

# Richmond Aquatic Centre Activity Management Plan 2021-2051



## Quality Assurance Statement

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# 1 Executive Summary

The purpose of this Activity Management Plan (AMP) is to outline the Council's strategic long-term approach to the provision of service, operation and maintenance of the Richmond Aquatic Centre (the Centre).

Prime Minister Helen Clark opened the facility on 10 September 2004. The adjoining 400 square metre Fitness Centre was opened in June 2011. The facilities include a 25-metre eight-lane competition pool, 20m five lane teaching pool, wave pool, lazy river, hydrotherapy pool, toddler's pool, family and adult spas, café and aquatic shop. The Centre provides a range of classes and services to promote and encourage aquatic skills, recreation, fitness and competition. The demand for the Centre is steadily increasing, attributed to population growth and availability of additional recreational activities. The Centre is registering approximately 300,000 users per annum, and currently has a high level of satisfaction. As the Centre ages it is likely to be subject to increased maintenance and renewal of existing plant.

The Activity Management Plan covers:

- A description of the activity
- The activity management policies and strategies
- The main risk issues identified for the activity
- Intended levels of service and performance targets
- Information on the assets involved in delivering services
- The estimated cost for achieving and maintaining the target levels of service.

## 1.1 What We Do

The Council owned Richmond Aquatic Centre, located in Richmond, is open year-round. The facility includes a range of pools (for therapeutic, learn to swim, training, leisure activities), a fitness centre, associated administration and service facilities, and a café. As well as casual users, there are multiple programmes targeted to different user groups. Examples include swimming lessons, aqua jogging, aqua fitness, Les Mills fitness, Wave Rave, Stand Up Paddle boarding, Waka Ama, Water Safety, Splash Time (pre-school), Legends (over 60's), and after school programmes.

The facility operation is under a management contract with Community Leisure Management Limited (CLM). Council manages the maintenance and capital for renewal and upgrade works to the building.

## 1.2 Why We Do It

Our Richmond Aquatic Centre enables people to learn to swim and enhances community well-being by providing opportunities for physical recreation and leisure, enabling improved community health and fitness, and providing opportunities for social interaction. The Council's ownership and contracted management of the Aquatic Centre ensures the assets are available for the community's use.

## Activity Goal

We aim to provide an aquatic facility that:

- Assists in meeting the community demand for aquatic activities and provides the level of service that the customer wants and are prepared to pay for
- Promotes physical, psychological, and social well-being of communities in Tasman District and to also provide amenities that meet the needs of residents and visitors
- Increases the number of users while maintaining the current level of service
- Provides sound forward planning through asset management, and
- Ensures our facility meets the changing needs of our community.

## 1.3 Key Issues

### 1.3.1 Prioritisation

Council cannot afford to undertake all work at once due to financial and resource constraints. This means that Council needs to prioritise what work it undertakes first, and what work can wait until later.

There are multiple factors that affect the priority of individual works. These include:

- The need to protect public health and safety
- Statutory compliance
- Meeting the needs of population growth
- Readiness to implement works
- Co-funding opportunities
- Enabling pleasant community environments
- Measuring the benefits and risks
- District distribution
- Strategic fit.

The Council has taken the above into consideration when planning its programme of work. Generally, mandatory requirements such as statutory compliance takes priority, and discretionary works have been scheduled second to this.

The most important issues relating to the Richmond Aquatic Centre activity are shown in Table 1 below.

Table 1: Key Issues for the Richmond Aquatic Centre Activity

Key Issue	Discussion
<b>Pressure on facilities including; toilets, showers change rooms and car parking from growing user numbers.</b>	Mitigation measures include managing peak demand; and working with the facility managers to shift users from peak to quiet times by offering additional programmes during the off-peak.
<b>Ageing population</b>	The number of retired people is forecast to increase significantly in the next 20 years and this will result in changing use and demand for recreation facilities. We anticipate an increase in demand on the Centre.
<b>Increasing population</b>	Continuing population growth will cause increasing demand on the Richmond Aquatic Centre facilities and recreation activities will need to be managed cost effectively.
<b>Maintenance and renewals</b>	Council has allocated \$40,000 per annum to the annual maintenance and renewals budget for the Long-Term Plan. \$1,538,000 has been budgeted over ten years for capital plant renewals. \$587,000 of this sum is allocated in the 2029-30 financial year for major renewals.
<b>Management contract</b>	Council renewed the Contract with Community Leisure Management Ltd (CLM) until 30 November 2025. A review of the current funding arrangements to ensure cost effectiveness is to be undertaken during 2023.
<b>Rates and water costs</b>	Council currently pays the Council rates and the water consumption charges for the facility. This is budgeted at \$36,000 per annum (uninflated).

## 1.4 Responding to the Issues

Council proposes to maintain the existing level of service provided to an increasing number of users. The Aquatic Centre is over 16 years old and will need an increasing level of renewals and maintenance to enable this to occur.

## 1.5 Operational Programme

The Council's strategy is to maintain the Centre to provide aquatic and fitness facilities to the community, at the least long-term cost to the Council. The complex is operated under contract by CLM, which is responsible for ensuring the facilities are adequately maintained and safely operated.

## 1.6 Capital Programme

Renewal expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to its original capacity comes under new work expenditure.

Assets are considered for renewal as they near the end of their effective working life, or where the cost of maintenance becomes uneconomical, and when the risk of failure of critical assets is sufficiently high.

The renewal programme has been developed by the following:

- Taking the asset age and remaining life predictions from the valuation database, calculating when the remaining life expires, field validation of the current condition, and converting that into a programme of replacements based on current unit rates.
- Reviewing and justifying the renewals forecasts using the accumulated knowledge and experience of asset operations and asset management staff.

A condition assessment of the assets at the Centre was completed in 2014, which has identified renewal expenditure for building components.

## 1.7 Key Changes

There are no key changes planned for the period. The Council proposes to maintain the existing level of service.

### 1.7.1 Key Risks and Assumptions

Risks associated with users of the Aquatic Centre are mitigated through compliance with standards and regular inspections and assessment.

The Council's risk management strategy in relation to the Centre is:

- To maintain and ensure compliance with up-to-date Health and Safety plans for all staff and contractors, and manage the contractors' response to new Health and Safety issues
- To monitor the condition of the plant on a regular basis and maintain compliance with water quality standards
- To ensure that a regular maintenance programme is maintained
- To monitor potential hazards on a regular basis, and to take appropriate action to reduce possible risks by eliminating, mitigating or isolating the hazard as soon as any potential hazard is identified
- To monitor the structural aspects of the facility and ensure that they are maintained in a safe and sound condition that complies with the Building Act, where required, and
- To monitor the contractor's performance against the operations contract.





Figure 1: Richmond Aquatic Centre frontage



## 2 Introduction

The purpose of this activity management plan is to outline and to summarise in one place, the Council's strategic management and long-term approach for the provision and maintenance of the Richmond Aquatic Centre facility.

### 2.1 Rationale for Council Involvement

The Council's rationale for providing the Centre is to enhance community well-being by delivering a service to its community for recreation, swim training, competition, health, fitness and to enable people to learn to swim for their safety. The Council is required by the Local Government Act and by community expectation to promote the well-being of the community. The Council's ownership and management ensures the assets are available for the community's use. Public swimming pool provision provides recreation facilities with wide ranging benefits, such as:

- Learn to swim programmes, which are considered a vital public service given our coastal and river environment and high rate of accidental drowning in New Zealand
- Physical recreation and fitness activities to promote health and well-being
- Sports and competitive activity
- Leisure and play activity beneficial to families and children; and
- A recreation activity available to all ages, genders and abilities.

### 2.2 Description of Assets and Services

The Centre is located at 161 Salisbury Road, Richmond. The Centre's facilities provide a modern aquatic facility in Richmond. The Centre services Richmond and surrounding areas including Nelson South. The pool is open year-round offering supervised swimming, aquatic fitness classes, gym classes, recreation and leisure uses. The facilities include a 25 m eight-lane competition pool, 20m five lane teaching pool, wave pool, lazy river, hydrotherapy pool, toddler's pool, family and adult spas, sauna, gym, fitness centre, fitness classroom, café and shop.

### 3 Strategic Direction

Our strategic direction is to provide the Richmond Aquatic Centre to contribute to community well-being and meet community expectations.

#### 3.1 Our Goal

Table 2: Activity Goal

Activity Goal
<p>We aim to provide an aquatic facility that:</p> <ul style="list-style-type: none"> <li>• Assists in meeting the community demand for aquatic activities and provides the level of service that the customer wants and are prepared to pay for</li> <li>• Promotes physical, psychological, and social well-being of communities in Tasman District and to also provide amenities that meet the needs of residents and visitors</li> <li>• Increases the number of users while maintaining the current level of service</li> <li>• Provides sound forward planning through asset management, and</li> </ul> <p>Ensures our facility meets the changing needs of our community.</p>

#### 3.2 Contribution to Community Outcomes

Table 3: Community Outcomes

Community Outcomes	Does Our Activity Contribute to the Community Outcome	Discussion
<b>Our unique natural environment is healthy, protected and sustainably managed</b>	Yes	The Centre is operated in a way that ensures detrimental impacts to the surrounding environment are minimised
<b>Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed</b>	Yes	The Centre is designed and managed to meet the current needs of our community. Changing demographics population growth, and community demand is strategically managed for future needs
<b>Our infrastructure is efficient, cost effective and meets current and future needs</b>	Yes	The Centre is managed, operated and maintained to meet the demands of customers in a cost-effective way

Community Outcomes	Does Our Activity Contribute to the Community Outcome	Discussion
Our communities are healthy, safe, inclusive and resilient	Yes	The Centre is designed and managed to ensure users safety and to cater for the needs of the whole community. It supports specific social needs and provides a venue for people to learn to swim for their ongoing fitness and safety
Our communities have opportunities to celebrate and explore their heritage, identity and creativity	No	
Our communities have access to a range of social, cultural, educational and recreational facilities and activities	Yes	The Centre is a high-quality community and recreation facility that provides for a range of leisure, social and educational opportunities
Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement	Yes	We take opportunities to partner with a range of user groups and clubs
Our region is supported by an innovative and sustainable economy	No	

### 3.3 Financial Strategy

The Financial Strategy outlines the Council's financial vision for the next 10 to 20 years and the impacts on rates, debt, levels of service and investments. It guides the Council's future funding decisions and, along with the Infrastructure Strategy, informs the capital and operational spending for the Long Term Plan 2021-2031.

Over the next 10 years, forecast rate income increases and debt levels are projected to be very near the Council's limits. The Council has had to work hard to prioritise and plan a work programme, which addresses the most pressing key issues while staying within these limits. This means there is very little scope to add further work to the programme within the next five years.

### 3.4 Prioritisation

The Council provides many services on behalf of Tasman's residents and there is often competing demands for the Council's investment across and within these services. The Council needs to decide how much, and when, to invest in these services in a way that maintains affordability for customers and ratepayers.

There are multiple factors that affect the priority of individual projects or work-streams. These include:

- The need to protect public health and safety
- The need to conserve and enhance the natural environment
- Statutory compliance
- Meeting the needs of future population growth
- Readiness to implement works
- Co-funding opportunities
- Creating functional and attractive public places
- Benefits and risks
- District distribution
- Strategic fit.

The Council has applied the following principles when developing its programme of works:

- To continue to meet its fiscal prudence, sustainability and environmental sustainability obligations
- To keep the medium to long term in focus, i.e. rather than being diverted by the short term recovery caused by the 2020 Covid-19 pandemic
- To understand the trade-off's or benefits across all of the well-being domains (social, environmental, economic and cultural)
- To capitalise on the economic environment (i.e. enhanced borrowing terms, and increased labour and skills availability)
- To make the most of the enhanced opportunities of Government funding, subsidies and other incentives to advance the community outcomes
- To right size the Council staffing and operational expenditure.

The Council has taken all of the above into consideration in order to present a programme that is achievable and affordable. Generally, mandatory requirements such as statutory compliance take priority, and discretionary activities have been programmed second to this.

### 3.5 Tasman Climate Action Plan

In 2019, the Council adopted the 'Tasman Climate Action Plan' (Action Plan). The Action Plan is the Council's initial response to the urgent need to take action on climate change, to build climate resilience and reduce greenhouse gas emissions.

The Action Plan sets out goals, targets and actions relating to three key themes:

- Mitigation – how we can reduce greenhouse gas emissions from the Council's activities.
- Adaptation – ways we can respond to our changing environment, including positive opportunities.
- Leadership – how we can lead by example, advocate and encourage others to take action.

The following goals are the long-term aspirations of the Council. They represent the first step towards a cohesive package of activities that address climate change issues.

- The Council contributes to New Zealand's efforts to reduce greenhouse gas emissions (including net carbon emissions)
- Tasman District becomes more resilient to the impacts of climate change
- The Tasman Community is informed of climate change actions and options for response
- The Council shows clear leadership on climate change issues.

Goals will be measured against targets and achieved by implementing the actions set out in the Action Plan. Targets and actions of relevance to this activity (e.g. those relating to information provision and leadership goals), can be viewed within the online version of the Action Plan at: [www.tasman.govt.nz/climate-change](http://www.tasman.govt.nz/climate-change).

## 4 Key Linkages

In preparing this Activity Management Plan (AMP) the project team has taken account of:

- National drivers – for example the drivers for improving AMPs through the Local Government Act 2002
- Regional and local drivers – community desire for increased level of service balanced against the affordability
- Linkages – the need to ensure this AMP is consistent with all other relevant plans and policies
- Constraints – the financial constraints and obligations the Council has to comply with in undertaking this activity.

### 4.1 Key Legislation

Key legislation related to the management of the Richmond Aquatic Centre include:

- Children’s Act 2014
- Local Government Act 2002
- Health and Safety at Work Act 2015
- Public Health Bill 2007
- Reserves Act 1977
- Fire Safety and Evacuation of Buildings Regulations 1992
- Fire Service Act 1975
- Hazardous Substances and New Organisms Act 2004.

Industry standards and guidelines affecting this activity:

- Pool Water Quality NZS 5826:2010
- Health and Safety at Work Act 2015
- Pool Safe Scheme New Zealand Recreation Association (NZRA)/ACC
- NZS 3910:2013 Conditions of Contract for Building and Civil Engineering Construction
- NZRA Swimming Pool Guidelines 2016.

### 4.2 Key Planning, Policies and Strategies

This plan is a key component in the Council’s strategic planning function. Among other things, this plan supports and justifies the financial forecasts and the objectives laid out in the Long-Term Plan. It also provides a guide for the preparation of each Annual Plan and other forward work programmes.



Table 4: Council plans and policies affecting the Services AMP

Plans, Policies and Strategies	Discussion
<b>Long Term Plan (LTP)</b>	The LTP is the Council's ten year planning document. It sets out the broad strategic direction and priorities for the long-term development of the District; identifies the desired community outcomes; describes the activities the Council will undertake to support those outcomes; and outlines the means of measuring progress
<b>Activity Management Plans (AMPs)</b>	AMPs describe the infrastructural assets and the activities undertaken by the Council and outline the financial, management and technical practices to ensure the assets are maintained and developed to meet the requirements of the community over the long term. AMPs focus on the service that is delivered as well as the planned maintenance and replacement of physical assets. The Centre's activity has links with the Property Services AMP and the Reserves and Facilities AMP.
<b>Annual Plan</b>	A detailed action plan on the Council's projects and finances for each financial year. The works identified in the AMP form the basis on which annual plans are prepared. With the adoption of the LTP, the Annual Plan mainly updates the budget and sources of funding for each of the years between the LTP.
<b>Annual Report</b>	The Annual Report identifies the prior year's achievements against Long Term Plan / Annual Plan targets.
<b>Annual Work Programme</b>	The expenditure projections for the annual work programme will be taken directly from the financial forecasts in the AMP.
<b>Contracts and agreements</b>	The service levels, strategies and information requirements contained in the AMP are the basis for performance standards in current Maintenance and Professional Service Contracts for commercial arrangements
<b>Corporate information</b>	Quality asset management is dependent on suitable information and data and the availability of sophisticated asset management systems which are fully integrated with the wider corporate information systems (e.g. financial, property, GIS, customer service, etc.) The Council's goal is to work towards such a fully integrated system.
<b>Council bylaws, standards and policies</b>	These tools for asset creation and subsequent management are needed to support activity management tactics and delivery of service.
<b>Growth supply and demand model</b>	The Growth Supply and Demand Model predicts the population increases for the district over the coming 20+ years. These predictions influence the likely demand on the Council activities, infrastructure and services.

Plans, Policies and Strategies	Discussion
Operational plans	Operating and maintenance guidelines to ensure that the asset operates reliably and is maintained in a condition that will maximise useful service life of assets within the network.
Significance and Engagement Policy	This policy informs and determines the relationship the Council and community share with regard to engagement.
Te Tiriti o Waitangi – Treaty of Waitangi	The Treaty of Waitangi is an agreement between Māori and the Crown. Under Section 4 of the Local Government Act 2002, local authorities are required to ‘recognise and respect the Crown’s responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes’. Further sections of the Act, particularly 77 and 81, detail the scale of requirement for local authorities to seek contributions and involvement from Māori in consultation and decision-making processes.

# 5 Levels of Service

A key objective of this plan is to match the levels of service provided by the Centre with the agreed expectations of our customers and their willingness to pay for that level of service. These levels of service provide the basis for the life cycle management strategies and work programmes identified in this plan.

Levels of service are attributes that the Council expects of its assets to deliver the required services to stakeholders.

A key objective of this plan is to clarify and define the levels of service for the Centre and then identify and cost future operations, maintenance, renewal and development works required of these assets to deliver that service level. This requires converting user's needs, expectations and preferences into meaningful levels of service.

Levels of service can be strategic, tactical or operational. They should reflect the current industry standards and be based on:

- Customer Research and Expectations: information gained from stakeholders on expected types and quality of service provided.
- Statutory Requirements: legislation, regulations, environmental standards and the Council bylaws that impact on the way assets are managed (e.g. resource consents, building regulations, health and safety legislation). These requirements set the minimum level of service to be provided.
- Strategic and Corporate Goals: provide guidelines for the scope of current and future services offered and manner of service delivery, and define specific levels of service, which the organisation wishes to achieve.
- Best Practices and Standards: specify the design and construction requirements to meet the levels of service and needs of stakeholders.

## 5.1 Our Levels of Service

Table 5 summarises the levels of service and performance measures for this activity. The light blue shaded rows are the levels of service and performance measures to be included in the LTP and reported in the Annual Plan. Unshaded white rows are technical measures that are only included in the Activity Management Plan.

Table 5: Levels of Service and Performance Measures

Levels of Service	Performance Measure	Current Performance	Future Performance Targets			
			Year 1	Year 2	Year 3	By Year 10
			2021/2022	2022/2023	2023/2024	2024 – 2031
There is a high level of satisfaction reported from users of the facility.	At least 80% of users rate their satisfaction with Aquatic Centre facilities as fairly satisfied or better, in annual residents' surveys.	In 2020, 90% of respondents to the Council's residents survey were satisfied or very satisfied with the Aquatic Centre and 8% not satisfied and 2% did not know.	At least 80% of users rate their satisfaction with Aquatic Centre facilities as fairly satisfied or better, in residents' surveys.	At least 80% of users rate their satisfaction with Aquatic Centre facilities as fairly satisfied or better, in residents' surveys.	At least 80% of users rate their satisfaction with Aquatic Centre facilities as fairly satisfied or better, in residents' surveys.	At least 80% of users rate their satisfaction with Aquatic Centre facilities as fairly satisfied or better, in residents' surveys.
The Richmond Aquatic Centre facility is well used.	Admissions to the Aquatic Centre pool facility increases over time.	256,916 admissions to the pool facility at Richmond Aquatic Centre in 2020.	250,000+ admissions.	250,000+ admissions.	250,000+ admissions.	250,000+ admissions.
The Richmond Aquatic Centre is a safe environment for staff and the public.	The facility maintains "Pool Safe" accreditation, this audits all health and safety regulations and staff training being meet.	Achieved	Pool Safe accreditation attained.	Pool Safe accreditation attained.	Pool Safe accreditation attained.	Pool Safe accreditation attained.

Levels of Service	Performance Measure	Current Performance	Future Performance Targets			
			Year 1	Year 2	Year 3	By Year 10
			2021/2022	2022/2023	2023/2024	2024 – 2031
	Free available chlorine average levels are maintained at 1.2mg/m <sup>3</sup> for the lane and wave pools.	Achieved	Free available chlorine average levels are maintained at 1.2mg/m <sup>3</sup> for the lane and wave pools.	Free available chlorine average levels are maintained at 1.2mg/m <sup>3</sup> for the lane and wave pools.	Free available chlorine average levels are maintained at 1.2mg/m <sup>3</sup> for the lane and wave pools.	Free available chlorine average levels are maintained at 1.2mg/m <sup>3</sup> for the lane and wave pools.

## 6 Our Partners, Customers and Stakeholders

The Council engages and consults with iwi partners, customers, and stakeholders to gain an understanding of their needs, expectations and preferences. This enables the Council to provide outcomes that better meet the community's needs.

### 6.1 Iwi Partners

Māori are tangata whenua of Aotearoa / New Zealand. They have a long and rich association with Te Taihū o te Waka-a-Māui (Te Taihū) / the Top of the South Island. There are eight iwi that whakapapa and have Statutory Acknowledgements to places within Te Taihū and Tasman District. They are represented by the following post settlement governance entities:

- Ngāti Apa ki te Rā Tō
- Ngāti Koata Trust
- Te Rūnanga o Ngāti Kuia Trust
- Te Rūnanga a Rangitāne O Wairau
- Te Rūnanga o Ngāti Rārua
- Ngāti Tama ki te Waipounamu Trust
- Te Ātiawa o te Waka-a-Māui
- Te Rūnanga o Toa Rangatira

Tasman District also covers the Northwestern part of the Ngāi Tahu takiwā (tribal area/territory). Murchison is within the Ngāi Tahu takiwā and Ngāti Waewae are the Papatipu Rūnanga on this Northwestern side.

Each iwi has their own unique history and association with places across the Tasman District. These areas are not easily defined and do not match or stay entirely within the boundaries of the Tasman District.

The Council staff aim to engage with iwi / Māori on matters that are of interest and importance to them. Extra care will be taken to consider and apply the principles of the Tiriti o Waitangi / Treaty of Waitangi. The Council acknowledge that it is important to agree the appropriate level of engagement with iwi / Māori at the outset of a project. This may range from informing through to opportunities for co-governance.

More information about iwi of Te Taihū can be found on the Council's website at <https://www.tasman.govt.nz/my-region/iwi/> and their own websites and social media channels.

### 6.2 Stakeholders

There are many individuals and organisations that have an interest in the management and / or operation of the Council's assets and services. The Council has a Significance and Engagement Policy which is designed to guide the expectations of the relationship between the Council and the Tasman community.



The Council has made a promise to seek out opportunities to ensure the communities and people it represents and provides services to have the opportunity to:

- be fully informed
- provide reasonable time for those participating to come to a view
- listen to what they have to say with an open mind
- acknowledge what we have been told; and
- inform contributors how their input influenced the decision the Council made or is contemplating.

Engagement or consultation:

- is about providing more than information or meeting a legal requirement
- aids decision-making
- is about reaching a common understanding of issues
- is about the quality of contact not the amount; and
- is an opportunity for a fully informed community to contribute to decision making.

The key stakeholders the Council consults with about the activity are:

- Elected members (Community Board members).
- Regulatory (consent compliance, Public Health).
- Public Health Service (Nelson-Marlborough District Health Board).
- Affected or interested parties (when applying for resource consents).
- Neighbours.

## 6.3 Consultation

### 6.3.1 Purpose and Types of Consultation

The Council consults with the public to gain an understanding of customer expectations and preferences. This enables the Council to provide a level of service that better meets the community's needs.

The Council's knowledge of customer expectations and preferences is based on:

- feedback from residents' surveys
- other customer/user surveys, such as 'yardstick' visitor measures
- levels of service consultation on specific issues
- feedback from staff customer contact
- ongoing staff liaison with community organisations, user groups and individuals
- public meetings
- feedback from elected members, advisory groups and working parties
- analysis of customer service requests and complaints
- consultation via the Annual Plan and Long-Term Plan processes.

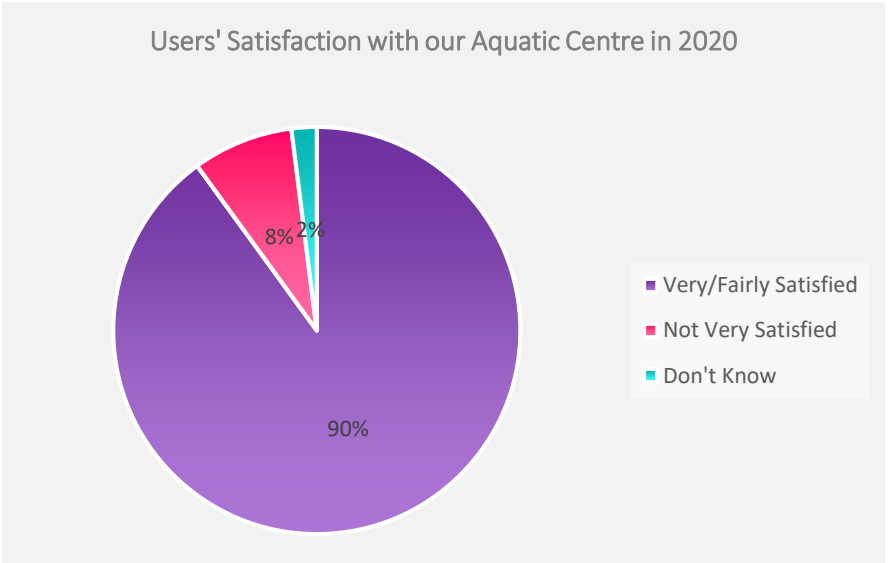
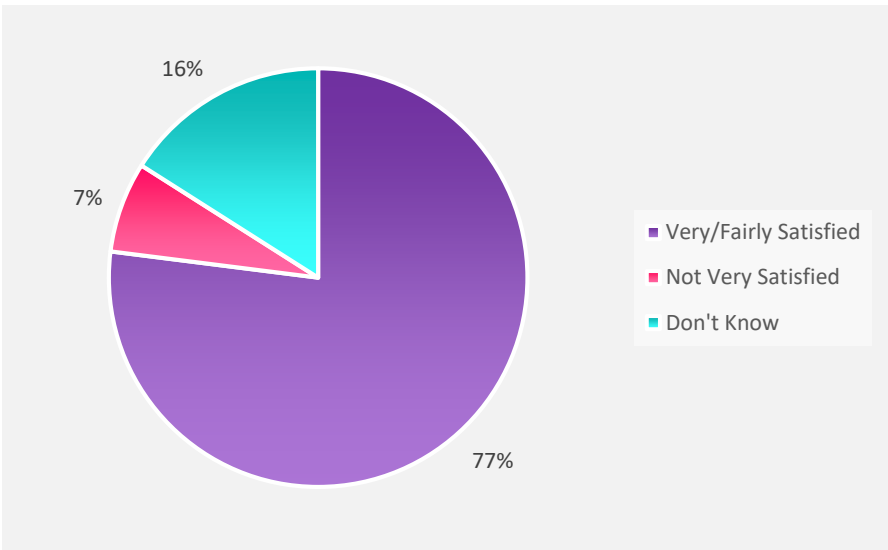
The Council commissions residents' surveys on a regular basis to assess the levels of satisfaction with key services, including provision of community facilities, and the willingness across the community to pay to improve services. Other informal consultation is undertaken with community and stakeholder groups on an issue-by- issue basis, as required.

# 6.4 Customer Satisfaction

## 6.4.1 Resident's Survey

The Council undertakes an Annual Residents' Survey comprising random household selection/telephone surveys to determine the level of satisfaction residents have with various services the Council provides.

The 2020 results from the Survey showed that 77% of Richmond/Moutere residents are satisfied with the Centre, including 50% who are very satisfied. 7% are not very satisfied and 16% are unable to comment. 56% of households have used/or visited the Centre in the last 12 months. 90% of users were very / fairly satisfied with the Centre in 2020, with 8% not very satisfied and 2% did not know.



Figures 2 and 3: Satisfaction with the Centre for Richmond/Moutere-Waimea residents and users from the residents' survey 2020.

The residents' survey over time has shown an upward trend of residents that were either "very

satisfied” or “fairly satisfied” with the Richmond Aquatic Centre.

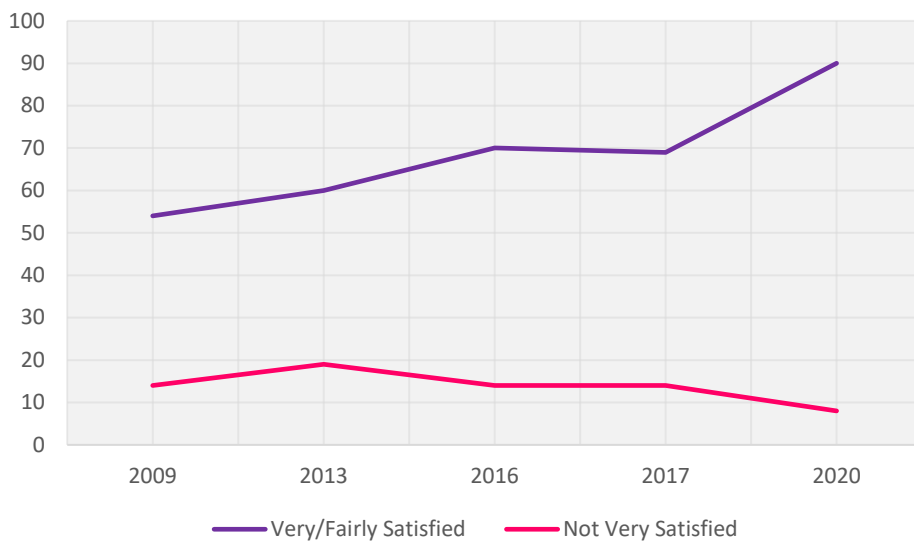


Figure 4: Users satisfaction with the Centre from the residents’ survey 2009 – 2020

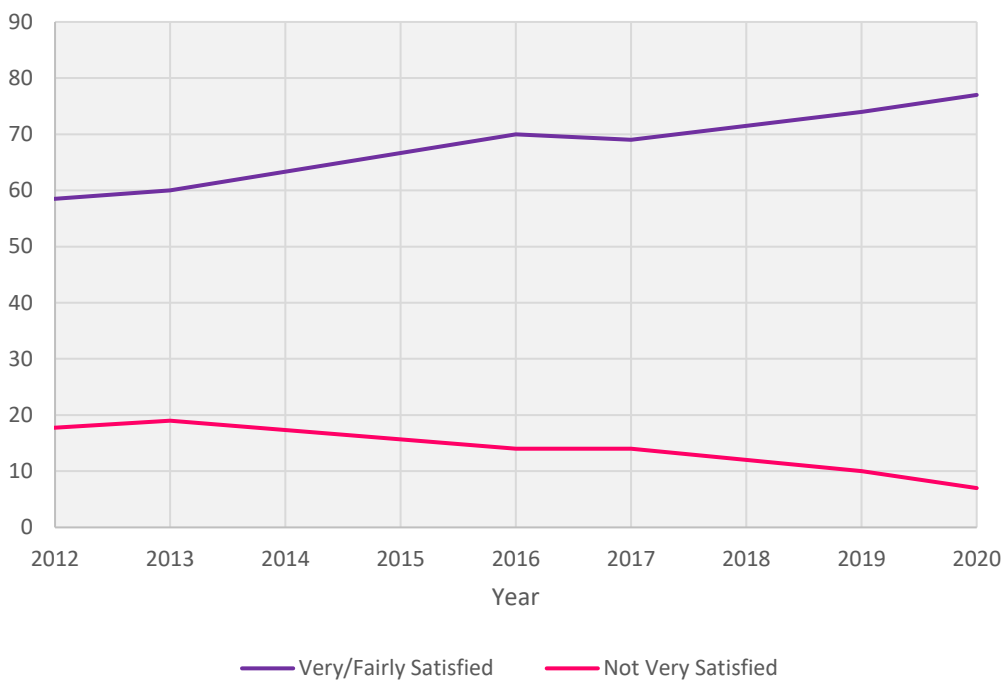


Figure 5: Richmond/Moutere-Waimea Ward Residents’ satisfaction with the Centre 2012-2020

## 7 Current and Future Demand

The ability to predict future demand for services enables the Council to plan and identify the best way of meeting that demand. That may be through a combination of demand management and investing in improvements. This section provides an overview of key drivers of demand and what demand management measures the Council has planned to implement.

### 7.1 Factors Affecting Delivery and Demand for Activity

The Council recognises that future demand on the Centre will be influenced by:

- Population growth in Tasman District and in Nelson South, and demographic change
- Changes in type of use of Aquatic facilities
- Social changes.

The impact of these influencing factors on the demand is discussed below.

#### 7.1.1 Population Growth and Demographic Change

The rate of population growth anticipated in the District is likely to put pressure on the existing facility. This includes pressure on pools, water treatment, car parking, showers and toilets at peak times. The projected increase in the older age group is likely to also have an impact on the type of use. Retired people have more time to undertake community and leisure activities. The increased number of retired people may also lead to an increase in the demand for programmes designed for older people with specific social or health needs.

#### 7.1.2 Changes in Type of Use of Facilities

The programmes and schedules need to be responsive to accommodate the changing needs of the community.

#### 7.1.3 Social Changes

For many people the availability of leisure time is decreasing due to reasons such as longer working hours or increased family commitments. At the same time, there are more options for ways to spend their leisure time.

### 7.2 Assessing and Managing Demand

Changes to demand needs to be regularly monitored using attendance statistics, customer feedback and knowledge of trends in recreation and leisure use. Programming is limited by staffing resources, where possible we work with other community groups or individuals to assist us to deliver programmes and events.

#### 7.2.1 Growth Model

Tasman District Council has developed a Growth Model to inform the Council planning to provide for growth with sufficient infrastructure and zoned land in the right location at the right time. The growth model is a district-wide, long-term planning tool, which is updated every three years to inform the Long Term Plan (LTP). The model provides 30-year projections of new residential dwellings and new business properties, for 15 settlement areas and five ward remainder areas.

The LTP 2021-2031 assumes that Tasman District's population is projected to grow by almost 20,000 between 2021 and 2051. This is based on the medium scenario of updated population projections that the Council commissioned in 2019 from Natalie Jackson Demographics Ltd.

The key demographic assumptions affecting future demand are:

- Ongoing population growth over the next 30 years with the rate of growth slowing over time.
- An ageing population, with population increases in residents aged 65 years and over.
- A decline in average household size, mainly due to the ageing population with an increasing number of people at older ages who are more likely to live in one or two person households.
- The overall population of Tasman is expected to increase by 7,700 residents between 2021 and 2031, to reach 64,300 (assuming the medium scenario). Most of the overall population growth will be driven by net migration gains (more people moving to Tasman District than leaving).

Under the medium scenario, all age groups in Tasman are projected to experience growth. However, the highest growth continues to be in the 65+ age group, whose proportion is projected to increase from 21% in 2018 to 34% in 2048. The ageing population is driving a change in the average household size, projected to decrease from 2.5 residents per household in 2018, to 2.4 in 2028 and 2.3 in 2038. The number of one-person households and couple-without-children households are projected to increase.

# 8 Lifecycle Management

The Centre was opened in 2004 with the Council determining that the most effective way to operate the Centre was to contract out the operation and general maintenance to a commercial contractor. The Council retains influence on the service delivery under the contract as building owner and retains responsibility for the capital asset.

## 8.1 Asset Condition and Performance

The Council's strategy is to maintain the Centre to provide aquatic and fitness facilities to the community in an efficient and cost-effective manner.

## 8.2 Operations and Maintenance

Community Leisure Management Limited (CLM) manages the Aquatic Centre under contract to the Tasman District Council. CLM employs staff to meet the required levels of service and is required to report against those levels of service. The Council's Community Partnerships Coordinator manages the operations and service delivery components of the management contract with CLM, and the Property Services Manager manages the physical assets.

Recommendations to the Council are made through the Operations Committee for operational matters or the Strategy & Policy Committee for policy matters. Matters referred to the committees include but are not restricted to: operations and maintenance works; hours of operation; occupancy; and fees and other charges.

### 8.2.1 Operational Contracts

The Centre is operated under contract by CLM. The contract was renewed, under a right of renewal, on 1 December 2020 and will expire on 30 November 2025, with no further right of renewal. The contract will be tendered on the open market in 2025. CLM is responsible for ensuring the facilities are adequately maintained and safely operated.

The following are a summary of the main service standards identified in the operation contract with CLM:

- The contractor shall manage and operate the Centre so as to provide a high quality, efficient and effective service to the Council.
- The contractor shall have in place and implement a system of ongoing customer feedback. The contractor shall record and respond in a timely manner to comments, complaints and queries relating to the Centre and its operation.
- The contractor shall provide the Council with monthly and annual reports that meet the requirements of Clause 14 of the agreement.

#### 8.2.1.1 Operations

- The contractor shall ensure that appropriate levels of staffing are provided in order to meet the standards of supervision recommended in the NEW Zealand Recreation Association Swimming Pool Guidelines 1999. All lifeguards shall hold a minimum qualification of a current first aid certificate and a current National Lifeguard Award (Pools).
- The contractor shall maintain water quality in all pools to the standards prescribed in NZS 5826:2010 Pool Water Quality. The contractor shall arrange and provide to the Council on a



weekly basis, results of water testing completed by an independent registered laboratory approved by the Council, in order to demonstrate compliance.

- The contractor shall maintain environmental conditions to ensure the comfort of pool patrons and this shall include satisfactory levels of relative humidity and air temperature appropriate for the season. Water temperatures shall be maintained as follows:
  - 25 m lap pool                    26°C ± 1°C
  - Tots pool                            32°C ± 1°C
  - Wave pool                            29°C ± 1°C
  - Hydrotherapy pool    32°C ± 1°C
  - Spa pools (Adult)        38°C ± 1°C
  - Spa pools (Family)    34°C ± 1°C
- The contractor shall maintain a high standard of cleanliness to ensure the Centre is maintained in a hygienic condition and is presented to a high standard.
- The contractor shall disclose to the Council, and keep detailed records of, all revenues received from admissions, charges and other sources together with details of all expenses.
- The contractor shall meet all the costs of operation of the Centre. The contractor shall disclose to the Council, and keep detailed records of all such costs.

#### 8.2.1.2 Maintenance Standards

- The contractor shall maintain the interior of the Building in the same clean order repair, condition as it is in at practical completion of the Building, accidents and damage from fire, flood, lightning storm, earthquake, and fair wear and tear (all without neglect or default of the contractor) expected. "Practical completion" has the meaning given to those words by NZIA standard conditions of contract 1 second edition 2000
- The contractor shall operate and maintain all plant in good repair and working order, and in accordance with manufacturer's recommendations
- The contractor shall inspect and provide to the Council annually in December of each year a detailed evaluation of the condition of plant together with recommended revisions to the Council's asset renewal programme. The inspection shall be carried out by an appropriately qualified person having expertise in the plant being assessed
- The contractor shall take all practicable steps to ensure no breakdowns in plant occur that result in closure of the Centre.

#### 8.2.2 Maintenance Contracts

Minor repairs and operational servicing of the plant, cleaning and other minor maintenance is the responsibility of the contractor.

Maintenance works are scheduled in accordance with the following priorities:

- safety or health of building users
- service to the users of the building is compromised or affected; and
- it is likely that the area of repair may expand or the method of repair change such that the cost of any repair may increase.

The Council is responsible for planned maintenance and renewals. The programme and priority for work is based on condition inspections and reporting to monitor asset condition, identifying emerging risks, and identifying the need for maintenance and repair work, both current and predicted future failure. The priority of work is based on the consequences of asset failure on levels of service, costs, safety or corporate image.

The planned maintenance programme will be reviewed and updated every three years based on condition inspections, maintenance trends and risks.

8.2.3 Maintenance Strategies

The Council’s strategy is to maintain the Centre to provide aquatic and fitness facilities to the community in an efficient and cost-effective manner. Planned maintenance may also be defined as preventative or programmed maintenance. Typical work includes repainting of external surfaces, repainting and redecoration of interiors, sanding and recoating of wooden floors, minor repairs and replacement of plant and building components that are failing or will fail but do not require immediate repair. The programme and priority for work is based on condition inspections and reporting to monitor asset condition, identify emerging risks, and identify the need for maintenance and repair work, both current and predicted future failure. The priority of work is based on the consequences of asset failure on levels of service, costs, safety or corporate image.

8.2.4 Forecast Operations and Maintenance Expenditure

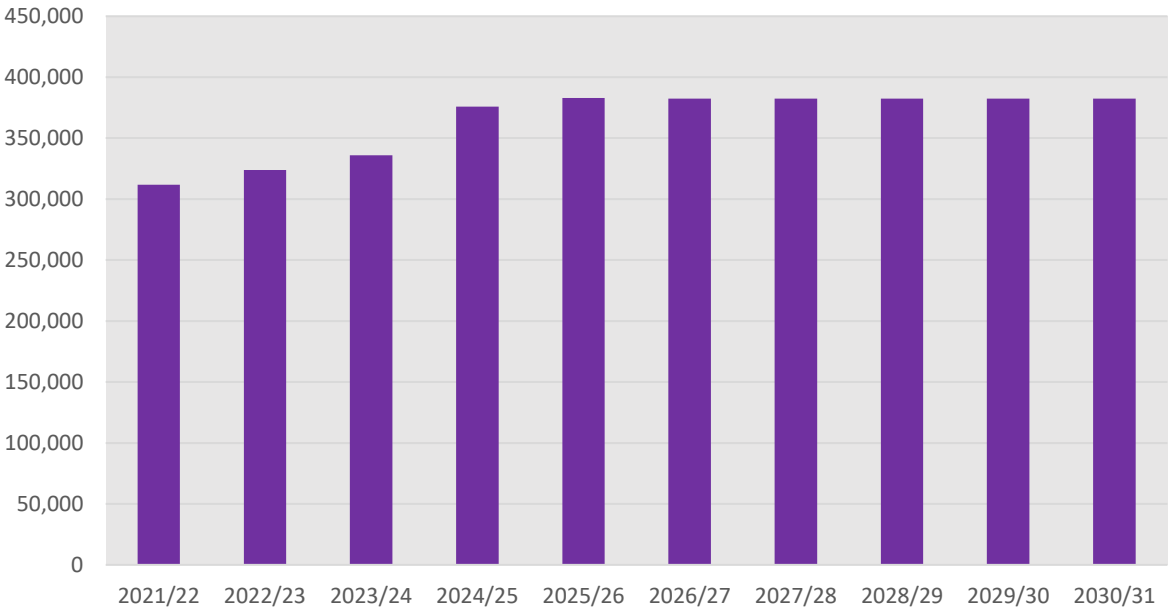


Figure 6: 2021-2031 The Centre’s forecast operations and maintenance expenditure

The planned maintenance programme will be reviewed and updated every three years based on condition inspections, maintenance trends and risks.

## 8.3 Asset Renewal/Replacement

Renewal expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Funding of work over and above restoring an asset to its original capacity is considered to be new capital works expenditure.

### 8.3.1 Key Renewal Issues

The facility has been operating constantly for approximately 15 hours a day for 360 days per annum since opening. Plant and equipment has been renewed as required and before there is any disruption to the operation of the facility. The planned renewals for the term of this Activity Management Plan have been determined by the maintenance contractor in conjunction with the facility manager and the Council's property officer for maintenance and facilities. There is ongoing assessment of all plant and equipment during routine maintenance activities to ensure that the planned renewals are undertaken at the most appropriate time. Given the age of the facility, it is expected that the level of maintenance and renewals will increase in the future.

### 8.3.2 Renewal Strategies

Assets are considered for renewal as they near the end of their effective working life, or where the cost of maintenance becomes uneconomical and when the risk of failure of critical assets is sufficiently high.

The following is considered when prioritising renewals:

- Taking the asset age and remaining life predictions from the valuation database, calculating when the remaining life expires, field validation of the current condition, and converting that into a programme of replacements based on current unit rates; and
- Reviewing and justifying the renewals forecasts using the accumulated knowledge and experience of asset operations and asset management staff.

### 8.3.3 Delivery of Renewals

Renewals at the Centre are a mix of planned and responses to plant failure delivered on a case-by-case basis, in consultation with the facility manager and maintenance contractors.

### 8.3.4 Forecast Renewals Budget

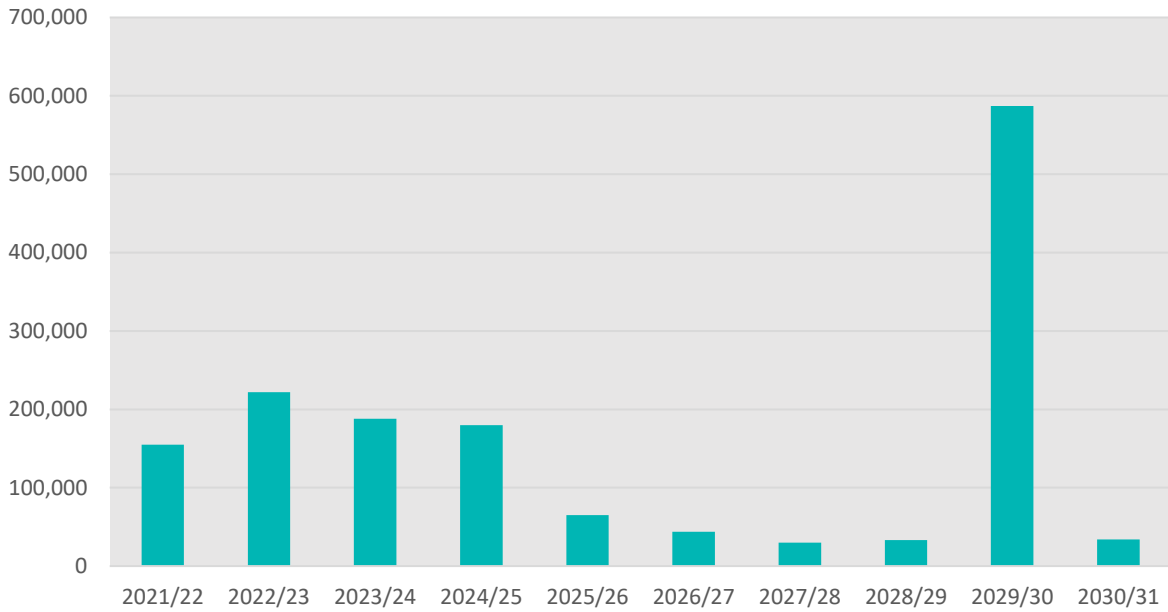


Figure 7: 2021-2031 The Centre’s Annual Renewals Expenditure Forecast

## 8.4 Capital Expenditure

### 8.4.1 New Capital Expenditure

There are no current new capital works planned. Future new capital works will be considered on a case by case basis where they demonstrate an ability to reduce operating expenditure for the Centre or enhance user experiences.

# 9 Financials

The Financial Strategy outlines the Council's financial vision for the next 10–20 years and the impacts on rates, debt, levels of service and investments. It will guide the Council's future funding decisions and, along with the infrastructure strategy, informs the capital and operational spending for the LTP 2021-2031.

Three key financial limits are established in the Financial Strategy that set the Council's overall financial boundaries for its activities. These include:

- Rates Increases - limited to a maximum of 4.5% per annum, 7% for next two and then back to 4.5% for the balance, plus an allowance for annual growth in rateable properties.
- Debt - net external debt limited to a maximum of \$260 million.

## 9.1 Funding Policy, Fees and Charges

The Centre activity is currently funded through a mixture of target rates, fees and charges and debt.

## 9.2 Asset Valuation

The Local Government Act 2002 contains a general requirement for local authorities to comply with Generally Accepted Accounting Practice. The Council requires its infrastructure asset register and valuation to be updated in accordance with Financial Reporting Standards and the Activity Management Plan improvement plan. The valuations summarised below have been completed in accordance with the following standards and are suitable for inclusion in the financial statements for the year ending June 2016:

The purpose of the valuations is for reporting asset values in the financial statements of Tasman District Council.

The Centre was valued at \$9.785 million in the Council's land and buildings revaluation as at 30 June 2018.

## 9.3 Depreciation

The book value of the Centre as at 30 June 2020 is \$8,973,000.

Depreciation of assets is charged over their useful life. Depreciated Replacement Value is the current replacement cost less allowance for physical deterioration and optimisation for obsolescence and relevant surplus capacity. Where the remaining life of the asset can be assessed, the depreciated replacement value has been calculated as:

Remaining useful life	x (Replacement cost – residual value) + residual value
Total useful life	

- Depreciation is a measure of the consumption of the economic benefits embodied in an asset. It distributes the cost or value of an asset over its estimated useful life. Straight-line depreciation is used in this valuation.
- Total depreciation to date is the total amount of the asset’s economic benefits consumed since the asset was constructed or installed.
- The annual depreciation is the amount the asset depreciates in a year. It is defined as the replacement cost minus the residual value divided by the estimated total useful life for the asset.
- The minimum remaining useful life is applied to assets, which are older than their useful life. It recognises that although an asset is older than its useful life it may still be in service and therefore have some value. Where an asset is older than its standard useful life, the minimum remaining useful life is added to the standard useful life and used in the calculation of the depreciated replacement value.

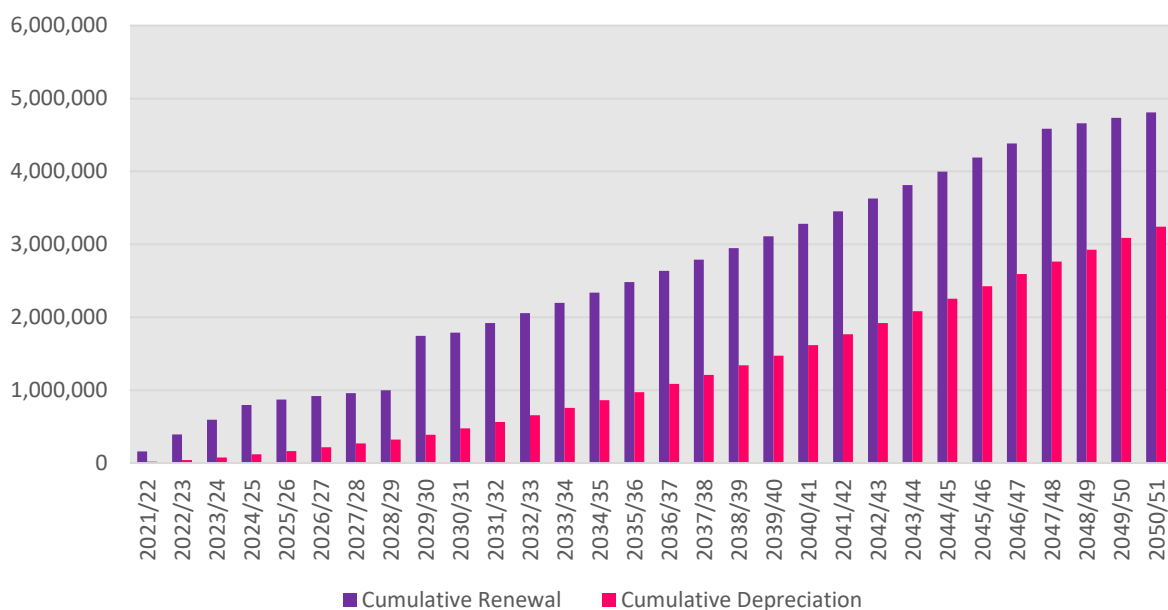


Figure 8: Annual Renewal Expenditure and Cumulative Depreciation

## 9.4 Financial Summary

### 9.4.1 Project Drivers

All expenditure must be allocated against at least one of the following project drivers.

- Operation and Maintenance: operational activities that do not involve the renewal or upgrade of assets, or work that is necessary in order to provide ongoing services at the agreed levels
- Renewals: significant work that restores or replaces an existing asset towards its original size, condition or capacity
- Increase Level of Service: works to create a new asset, or to upgrade or improve an existing asset, beyond its original capacity or performance
- Growth: works to create a new asset, or to upgrade or improve an existing asset, beyond its original capacity or performance to provide for the anticipated demands of future growth.



This is necessary for two reasons as follows.

- Schedule 13(1) (a) and section 106 of the Local Government Act requires the Council to identify the total costs it expects to have to meet relating to increased demand resulting from growth when intending to introduce a Development and Financial Contributions Policy.
- Schedule 10(2)(1)(d)(i)-(iv) of the Local Government Act requires the Council to identify the estimated costs of the provision of additional capacity and the division of these costs between changes to demand for, or consumption of, the service, and changes to service provision levels and standards.

All new works have been assessed against these project drivers. Some projects may be driven by a combination of these factors and an assessment has been made of the proportion attributed to each driver.

All capital expenditure at the Aquatic Centre during the 10 years relates to renewals of various plant and equipment. The peak in capital expenditure in year 9 relates to replacement of the main ventilation ducting.

9.4.2 Total Expenditure

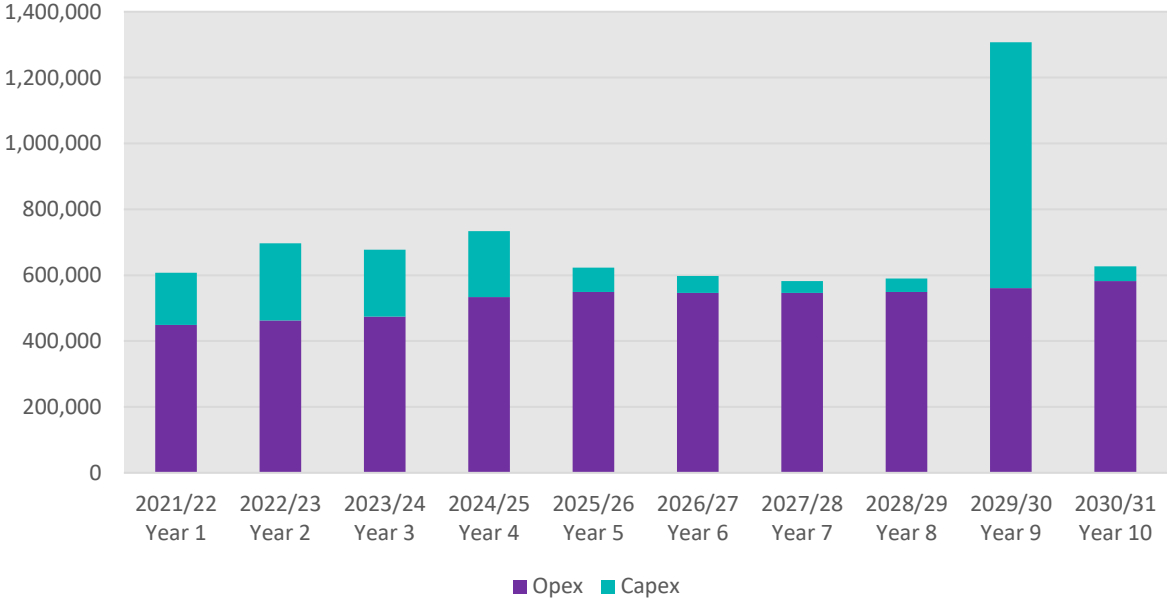


Figure 9: Total Expenditure for the Centre activity (2021-2031)

### 9.4.3 Operational Costs

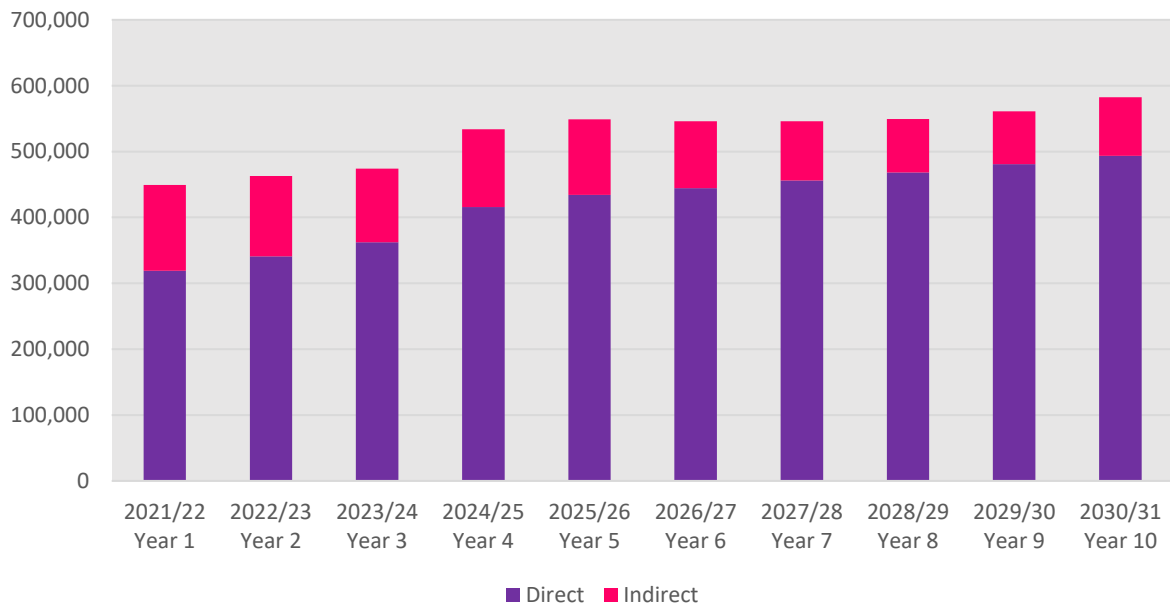


Figure 10: Total Operating Expenditure for the Centre activity (2021-2031)

### 9.4.4 Capital Expenditure

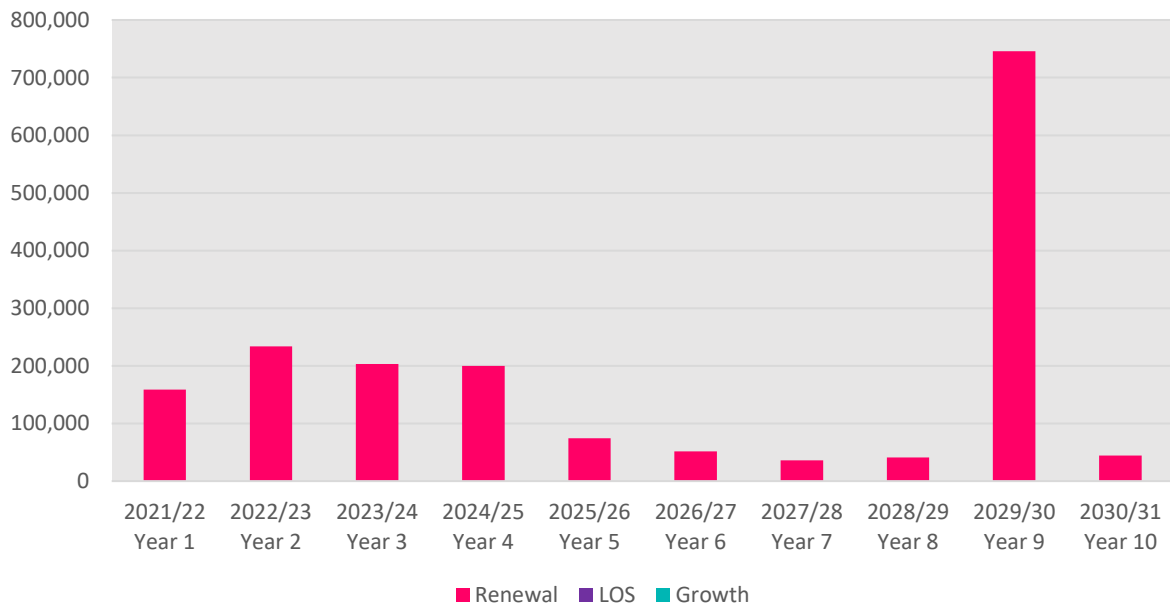


Figure 11: Total Capital Expenditure for the Centre activity (2021-2051)

# 10 Sustainability

Sustainability is managing resources in a considered way so that current and future generations can enjoy them. The Council is both guardian and a consumer of resources and as such has responsibility to ensure that the Council shows leadership in management of its activities.

The Council uses the triple bottom line framework that incorporates three dimensions of performance, often referred to as people, planet, profit.

The Council uses the financial strategy to assess the economic viability on a project-by-project basis but also on a whole of the Council perspective. The debt limit and the limit on annual rates rise provides tension to ensure that activities are worthwhile and priorities before proceeding.

Social dimensions are important to the Council, with almost all decisions being made having due consideration for impact on the residents. The Council is guided by the community outcomes to assist in determination of social well-being.

The environment is affected in almost any physical change. The balance of determining whether the effect on the environment is worthwhile is often assessed against the Tasman Resource Management Plan.

## 10.1 Negative Effects

Potential significant negative effects and the proposed mitigation measures are listed below in Table 6.

Table 6: Negative Effects

Effect	Description	Mitigation Measures
The main negative effect from this activity is the cost on ratepayers associated with delivering the activity	A negative impact from ongoing population growth and resulting asset growth is the increasing operations and maintenance cost of the Council facilities. Ratepayers may find meeting all the activities requested by our community is unaffordable. This may lead to some level of community dissatisfaction when we cannot afford to deliver on some community expectations.	The Council has worked hard to adjust its overall capital expenditure programme in order to keep debt and keep rates affordable over the long term. However, Council cannot afford to meet all community requests for additional infrastructure and services.

Effect	Description	Mitigation Measures
Injuries arising from the use of recreational assets (e.g. sports injuries)	Potential for safety risks from our aquatic facilities are hazards of drowning and chemical exposure.	The Council is able to mitigate to varying degrees most of these potential negative effects through a mix of good operational management, education and supervision by trained lifeguards; alongside regular review of hazards, maintenance and safety to ensure potential issues are mitigated and monitoring of water quality to ensure it is safe for users.
The Aquatic Centre may be over-utilised.	Due to population growth, may become crowded at peak times.	Council and Community Leisure Management Ltd review programmes to encourage use of the facility at off-peak times.

## 10.2 Positive Effects

Potential significant positive effects are listed below in Table 7.

Table 7: Positive Effects

Effect	Description
Community and recreational value	<p>The most significant positive effects from this activity are the opportunities available for residents and visitors to enjoy the Council-owned Aquatic Centre.</p> <p>Aquatic facilities provide community well-being and recreational benefits, by providing spaces for people to improve fitness, engage in active recreation, learn to swim, recovery from injury, and participate socially in group activities.</p>
Health benefits	The Aquatic Centre caters for, and promotes, active healthy lifestyles.
Social well-being	The Richmond Aquatic Centre is organised, designed, and managed to ensure users' safety. The facility is inclusive, catering to the needs of our community and supporting specific social needs.

## 10.3 Environmental Management

The statutory framework defining what activities require resource consents is the Resource Management Act (RMA) 1991. Tasman District Council, is a unitary authority. Council administers its RMA responsibilities through the Tasman Resource Management Plan, which sets out policies, objectives and rules controlling activities to ensure they meet the purpose and principles of the RMA.

### 10.3.1 Resource Consents

Examples of resource consents that may be required in association with the Centre facilities activities include land use consents and discharge permits. The current resource consents specific to the activity are listed in Table 8 below.

Table 8: Resource Consents

Consent No	Applicant	Location	Type	Use	Effective Date	Expiry Date
100971	Tasman District Council	141 Salisbury Rd, Richmond	Land use	To construct fitness Centre whereby one side of new building exceeds permitted 15m length	03/02/2011	
100969	Tasman District Council	141 Salisbury Rd, Richmond	Discharge to water	To discharge rainwater from roof of new fitness facility to reservoir creek	07/01/2011	
070273	Tasman District Council	141 Salisbury Rd, Richmond	Land use	Erect an indoor sports centre and extend existing onsite parking	11/05/2007	
050168	Tasman District Council	Lot 3 DP 18824, Richmond	Land use	Erect a directional sign for the Centre.	16/01/2006	
NN020306	Tasman District Council	141 Salisbury Rd, Richmond	Land use - hazardous facility	Store hazardous goods at Leisure Pool site.	16/09/2002	23/08/2022
020337	Tasman District Council	141 Salisbury Rd, Richmond	Land use	Regional leisure pool.	19/07/2002	

# 11 Risk Management and Assumptions

This Activity Management Plan and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy. In order to make decisions in the face of these uncertainties, assumptions have to be made. This section documents the uncertainties and assumptions that the Council considers could have a significant effect on the financial forecasts, and discusses the potential risks that this creates.

## 11.1 Our Approach to Risk Management

A risk is any event that has the potential to impact on the achievement of the Council's objectives. The potential impact of a risk is measured by a combination of the likelihood of the risk occurring, and the magnitude of its consequences on objectives if it does. The Council has adopted both a [Risk Management Policy](#) that aligns with the Australian/New Zealand Standard AS/NZ ISO 31000:2009, and a [Risk Management Framework](#) which provides guidance and tools to apply to ensure a consistent approach to analysing and managing risks across the organisation. All risks described and managed in this Activity Management Plan comply with the principles and requirements of the policy and framework.

## 11.2 Activity Risks and Mitigation Measures

The key risks relevant to the Centre activity are summarised in Table 9.

Table 9: Key Risks

Risk Event	Mitigation Measures
The greatest risks associated with the Aquatic Centre activity are health and safety issues, particularly for users.	These risks are mitigated through supervision by qualified lifeguards, compliance with standards and regular inspections and assessment.
A major potential risk is significant damage to the buildings/structures/facilities from earthquakes.	The Council mitigates this risk by meeting appropriate design standards for its buildings and facilities.  We also have building evacuation plans in place and insurance covering the Centre.
Impacts from climate change (e.g. coastal erosion, storm damage, flood events).	Building evacuation plans in place.  Buildings are located where practical outside of areas subject to natural hazards.
Loss of contractor (if they cease trading)	This risk is mitigated by the existence of several contractors who have a local presence that we could temporarily engage to provide these services.

The specific risk mitigation measures that have been planned include:

- A preventative maintenance programme
- Routine structural inspection
- An allowance for routine maintenance of structures
- Monitoring potential hazards on a regular basis, and taking appropriate action to reduce possible risks by eliminating, mitigating or isolating the hazard as soon as any potential hazard is identified
- Maintaining and ensuring compliance with up-to-date Health and Safety Plans for all staff and contractors and managing the contractors' response to new Health and Safety issues
- Ensuring compliance with NZS 5826:2010 Pool Water Quality
- Monitoring structures and public buildings and ensuring they are maintained in a safe and sound condition that complies with the Building Act, where required.

### 11.3 Assumptions and Uncertainties

This Activity Management Plan and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy. In order to make decisions in the face of these uncertainties, assumptions have to be made.

Table 10 documents the uncertainties and assumptions that the Council consider could have a significant effect on the financial forecasts, and discusses the potential risks that this creates.

The only specific assumption Council has for the Aquatic Centre is that it will continue to be subsidised from rates. The uncertainty of the assumption relates to any potential change in income received by the contractor (Community Leisure Management) and if that was to decrease, the contractor could approach Council for an increased subsidy. Provided that the Aquatic Centre remains operational and usage continues, it is unlikely that any claim from the contractor would be reasonable.



Table 10: Generic Assumptions and Uncertainties

Type	Uncertainties	Assumption	Discussion
Financial	Unless stated it can be unclear whether financial figures include inflation or not, as well as whether GST has been included or not.	That all expenditure has been stated in 1 July 2020 dollar values and no allowance has been made for inflation and all financial projections exclude GST unless specifically stated otherwise.	The LTP will incorporate inflation factors. This could have a significant impact on the affordability of each activity if inflation is higher than allowed for the Council is using the best information practically available from Business and Economic Research Limited (BERL) to reduce this risk.
Asset data knowledge	Council has a regular inspection regime in place for assets.  The Council's aim is to strike the right balance between adequate knowledge and what is practical.	That the Council has adequate knowledge of the assets and their condition so that planned renewal works will allow the Council to meet the levels of service.	There are several areas where the Council needs to improve its knowledge and assessments, but there is a low risk that the improved knowledge will cause a significant change to the level of expenditure required.
Growth forecasts	Growth forecasts are inherently uncertain and involve many assumptions The Council commissioned population projections for the LTP 2021-2031 as the basis for its growth planning. However, growth will vary depending on actual birth and death rates, as well as net migration.	That the district will grow or decline as forecast in the Council's growth model.  The overall population of Tasman is expected to increase by 7,700 residents between 2021 and 2031, to reach 64,300. The District will experience ongoing population growth over the next 30 years but the rate of growth will slow over time.  Based on these assumptions, the Council is planning a further 4,300 dwellings and 160 new commercial or industrial buildings will be required by 2031.	Growth forecasts are used to determine infrastructure capacity and when that capacity will be required. If actual growth varies significantly from what was projected, it could have a moderate impact on the Council's plans. If growth is higher than forecast, additional infrastructure may be required quicker than anticipated. If growth is lower, the Council may be able to defer the delivery of new or additional infrastructure.

Type	Uncertainties	Assumption	Discussion
Project timing	<p>Multiple factors affect the actual timing of projects e.g.</p> <ul style="list-style-type: none"> <li>• Consents</li> <li>• Access to and acquisition of land</li> <li>• Population growth</li> <li>• Timing of private developments</li> <li>• Funding and partnership opportunities</li> </ul>	That projects will be undertaken when planned.	<p>The risk of the timing of projects changing is high due to factors like resource consents, third party funding, and land acquisition and access. The Council tries to mitigate these issues by undertaking the investigation, consultation and design phases sufficiently in advance of when construction is planned. If delays occur, it could have an impact on the levels of service and the Council's financing arrangements.</p>
Project funding	The Council cannot be certain that it will receive the full amount of anticipated subsidy or contribution. It depends on the funder's decision-making criteria and their own ability to raise funds	That projects will receive subsidy or third party contributions at the anticipated levels.	The risk of not securing funding varies and depends on the third party involved. If the anticipated funding is not received it is likely that the project will be deferred which may impact levels of service.

Type	Uncertainties	Assumption	Discussion
Accuracy of cost estimates	Project scope is often uncertain until investigation and design work has been completed, even then the scope can change due to unforeseen circumstances. Even if the scope has certainty, there can be changes in the actual cost of work due to market competition or resource availability.	That project cost estimates are sufficiently accurate enough to determine the required funding level.	The risk of large underestimation is low; however, the importance is moderate as the Council may not be able to afford the true cost of the project. The Council tries to reduce this risk by undertaking reviews of all estimates and including an allowance for scope risk based on the complexity of the project.
Land access and acquisition	Land access and acquisition is inherently uncertain. Until negotiations commence, it is difficult to predict how an owner will respond to the request for access or transfer.	That the Council will be able to secure land and / or access to enable completion of projects.	The risk of delays to projects or changes in scope is high due to the possibility of delays in obtaining access. Where possible, the Council undertakes land negotiations well in advance of construction to minimise delays and scope change. If delays do occur, they may affect the level of service that the Council provides.
Legislation changes	Often Central Government changes legislation to respond to emerging national issues and opportunities. It is difficult to predict what changes there will be to legislation and their implications for the Council.	The Council assumes that it will be affected by changes to Government legislation. However, as the nature of these changes is not known no financial provision has been made for them except where noted elsewhere in the LTP 2021-2031 forecasting assumptions.	The risk of major changes that impact the Council is moderate. If major changes occur, it is likely to have an impact on the required expenditure. The Council has not planned expenditure to specifically mitigate this risk. It may be necessary for the Council to reprioritise planned work to respond to future legislation.

Type	Uncertainties	Assumption	Discussion
Emergency reserves	It is impossible to accurately predict when and where a natural hazard event will occur. Using historic trends to predict the future provides an indication but is not comprehensive. The effects of climate change are likely to include more frequent emergency events.	That the level of funding reserves combined with insurance cover and access to borrowing capacity will be adequate to cover reinstatement following emergency events.	Funding levels are based on historic requirements. The risk of requiring additional funding is moderate and may have a moderate effect on planned works due to reprioritisation of funds.
Network capacity Network capacity - continued	The Council uses a combination of as built data, network modelling and performance information to assess network capacity. The accuracy of the capacity assessment is based on the accuracy of asset and performance data.	That the Council's knowledge of network capacity is sufficient to accurately programme works.	<p>If the network capacity is higher than assumed, the Council may be able to defer works. The risk of this occurring is low, however it should have a positive impact on the community because the level of service can be provided for longer, before requiring additional capital expenditure.</p> <p>If the network capacity is lower than assumed, the Council may be required to advance capital works projects to provide the additional capacity sooner than anticipated. The risk of this occurring is low, however it could have a significant impact on expenditure.</p>

Type	Uncertainties	Assumption	Discussion
Climate change	<p>Continued greenhouse gas emissions will cause further warming and changes in all parts of the climate system. The level of continued emissions of greenhouse gases and the effectiveness of worldwide efforts to reduce them are not known. The full extent of the impacts of climate change and the timing of these impacts are uncertain.</p>	<p>The Council uses the latest climate predictions that have been prepared by the National Institute of Water and Atmospheric Research for the Tasman District.</p> <p>the Council assumes that it is not possible to reduce the mid-century warming, due to the amount of carbon dioxide already accumulated in the atmosphere – i.e. that the projections for mid-century are already ‘locked in’.</p> <p>As a consequence of climate change, natural disasters will occur with increasing frequency and intensity. The weather-related and wildfire events the District has experienced in recent years are consistent with predictions of climate change impacts. For low lying coastal land there will be increasing inundation and erosion from sea level rise and storm surge. Adaptation can help reduce our vulnerability and increase our resilience to natural hazards.</p> <p>We assume that sea levels will continue to rise and are likely to rise at an accelerated rate over time. Our plans assume a sea level rise (SLR) of up to 0.3m by 2045, 0.9m by 2090 and 1.9m to 2150 (metres above 1986-2005 baseline), in line with the Ministry for the Environment’s Coastal Hazards and Climate Change Guidance (2017). For coastal subdivisions, greenfield developments and major new infrastructure, we are planning for 1.9m SLR by 2150. All sea-level rise assumptions are based on the RCP8.5H+ scenario set out in the Ministry for the Environment guidance (2017).</p>	<p>It is likely that risk of low-lying land being inundated from the sea, and damage to Council property and infrastructure from severe weather events, will increase.</p> <p>The Council will need to monitor the level of sea level rise and other impacts of climate change over time and review its budgets, programme or work and levels of service accordingly.</p> <p>The Council will continue to take actions to mitigate its own greenhouse gas emissions, to work with the community on responses to climate change and show leadership on climate change issues.</p>

## 12 Asset Management Processes and Practices

Good quality data and asset management processes are the heart of effective planning. This section outlines our approach to asset management, our processes, and provides an overview of our data management systems and strategies that underpin this activity.

### 12.1 Appropriate Practice Levels

The Office of the Auditor General has chosen to use the International Infrastructure Management Manual (IIMM) as the benchmark against which New Zealand councils measure their activity management practices. There are five maturity levels in the IIMM; aware, basic, core, intermediate and advanced. The IIMM sets out what the requirements are for each level against each area of the activity management system.

In 2017, the Council reviewed its Activity Management Policy and adopted an updated version. The Policy sets out the Council's activity management objectives and appropriate levels of practice. For the Centre's activity, the Council has determined that the appropriate level of practice is 'core'.

### 12.2 Service Delivery

#### 12.2.1 Activity and Asset Management Teams

The Council has an organisational structure and capability that supports effective asset management planning. Multiple teams across the Council are responsible for the different aspects of activity and asset management. The focus of the teams ranges from a strategic focus at the LTP / Infrastructure Strategy level, which involves a cross-Council team, through to detail/operational focus at the operational team level. With the Centre, the Community Development Department manage the activity and service delivery and the Corporate and Governance Services Department's Property Section looks after the asset management function.

### 12.3 Service Delivery Review

In 2014, Section 17A was inserted into the Local Government Act, which requires the Council to review the cost effectiveness of its current arrangements for providing local infrastructure, services, and regulatory functions at regular intervals. Reviews must be undertaken when service levels are significantly changed, before current contracts expire, and in any case not more than six years after the last review. In addition to the regular reviews, the Act requires the Council to complete an initial review of all functions by August 2017.

Table 11 summarises the reviews that have been completed to date and when the next review is required for this activity.

Table 11: Summary of Review

Scope of Review	Summary of Review	Review Date	Next Review
Richmond Aquatic Centre	<p>An initial review found that the most cost-effective option at the current time is to continue with a publicly tendered delivery contract and with the Council continuing to govern and fund the Centre’s activity. The only practical alternative would be for the Council to invest in its own contracting capability at considerable expense.</p> <p>The contract at the Centre is to: 1 December 2025. A further s.17A assessment may need to be carried out then.</p> <ul style="list-style-type: none"> <li>Alternative delivery of operations and maintenance of the Aquatic Centre in-house would require a substantial capital investment in plant, machinery and staff.</li> </ul>	2018	2024

**12.4 Demand Management**

The objective of demand management is to modify customer demands for services in order to:

- optimise utilisation/performance of existing assets
- reduce or defer the need for new assets
- meet the organisation’s strategic objectives (including social, environmental and political)
- deliver a more sustainable service
- respond to customer needs; and
- provide a facility that will meet user’s requirements.

**12.5 Council’s Approach to Demand Management**

The Council will implement the following demand management strategies for the provision and rationalisation of community facilities:

- Community involvement: Involve the community in future development of the Centre through consultation using the LTP process.
- Strategic planning: The Council will monitor and assess changes in population structure and recreation preferences to enable provision to be related to varied and changing needs.
- Multiple use: The Council will actively promote the development of flexible, multi-use facilities and open spaces.
- Fees and charges: Consider options to recover costs through user charges, taking into account the ability to pay, assessment of public and private benefit, and the Council’s objectives with respect to community participation in recreational activity. Consider discount incentives to promote the use of the facilities (to encourage and spread demand).
- Promotion: Encourage participation in a range of recreational experiences actively promoting opportunities for all levels of age, ability and gender.

## 12.6 Asset Management Systems and Data

### 12.6.1 Information Systems and Tools

The Council has a variety of systems and tools that support effective operation and maintenance, record asset data, and enable that data to be analysed to support optimised lifecycle management. There is a continual push to incorporate all asset data into the core asset management systems where possible; where not possible, attempts are made to integrate or link systems so that they can be easily accessed.

## 12.7 Quality Management

The Council has not implemented a formal Quality Management system across the organisation. Quality is ensured by audits, checks and reviews that are managed on a case-by-case basis.



# 13 Improvement Planning

The activity management plans have been developed as a tool to help the Council manage their assets, deliver on the agreed levels of service and identify the expenditure and funding requirements of the activity. Continuous improvements are necessary to ensure the Council continues to achieve the appropriate level of activity management practice along with delivering services in the most appropriate way while meeting the community's needs.

## 13.1 Assessment of our Activity Management Practices

Establishment of a robust, continuous improvement process ensures the Council is making the most effective use of resources to achieve an appropriate level of asset management practice. The continuous improvement process includes:

- Identification of improvements
- Prioritisation of improvements
- Establishment of an improvement programme
- Delivery of improvements
- Ongoing review and monitoring of the programme

The development of this Activity Management Plan (AMP) has been based on existing levels of service and asset management practices, the best available information and knowledge of the Council staff, Community Leisure Management staff and sector expertise. The AMP is a living document that is relevant and integral to daily asset management practice. To ensure the plan remains useful and relevant, it will be subject to ongoing monitoring, review and updating to improve its quality and the accuracy of the asset information and financial projections.

# Appendix A: Operating Budget

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
2800220308	Feasibility Studies	0	0	0	0	0	0	0	0	0	0	0	0	0
28122401	Maintenance	1,200,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000	400,000
28122404	Aquatic Centre Operations Contract	8,998,391	235,391	247,500	259,500	299,500	306,500	306,000	306,000	306,000	306,000	306,000	3,060,000	3,060,000
28122508	RR POOL RATES	1,092,928	36,431	36,431	36,431	36,431	36,431	36,431	36,431	36,431	36,431	36,431	364,309	364,309

# Appendix B: Renewals Budget

ID	Name	Project Driver %			Total Budget	Financial Year Budget (\$)											Total Budget	
		Growth	IncLOS	Renewals	2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51	
28126103	Aquatic Centre - Plant	0	0	100	2,123,000	135,000	147,000	188,000	180,000	65,000	44,000	30,000	33,000	587,000	34,000	340,000	340,000	
28126106	Aquatic Centre - Cap - Building	0	0	100	1,190,209	20,000	75,000	0	0	0	0	0	0	0	0	644,241	450,968	