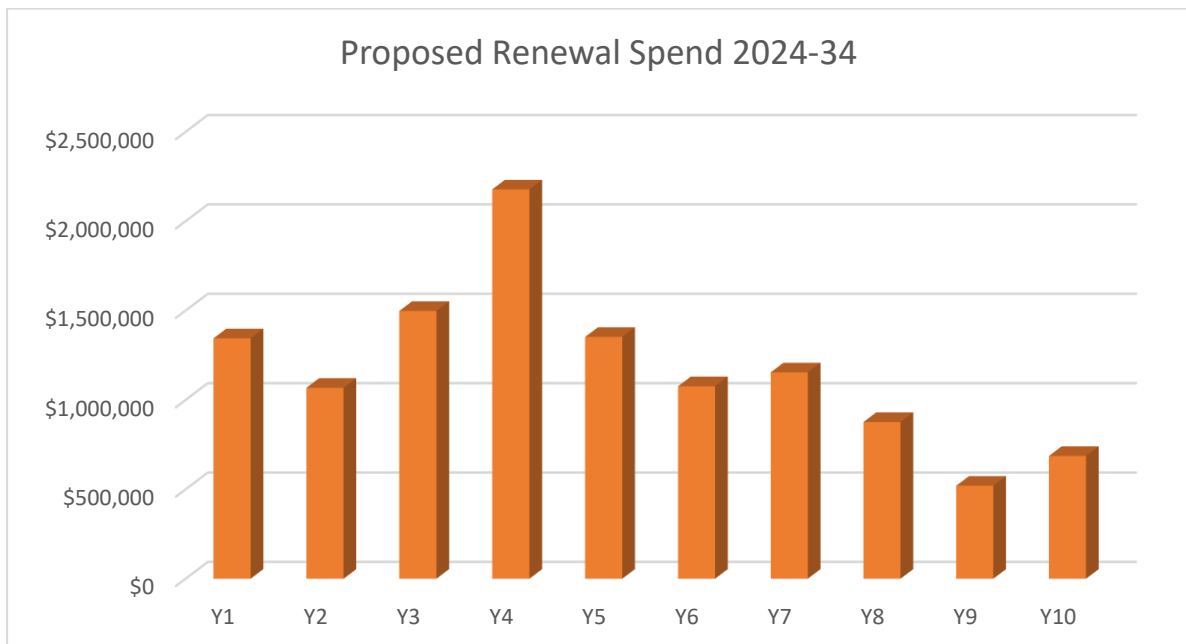
The approximate total maintenance expenditure for the Community Facilities Activity for the period of the Long-Term Plan 2024-34 is \$8.51 million. The figure below shows the total

maintenance expenditure for the 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.



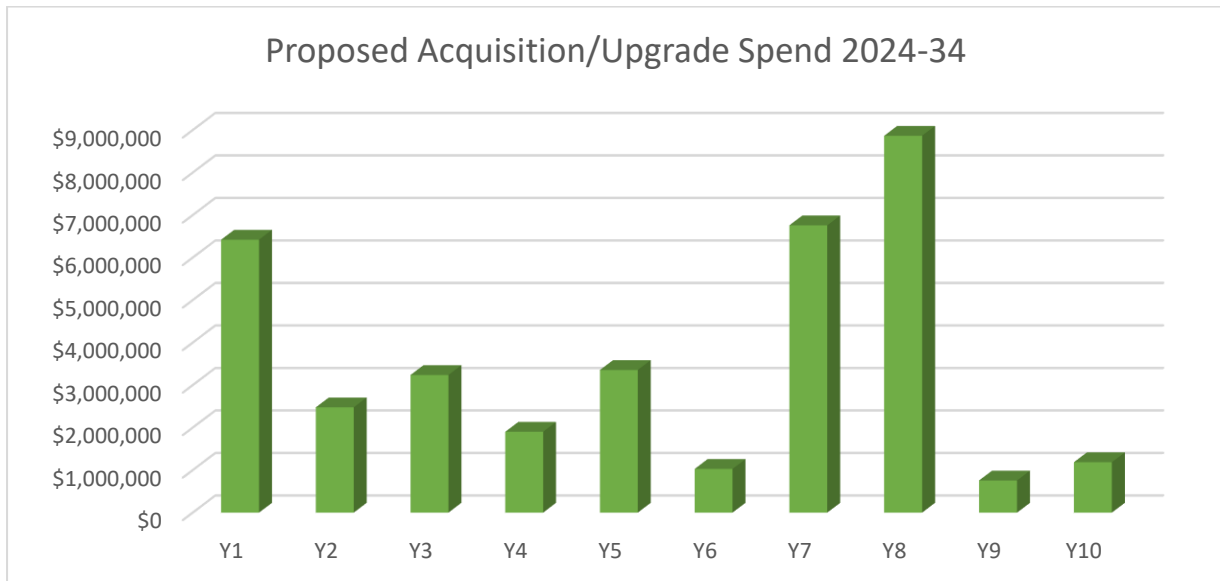
Renewal is major capital work which does not significantly alter the original service provided by the asset but restores, rehabilitates, replaces or renews an existing asset to its original service potential.

The approximate renewal expenditure for the Community Facilities Activity for the period of the Long-Term Plan 2024-34 is \$11.76 million. The figure below shows the renewal expenditure for the period of this Plan. A full breakdown of the renewal expenditure for each of the sub-activities within the Community Facilities Activity can be found in the relevant Asset Management Plan.



Acquisition reflects the new assets that did not previously exist or works which will upgrade or improve and existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to/vested in Council.

The approximate acquisition/upgrade expenditure for the Community Facilities Activity for the period of the Long-Term Plan 2024-34 is \$35.99 million. The figure below shows the acquisition/upgrade expenditure for the period of this Plan. A full breakdown of the acquisition/upgrade expenditure for each of the sub-activities within the Community Facilities Activity can be found in the relevant Asset Management Plan.



7.4. Long term financial planning process

A number of documents outline how funding will be provided to acquire, operate, maintain, renew, and dispose of the assets within the Community Facilities activity. These include Council’s Financial Strategy and Revenue and Financing Policy; both of these documents form part of Council’s Long-Term Plan.

The Financial Strategy provides the framework for making decisions over the life of the 10-Year Plan. It outlines how Council intends to manage its finances, the impact on rates, debt levels of service and investments. It draws together all of the issues outlined in the 10 Year Plan, sets out their financial implications and the way that Council proposes to address these implications.

The purpose of the Revenue and Financing Policy is to set out all the potential revenue and funding sources available to Council, and outline its policies about how and when it will use each. It also presents Council’s policies for the funding of operating expenditure and capital expenditure, and details the funding arrangements for each of its activities.

8. What is our response

8.1. Response to key drivers

Our response to managing demand drivers for the Community Facilities activity is detailed in the relevant sub-plan. The proposed response to the key drivers outlined within this Plan are detailed in the table below.

Driver	Response
Extent of deferred maintenance and renewals on community halls and Council property	Develop planned preventative maintenance plans
	Periodic condition assessments
Demand for improved heating and ventilation at the Feilding Civic Centre	Upgrades to the existing HVAC system within the Feilding Civic Centre
Increased demand for non-structured recreation (e.g. walking and cycling) and open spaces for natural environment and wellbeing	Expanding the walkway and cycleway portfolio
	Ensure high level of maintenance within reserves and open spaces to enable space for the community
Demand for cemetery spaces that accommodate a wide variety of cultures	Spatial and land development plans within Council's cemeteries

8.2. Asset management improvement planning

It is important that we audit and plan to improve our approach to asset management. In the past we have developed an improvement plan as part of our asset management plans, but often the actions were not budgeted for or implemented. During this iteration of Community Facilities Asset Management Plans, an independent review was sought and the suggested improvements form part of this improvement plan.

The table below lists the improvements we plan to make to our approach to asset management and our asset management plans.

Task	Responsibility	Resources Required	Timeline
1 Increase level of data held in RAMM	Asset Management & Compliance Coordinator	Staff time; within existing budgets	Ongoing
2 Incorporate outcomes of Council's Environmental Strategy	Community Assets Manager	Staff time; within existing budgets	2024-2026
3 Incorporate Te Ao Māori linkages	Community Assets Manager	Staff time; within existing budgets	2024-2026
4 Carry-out periodic condition assessments on the assets within the Community Facilities Activity	Community Assets Manager	Third party Inspector; additional budget	2024-2034
5 Conduct comprehensive review of Levels of Service for the Community Facilities Activity	Community Assets Manager	Staff time; within existing budgets	2027/28
6 Continue implementing actions from the Cemeteries Management Strategy 2020	Cemeteries Officer	Staff time; third party experts; additional budget	2024-2034
7 Continue implementing actions from the Community Facilities Strategy 2020	Community Assets Manager	Staff time; third party experts; additional budget	2024-2034

8	Development of Acquisition and Disposal Plan	Strategic Community Property Adviser	Staff time; third party experts; additional budget	2024-2034
9	Implementation of the actions within the Reserve Management Plans 2020 and the Walking and Cycling Strategy 2020	Community Assets Manager	Staff time; within existing budgets	2021-2024
10	Implementation of actions relating to Sports Parks within the Regional Sport Facilities Plan.	Community Assets Manager	Staff time; within existing budgets	2021-2024
11	Develop and implement an Open Spaces Policy to guide how Council manages open spaces, particularly within the central business districts.	Community Parks & Property Adviser	Staff time; within existing budgets	2024-2027
12	Develop and implement a management plan for street trees and gardens throughout the District.	Community Parks & Property Adviser	Staff time; within existing budgets	2024-2027
13	Develop and implement planned/preventative maintenance plans for High Profile Community Halls	Community Assets Liaison	Staff time; within existing budgets	2024-2034
14	Incorporate suggested amendments to Plan structure from external peer review	Asset Management & Compliance Coordinator	Staff time; within existing budgets	2024-2027

8.3. Monitoring and reviewing processes

This Asset Management Plan will be reviewed during the annual planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets. A complete revision and update of this Plan will be completed as part of the 2027-2037 10-Year Planning process.

The table below describes to tasks involved in the monitoring and review of this Plan.

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.