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## APPENDIX A. LEGISLATIVE AND OTHER REQUIREMENTS AND RELATIONSHIPS WITH OTHER PLANNING DOCUMENTS AND ORGANISATIONS

### A.1 Introduction

The purpose of this plan is to outline and to summarise in one place, the Council's strategic and management long-term approach for the provision and maintenance of its property assets.

Council owns, manages and maintains a number of buildings through the district which support council and community activities. This includes libraries and administration offices, Council's commercial properties, campgrounds, community fire stations and the aquatic centre. The activities that occur within these building are covered by other areas of Council.

The Activity Management Plan demonstrates responsible management of the district's assets on behalf of customers and stakeholders and assists with the achievement of strategic goals and statutory compliance. The AMP combines management, financial, engineering and technical practices to ensure that the levels of service required by customers is provided at the lowest long term cost to the community and is delivered in a sustainable manner.

The front section of this AMP document is produced with the aim of the target audience being Council staff and Councillors. The Appendices provide more in depth information for the management of the activity and are therefore targeted at the Activity Managers. The entire document is available within the public domain.

In preparing this AMP, the project team has taken account of:

**National Drivers** - for example the drivers for improving asset management through the Local Government Act 2002

- **Local Drivers** - for example the Community Outcomes, determined through consultation with the public and tenants of buildings
- **Linkages** – the need to ensure this AMP is consistent with all other relevant plans and policies
- **Constraints** – the legal constraints and obligation Council has to comply with in undertaking this activity.

The main drivers, linkages and constraints are described in the following sections.

Council's goal for the property's activity is to provide quality buildings, building services and facilities management for offices and libraries which meet the requirements of staff and the community, to provide building maintenance and lease management services for the properties listed in the Property's Asset Management Plan.

### A.2 Key Legislation, Industry Standards and Statutory Planning Documents

The main Acts, Regulations and Standards applying to property and local authorities in general are:

- Local Government Act 1974
- Local Government Act 2002
- Building Act 2004
- New Zealand Building Code
- Resource Management Act 1991
- Health and Safety and Employment Act 1992
- Fire Service Act 1975
- Fire Safety and Evacuation of Buildings Regulations 1992

- Reserves Act 1977
- Conservation Act 1987
- Bylaws Act 1910
- Telecommunications Act 1987
- Electricity Act 1992
- Summary Offences Act 1981
- Public Body Leases Act 1969
- Forest and Rural Fires Act 1977
- Fencing Act 1978
- Litter Act 1979
- Civil Defence and Emergency Management Act 2002
- International Accounting Standards 16 and 36
- Tasman Resource Management Plan
- Public Works Act 1981
- Climate Change Response Act
- Ministry for Environment 2004 – Preparing for Climate Change
- NIWA – Climate Change and Variability for Tasman District 2008
- Nelson Tasman Group Emergency Management Plan
- Golden Bay Community Civil Defence Response Plan
- Any existing strategies or policies (or requirements) of the Council that might impinge on the activity
- The Tasman District Council Long Term Plan.

There is no direct application of the government's Emissions Trading Scheme on the property activity. There are potential consequences to the costs of building products or building services as the result of this scheme which includes the supply of energy, building materials, refrigerants and waste. The ability to deal with these is beyond the scope of this plan.

### **A.3 Links with Other Documents**

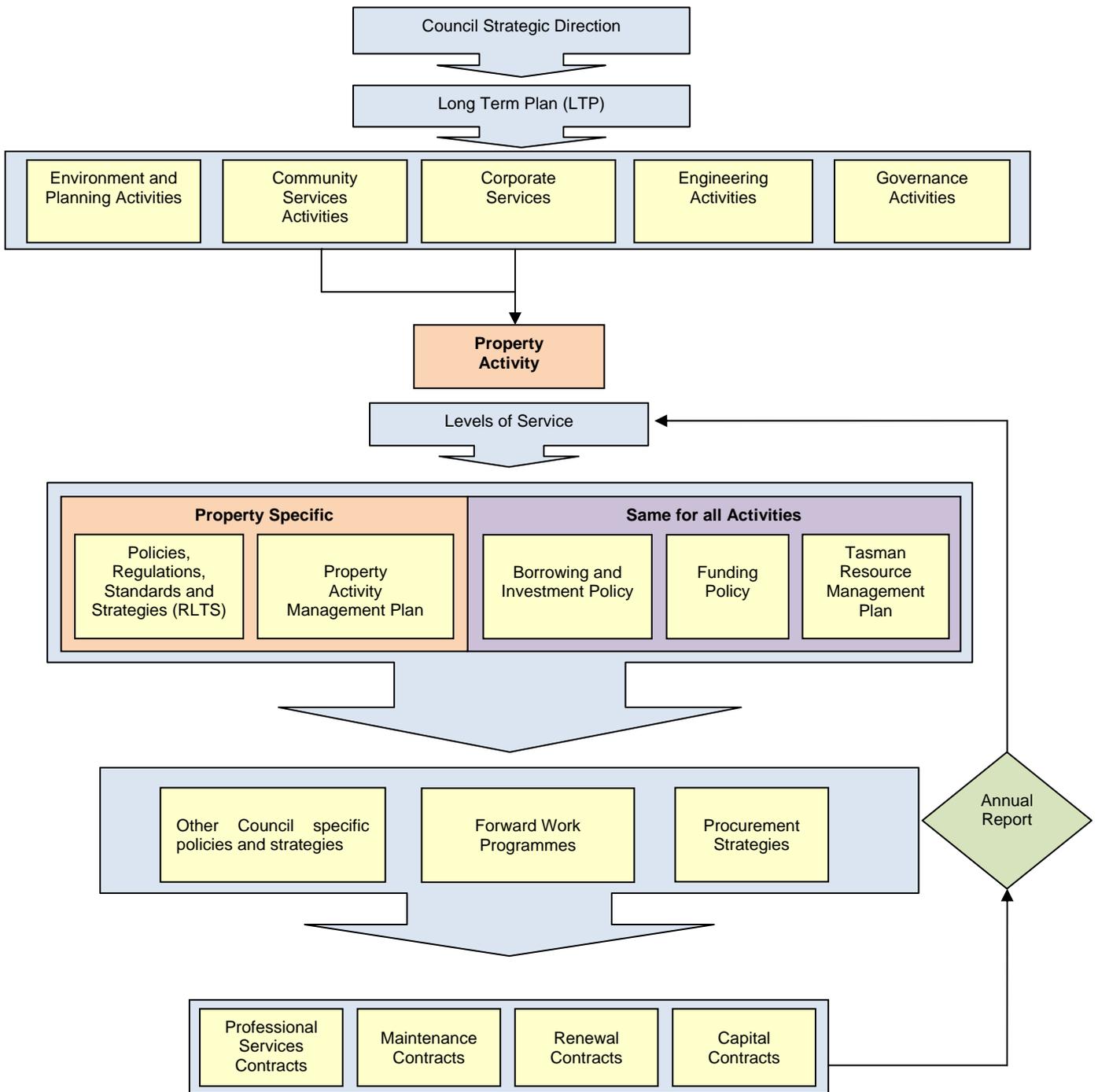
The Asset Management Plan has significant ties to the Long Term Plan and related Activity Plans.

Other key documents are:

- Council Bylaws
- Council Policies
- Tasman District Council District Plan
- Tasman District Regional Plans
- Reserve Management Plans
- Community Facilities and Parks and Reserves Asset Management Plan, Library Services Activity Management Plan and the various Activity Management Plans for Council's utility services.

This AMP 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.

Figure A-1 depicts the links between Council's activity management plans to other corporate plans and documents.



**Figure A-1: Hierarchy of Council Policy, Strategy and Planning**

Table A-1 describes the strategic documents used during the planning process.

**Table A-1: Strategic Documents Utilised During the Planning Process**

<b>Long Term Plan (LTP)</b>	The Long Term Plan. The primary instrument for the Council to report on its intentions on delivering its services to the community. This is the broad strategic direction of Council set in the context of current and future customer requirements. The AMP is the tactical plan with a view to achieving the strategic targets.
<b>Annual Plan</b>	The service level options and associated costs developed in the AMP will be fed into the Annual Plan consultation process. The content of the Annual Plan will feed directly from the short term forecasts in the Long Term Plan.
<b>Financial and Business Plans</b>	The financial and business plans requirement by the Local Government Amendment Act (3). The expenditure projections will be taken directly from the financial forecasts in the AMP.
<b>Contracts</b>	The service levels, strategies and information requirements contained in the AMP are the basis for performance standards in the current Maintenance and Professional Service Contracts.
<b>Operational Plans</b>	Operating and maintenance guidelines to ensure that the schemes operate reliably and equipment and plant is maintained in a condition that will maximise their useful service life.
<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 (eg. financial, property, GIS, customer service, etc.). Council's goal is to work towards such a fully integrated system.

#### **A.4 Strategic Direction**

Council Strategic Direction is outlined in the Vision, Mission and Objectives of the Council:

**Vision:** An interactive community living safely in the garden that is Tasman district.

**Mission:** To enhance community wellbeing and quality of life.

**Objectives:** **Objective 1:**  
To implement policies and financial management strategies that advance the Tasman district.

**Objective 2:**  
To ensure sustainable management of natural and physical resources, and security of environmental standards.

**Objective 3:**  
To sustainability manage infrastructural assets relating to Tasman district.

**Objective 4:**  
To enhance community development and the social, natural, cultural and recreational assets relating to Tasman district.

**Objective 5:**  
To promote sustainable economic development in the Tasman district.

#### A.4.1. Our Goal for the Properties Activity

To provide a property and business management of Council assets that contribute towards the enhancement of Council's recreational assets and maximises net returns on a sustainable basis to provide a contribution to rates.

### **A.5 Key Activity Drivers**

Key drivers for the property activity include:

- that the Council prefers to own its offices and libraries
- that growth of the district will continue
- that the Council will continue to require offices and library services in Murchison, Takaka and Motueka
- there is a demand for the continued use of camping grounds situated on reserve land
- the properties used for commercial purposes have not been identified for any other Council use.

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## **APPENDIX B. OVERVIEW OF THE ASSETS**

### **B.1 Introduction**

The assets covered in this AMP include all the buildings owned by the Tasman District Council that support the following Community and Council Activities:

- Category 1 - Community Buildings
  - Aquatic Centre (to be added in the future improvements to this Plan).
- Category 2 - Commercial and Administration
  - council offices
  - libraries and offices
  - commercial leases
  - fire stations
  - emergency centre
  - miscellaneous property.
- Category 3 - Housing
  - residential.

This Plan only covers the management and maintenance of buildings, not the activities that occur within them, which are covered by other Activity Management Plans. For example, the maintenance and management of the Richmond Library building is covered by this Asset Management Plan, whereas the running of the library activity and service is covered by the Library Services Activity Management Plan.

The property assets held by Tasman District Council are linked to the core business of the Council through the provision of the “bricks and mortar” to support Council and Community Activities.

Council property facilities are varied in form and function. The level of provision of facilities within the district impacts significantly on the perception of activities within the Community. Council is seen in many cases as the sole provider of some facilities and services and there is an expectation across the district that distribution and availability should be equitable.

**Table B-1: Summary of Properties Assets**

Category	Asset Type	Description
Category 1: Community Buildings	Aquatic Centre	Council owns and operates via a commercial management contract one Aquatic Facility located in Richmond. This contains a wave pool with lazy river, a hydrotherapy pool, toddlers pool, family and adult spas, fitness centre, sauna, learn to swim pool, plus a 25 metre competition lane pool.
Category 2 – Commercial and Administration Facilities		These facilities encompass the buildings that have a commercial or council only use and incorporate Offices, Libraries, Offices and facilities leased to a commercial operator.
	Council Offices	The Tasman district operates out of one office complex at 189 Queen Street, Richmond. This facility was substantially renovated and expanded in 2006.
	Libraries and Offices	Council owns and manages four library facilities located in the main district centres of Richmond, Motueka, Takaka and Murchison (a joint service centre) and Community Libraries at Wakefield and Mapua. Council operates two standalone offices in Motueka and Takaka with the third located with the Murchison Library.
	Commercial Lease and Endowments	Council owns eight properties that are leased to commercial enterprises including two former Council depot sites in Murchison and Tapawera. Other properties include buildings leased to the Golden Bay Work Centre, hair salon in Takaka, and a small office building in Richmond. These are operated on a commercial lease basis, but Council still holds overall responsibility for ensuring building warrant of fitness requirements are met, where required. Each facility has differing lease conditions for the responsibility for operational maintenance.
	Fire Stations	Council owns the sites of four community fire stations for rural fire activities. These are situated in Ngatimoti, Brightwater, St Arnaud and Marahau.
Category 3 – Housing		Council manages one property in Murchison as residential housing. This is managed as mainstream tenancies operation in the current market. The properties are historic purchases.
Facilities not included in plan		Facilities not included in the Asset Management Plan are: <ul style="list-style-type: none"> <li>• Aquatic Centre detailed assets</li> <li>• campgrounds detailed assets</li> <li>• chattels within the facilities</li> <li>• Richmond Library Buildings (renovations completed 2010).</li> </ul>

**Table B-2: Detail of Properties Assets**

Category	Building Name	NCS Code	Valuation No.	Confirm Site Code	Confirm Site Name	Address
Aquatic Centre	ASB Aquatic Centre					
Camping Grounds	Pohara Camping Ground	11605	1871014600		Campground and store	Abel Tasman Drive Pohara
Camping Grounds	Riverview (Murchison) Camping Ground	21902C	1915028803		Pt Riverview Dom - motorcamp	Murchison
Camping Grounds	Motueka Camping Ground	41604	1955003900		Fearons Bush motorcamp	10 Fearon St Motueka
Camping Grounds	Collingwood Camping Ground	11606A	1862007300		William Street, Collingwood	William St Collingwood
Commercial Buildings	RM Consulting - Leased Building	50001	1958039300	THALLRICH	Town Hall Richmond	11 Cambridge Street Richmond (Beside town hall)
Commercial Buildings	Golden Bay Hair Salon - Leased Building	12506	1874022200	OLDFIRESTN	Old Fire Station Takaka	24 Commercial St
Commercial Buildings	Telecom - Leased Building	12509	1874020900	82COMMST	82 Commercial Street	82 Commercial Street Takaka
Commercial Buildings	Tapawera Depot	22505	1925051202	TAPDEPOT	Tapawera Depot 107 Main Road	107 Main Road Tapawera
Commercial Buildings	Fulton Hogan Depot	20001	1915036800	MURCHSERCT	Murchison Service Centre	92 Fairfax Street Murchison
Commercial Buildings	Rob Roy's					189 Queen Street, Richmond
Community Lease	Murchison Rest Station	20002	1915049200	MURCHRESTR	Murchison Restrooms Hampden Street	5 Hampden Street, Murchison
Community Lease	Tapawera Emergency Centre	22506	1925051401	TAPEMCENT	Tapawera Emergency Centre	107 Main Road Tapawera
Community Lease	Aged Concern Richmond	50503	1958048600	SNRCITCPK	Senior Citz Bldg and Papps Carpark	4 Cambridge Street, Richmond
Council Offices	Tasman District Council Civic Building	50000	1958035800	MAINOFRICH	Main Tasman District Council Office, Richmond	189 Queen Street Richmond
Fire Station	Upper Takaka Fire Station	12103	1870033104	UPPTAKEFIRE	Upper Takaka Fire Shed Harwood Place	Harwood Place, Upper Takaka
Fire Station	St Arnaud Fire Station	22103	1918040400	STARDFIRE	St Arnaud Fire Station	Main Road St Arnaud, St Arnaud
Fire Station	Marahau Fire Station	42101	1931008504	MARAFIRE	Marahau Fire Station	
Library	Richmond Library	51302	1958045000	RICHLIB	Richmond Library	276 Queen Street Richmond
Library	Motueka Library	41780	1956015200	MEMPKEAST	Memorial Park-Motuaka Library and Memorial Hall	10 Pah Street Motueka
Library	Takaka Library	11304	1874018400	TAKLIB	Takaka Library, War Memorial and playground	63 Commercial Street Takaka
Library	Murchison Library and Service Centre	20001	1915036800	MURCHSERCT	Murchison Service Centre	92 Fairfax Street Murchison
Library	Wakefield Library	31310	1937035201	WAKELIB	Wakefield Library	2 Whitby Way Wakefield
Library	Mapua Community Library	31798	1938038700	MAPRSA	Mapua Memorial Library	60 Aranui Road, Mapua
Residential Housing	185 Commercial Street, Takaka	12510	1874015100	185COMMST	185 Commercial Street	185 Commercial Street, Takaka
Service Centre	Motueka Service Centre	40008	1955026803	MOTSERCENT	Motueka Service Centre	7 Hickmott Place Motueka
Service Centre	Takaka Service Centre	10001	1874021100	GOLDSERCEN	Golden Bay Service Centre, Takaka	74 Commercial Street

#### B.1.1. Critical Assets

The critical assets and components relating to the Property Asset Management Plan are the facilities required to enable the Council to undertake its day to day operations as well as those facilities that have been identified to form part of the Council's response during an emergency. These are detailed below:

(50000) Richmond Main Office building, 189 Queen Street, Richmond also alternate group EOC. This property houses the computer servers for the Council's computer networks and accommodates approximately 130 staff.

(40008) Motueka Office, 7 Hickmott Place, Motueka. This is a satellite office which services the greater Motueka area and while it is not critical in respect of the provision of services it does nevertheless play an important part in servicing this part of the district.

(10001) Golden Bay Office, 78 Commercial Street, Takaka also local EOC. This building services the community of Golden Bay operating as a satellite office. For practical reasons as well as emergency management purposes it is considered a critical asset in as far as the delivery of this service in Golden Bay is concerned.

(20001) Murchison Office / Library. This satellite office at 92 Fairfax Street, Murchison provides limited services to the Murchison community and is considered an important asset, although not critical.

Critical components include power supply, backup generators at the Richmond main office and Golden Bay Office, the computer systems at Richmond main office and back up facilities at the Richmond Library including the fibre optic cable between the Richmond Library and the main office, water supplies, stormwater and sewage disposal systems.

#### B.2 Strategic Management Approach

The completion of this section of the AMP has been included in the Improvement Programme.

#### B.3 Asset Quality

The completion of this section of the AMP has been included in the Improvement Programme.

#### B.4 Asset Condition

The asset condition data is stored in the Confirm Asset Management System. Opus International Consultants were engaged to collect and analyse the data which was subsequently imported into Confirm. Within the condition assessment process, assets were categorised into five groups the same groups used for the agreed valuation categories:

- electrical and mechanical
- external features
- fixtures and fittings
- internal features
- building structure.

Asset condition typically deteriorates over time and is a key indicator of the amount of renewal expenditure required to maintain the asset at an acceptable level to ensure the full life of the asset is gained. Reports are generated on a quarterly basis to identify scheduled maintenance.

Each building element was assessed on a 1 to 5 condition rating scale with:

1. Excellent
2. Very good
3. Satisfactory
4. Poor
5. Very Poor.

Overall the condition of the Council building asset components is very good which means that there is little deferred maintenance.

An improvement action for this plan is to document the data collection processes, the process for updating information and the capture of information for those assets within this plan that data is currently not available for, specifically including camping grounds, the ASB Aquatic Centre and 183 Queen Street, Richmond.

## **B.5 Future Development and Demand**

The future development and demand for property assets is linked to technological changes, growth of the district and changes to the district's demographics. There has been a trend in recent years for office space to be more open plan rather than enclosed offices. While this is often for economic purposes, primarily to keep costs down, it also improves communication between like-minded groups of activities. Changes in work styles should see working environments reviewed every eight to 10 years to ensure that staff are being provided with facilities which enable them to perform constantly at a high level. Tasman district is continuing to grow at a rate that additional staffing positions are being established on the basis of two or three permanent full time equivalents per annum. The devolution of responsibility for certain activities from central to local government also impacts on space requirements for staff and activities. In 2010 space requirements for Council staff were reviewed for the ensuing 10 years and estimates for space requirements at the main office in Richmond were prepared on the outcome of those estimates.

Extensions to the Richmond main office complex have been designed and tendered and a decision as to whether these proceed will be made during the 2011-2012 financial year.

There are no major developments proposed for the Motueka and Golden Bay Service Centre or for the Richmond or Takaka libraries. The Motueka Library is being reviewed as it no longer satisfies the requirements of the community and a project manager is expected to be appointed during September 2011.

The Murchison Service Centre / Library is being considered for improvement / replacement but no decision is pending on this.

The change in demographics will see an increased demand in library and recreational activities. This could require that those facilities which currently meet that demand may not be able to satisfy demands sufficiently in the future and forward planning by the individual asset managers will be required and this will be fed back through the Property Asset Management Plan.

Technological changes should lead to an improvement in working conditions and this plan recognises the need for an on-going review.

**APPENDIX C. NOT APPLICABLE TO THIS ACTIVITY**

## APPENDIX D. ASSET VALUATIONS

### D.1 Background

The Local Government Act 1974 and subsequent amendments contain a general requirement for local authorities to comply with Generally Accepted Accounting Practice ("GAAP").

The Financial reporting Act 1993 sets out a process by which GAAP is established for all reporting entities and groups, the Crown and all departments, Offices of Parliament and Crown entities and all local authorities. Compliance with the New Zealand Equivalent to International Accounting Standard 16; Property, Plant and Equipment (NZ IAS 16) and IAS 36 (Impairment of Assets) is the one of the current requirements of meeting GAAP.

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

Tasman District Council requires its infrastructure asset register and valuation to be updated in accordance with Financial Reporting Standards and the AMP improvement plan (ie. three yearly updates)

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 30 June 2010.

- NAMS Group Infrastructure Asset Valuation Guidelines – Edition 2.0
- New Zealand Equivalent to International Accounting Standard 16; Property, Plant and Equipment (NZ IAS 16) and IAS 36 (Impairment of Assets).

Property assets are valued as part of the three yearly rating valuation cycle based on current market value. However most of the facilities are not able to be sold without significant changes to Council Policy, reversal of classifications and community support. Therefore replacement cost (ie. to build a like facility in the event of needing a total replacement) is a more valid assessment. This can be developed through a "rollup" method based on the asset components. It is this method that Council will be working towards over the next three years.

#### D.1.1. Depreciation

Depreciation of assets must be charged over their useful life.

- *Depreciated Replacement Cost* is the current replacement cost less allowance for physical deterioration and optimisation for obsolescence and relevant surplus capacity. The *Depreciated Replacement Cost* has been calculated as:

$$\frac{\text{Remaining useful life}}{\text{Total useful life}} \times \text{replacement cost}$$

- *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.

### D.1.2. Revaluation

The revaluations are based on accurate and substantially complete asset registers and appropriate replacement costs and effective lives. The basis of the data inputs used is described in detail in the attached report.

- (a) The lives are generally based upon NZ Infrastructure Asset Valuation and Depreciation Guidelines – Edition 2. In specific cases these have been modified where in our, and Council’s opinion a different life is appropriate. The changes are justified in the valuation report.
- (b) The component level of the data used for the valuation is sufficient to calculate depreciation separately for those assets that have different useful lives.

## D.2 Overview of Asset Valuations

Assets are valued every three years, and historic asset valuations reports are held with Council.

The Property assets were last re-valued in June 2010 by QV Valuation. The total replacement value of the property assets as at 30 June 2010 is given in the Table below.

Key assumptions in assessing the asset valuations are described in detail in the valuation report.

## D.3 2010 Valuation Properties

The optimised replacement value, annual depreciation and optimised depreciated replacement value of the property assets are summarised in Table D-1.

**Table D-1: Property Asset Valuation Summary 30 June 2010**

Row Labels	Replacement Value	Fair Value	Total Depreciation
185 Commercial Street, Takaka	\$188,210.00	\$153,600.00	\$5,202.35
Aged Concern Richmond	\$0.00	\$380,000.00	
Collingwood Camping Ground	\$621,483.78	\$1,061,300.00	\$16,102.29
Fulton Hogan Depot	\$167,198.49	\$211,900.00	\$3,060.00
Golden Bay Hair Salon - Leased Building	\$59,495.10	\$124,200.00	\$1,720.00
Mapua Community Library	\$384,560.88	\$562,000.00	\$10,449.68
Marahau Fire Station	\$90,915.00	\$30,600.00	\$2,003.81
Motueka Camping Ground	\$1,717,031.00	\$1,824,900.00	\$44,615.83
Motueka Library	\$2,138,631.83	\$1,803,500.00	\$49,153.47
Motueka Service Centre	\$753,637.50	\$604,600.00	\$21,315.85
Murchison Rest Station	\$97,915.60	\$58,300.00	\$2,660.00
Pohara Camping Ground	\$2,961,750.97	\$5,077,500.00	\$106,015.24
Richmond Library	\$4,839,752.00	\$5,733,300.00	\$99,315.94
Riverview (Murchison) Camping Ground	\$958,578.25	\$518,600.00	\$24,152.80
RM Consulting - Leased Building	\$1,336,149.05	\$1,484,200.00	\$32,457.54
St Arnaud Fire Station	\$165,832.88	\$90,100.00	\$4,410.67
Takaka Library	\$448,195.00	\$824,600.00	\$14,167.22
Takaka Service Centre	\$623,638.62	\$664,100.00	\$17,663.51
Tapawera Depot	\$73,703.50	\$103,000.00	\$1,048.78
Tapawera Emergency Centre	\$173,219.90	\$127,500.00	\$4,826.88

Row Labels	Replacement Value	Fair Value	Total Depreciation
TDC Civic Building	\$6,848,611.00	\$7,234,600.00	\$204,786.37
Telecom - Leased Building	\$83,737.50	\$128,000.00	\$1,200.00
Upper Takaka Fire Station	\$33,590.70	\$6,700.00	\$600.00
Wakefield Library	\$182,531.22	\$191,900.00	\$4,966.67
<b>Grand Total:</b>	<b>\$24,948,369.74</b>	<b>\$28,999,000.00</b>	<b>\$671,894.91</b>

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## APPENDIX E. MAINTENANCE AND OPERATION

### E.1 Maintenance Contract

The asset management contracts applicable to the Property Asset Management Plan include painting, electrical, fire alarms, air conditioning, automatic doors, building maintenance and car park maintenance. The use of preferred contractors for some activities ensures a consistency of approach and the opportunity to build good relationships. Part of an improvement plan is to consider formal contracts for all maintenance activities.

With the exception of Collingwood Camping Ground which is managed by a contractor on behalf of Council, the lessees are responsible for maintaining the camping ground facilities at Pohara, Motueka and Murchison. The Council has a responsibility for maintaining the infrastructure to these camping grounds and has an annual inspection programme to ensure compliance with lease terms and conditions.

The ASB Aquatic Centre, the libraries at Richmond, Motueka, Golden Bay, the Council's main office in Richmond, the offices at Motueka, Takaka and the Murchison Office / Library are on individual contracts with Programme Property Services for exterior painting. This involves a full exterior repaint of the buildings at the commencement of the contract term and an annual wash and touch up at each anniversary until the expiry of the contract. The contracts vary between six and eight years.

Contracts for fire alarm maintenance are in place for these buildings with Waimea Electrical and operates on a year to year basis.

Informal contracts are also in place to ensure compliance with building warrants of fitness including electric doors, air conditioning, independently qualified persons.

Facilities management contracts are also in place for cleaning and security.

#### E.1.1. Non-Scheduled Maintenance (Reactive)

Non scheduled maintenance encompasses unplanned callouts and maintenance to the facility caused by vandalism, asset failure and in some cases user needs.

#### E.1.2. Scheduled/ Cyclic Maintenance

Scheduled/Cyclic maintenance includes regular annual operating costs such as:

- heating, ventilation, and air condition system
- lift and door inspections
- fire protection service inspections
- cleaning
- building Warrant of Fitness assessment.

#### E.1.3. Planned Maintenance

Planned maintenance is the long term planned items undertaken to maintain the asset to ensure it is able to achieve its target useful life. This includes also regular lifecycle asset management items such as painting, re-carpeting etc.

### E.2 Maintenance Standards

An asset and condition report was prepared for the Motueka and Pohara camping grounds prior to long term leases being entered into. The lessees are responsible for maintaining the Council's assets to this standard as part of their lease conditions.

The offices and libraries are maintained to a standard slightly higher than one would normally expect for a commercial building. The Council considers it important to provide a high standard of facilities for staff, ratepayers and public users of Council's facilities.

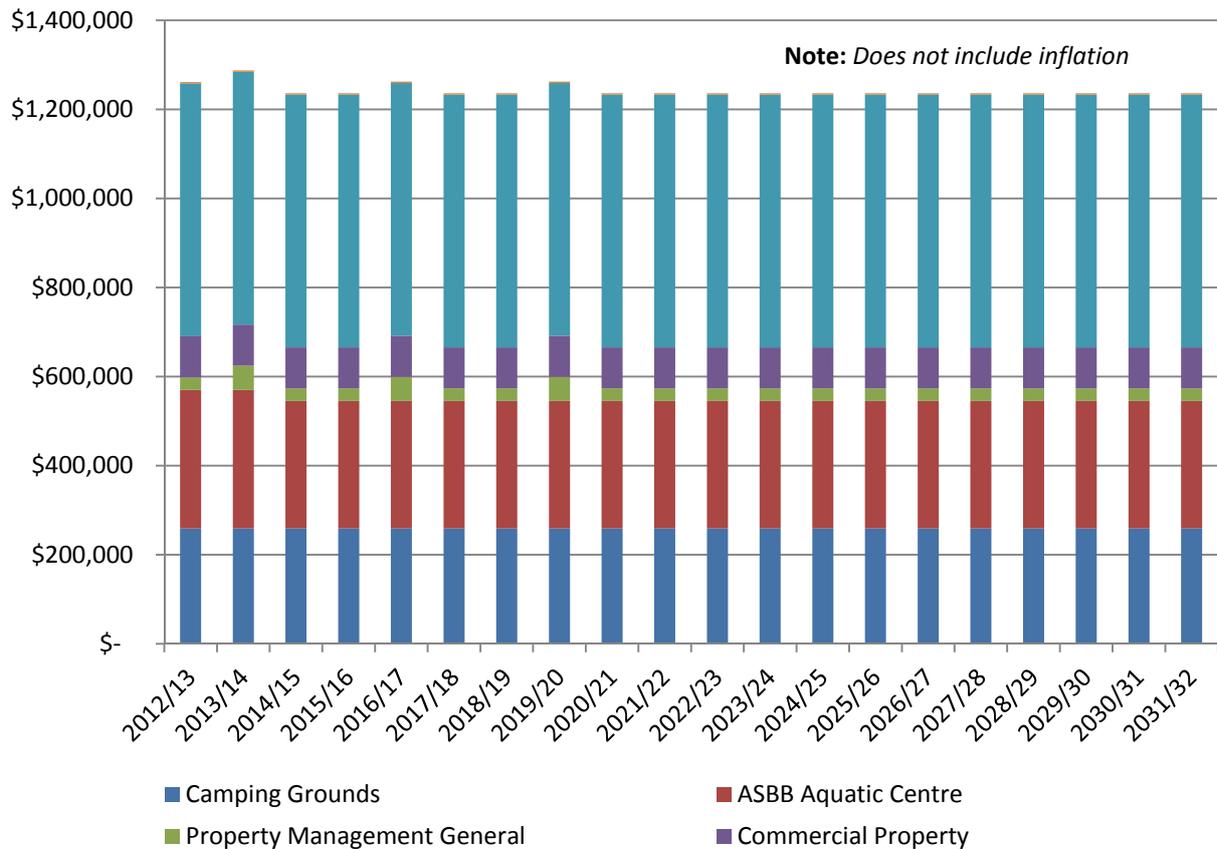
Buildings are inspected no less than annually. Other buildings used for commercial purposes are maintained to the minimum standard required by the occupier's use.

### E.3 Engineering Studies

There are no engineering studies that have been allocated to the operations and maintenance budget.

### E.4 Projected Operations and Maintenance Costs

Twenty year forecasts for operations and maintenance costs are shown in Table E-1 and Figure E-1. The annual costs over the life of this plan are predicted to remain relatively constant for the properties listed in the AMP.



**Figure E-1: 2012-2032 Property Operating and Maintenance Expenditure**



## **APPENDIX F. DEMAND AND FUTURE NEW CAPITAL REQUIREMENTS**

### **F.1 Growth Demand and Supply Model**

#### **F.1.1. Model Summary**

A comprehensive Growth Demand and Supply Model (GDSM or growth model) has been developed to provide predictive information for population growth and business growth, and from that, information about dwelling and building development across the district and demand for infrastructure services. The GDSM underpins the Council's long term planning through the Activity Management Plans, Long Term Plans and supporting policies (eg. Development Contributions Policy).

This 2011 GDSM is a third generation growth model with previous versions being completed in 2005 and 2008.

In order to understand how and where growth will occur, the GDSM is built up of a series of Settlement Areas which contain Development Areas. A Settlement Area (SA) is defined for each of the main towns and communities in the district. There are 17 Settlement Areas for the present version of the GDSM. Each Settlement Area is sub-divided into a number of Development Areas. Each Development Area is defined as one continuous polygon within a Settlement Area that if assessed as developable, is expected to contain a common end-use and density for built development.

The GDSM organises and integrates the assessments of demand and supply of built development. The development is categorised as either residential or business demand and supply. For residential demand and supply:

- the 'demand' for residential buildings (dwellings) is assessed from population and household growth forecasts
- the 'supply' of lots for future dwellings is assessed from analysis of the Development Areas in each Settlement Area and how many lots could feasibly be developed for residential end use, after accounting for a number of existing characteristics of the Development Area.

For business demand and supply:

- the 'demand' for business premises is assessed from economic and employment growth forecasts, and associated land requirements
- the 'supply' of lots for future business premises is assessed from analysis of the Development Areas in each Settlement Area in a similar way as that for future dwellings.

The Development Areas and Settlement Areas are the building blocks that allow the GDSM to spread demand for new dwellings and business premises, and assess where there is capacity to supply that demand.

The GDSM is not just an isolated tool that calculates a development forecast. It is a number of linked processes that involve assessment of base data, expert interpretation and assessment, calculation and forecasting. The key input data, assessment and computational processes, and outputs of the GDSM are captured in a database called the Growth Model Database.

The outputs of the GDSM are located on a shared browser site that all Council staff have access to. The browser contains:

- all the various input data sets and calculated outputs
- maps defining the Settlement Areas and development areas
- a model description describing the model working in detail, assumptions and planned improvements
- a peer review by a qualified urban planner and designer.

#### F.1.2. Overall Population Growth and Trends

The population projection in the GDSM has been taken from Statistics New Zealand 2009 population projections derived from the 2006 census data. As a result of the recession and general slowdown in development since 2008, Council has adopted the Statistics NZ “medium” projection for all SAs (in 2008 the Statistics NZ “high” projection was used for Motueka and Richmond). The population projections for each Settlement Area and the district as a whole are shown in Table F-1.

**Table F-1: Population Projection Used in the GDSM**

Settlement Area	Population Adjusted 2006	2009	2012	2016	2021	2031
Brightwater	1,931	2,016	2,097	2,195	2,327	2,581
Coastal Tasman area	2,032	2,096	2,157	2,228	2,308	2,438
Collingwood	203	207	211	216	220	225
Kaiteriteri	320	323	326	332	336	332
Mapua/Ruby Bay	1,911	1,981	2,049	2,135	2,242	2,427
Marahau	120	121	123	125	127	125
Motueka	6,309	6,417	6,510	6,600	6,660	6,634
Murchison	414	409	404	398	382	366
Pohara/Tata/Ligar/ Tarakohe	558	570	581	594	606	619
Richmond	13,173	13,612	14,039	14,577	15,179	16,305
Riwaka	562	577	591	606	619	625
St Arnaud	81	81	81	81	80	77
Takaka	1,154	1,160	1,164	1,164	1,144	1,054
Tapawera	299	311	323	334	341	355
Tasman	168	173	177	182	187	194
Upper Moutere	147	152	156	162	169	181
Wakefield	1,911	1,992	2,067	2,152	2,258	2,499
Ward Remainder (Golden Bay)	3,244	3,315	3,381	3,455	3,523	3,600
Ward Remainder (Lakes Murchison)	2,475	2,538	2,596	2,659	2,738	2,870
Ward Remainder (Motueka)	3,313	3,417	3,516	3,632	3,763	3,975
Ward Remainder (Moutere Waimea)	3,988	4,114	4,232	4,372	4,530	4,785
Ward Remainder (Richmond)	1,487	1,522	1,588	1,756	1,966	2,405
<b>Total for District</b>	<b>45,800</b>	<b>47,104</b>	<b>48,369</b>	<b>49,955</b>	<b>51,705</b>	<b>54,672</b>

### F.1.3. User Needs

User needs are assessed on an activity level:

- changes in Community use (or non-use)
- Council objectives.

Owning property for the sake of owning property is not a key driver for Tasman District Council. Other factors such as historical significance, community use and ownership and future development potentially all impact on the requirements for Council Property. Council then develops and maintains property at a level to meet these community needs.

### F.1.4. Changes in Technology

Changes in Technology used, both in the systems used to manage facility assets and in the systems impacting on the delivery of services, have an effect on the demand and the use of the assets. Significant changes in technology identified are:

- General
  - wireless networks (impact on cabling and inbuilt systems within facilities)
  - environmental sustainability (changes in energy sources, technology and utilising life cycle costing analyses)
  - Heating Ventilation and Air Conditioning (HVAC) delivery systems, demand and customer expectations
  - IT changes such as LCD screens in producing less heat and impacting on HVAC requirements.
- Library
  - internet access to catalogue searching and requests, research opportunities.
- Aquatic Centre
  - potential improvements in environmental sustainability of swimming pool equipment, air conditioning etc.
- Building Management
  - improved energy efficiency
  - sustainability initiatives.
- GIS and GPS
  - use of advances in GIS mapping and GPS to assist in planning and management of Property Assets.

## F.2 Projection of Demands

The completion of this section of the AMP has been included in the Improvement Programme.

## F.3 Forecast of New Capital Work Expenditure

New works are those works that create a new asset that did not previously exist, or works that upgrade or improve an existing asset beyond its existing capacity. The need for the new work is based on the following drivers: growth, consultation with building users, consultant advice and Council's senior management.

In the first instance, it will be the Council's intention to adapt existing facilities or extend existing facilities but where this is not possible or appropriate, consideration will then be given to the construction of new property assets.

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. Some projects may also be driven fully or partly by needs for renewal.

There are no taxation advantages to be enjoyed by the Council through not having ownership of the property assets used for its offices and libraries and it is the Council's preference to own these assets. There is sufficient landholdings for the Council main office with the recent acquisition property at 183 Queen Street which adjoins the main office complex situated at 189 Queen Street, Richmond. The main office complex comprises four buildings that are interconnected. The oldest structure was constructed in 1962 and although a significant amount of strengthening has been undertaken, there is still parts of the building that do not comply with the requirements to allow the facility to be used as an Emergency Operations Centre. More importantly, the power supply to the entire facility is situated within that building. The Council may retain its headquarters on this site for the foreseeable future.

Recent alterations were carried out to the Motueka Service Centre to provide better customer service facilities. No major works are proposed to be carried out at the service centre in the near future but, if additional staff are employed at the Motueka Service Centre, the additional space will be created by removing offices and creating an open plan environment. Some refurbishment is expected.

The facilities at the Golden Bay Service Centre are deemed to be adequate for present demand and the foreseeable future. Engineering consultants, MWH, occupy current surplus office space and should staff numbers at the service centre grow, this lease arrangement could be terminated. The facilities have had earthquake strengthening work but further investigation is required to ensure that the facility meets the requirements for an Emergency Operations Centre. Some refurbishment is expected.

The Takaka Library was built in 2008. This new facility has attracted unprecedented use but is still meeting the requirements for library services in Golden Bay. There are no significant capital works intended for the foreseeable future which would provide additional space for the Takaka Library.

A provision has been made in the 2011/2012 budgets to increase the size of the Motueka Library to meet existing and future demand. A project manager is being appointed and will lead the investigation and consider the options available to improve the services currently provided.

The Murchison Office / Library is meeting the needs of the residents but if the opportunity arose to co-locate with some other activity in Murchison which would provide improved facilities on a more economic basis, then that would be considered.

The Richmond Library was redeveloped in 2010. Only minor capital works are proposed for the life of this plan.

The need for the Council's camping grounds will continue during the life of this plan. It is expected that any new facilities will be constructed by the camping ground lessees.

The ASB Aquatic Centre in Richmond has received recent additions of a Learn to Swim pool and fitness centre. These works are expected to meet the requirements of the community for the life of this plan.

Other properties the Council hold for commercial purposes are maintained for their existing use only.

The following table (Table F-2) shows staff numbers and projections for 2010.

**Table F-2: Staff Numbers and Projections 2010**

Group	Existing	Additional	Casual Space	Total	Tier 1	Tier 2	Tier 3	Other	Total	Area Needed	
										1 to 12m <sup>2</sup>	1 to 13.2m <sup>2</sup>
<b>Community Services</b>											
Parks and Reserves	6	1	1	8			1	7	8		
Recreation	2	1		3			1	2	3		
Property	3	1	1	5			1	4	5		
Management	2		1	3		1		2	3		
<b>Total Community</b>	<b>13</b>	<b>3</b>	<b>3</b>	<b>19</b>		<b>1</b>	<b>3</b>	<b>15</b>	<b>19</b>	<b>228</b>	<b>250.8</b>
<b>Customer Services</b> (does not include counter staff)	<b>6</b>	<b>2</b>		<b>8</b>			<b>1</b>	<b>7</b>	<b>8</b>	<b>96</b>	<b>105.6</b>
<b>Strategic</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>6</b>		<b>1</b>		<b>5</b>	<b>6</b>	<b>72</b>	<b>79.2</b>
<b>Engineering</b>	<b>20</b>	<b>6</b>	<b>2</b>	<b>28</b>		<b>1</b>	<b>3</b>	<b>24</b>	<b>28</b>	<b>336</b>	<b>369.6</b>
<b>Information Services</b>	<b>13</b>		<b>1</b>	<b>14</b>			<b>1</b>	<b>13</b>	<b>14</b>	<b>0</b>	<b>125</b>
<b>Records</b>	<b>4</b>	<b>1</b>		<b>5</b>				<b>5</b>	<b>5</b>		<b>47</b>
<b>Corporate</b>	<b>17</b>	<b>3</b>	<b>2</b>	<b>22</b>		<b>1</b>	<b>2</b>	<b>19</b>	<b>22</b>		<b>211</b>
Environment and Planning				0					0	0	0
<b>Management</b>	<b>3</b>	<b>1</b>		<b>4</b>		<b>1</b>		<b>3</b>	<b>4</b>	<b>48</b>	<b>52.8</b>
<b>Policy</b>	<b>9</b>	<b>1</b>		<b>10</b>			<b>1</b>	<b>9</b>	<b>10</b>	<b>120</b>	<b>132</b>
<b>Env Information</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>14</b>			<b>1</b>	<b>13</b>	<b>14</b>	<b>168</b>	<b>184.8</b>
<b>Hydrology</b>	<b>6</b>	<b>1</b>		<b>7</b>				<b>7</b>	<b>7</b>		<b>78</b>
<b>Compliance</b>	<b>8</b>			<b>8</b>				<b>8</b>	<b>8</b>	<b>96</b>	<b>105.6</b>
<b>Bio Security</b>	<b>4</b>	<b>1</b>		<b>5</b>				<b>5</b>	<b>5</b>	<b>60</b>	<b>66</b>
<b>Regulatory</b>	<b>8</b>	<b>1</b>		<b>9</b>			<b>1</b>	<b>8</b>	<b>9</b>	<b>108</b>	<b>118.8</b>
<b>Building</b>	<b>16</b>	<b>3</b>		<b>19</b>				<b>19</b>	<b>19</b>	<b>228</b>	<b>250.8</b>
<b>Consents</b>	<b>16</b>	<b>2</b>		<b>18</b>			<b>1</b>	<b>17</b>	<b>18</b>	<b>216</b>	<b>237.6</b>
<b>CEO team</b>	<b>2</b>			<b>2</b>	<b>1</b>			<b>1</b>	<b>2</b>	<b>24</b>	<b>26.4</b>
Mayor PA		1		1				1	1		
<b>Total Staff Numbers</b>	<b>157</b>	<b>30</b>	<b>12</b>	<b>199</b>	<b>1</b>	<b>4</b>	<b>11</b>	<b>164</b>	<b>199</b>	<b>1800</b>	<b>2441</b>

Because there has been no data collection undertaken for Council's camping grounds the need for specific expenditure on capital projects has not been clearly identified. However, provisional expenditure based on previous experience has been identified.

The commercial / residential land that Council owns in the vicinity of the Mapua Wharf is expected to be developed and sold or leased during the life of this plan. \$10,000 has been included in Year 1 for subdivision and legal expenses while \$50,000 has been included in Years 2 and 3 for further development, servicing and marketing of the remainder of these landholdings.

\$35,000 has been included in Year 1 to subdivide the Tourism Services landholdings on the corner of Champion Road and Salisbury Road, Richmond.

Renovations at the main office complex at 189 Queen Street, Richmond are underway within the renewals budget which will continue into year 1. A further \$3,000,000 is included in Year 8 for the construction of a new Council Chamber, Civic facilities and an Emergency Operations Centre.

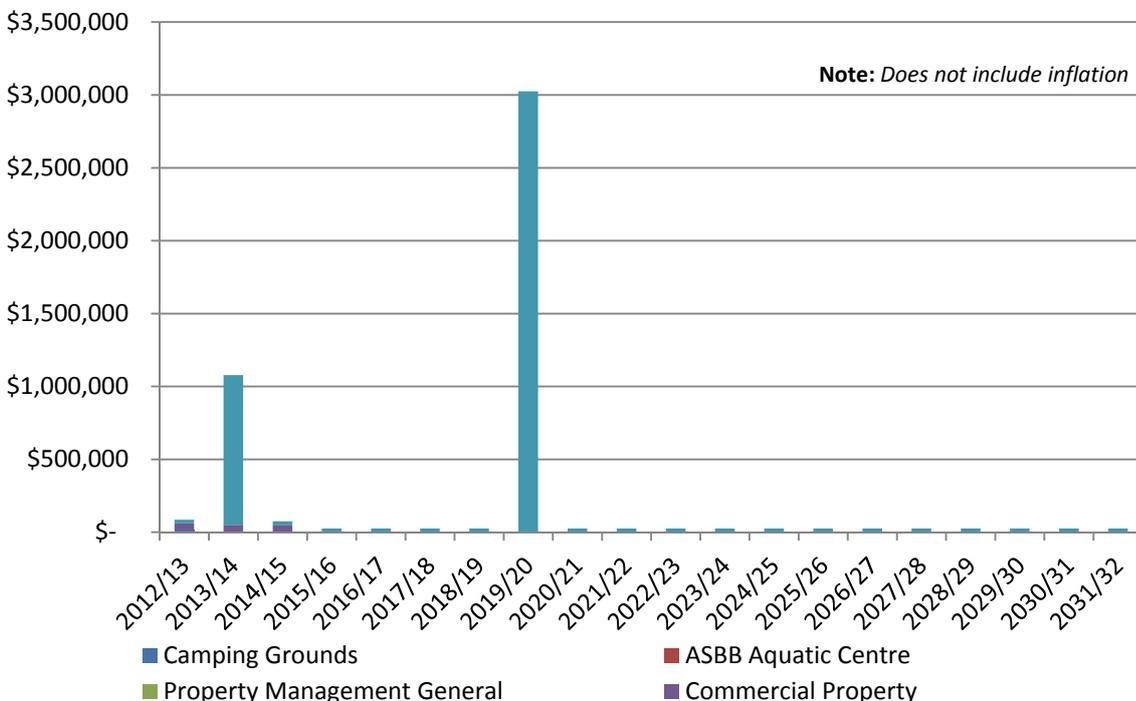
\$25,000 is provided in Year 2 for software and hardware required to replace the electronic locking system at the main office. Expenditure is also included for the Golden Bay Service Centre, Motueka Service Centre, Murchison Service Centre / Library, Richmond Library, Motueka Library and Takaka Library for new electronic locks.

\$20,000 is included in Year 5 to refurbish the Golden Bay offices.

\$30,000 is provided in Year 5 for the removal of walls and relocation of services at the Motueka Service Centre and \$2,000 has been provided in Years 1, 3, 5, 7 and 9 for miscellaneous capital works.

\$1 million has been included in Year 2 for building extensions to the Motueka Library.

The twenty year forecasts for New Capital expenditure are shown in Table F-3.



**Figure F-1: 2012-2032 Property New Capital Works Expenditure**

**F.4 Development of New Capital Requirement Forecasts**

The completion of this section of the AMP has been included in the Improvement Programme.

Table F-3: 2012-2032 Property New Capital Works Expenditure

Item	Scheme	Project Name	GL Code	Project Estimate	Total New Capital	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	2019/20 Year 8	2020/21 Year 9	2021/22 Year 10	2022/23 Year 11	2023/24 Year 12	2024/25 Year 13	2025/26 Year 14	2026/27 Year 15	2027/28 Year 16	2028/29 Year 17	2029/30 Year 18	2030/31 Year 19	2031/32 Year 20
32	Camping Grounds	Campgrounds - Collingwood - Cap	1606610601	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
51	Commercial Property	Salisbury Road Development	2506610602	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
52	Operational Property	Mapua Development	34036106	\$ 110,000	\$ 110,000	\$ 10,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71	Operational Buildings	Capital-Main Office Buildings	2560610601	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
92	Operational Buildings	Install Electronic Locks	2563610601	\$ 2,500	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
102	Operational Buildings	Motueka Lib Building Extension	13036106	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
122	Operational Buildings	Minor Property purchase	25016105	\$ 500,000	\$ 500,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>Total</b>					<b>\$ 4,662,500</b>	<b>\$ 85,000</b>	<b>\$ 1,077,500</b>	<b>\$ 75,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 3,025,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>

N.B. Does Not Include Inflation

## APPENDIX G. DEVELOPMENT CONTRIBUTIONS / FINANCIAL CONTRIBUTIONS

Information on Development Contributions Policy can be found in Part 5 of the Council's Long Term Plan (LTP). The Policy is adopted in conjunction with the LTP and will come into effect on 1 July 2012.

The Policy sets out the development contributions payable by developers, how and when they are to be calculated and paid, and a summary of the methodology and rationale used in calculating the level of contributions.

The key purpose of the Development Contribution Policy is to ensure that growth, and the cost of infrastructure to meet that growth, is funded by those who cause the need for and benefit from the new or additional infrastructure, or infrastructure of increased capacity.

There are no specific development contributions applicable for the property activity. However, property development may require connections or upgrades of other infrastructure such as roading, water, wastewater and stormwater and could then be subject to development contributions.

The following table summarises the Current Development Contributions:

**Table G-1: Current Development Contributions**

Activity	Development Contribution per HUD \$ (incl GST)*
Water	6,596
Wastewater	8,118
Transportation	894
Stormwater	5,149
<b>TOTAL</b>	<b>20,756</b>

HUD = Household Unit of Demand

\* The value of the Development Contribution shall be adjusted on 1 July each calendar year using the annual change in the Construction Cost Index.

## **APPENDIX H.      RESOURCE CONSENTS AND PROPERTY DESIGNATIONS**

### **H.1            Introduction**

The statutory framework defining what activities require resource consents is the Resource Management Act (RMA) 1991. The RMA deals with the control of use of land.

The RMA is administered locally by Tasman District Council, a unitary authority through the Tasman Resource Management Plan (TRMP) which sets out policies, objectives and rules controlling activities to ensure they meet the purpose and principles of the RMA.

Land subdivision proposals, property easements complying with car parking requirements for building developments, site coverage and land use are all matters which may need to be addressed with the properties listed in this plan.

### **H.2            Resource Consents**

A register of all active resource consents for property subject to this AMP is being developed (as detailed in the improvements list). This will be in the form of a spreadsheet.

### **H.3            Property Designations**

Designations are provided for by the RMA to identify and protect lands for existing and proposed public works.

There are no current designations in place for properties included in this AMP.

## **APPENDIX I. CAPITAL REQUIREMENTS FOR FUTURE RENEWALS**

### **I.1 Introduction**

The renewals programme has been developed to ensure that our facilities continue to supply services that meet the requirements of the users of those facilities. With heavy reliance on air conditioning systems for heating and cooling, funds have been set aside on a regular basis to ensure that systems are able to be replaced as required. An improvement is to capture better information regarding air conditioning systems to provide more accuracy in this respect. The information captured into the Confirm database by Opus International Consultants has also been used to assist. An improvement to the plan will be to obtain better information for the properties that are subject to this plan.

Due to the lack of data available on the condition of camping ground assets, it has not been possible to accurately forecast the renewals programme for camping grounds. The estimates of renewals expenditure on camping grounds has been made based on the asset manager's knowledge and discussions with the camping ground lessees.

The renewals programme for the officers and libraries is based on the knowledge of the asset manager in consultation with building occupiers and consultants.

### **I.2 Renewal Standards**

The standards for New Zealand Public Libraries are used as a guide to identify space requirements for library renewals. Library statistics are maintained to compare current against previous years plus identifying demand. Other standards are those that relate to the Building Act and the Resource Management.

Council offices are maintained to a standard that allows the staff working in those facilities to be able to perform their functions to the best of their abilities in comfort with modern up to date features. Renewal projects are estimated to be required every eight years.

The kitchen and ablution facilities at Pohara, Murchison and Fearons Bush camping grounds were recently upgraded to provide an increased level of service.

The renovations of the Richmond Library was undertaken to provide for growth and to increase the levels of service.

### **I.3 Deferred Renewals**

Deferred renewals is the shortfall in renewals required to maintain the service potential of the assets. This can include:

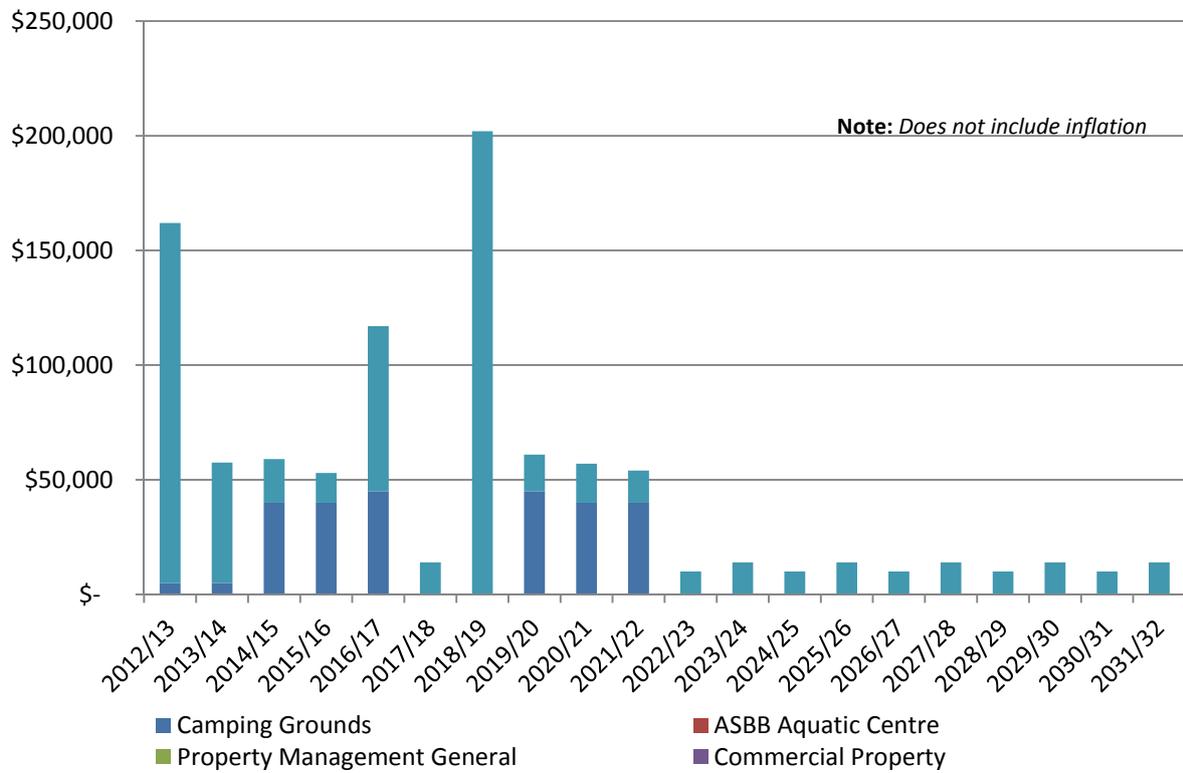
- renewal work that is scheduled but not performed when it should have been and which is has been put off for a later date (this can often be due to cost and affordability reasons)
- an overall lack of investment in renewals that allows the asset to be consumed or run-down, causing increasing maintenance and replacement expenditure for future communities.

When renewal works is deferred the impact of the deferral on economic inefficiencies and the system's ability to achieve the required service standards will be assessed. Although the deferral of some renewal works may not impact significantly on the operation of assets, repeated deferral will create a liability in the longer term.

There are no deferred properties renewals.

#### I.4 Forecast of Renewals Expenditure for Next 20 years

A table showing the expenditure forecast for renewals over the next 20 years is provided below (Table I-1).



**Figure I-1: 2012-2032 Property Renewals Expenditure**

Table I-1: 2012-2032 Property Renewals Expenditure

Item	Scheme	Project Name	GL Code	Total Project Cost	Total Renewals	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	2019/20 Year 8	2020/21 Year 9	2021/22 Year 10	2022/23 Year 11	2023/24 Year 12	2024/25 Year 13	2025/26 Year 14	2026/27 Year 15	2027/28 Year 16	2028/29 Year 17	2029/30 Year 18	2030/31 Year 19	2031/32 Year 20
8	Camping Grounds	Campgrounds - Riverview - Upgrade	1602610601	\$ 80,000	\$ 80,000	-	-	40,000	-	-	-	-	40,000	-	-	-	-	-	-	-	-	-	-	-	-
14	Camping Grounds	Pearsons Bush Camp - Cap - Plan	16046103	\$ 80,000	\$ 80,000	-	-	-	-	-	-	-	-	-	40,000	-	-	-	-	-	-	-	-	-	-
22	Camping Grounds	Campgrounds - Pohara - Upgrade	1605610601	\$ 80,000	\$ 80,000	8,000	8,000	8,000	16,000	-	-	-	-	-	40,000	-	-	-	-	-	-	-	-	-	-
30	Camping Grounds	Collingwood Camp - Cap - Furn	16066102	\$ 5,000	\$ 5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
31	Camping Grounds	Collingwood Camp - Cap - Bldgs	16066106	\$ 15,000	\$ 15,000	-	5,000	-	-	-	5,000	-	-	5,000	-	-	-	-	-	-	-	-	-	-	-
70	Operational Buildings	Op Ppty - Main Office - Bldg C	25606106	\$ 530,000	\$ 530,000	150,000	10,000	10,000	10,000	10,000	10,000	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
74	Operational Buildings	Electronic Locking Upgrade	2560610602	\$ 25,000	\$ 25,000	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
78	Operational Buildings	Electronic Locking Upgrade	2561610603	\$ 1,000	\$ 1,000	-	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
79	Operational Buildings	Refurbish Offices	2561610602	\$ 20,000	\$ 20,000	-	-	-	-	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
80	Operational Buildings	Minor Capital Expenditure	2561610604	\$ 20,000	\$ 20,000	-	2,000	-	2,000	-	2,000	-	2,000	-	2,000	-	2,000	-	2,000	-	2,000	-	2,000	-	2,000
81	Operational Buildings	Resale Carpark	25616213	\$ 3,000	\$ 3,000	-	-	-	-	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
85	Operational Buildings	Op Ppty - Motueka S C - Bldg C	25626106	\$ 40,000	\$ 40,000	2,000	-	2,000	-	32,000	-	2,000	-	2,000	-	-	-	-	-	-	-	-	-	-	-
86	Operational Buildings	Electronic Lock Upgrade	2562610601	\$ 2,000	\$ 2,000	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
91	Operational Buildings	CAPITAL MURCHISON SERVICECE	25636106	\$ 6,000	\$ 6,000	-	2,000	-	2,000	-	2,000	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-
97	Operational Buildings	Richmond Library - cap - build	13026106	\$ 20,000	\$ 20,000	5,000	-	5,000	-	5,000	-	-	-	5,000	-	-	-	-	-	-	-	-	-	-	-
98	Operational Buildings	Rich Lib Elec Lock Upgrade	1302610601	\$ 7,500	\$ 7,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
103	Operational Buildings	Motueka Lib - Bldg Capital	1303610601	\$ 10,000	\$ 10,000	-	-	2,000	-	-	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-
104	Operational Buildings	Mot Lib Elec Lock Upgrade	1303610602	\$ 1,000	\$ 1,000	-	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
108	Operational Buildings	Takaka Library Furniture	13046102	\$ 10,000	\$ 10,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000
109	Operational Buildings	Takaka Lib Elec Lock Upgrade	1304610601	\$ 1,000	\$ 1,000	-	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>				<b>\$ 956,500</b>	<b>\$ 956,500</b>	\$ 170,000	\$ 65,500	\$ 67,000	\$ 29,000	\$ 117,000	\$ 14,000	\$ 202,000	\$ 61,000	\$ 57,000	\$ 54,000	\$ 10,000	\$ 14,000	\$ 10,000	\$ 14,000	\$ 10,000	\$ 14,000	\$ 10,000	\$ 14,000	\$ 10,000	\$ 14,000

## APPENDIX J. DEPRECIATION AND DECLINE IN SERVICE POTENTIAL

### J.1 Depreciation of Infrastructural Assets

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life (NZIAS 16, paragraph 6).

Key principles in determining depreciation are.

- Does the asset get consumed because of time passing or because of use (the depreciation pattern should be proportional to this rate of consumption).
- Assets not depreciated will typically have low value, a lifecycle of less than 12 months or on decline in service potential over its life.
- It is important to be consistent in the accounting treatment of the asset. If the asset component is not depreciated then any work to restore the component to deliver its stated service potential must be treated as operational expenditure.

Where the pattern of economic consumption does not materially differ from straight line, or where the pattern cannot be reasonably determined and demonstrated, straight-line depreciation is considered a reasonable approximation.

Asset Depreciation at Council has been based on a straight line basis at the following rates based on the following useful lives:

Building Components.

- Structure 50 – 100 years
- Services 40 – 55 years
- Internal fit-out 15 – 40 years
- Plant 10 – 25 years.

### J.2 Decline in Service Potential

The decline and service potential is a decline in the future economic benefits (service potential) embodied in an asset.

It is Council policy that its property assets meet a desired level of service. Council will monitor and assess the state of the properties and the improvements thereon and upgrade or replace parts over time to counter the decline in service potential at optimum times.

Council's borrowing policy is that it only funds capital and renewal expenditure through borrowing, normally for 20 years, but shorter or longer terms are used for some assets depending on how long they are expected to last before they need to be replaced. Council has adopted this approach instead of setting aside funds to replace assets as they wear out, ie. funding depreciation. By the time the asset needs to be replaced, Council would normally have repaid the loan for the original asset and can borrow for the replacement asset.

This method of funding capital expenditure provides intergenerational equity, this means that those people that receive the benefit from the asset generally pay for the asset. Notwithstanding this, Council is investigating whether other means of funding assets is more appropriate. Any change is likely to result in an increase in rates and charges in the immediate time period, but might provide longer term benefits.

## APPENDIX K. PUBLIC DEBT AND ANNUAL LOAN SERVICING COSTS

### K.1 General Policy

The Council borrows as it considers prudent and appropriate and exercises its flexible and diversified funding powers pursuant to the Local Government Act 2002. The Council approves, by resolution, the borrowing requirement for each financial year during the annual planning process. The arrangement of precise terms and conditions of borrowing is delegated to the Corporate Services Manager.

*The Council has significant infrastructural assets with long economic lives yielding long term benefits. The Council also has a significant strategic investment holding. The use of debt is seen as an appropriate and efficient mechanism for promoting intergenerational equity between current and future ratepayers in relation to the Council's assets and investments. Debt in the context of this policy refers to the Council's net external public debt, which is derived from the Council's gross external public debt adjusted for reserves as recorded in the Council's general ledger.*

Generally, the Council's capital expenditure projects with their long term benefits are debt funded. The Council's other district responsibilities have policy and social objectives and are generally revenue funded.

The Council raises debt for the following primary purposes.

- Capital to fund development of infrastructural assets.
- Short term debt to manage timing differences between cash inflows and outflows and to maintain the Council's liquidity.
- Debt associated with specific projects as approved in the Annual Plan or Long Term Plan. The specific debt can also result from finance which has been packaged into a particular project.

In approving new debt, the Council considers the impact on its borrowing limits as well as the size and the economic life of the asset that is being funded and its consistency with Council's long term financial strategy. The Borrowing Policy is found in Volume 2 of Council's LTP.

The debts associated with Council's offices and libraries are charged against those properties and are recovered by way of a user charge which also includes maintenance and facilities management costs

### K.2 Loans

Loans to fund capital projects over the next ten years add up to the following:

**Table K-1: Loans**

Property	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	2019/20 Year 8	2020/21 Year 9	2021/22 Year 10
Loans Raised (x 1,000)	156	10.7	11.1	11.5	11.9	12.4	257	4,037	14	14.6
Opening Loan Balance (x 1,000)	4,851	4,846	4,491	4,235	3,980	3,728	3,469	3,451	7,106	6,637

*Note: Figures do not include for inflation and are in thousands of dollars (ie. x 1000)*

### K.3 Cost of Loans

Council funds the principal and interest costs of past loans and these are added to the projected loan costs for the next 10 years in the following table.

The projected annual loan repayment costs over the next 10 years are:

**Table K-2: Projected Annual Loan Repayment Costs**

Property	2012/13 Year 1	2013/14 Year 2	2014/15 Year 3	2015/16 Year 4	2016/17 Year 5	2017/18 Year 6	2018/19 Year 7	2019/20 Year 8	2020/21 Year 9	2021/22 Year 10
Loan Interest (x 1,000)	289	282	275	274	262	252	256	375	502	467
Loan Principal (x 1,000)	262	266	266	267	267	268	275	382	483	484

*Note: Figures do not include for inflation and are in thousands of dollars (ie. x 1000)*

## APPENDIX L. SUMMARY OF FUTURE OVERALL FINANCIAL REQUIREMENTS

Below is the summary of the overall future financial requirements for the Property Activity in the Tasman district.

**Table L-1: Summary of Projected Costs and Income for Next 10 years**

Council Enterprises and Property	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	Budget \$										
<b>SOURCES OF OPERATING FUNDING</b>											
General rates, uniform annual general charges, rates penalties	276,491	422,229	502,886	500,981	607,334	302,593	218,565	611,098	734,415	776,857	759,682
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees, charges and targeted rates for water supply	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	492,726	791,769	810,891	823,520	839,022	856,455	873,361	904,683	1,101,819	1,300,550	1,301,206
Local authorities fuel tax, fines, infringement fees, and other receipts	3,586,692	2,861,236	3,117,696	3,074,125	4,154,271	4,259,453	4,635,253	5,389,300	5,694,630	6,049,695	5,957,843
<b>TOTAL OPERATING FUNDING</b>	<b>4,355,909</b>	<b>4,075,234</b>	<b>4,431,473</b>	<b>4,398,626</b>	<b>5,600,627</b>	<b>5,418,501</b>	<b>5,727,179</b>	<b>6,905,081</b>	<b>7,530,864</b>	<b>8,127,102</b>	<b>8,018,731</b>
<b>APPLICATIONS OF OPERATING FUNDING</b>											
Payments to staff and suppliers	2,790,647	2,716,152	2,813,023	2,735,372	3,225,754	3,396,348	3,609,995	5,059,676	4,477,961	4,490,785	4,978,472
Finance costs	511,539	341,650	331,884	322,288	316,594	304,911	296,368	308,011	424,529	551,542	515,820
Internal charges and overheads applied	465,130	501,421	521,382	577,554	573,724	595,513	637,330	622,341	650,992	699,571	696,073
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL APPLICATIONS OF OPERATING FUNDING</b>	<b>3,767,316</b>	<b>3,559,223</b>	<b>3,666,289</b>	<b>3,635,214</b>	<b>4,116,072</b>	<b>4,296,772</b>	<b>4,543,693</b>	<b>5,990,028</b>	<b>5,553,482</b>	<b>5,741,898</b>	<b>6,190,365</b>
<b>SURPLUS (DEFICIT) OF OPERATING FUNDING</b>	<b>588,593</b>	<b>516,011</b>	<b>765,184</b>	<b>763,412</b>	<b>1,484,555</b>	<b>1,121,729</b>	<b>1,183,486</b>	<b>915,053</b>	<b>1,977,382</b>	<b>2,385,204</b>	<b>1,828,366</b>

<b>Council Enterprises and Property</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
	<b>Budget \$</b>	<b>Budget \$</b>	<b>Budget \$</b>	<b>Budget \$</b>	<b>Budget \$</b>	<b>Budget \$</b>	<b>Budget \$</b>				
<b>SOURCES OF CAPITAL FUNDING</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,658,655	(178,851)	(327,948)	(322,142)	(715,442)	(385,382)	(239,914)	(453,207)	2,937,305	(1,235,175)	(1,543,584)
Gross proceeds from sale of assets	-	500,000	500,000	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL SOURCES OF CAPITAL FUNDING</b>	<b>1,658,655</b>	<b>321,149</b>	<b>172,052</b>	<b>(322,142)</b>	<b>(715,442)</b>	<b>(385,382)</b>	<b>(239,914)</b>	<b>(453,207)</b>	<b>2,937,305</b>	<b>(1,235,175)</b>	<b>(1,543,584)</b>
<b>APPLICATIONS OF CAPITAL FUNDING</b>											
Capital expenditure											
- to meet additional demand	2,163,354	25,950	26,910	27,798	28,744	29,778	30,910	32,146	4,056,949	35,037	36,649
- to improve the level of service	45,234	51,900	2,691	-	45,990	-	123,639	128,585	-	-	-
- to replace existing assets	20,600	162,966	55,973	91,178	65,488	129,833	21,019	262,262	79,127	177,990	79,103
Increase (decrease) in reserves	18,060	596,344	851,662	322,294	628,891	576,736	768,004	38,853	778,611	937,002	169,030
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL APPLICATIONS OF CAPITAL FUNDING</b>	<b>2,247,248</b>	<b>837,160</b>	<b>937,236</b>	<b>441,270</b>	<b>769,113</b>	<b>736,347</b>	<b>943,572</b>	<b>461,846</b>	<b>4,914,687</b>	<b>1,150,029</b>	<b>284,782</b>
<b>SURPLUS (DEFICIT) OF CAPITAL FUNDING</b>	<b>(588,593)</b>	<b>(516,011)</b>	<b>(765,184)</b>	<b>(763,412)</b>	<b>(1,484,555)</b>	<b>(1,121,729)</b>	<b>(1,183,486)</b>	<b>(915,053)</b>	<b>(1,977,382)</b>	<b>(2,385,204)</b>	<b>(1,828,366)</b>
<b>FUNDING BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

*N.B. Figures do include inflation*

## **APPENDIX M. FUNDING POLICY, FEES AND CHARGES**

### **M.1 Funding Strategy**

The completion of this section of the AMP has been included in the Improvement Programme.

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## **APPENDIX N. DEMAND MANAGEMENT**

### **N.1 Introduction**

Demand management as a comprehensive, integrated and long term approach seeks to improve the standard of the facilities provided in the Property Asset Management Plan and delivers services to match the needs of the users on an affordable basis.

The Council works to provide facilities that are safe and accessible for staff and public.

Improving our demand on management will:

- enable offices and libraries with the ability to provide better services
- provide facilities for staff that enable them to work in better conditions and provide a platform for efficiencies or productivity gains
- provide facilities for our camping grounds which result in increased patronage and as a consequence, increased rental income to Council
- provide a facility that will meet tenant's requirements.

### **N.2 An Explanation of the Council's Demand Management Policies for the Activity**

No demand management plan has been developed specifically for the Property assets.

### **N.3 Demand Analysis Results**

The completion of this section of the AMP has been included in the Improvement Programme.

### **N.4 Demand Management Measures and Tools**

We have not been able to identify specific flow on effects of future demand from this activity on related activities.

### **N.5 Council's Current Demand Management Measures**

There are no formal policies for demand management for the Property assets.

### **N.6 Recommendations for Future Demand Management Measures**

The completion of this section of the AMP has been included in the Improvement Programme.

### **N.7 Estimated Costs for Future Demand Management Measures**

Future demand management measures could include the identification of standards for staff working conditions, identification of services to be provided in Council offices and libraries and identification of standards of facilities at camping grounds.

## N.8 Climate Change

### N.8.1. Changing Climatic Patterns

The RMA 1991 states, in Section 7, that a local authority shall take account of the effects of climate change when developing and managing its resources. To assist local authorities, the Ministry for the Environment (MfE) prepared a report<sup>1</sup> to support councils' assessing expected effects of climate change, and to help them prepare appropriate responses when necessary.

This section summarises information presented in the MfE report and a report by NIWA on Climate Change and Variability in the Tasman district. This section aims to explore the impacts of expected climate changes for the Tasman-Nelson region and will conclude with anticipated impacts on this activity.

### N.8.2. Temperature Change

Table N-1 shows that the mean annual temperatures in Tasman-Nelson are expected to increase in the future.

**Table N-1: Projected Mean Temperature Change (Upper and Lower Limits) in Tasman-Nelson (in °C)**

	Summer	Autumn	Winter	Spring	Annual
Projected changes 1990-2040	0.2 - 2.2	0.2 - 2.3	0.2 - 2.0	0.1 - 1.18	0.2 - 2.0
Projected changes 1990-2090	0.9 - 5.6	0.6 - 5.1	0.5 - 4.9	0.3 - 4.6	0.6 - 5.0

Source: *Climate Change and Variability – Tasman District (NIWA, June 2008)*

It is the opinion of NIWA<sup>2</sup> scientists that the actual temperature increase this century is very likely to be more than the 'low' scenario given here. Under the mid-range scenario for 2090, an increase in mean temperature of 2.0°C would represent annual average temperature in coastal Tasman in 2090.

### N.8.3. Rainfall Patterns

Table N-2 shows an expected increase in mean annual precipitation in Tasman-Nelson from 1990 to 2090.

**Table N-2: Projected Mean Precipitation Change (Upper and Lower Limits) in Tasman-Nelson (in %)**

	Summer	Autumn	Winter	Spring	Annual
Projected changes 1990-2040	-14, 27	-2, 19	-4, 9	-8, 9	-3, 9
Projected changes 1990-2090	-13, 30	-4, 18	-2, 19	-20, 19	-3, 14

Source: *Climate Change and Variability – Tasman District (NIWA, June 2008)*

### N.8.4. Heavy Rainfall

A warmer atmosphere can hold more moisture (about 8% more for every 10C increase in temperature), so there is an obvious potential for heavier extreme rainfall under climate change.

More recent climate model simulations confirm the likelihood that heavy rainfall events will become more frequent.

### N.8.5. Evaporation, Soil Moisture and Drought

From their report, NIWA conclude that there is a risk that the frequency of drought (in terms of low soil moisture conditions) could increase as the century progresses, for the main agriculturally productive parts of Tasman district.

<sup>1</sup> Climate Change Effects and Impacts Assessment A Guidance Manual for Local Government in NZ (MfE, May 2008)

<sup>2</sup> Climate Change and Variability – Tasman District (NIWA, June 2008)

#### N.8.6. Climate Change and Sea Level

NIWA report that a revised guidance manual for local government on coastal hazards and climate change is currently in preparation. For the interim, NIWA's report suggests:

For planning and decision timeframes out to the 2090s (2090-2099) use:

- A base mean sea-level rise of 0.5m relative to the 1980-1999 average.
- An assessment of the sensitivity of the issue under consideration to possible higher mean sea-levels taking account of possible additional contributions. This level is currently under discussion, but is likely to be no less than 0.8m.

For planning and decision timeframes beyond 2100 where, as a result of the particular decision, future adaptation options will be limited, an allowance for mean sea-level rise of 10mm/year beyond 2100 is recommended (in addition to the above recommendation).

These projections are for mean sea levels. Less information is available on how extreme storm sea levels will change with climate change.

#### N.8.7. Potential Impacts on Council's Infrastructure and Services

Table N-3 lists the potential impacts on Council's infrastructure and services.

**Table N-3: Local Government Functions and Possible Climate Change Outcomes**

Function	Affected Assets or Activities	Key Climate Influences	Possible Effects
Water supply and irrigation.	Infrastructure.	Reduced rainfall, extreme rainfall events and increased temperature.	Reduced security of supply (depending on water source). Contamination of water supply.
Wastewater.	Infrastructure.	Increased rainfall.	More intense rainfall (extreme events) will cause more inflow and infiltration into the wastewater network. Wet weather overflow events will increase in frequency and volume. Longer dry spells will increase the likelihood of blockages and related dry weather overflows.
Stormwater.	Reticulation. Stopbanks.	Increased rainfall. Sea-level rise.	Increased frequency and/or volume of system flooding. Increased peak flows in streams and related erosion. Groundwater level changes. Saltwater intrusion in coastal zones. Changing flood plains and greater likelihood of damage to properties and infrastructure.
Roading.	Road network and associated infrastructure (power, telecommunications, drainage).	Extreme rainfall events, extreme winds, high temperatures.	Disruption due to flooding, landslides, fallen trees and lines. Direct effects of wind exposure on heavy vehicles. Melting of tar.
Planning/policy development.	Management of development in the private sector. Expansion of urban areas.	All.	Inappropriate location of urban expansion areas. Inadequate or inappropriate infrastructure, costly retro-fitting of systems.

Function	Affected Assets or Activities	Key Climate Influences	Possible Effects
	Infrastructure and communications planning.		
Land management.	Rural land management.	Changes in rainfall, wind and temperature.	Enhanced erosion. Changes in type/distribution of pest species. Increased fire risk. Reduction in water availability for irrigation. Changes in appropriate land use. Changes in evapotranspiration.
Water management.	Management of watercourses/ lakes/wetlands.	Changes in rainfall and temperature.	More variation in water volumes possible Reduced water quality. Sedimentation and weed growth. Changes in type/distribution of pest species.
Coastal Management.	Infrastructure. Management of coastal development.	Temperature changes leading to sea-level changes. Extreme storm events.	Coastal erosion and flooding. Disruption in roading, communications. Loss of private property and community assets. Effects on water quality.
Civil defence and emergency management.	Emergency planning and response, and recovery operations.	Extreme events.	Greater risks to public safety, and resources needed to manage flood, rural fire, landslip and storm events.
Bio security.	Pest management.	Temperature and rainfall changes.	Changes in the range of pest species.
Open space and community facilities management.	Planning and management of parks, playing fields and urban open spaces.	Temperature and rainfall changes. Extreme wind and rainfall events.	Changes/reduction in water availability. Changes in biodiversity Changes in type/distribution of pest species. Groundwater changes. Saltwater intrusion in coastal zones Need for more shelter in urban spaces.
Transport.	Management of public transport. Provision of footpaths, cycleways etc.	Changes in temperatures, wind and rainfall.	Changed maintenance needs for public transport infrastructure. Disruption due to extreme events
Waste management.	Transfer stations and landfills.	Changes in rainfall and temperature.	Increased surface flooding risk. Biosecurity changes. Changes in ground water level and leaching.
Water supply and irrigation.	Infrastructure.	Reduced rainfall, extreme rainfall events and increased temperature.	Reduced security of supply (depending on water source). Contamination of water supply.

Source: Climate Change Effects and Impacts Assessment (MfE, May 2008)

**APPENDIX O. NOT RELEVANT TO THIS ACTIVITY**

## APPENDIX P. SIGNIFICANT ASSUMPTIONS, UNCERTAINTIES AND RISK MANAGEMENT

Significant negative effects on the community associated with the property AMP include:

**Table P-1: Potential Significant Negative Effects**

Effect	Council's Mitigation Measure
Cost of providing additional facilities to cater for growth	Council's management of the properties activity using best practice and competitive tendering aims to provide economic efficiency (ie. Best value for money) for the ratepayers.

In addition, there is the likelihood of rising insurances as a result of the Canterbury earthquakes. At this stage, the level of increase is unknown and has not been accounted for in the financial forecasts. The rising insurances however will increase the cost of occupancy of council owned buildings.

The Golden Bay service centre building may also need further upgrading to provide on-going safety of the occupants. This work has not yet been budgeted.

**Table P-2: Potential Significant Positive Effects**

Effect	Description
Economic development.	Provision and maintenance of operational and commercial properties allows for the development of commercial activities, therefore contributing to economic growth and prosperity.
Community Value	The provision and maintenance of the property activity is of community value as it contributes to recreation, educations and business within the communities.
Environmental sustainability.	Council aims to achieve environmental sustainability whilst managing the properties activity.
Economic efficiency.	Council's management of the properties activity using best practice and competitive tendering aims to provide economic efficiency (ie. Best value for money) for the ratepayers.

## APPENDIX Q. SIGNIFICANT ASSUMPTIONS, UNCERTAINTIES AND RISK MANAGEMENT

### Q.1 Assumptions and Uncertainties

This AMP 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 Council consider could have a significant effect on the financial forecasts and discusses the potential risks that this creates.

Technological and environmental changes and the divestment of functions from central government to local government may require unplanned works to be undertaken to satisfy those requirements over and above anticipated expenditure.

#### Q.1.1. Financial Assumptions

The following assumptions have been made:

- all expenditure is stated in dollar values as at 1 July 2011, with no allowance made for inflation over the planning period
- all costs and financial projections are GST exclusive.

#### Q.1.2. Asset Data Knowledge

The data collected by Opus International Consultants in 2007 has been used in the preparation of the financial forecasts for the Property AMP. This data has not been updated to recognise improvements that have been made to those facilities and there is a need for asset information to be reviewed. This means that assumptions were made based partly on the information held and on visual inspections.

Council considers these assumptions and uncertainties constitute a low risk to the financial forecasts:

Confidence levels in the financial planning data and financial forecasts obtained from the condition assessments are assessed as below based on the grading system from the NZ Waste Water Association (NZWWA) NZ Guidelines for Infrastructure Asset Grading Standards.

**Table Q-1: Confidence Levels**

Confidence Grade	General Meaning
A	Highly reliable –Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment.
B	Reliable – Data based on sound records, procedures, investigations and analysis that is properly documented but has minor shortcomings, eg. the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
C	Uncertain – Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A and B data is available.
D	Very Uncertain – Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

In general, information on the property assets as a whole has a confidence grading of A. However information on component elements contained within the facilities are within the B category.

The financial estimates have a confidence grade of B. They are based on an estimate and extrapolation process rather than a unique job costing per site. When specific items are costed for a specific project or group of projects this may result in a changed cost.

#### Q.1.3. Growth Forecasts

Growth forecasts are inherently uncertain and involve many assumptions. The growth forecasts also have a very strong influence on the financial forecasts, especially in Tasman district where population growth is higher than the national average. The growth forecasts underpin and drive:

- the asset creation programme
- Council income forecasts including rates and development contributions
- funding strategies

Thus the financial forecasts are sensitive to the assumptions made in the growth forecasts.

The significant assumptions in the growth forecasts are covered in the explanation on method and assumptions in Appendix F: Demand and Future New Capital Requirements.

#### Q.1.4. Timing and Funding Of Capital Projects

The timing of many capital projects can be well defined and accurately forecast because there are few limitations on the implementation other than the community approval through the Long Term Plan/Annual Plan processes. However, the timing of some projects is highly dependent on some factors which are beyond the Council's ability to fully control. These include factors like:

- obtaining resource consent, especially where community input is necessary
- obtaining the community consent
- securing land to construct new assets on
- securing council approval to commit funding

Where these issues may become a factor, allowances have been made to complete in a reasonable timeframe, however these plans are not always achieved. The effect of this will be to defer expenditure. The impact of this on the financials is not considered significant.

#### Q.1.5. Accuracy of Capital Project Cost Estimates

The financial forecasts contain many projects, each of which has been estimated from the best available knowledge. The level of uncertainty inherent in each project is different depending on how much work has been done in defining the problem and determining a solution. In many cases, only a rough order cost estimate is possible because little or no preliminary investigation has been carried out. It is not feasible to have all projects in the next 10 years advanced to a high level of estimate accuracy. However, it is preferable to have projects in the next 3 years advanced to a level that provides reasonable confidence about the accuracy of the estimate.

#### Q.1.6. Changes in Legislation and Policy

The legal and planning framework under which local government operates is ever changing. This can significantly affect the feasibility of projects, how they are designed and constructed and how they are funded. There have been no significant changes to legislation or policy incorporated into this AMP.

#### Q.1.7. Council's Disaster Fund Reserves

The assumption has been made that the level of funding held in Council's disaster fund reserves and available from insurance claims will be adequate to cover reinstatement following emergency events. The risk of inadequate reserves and insurance claims would mean deferral of future capital projects to provide any financial shortfall required to cover reinstatement costs.

Q.1.8. Property Ownership

The assumption has been made that Council will continue to own its operational property. There is no taxation advantage not to own operational property, so there is no intention to take the risk of having a landlord.

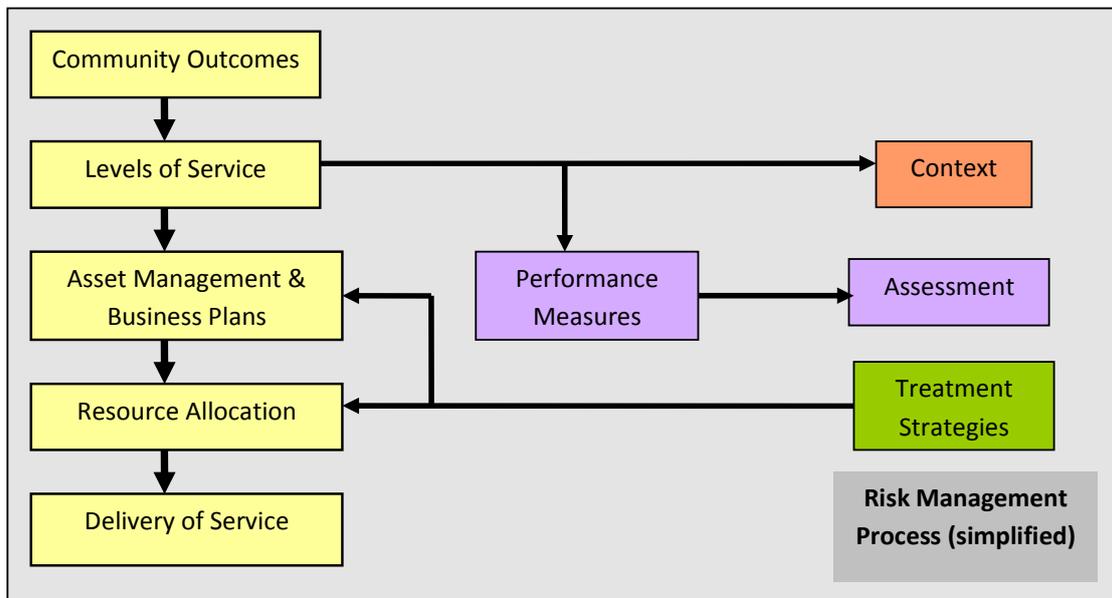
Q.1.9. Property Management

The provision of property services will continue to be managed in house. Council's preference is to manage this in-house. There are regular unsolicited approaches to outsourcing.

**Q.2 Risk Management**

Council is adopting an Integrated Risk Management (IRM) framework and process as the means for managing risk within the organisation. The process integrates with the Long Term Plan process as illustrated in Figure Q-1.

The strategic goal of integrated risk management is: *“To integrate risk management into Council's organisational decision making so that it can achieve its strategic goals cost effectively while optimising opportunities and reducing threats.”*



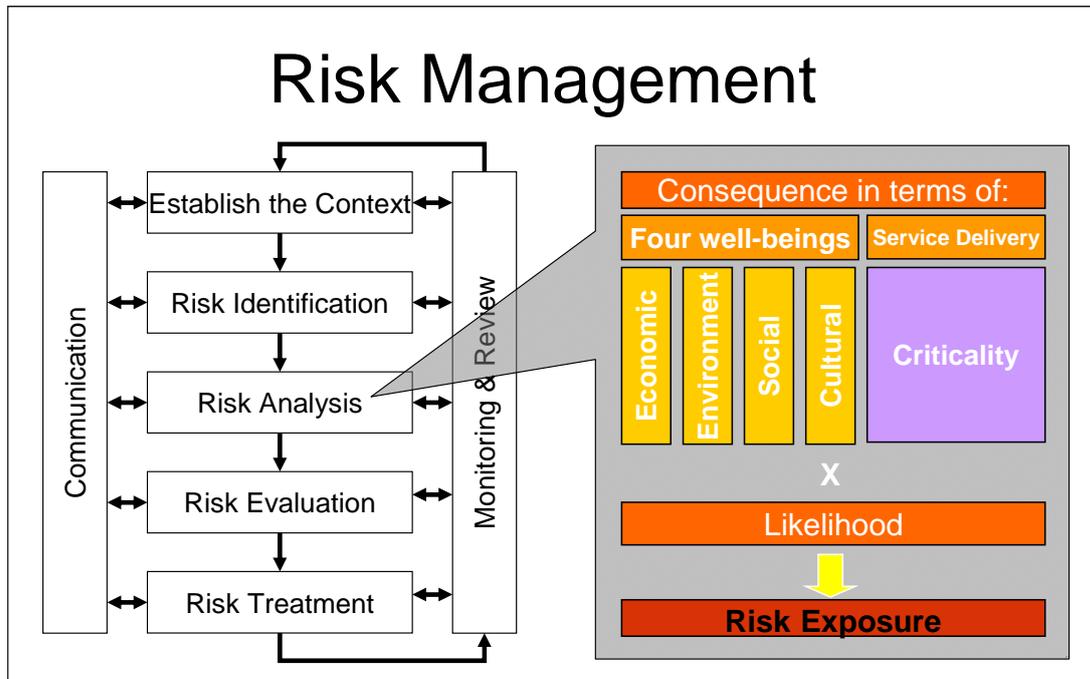
**Figure Q-1: Integration of Risk Management Process into LTP Process**

The IRM process and framework is intended:

- to demonstrate responsible stewardship by Tasman District Council on behalf of its customers and stakeholders
- to act as a vehicle for communication with all parties with an interest in Tasman District Council's organisational and asset management practices
- provide a focus within Tasman District Council for on-going development of good management practices
- demonstrate good governance
- meet public expectations and compliance obligations
- manage risk from an organisational perspective
- facilitate the effective and transparent allocation of resources to where they will have most effect on the success of the organisation in delivering its services.

The risk management framework adopted by Tasman District Council is consistent with AS/NZS 4360:2004 Risk Management and assesses risk exposure by considering the consequence and likelihood of each risk which is identified as having an impact on the achievement of organisational objectives (Figure Q-2).

Whilst the IRM framework has been adopted within Council, it is primarily used as a process within the individual activities. Council are working towards developing it into a more formally integrated process throughout the whole organisation.



**Figure Q-2: Integrated Risk Management Process**

Consequence categories have been developed to reflect the impact of risk events on the four well-beings and each consequence category is scored as either “extreme”, “major”, “medium”, “minor”, or “negligible”. These categories address common consequences across any asset or project, however, they do not specifically account for the differences in assets. Therefore an additional category “Service Delivery” is used to reflect the essential reason for the ownership or management of any asset within the local authority – the delivery of a service. This means that the consequence of failure to deliver the service in question (the criticality of the service) can be used to weight the consequences to reflect the relative importance of the asset to the community and in turn to Council.

**Table Q-2: Consequence Categories**

Category		Description
Service Delivery		Assessment based on the asset’s compliance with Performance Measures and value in relation to outcomes and resource usage.
Social/ Cultural	Health and Safety	Assessment of impact as it relates to death, injury, illness, life expectancy and health.
	Community Safety and Security	Assessment of impact based on perceptions of safety and reported levels of crime.
	Community / Social / Cultural	Assessment of impact based on damage and disruption to community services and structures, and effect on social quality of life and cultural relationships.
	Compliance / Governance	Assessment of effect on governance and statutory compliance of Council.

Category		Description
	Reputation / Perceptions of Council	Assessment of public perception of Council and media coverage in relation to Council.
Environment	Natural Environment	Effect on the physical and ecological environment, open space and productive land.
Economic	Direct Cost / Benefit	Direct cost (or benefit) to Council.
	Indirect Cost / Benefit	Direct cost (or benefit) to wider community.

Similarly, the likelihood of the risk occurring is scored on a scale from “almost certain” to “unlikely” with associated probabilities and frequencies provided for guidance.

The risk exposure is then determined for each identified risk by multiplying the consequence and likelihood, and is presented using semantic descriptions ranging from “extreme” to “negligible”

Treatment strategies, or strategic plans, that mitigate each risk can then be identified, and prioritised based on the risk exposure.

The consequence, likelihood scoring and risk matrix tables are all located in a separate report, Tasman District Council Integrated Risk Management - Engineering Activities. This document also contains the outputs from the Level 1 and Level 2 Risk Assessments.

There are essentially three levels of risk assessment that should be considered for each activity within Council:

- Level 1 - Organisational Risk Assessment
- Level 2 – Activity Management Risk Assessment
- Level 3 - Critical Asset Risk Assessment

#### Q.2.1. Level 1 – Organisational Risk Assessment

The Organisational Risk Assessment focuses on identification and management of significant operational risks that will have an impact beyond the activity itself and will affect the organisation as a whole. This approach allows the Integrated Risk Management framework to address risks at the organisational level, as well as at both the management and operational levels within the particular Council activities.

During the process of developing the integrated risk management process, Council identified a number of risk events and issues at organisational level. These are relatively generic across all activities, but have been reviewed against each particular activity to ensure relevance and adjusted to suit. The decision to implement the treatment measures identified will be at an organisational level, not activity level.

#### Q.2.2. Level 2 – Activity Management Risk Assessment

Level 2 risk assessment was carried out at the same time as the Level 1 assessment due to the small number of assets managed by the activity. The Risk Assessment identified 23 High, Very High or Extreme inherent risks. When the current mitigation measures were taken into account, risk profile reduced with 13 remaining the High or Very High categories Current Risk Profile shown in Figure Q-3. By undertaking the identified mitigation measures listed below, Council will be able to reduce their risk profile further to that shown in Figure Q-4.

During the risk assessment process, it was noted that there are some risk events which will remain with a Target Risk of High or Very High (shown in Table Q-3). This is a result of either no proposed controls identified, or those that are identified, would not achieve the requisite reduction in risk. The Risk Events remaining with a High Target Risk need to be monitored to determine either; that Council remain comfortable with the Target Risk Level or if there are any additional proposed controls which could be implemented to reduce the Target Risk level further.

RISK MATRIX - PROPERTIES CURRENT RISK						
		CONSEQUENCE				
		Negligible (+/-1)	Minor (+/-10)	Medium (+/-40)	Major (+/-70)	Extreme (+/-100)
LIKELIHOOD	Almost Certain (5)					
	Likely (4)		18		4	
	Possible (3)			9		
	Unlikely (2)		9			
	Very Unlikely (1)					

Figure Q-3: Current Risk Profile

By undertaking the projects and asset management activities detailed below, Council can reduce their risk profile to that shown in Figure Q-4.

**Data/Knowledge Items:**

- Capture all consents
- Knowledge capture plan
- User surveys
- Electronic data capture
- Secure (archive) storage
- Databases
- Surveys

**Planning Items:**

- Contingency Plans
- Procedures and guidelines
- Review Business Continuity Plans
- Strategic Business Plans
- Implement AMP Improvement Plan
- Succession Planning
- Consistent policy for application of CC
- Increase human resources.

**Reviews:**

- Peer Review
- Annual audits.
- Biannual inspections
- Review System Operating Plans
- Increased monitoring.

**Management Items:**

- Contract management
- Adopt communication protocol
- Improved communication with clients
- Multi criteria analysis.

**Capital Projects:**

- Retrofit critical building to allow for external generators.

RISK MATRIX - PROPERTIES TARGET RISK						
		CONSEQUENCE				
		Negligible (+/-1)	Minor (+/-10)	Medium (+/-40)	Major (+/-70)	Extreme (+/-100)
LIKELIHOOD	Almost Certain (5)					
	Likely (4)		12		1	
	Possible (3)			7		
	Unlikely (2)	1	19			
	Very Unlikely (1)					

Figure Q-4: Target Risk Profile

**Table Q-3: Significant Assets Level 3 Risk Assessment**

Risk Description	Current Control	Current Risk Level	Proposed Control	Target Risk Level
<b>Resources</b>				
Long-term unavailability of replacement equipment/spares for Richmond Aquatic Centre	Redundancy. Contract Conditions. Monitoring. Benchmarking. External Auditing.	HIGH	Monitor	HIGH
<b>Co-ordination</b>				
Failure to identify all stakeholders	LGA requirement to consult. Formal processes. Consultants. Public Works Act.	HIGH	Adopt communication protocol	HIGH
<b>Interdependence - External:</b>				
Failure of utilities	Limited back-up generation.	HIGH	Retrofit critical buildings to allow for external generators	HIGH
Natural events (earthquakes)	Business Continuity Plan. Evacuation Plans	HIGH	Review Business continuity plan	HIGH
Failure to manage significant buildings or sites (HPT)	Training. Database. Plaques on buildings. Building inspections. Consultants.	HIGH		HIGH
Failure to manage historical contamination	Management plan. Development plan for part of the area. Water quality monitoring. All known sites on hazard register.	VERY HIGH	Increase monitoring	VERY HIGH
Failure to manage safety equipment	Annual inspection. AMP. Limited spares.	HIGH	Database. Implement AMP	HIGH

**Q.2.3. Level 3 – Critical Assets Risk Assessment**

The critical assets identified within the Property activity are detailed in Appendix B.

**Q.2.4. Projects to Address Risk Shortfalls**

There are no specific projects currently identified in the forward works programme to address risk shortfalls. Council have included an item in the Improvement Plan to ensure this is addressed in future plans.

#### Q.2.5. Asset Insurance

Tasman District Council has various mechanisms to insure assets against damage. These include:

1. Tasman District Council insures its above ground assets, like buildings, through private insurance which is arranged as a shared service with Nelson City and Marlborough District Councils.
2. Tasman District Council is a member of the Local Authority Protection Programme (LAPP) which is a mutual pool created by local authorities to cater for the replacement of some types of infrastructure assets following catastrophic damage by natural disasters like earthquake, storms, floods, cyclones, tornados, volcanic eruption, tsunami. These infrastructure assets are largely stopbanks along rivers and underground assets like water and wastewater pipes and stormwater drainage.
3. Tasman District Council has a Classified Rivers Protection Fund, which is a form of self-insurance. The fund is used to pay the excess on the LAPP insurance, when an event occurs that affects rivers and stopbank assets.
4. Tasman District Council has a General Disaster Fund, which is also a form of self-insurance. Some assets, like roads and bridges, are very difficult to obtain insurance for or it is prohibitively expensive if it can be obtained. For these reasons Council has a fund that it can tap into when events occur which damage Council assets that are not covered by other forms of insurance. Some of the cost of damage to these assets is covered by central government, for example the New Zealand Transport Agency covers around half the cost of damage to local roads and bridges.

#### Q.2.6. Civil Defence Emergency Management

The Civil Defence Emergency Management Act 2002 was developed to ensure that the community is in the best possible position to prepare for, deal with, and recover from local, regional and national emergencies. The Act requires that a risk management approach be taken when dealing with hazards including natural hazards. In identifying and analysing these risks the Act dictates that consideration is given to both the likelihood of the event occurring and its consequences. The Act sets out the responsibilities for Local Authorities. These are to:

- ensure you are able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency
- plan and provide for civil defence emergency management within your own district.

Tasman District Council and Nelson City Council deliver civil defence on a joint basis as the Nelson Tasman Civil Defence Emergency Management (CDEM) Group. The vision of the CDEM Group is to build "A resilient Nelson Tasman community".

Civil Defence services are provided by the Nelson Tasman Emergency Management Office. Other council staff are also heavily involved in preparing for and responding to civil defence events. For example, Council monitors river flows and rainfall, and has a major role in alleviating the effects of flooding.

At the time of writing the Nelson Tasman Civil Defence Emergency Management Group released its Draft Regional Plan for community consultation. The Plan sets out how Civil Defence is organised in the region and describes how the region prepares for, responds to and recovers from emergency events.

#### Q.2.7. Engineering Lifelines

Nelson Tasman Engineering Lifelines (NTEL) project commenced in 2002 and concluded in 2009 with a report and risk assessments titled *Limiting the Impact*. The purpose of the report was:

- to help the Nelson Tasman region reduce its infrastructure vulnerability and improve resilience through working collaboratively
- to assist Lifeline Utilities with their risk reduction programmes and in their preparedness for response and recovery
- to provide a mechanism for information flow during and after an emergency event.

The project was supported and funded by the two controlling authorities, Nelson City Council and Tasman District Council. Following the initial start-up forum in 2002, a Project Steering Group was formed and initial project work was completed. In 2008, the NTEL Group was formed. The initial work to investigate risks and assess vulnerabilities from natural hazard disaster events was divided amongst five task groups:

- Hazards Task Group
- Civil Task Group
- Communications Task Group
- Energy Task Group
- Transportation Task Group.

These groups were then tasked with assessing the risk and vulnerability of segments of their own networks against the impacts of major natural hazard disaster events. These natural hazards included:

- earthquake
- landslide
- coastal / flooding.

The Nelson Tasman region is geotechnically complex with high probabilities of earthquake, river flooding and landslides.

By identifying impacts that these hazards may have on the local communities, NTEL aim to have processes in place to allow the community to return to normal functionality as quickly as possible after a major natural disaster event.

To date the project has identified the impacts of natural hazards and the critical lifelines of the regions service networks including communication, transportation, power and fuel supply, water, sewerage, and stormwater networks.

The initial NTEL assessment work is the first stage of an on-going process to gain a more comprehensive understanding of the impacts of natural hazards in the Nelson Tasman region.

The review date of the NTEL assessments is not rigidly set in place, but it is envisaged that a five-yearly on-going review period is appropriate with more frequent reviews and updates necessary and beneficial as new or updated relevant information becomes available.

#### Q.2.8. Recovery Plans

These plans are designed to come into effect in the aftermath of an event causing widespread damage and guide the restoration of full service.

The Recovery Plan for the Nelson Tasman Civil Defence and Emergency Management Group (June 2008) identifies recovery principles and key tasks, defines recovery organisation, specifies the role of the Recovery Manager, and outlines specific resources and how funds are to be managed.

Information about welfare provision in the Nelson-Tasman region is contained in a Welfare Plan (December 2005), which gives an overview of how welfare will be delivered during the response and recovery phases of an emergency.

The plan is a coordinated approach to welfare services for both people and animals in the Nelson Tasman region following an emergency event.

#### Q.2.9. Business Continuity

Council has a number of processes and procedures in place to ensure minimum impact to the property activities in the event of a major emergency or natural hazard event.

## APPENDIX R. LEVELS OF SERVICE, PERFORMANCE MEASURES, AND RELATIONSHIP TO COMMUNITY OUTCOME

### R.1 Introduction

A key objective of this AMP is to match the level of service provided by the property activity with agreed expectations of customers and their willingness to pay for that level of service. The Levels of service provide the basis for the life cycle management strategies and works programmes identified in the AMP.

The Levels of service for property have been developed to contribute to the achievement of the stated Community Outcomes that were developed in consultation with the community, but taking into account:

- the Council's statutory and legal obligations
- the Council's policies and objectives
- the Council's understanding of what the community is able to fund.

### R.2 How Do Our Properties Activities Contribute to the Community Outcomes?

Through consultation, the Council identified eight Community Outcomes. These Community Outcomes are linked to the four well beings and Council Objectives as shown in Table R-1.

**Table R-1: Community Wellbeings, Outcomes, Council Objectives, Groups and Activities**

Community Outcomes	Council Objectives	Council Groups of Activities	Council Activities
<b>Community Wellbeing - Environmental</b>			
Our unique natural environment is healthy and protected	To ensure sustainable management of natural and physical resources and security of environmental standards.	Environment and Planning	<ul style="list-style-type: none"> <li>• Resource Policy</li> <li>• Environmental Information</li> <li>• Resource Consents and Compliance</li> <li>• Environmental Education, Advocacy and Operations</li> <li>• Regulatory services</li> <li>• Rivers and Flood Management</li> </ul>
Our urban and rural environments are pleasant, safe and sustainably managed.			
Our infrastructure is safe, efficient and sustainably managed.	To sustainably manage infrastructural assets relating to Tasman district.	Transportation	<ul style="list-style-type: none"> <li>• Regional Cycling and Walking Strategy</li> <li>• Land Transportation</li> <li>• Coastal Structures</li> <li>• Aerodromes</li> </ul>
		Sanitation, drainage and water supply	<ul style="list-style-type: none"> <li>• Solid Waste</li> <li>• Wastewater</li> <li>• Stormwater</li> <li>• Water Supply</li> </ul>

Community Outcomes	Council Objectives	Council Groups of Activities	Council Activities
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### Community Wellbeing - Social and Cultural

Our communities are healthy, resilient and enjoy their quality of life.	To enhance community development and the social, natural, cultural and recreational assets relating to Tasman district.	Cultural services and grants.	<ul style="list-style-type: none"> <li>Cultural services and community grants</li> </ul>
Our communities respect regional history, heritage and culture.		Recreation and leisure	<ul style="list-style-type: none"> <li>Community recreation</li> <li>Camping grounds</li> <li>Libraries</li> <li>Parks and Reserves</li> </ul>
Our communities have access to a range of cultural, social, educational and recreational services.		Community support services	<ul style="list-style-type: none"> <li>Community facilities</li> <li>Emergency management</li> <li>Community housing</li> <li>Governance</li> </ul>
Our communities engage with Council's decision-making processes.			

### Community Wellbeing - Economic

Our developing and sustainable economy provides opportunities for us all.	To implement policies and financial management strategies that advance. To promote sustainable development in the Tasman district.	Council Enterprises	<ul style="list-style-type: none"> <li>Forestry</li> <li>Property</li> <li>Council controlled organisations.</li> </ul>
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### Figure R-1: How the Properties Activity Contributes to Community Outcomes

Community Outcomes	How Our Activity Contributes to the Community Outcome
Our developing and sustainable economy provides opportunities for us.	We will support the development or sale of Council property, where appropriate, to provide business or employment opportunities.
Our communities are healthy, resilient and enjoy their quality of life.	Our offices and Libraries and other public facilities will be accessible for persons with disabilities, and will provide a safe and welcoming environment.
Our urban and rural environments are pleasant, safe and sustainably managed.	The activity can be managed so the impact of any property development upon the environment is minimised and any future developments have environment sustainability as an expectation.

### R.3 Levels of Service

Levels of service are attributes that Tasman District Council expects of its assets to deliver the required services to stakeholders (eg. other Council departments and lessees).

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

Levels of service can be strategic, tactical, operational or implementation and 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 Council By-laws that impact on the way assets are managed (ie. 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.

#### R.3.1. Defining Levels of Services

Levels of service are defined by identifying the needs of stakeholders and the aspects of asset service that contribute to the Council in meeting its objectives under the Long Term Plan. These can be split into condition factors, design factors or operational factors as outlined in Figure R-2.

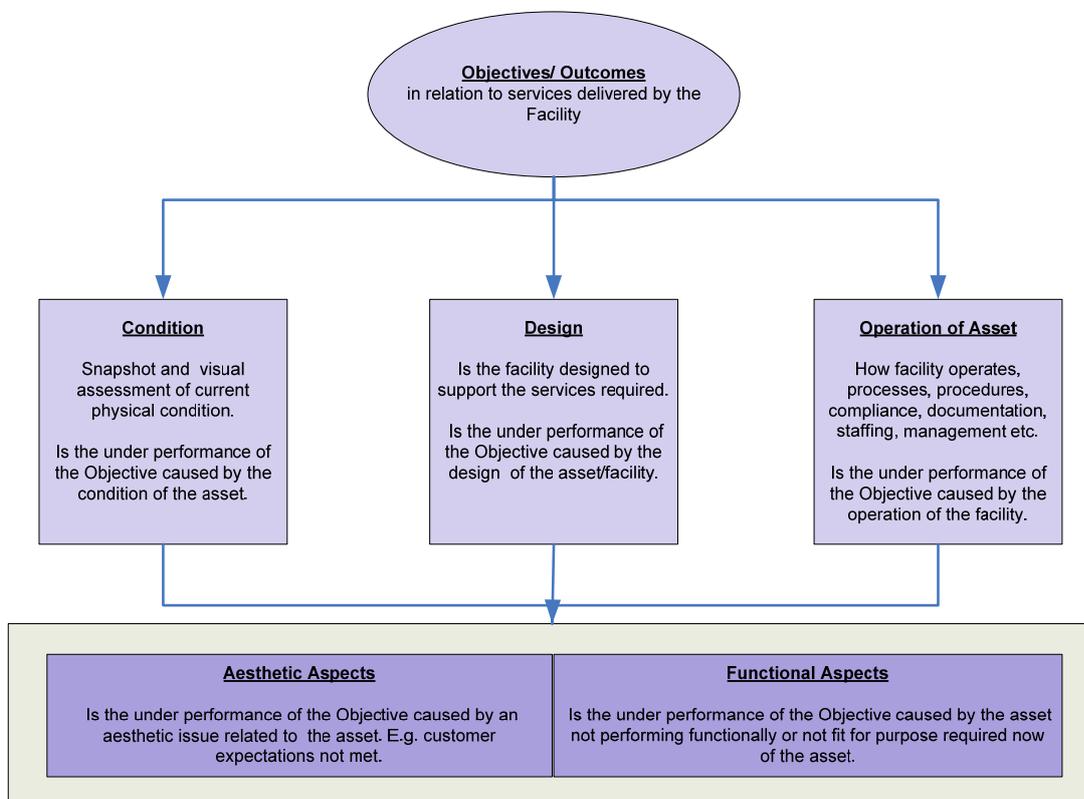


Figure R-2: Levels of Service

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Critical success factors define the important areas for achieving the levels of service within a Key Performance Area.

Performance measures are then developed to assess the performance of the activity against the service levels.

The asset management process requires that Tasman District Council:

- clearly defines the levels of service for each activity
- assess stakeholders input into the levels of service
- assess information on users expectations of service level and service cost
- reviews the levels of service regularly.

Levels of service and performance measures are established from:

- users expectations of service levels and service costs
- Council and Community direction
- industry standards and best practice
- legislative requirements including resource consents
- prioritisation related to available resources.

Some levels of service identified will be contiguous across all asset groups.

#### R.3.1.1 Industry Standards and Best Practice

The AMP acknowledges Council's responsibility to act in accordance with the legislative requirements that impact on Council's Property Assets. A variety of legislation affects the operation of these assets, as detailed in Appendix A.

#### R.3.1.2 Prioritisation related to available resources

With Property Assets, there are often higher levels of maintenance and renewal requirements proposed (increased levels of service etc) than the resources allow for. This primarily relates to issues around the aesthetics of a property. Tradeoffs then have to be made as to what impacts on the ability of an asset to provide a service against the nice to have aspects.

### **R.4 What Level of Service Do We Seek to Achieve?**

The operational service level framework presents the fundamentals required to meet building and property users satisfaction levels relating to Property operations.

The Levels of Service are intended:

- to inform Council departments and lessees using the buildings and property of the proposed type and level of service to be offered (now and in the future)
- as a focus for the work required to deliver the agreed level of service
- to enable building and property users to assess suitability, affordability and equity of the services offered.

There are many factors that need to be considered when deciding what level of service the Council will aim to provide. These factors include:

- Council needs to aim to understand and meet the needs and expectations of the Council departments and lessees using the buildings and property assets and services
- Council must meet its statutory obligations
- the services must be operated within Council policy and objectives and
- the community must be able to fund the level of service provided.

Two tiers of levels of service are outlined, Strategic and Operational.

R.4.1. Strategic LOS

Table R-3 details the Strategic levels of service and associated performance measures which are included in the Long Term Plan.

**Table R-2: Performance against Current Levels of Service, and Intended Future Performance**

ID	Levels of Service (we provide)	Performance Measure (We will know we are meeting the level of service if.....)	Current Performance	Future Performance			Future Performance (targets) in Year 10 2021/22
				Year 1	Year 2	Year 3	
				2012/13	2013/14	2014/15	
<b>Community Outcome:</b> Our developing and sustainable economy provides opportunities for us.							
<b>Community Outcome:</b> Our communities are healthy, resilient and enjoy their quality of life.							
<b>Community Outcome:</b> Our urban and rural environments are pleasant, safe and sustainably managed.							
1	<b>Effective Management of Council property services to enable other Council activities to carry out their functions</b>	Other departments reasonable expectations of the properties services are delivered.  As measured by a three yearly survey of selected customers.	<b>Actual:</b> Most requirements are met, however not all factors are currently measured.	70% of customers surveyed are fairly or very satisfied	70% of customers surveyed are fairly or very satisfied	70% of customers surveyed are fairly or very satisfied	70% of customers surveyed are fairly or very satisfied
2	<b>Buildings and property services that comply with legislative and resource and building consent requirements</b>	All operational buildings (offices and libraries) meet all legislative, resource consent and building consent requirements.	<b>Actual:</b> Most requirements are met, however not all factors are currently measured.	100% compliance	100% compliance	100% compliance	100% compliance

#### R.4.2. Operational LoS

The operational levels of service and performance measures are used to ensure the service and facilities are able to achieve the strategic levels of service and Councils objectives.

The following table (Table R-3) details the outcomes that are required for certain areas of performance criteria. The operational levels of service have been developed to address one or more of these areas.

The performance measures are linked to the following areas:

**Table R-3: Operational Performance Criteria**

	Performance Criteria Area	Description of Required Outcome
<b>Asset Based</b>	<b>Availability</b>	To provide a reliable, regular service to meet the needs of stakeholders.
	<b>Management Systems and Strategic Planning</b>	Internal planning and systems to maintain current performance levels, and identify opportunities for improvement.
	<b>Information Knowledge and Management</b>	To provide reference for management and evidence of internal and external compliance and record keeping.
	<b>Compliance</b>	To at all times comply with internal policy and procedures and external legislation and regulations.
	<b>Demand</b>	To forecast and respond to stakeholder demand and risk.
	<b>Design</b>	To provide a visually appealing facility for end users. Design appropriate to allow the facility to function to required standards. Design should allow all activities to be undertaken in structurally adequate environment.
	<b>Condition</b>	Maintain conditions to an acceptable standard for stakeholders, and in accordance with best practice.
<b>Service Based</b>	<b>Customer Service</b>	To provide services to a level where most stakeholders are satisfied with the service.
	<b>Operations</b>	To operate the facility to provide end users with a safe environment and enjoyable experience.
	<b>Education</b>	To provide appropriate information to enable the community to effectively use the facilities.

The following table (Table S-5) identifies the operational levels of service linked with the criteria from Table R-4 and shows current performance against the performance measures.

Level of services need to be reviewed and upgraded on a continuous basis in line with legislative and regulatory changes and feedback from customers, consultation, internal assessments, audits and strategic objectives

#### R.4.3. Desired Levels of Service

Further work is required to better define and understand the current levels of services (LOS) provided for users of Council property and property services and how they meet or do not meet the current target levels of service.

To ensure user needs are being effectively addressed, an assessment of desired levels of service is also required. This encompasses where an asset is under or over delivering on the standard service criteria. Then the gaps between current and desired service can be identified and addressed using the “gap grid analysis”.

**Table R-4: Operational Levels of Service and Performance Measures**

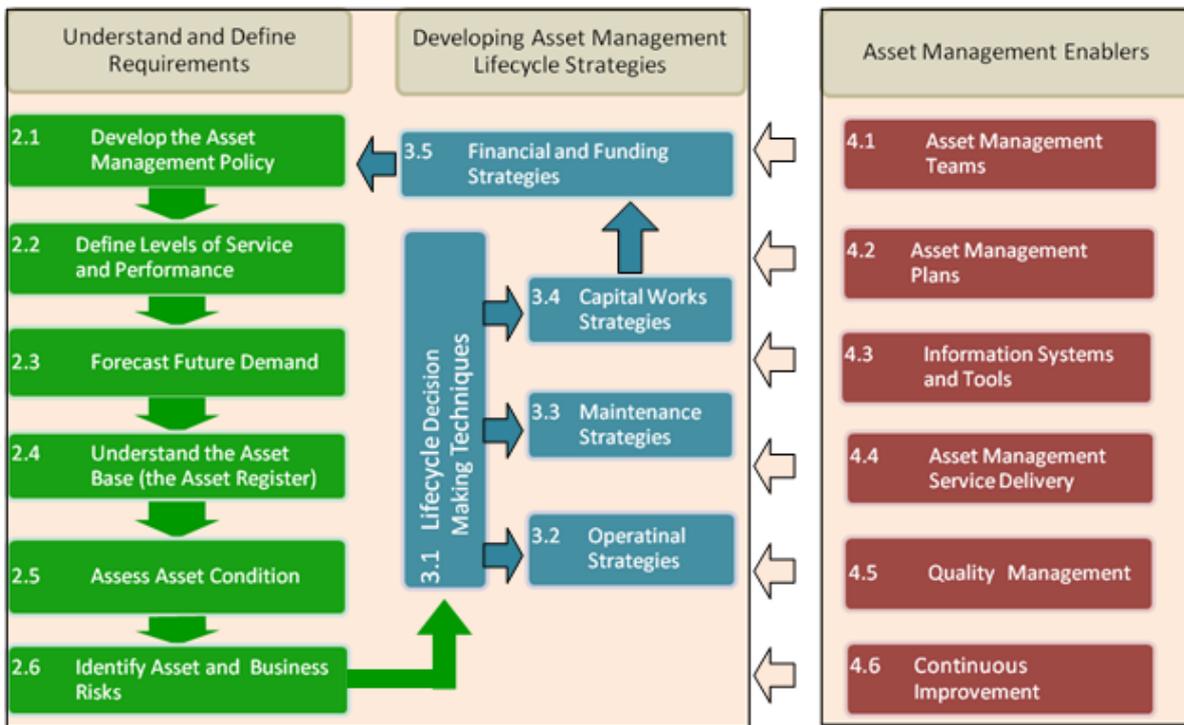
Performance Criteria Area	Critical Success Factor Detail	Current Target Level of Service	Current Performance	Status	Performance Measure
<b>Management Systems and Strategic Planning</b>	Asset Management Plans.	<ul style="list-style-type: none"> <li>100% compliance – building facilities are encompassed in an Asset Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>buildings are managed via an Asset management Plan</li> </ul>	x	<ul style="list-style-type: none"> <li>100% of buildings managed via an AMP with the exception of new buildings which will be added the following year.</li> </ul>
<b>Financial Management</b>	Operating expenses/income in accordance with funding policy and budgets.	<ul style="list-style-type: none"> <li>Costs vs Budget on capital projects</li> <li>100% of projects within budget</li> </ul>	<ul style="list-style-type: none"> <li>Costs vs Budget on target</li> <li>90% of projects within budget</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance monitoring</li> </ul>
<b>Compliance</b>	Compliance with Building Act requirements.	100% Compliance <ul style="list-style-type: none"> <li>All facilities have a Building Warrant of Fitness that require them.</li> <li>No non-complying facilities with Building Act</li> </ul>	<ul style="list-style-type: none"> <li>0 buildings without current BWOFF (100% compliance)</li> <li>No of buildings not complying with Building Act - <i>Not measured</i></li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>?</li> </ul>	<ul style="list-style-type: none"> <li>Number of Buildings without current BWOFF</li> <li>No of buildings not complying with Building Act</li> </ul>
	Accident prevention, monitoring and management.	<ul style="list-style-type: none"> <li>100% of site safety issues responded to within required timeframes</li> </ul>	<ul style="list-style-type: none"> <li>100% Compliance</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>Safety records audit</li> </ul>
	Development and Management of Fire Safety Processes.	<ul style="list-style-type: none"> <li>All facilities that require them have fire safety plan including evacuation</li> <li>Trial evacuations for each facility held six monthly</li> </ul>	<ul style="list-style-type: none"> <li>No of facilities not having a fire safety plan</li> <li>No of facilities not having an evacuation – <i>not measured</i></li> </ul>	<ul style="list-style-type: none"> <li>?</li> <li>?</li> </ul>	<ul style="list-style-type: none"> <li>Fire safety process records</li> </ul>
		.	.		.
<b>Customer Service</b>	Customer satisfaction with facilities and service provided.	<ul style="list-style-type: none"> <li>Set percentage of customers satisfied with services provided by the facility (where measured).</li> </ul>	<ul style="list-style-type: none"> <li>70% of customers satisfied with services</li> </ul>	?	<ul style="list-style-type: none"> <li>Results from internal staff survey</li> <li>Follow-up from Correspondence/complaints tracking and individual surveys.</li> </ul>
	Timeliness of response to customer enquiries /complaints/ work requests.	<ul style="list-style-type: none"> <li>80% of enquiries are responded to within prioritised timeframes</li> <li>80% of works are completed/resolved within prioritised timeframes</li> </ul>	<ul style="list-style-type: none"> <li>% of enquiries responded to within prioritised timeframes</li> <li>% of works completed/resolved within prioritised timeframes – <i>Not measured</i></li> </ul>	<ul style="list-style-type: none"> <li>?</li> <li>?</li> </ul>	<ul style="list-style-type: none"> <li>No. of and record of Correspondence/complaints tracking.</li> </ul>

Meets LoS standard	✓	Does not meet target LoS	x	Unknown or not measured	?
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## APPENDIX S. COUNCIL'S DATA MANAGEMENT, ASSET MANAGEMENT PROCESSES AND SYSTEMS

### S.1 Introduction

This Activity Management Plan has been developed as a tool for Council to describe how they intend to manage their assets, meet the levels of service agreed with the community and to explain the expenditure and funding requirement. It forms part of Council's Asset Management Process which is in general alignment with the International Infrastructure Management Manual (IIMM) as shown below in Figure S-1.



**Figure S-1: The Asset Management Process**

### S.2 Understanding and Defining Requirements

#### S.2.1. Develop the Asset Management Policy

##### S.2.1.1 Selecting the Appropriate Level of Asset Management

The Asset Management Policy provides the direction as to the level of Asset Management expected and can differ between activities. Council underwent a process in 2010 with asset management consultants Waugh Infrastructure Management Ltd in which they identified the appropriate level of asset management to target for their engineering activities. During this process, Council and consultant staff assessed a range of parameters to establish the base level of asset management to provide the community for each activity including:

- district and community populations
- issues affecting the district and each activity
- the costs and benefits to the community
- legislative requirements
- the size, condition and complexity of the assets
- the risk associated with failures
- the skills and resources available to the organization
- customer expectation.

Whilst this was primarily focussed on the engineering activities, much of the process was relevant for all Council activities.

IIMM (2006) identified two levels of asset management; Core and Advanced. Based upon the process undertaken for the engineering activities, it would be appropriate for Council to set **Core** as the target level at which they want to be managing the Properties Activity.

#### S.2.1.2 Performance Review of Property Activity Management Practices

Council underwent a process at the end of the 2009 AMP to undertake a high level review of the AMP and associated activity management processes against good practice asset management as described in the IIMM and in accordance with the Office of Auditor General. During this process, the AMP and associated practices were scored to give a snap shot of the current status and then set targets as to where Council wished to head. The 2009 AMP Improvement Plan was assessed in its effectiveness to close the gap between actual and target compliance levels and new items added to the Improvement Plan where gaps were identified.

A chart summarises the outcomes is contained in Appendix V of this AMP. The full results of the review are detailed under separate cover (Performance Review of the Property Activity Management Processes, MWH October 2010).

#### S.2.2. Define Level of Service and Performance

Levels of service have been reviewed since the 2009 AMP, taking account of Community Outcomes, Legislative Requirements, financial constraints and knowledge of asset performance. Community Outcomes, Levels of Service, Performance Measures and current performance are detailed in Appendix R of this AMP.

#### S.2.3. Forecast Future Demand

Population and demand forecasting has been updated since the 2009 AMP and is described in Appendix F. Demand Management has been undertaken as described in Appendix N.

#### S.2.4. Understand the Asset Base

Council has a wealth of information on their assets which is collected, recorded and stored through a number of different systems. Data is graded for accuracy and completeness as shown in Table S-1 following.

**Table S-1: Asset Data Accuracy and Completeness Grades**

Grade	Description	Accuracy	Grade	Description	Completeness
1	Accurate	100%	1	Complete	100%
2	Minor inaccuracies	± 5%	2	Minor Gaps	90 – 99%
3	50% estimated	± 20%	3	Major Gaps	60 – 90%
4	Significant Data estimated	± 30%	4	Significant Gaps	20 – 60%
5	All data estimated	± 40%	5	Limited Data Available	20% or less

Council's Confirm system is the primary asset management system and data management tool for activities. Confirm is a modular system and is a powerful tool used for the storage, interrogation and reporting of asset data. Valuations of all assets other than roading will be done from Confirm.

The Asset Information team, Asset Managers, Tasman District Council's consultants and contractors all have access to the system with levels of access appropriate to their needs. Asset information is delivered to the Council via Explore Tasman, Council's web-based GIS browser application. Performance and operational reports are delivered via a web-based reporting system.

Confirm has links to other core Council applications:

- NCS (Napier Computer System) for property data and water meter details
- SilentOne document management system for construction and As-built plans.

#### S.2.5. Assess Asset Condition

Opus International Consultants were engaged to collect and analyse the data which was subsequently imported into Confirm Asset Management System.

#### S.2.6. Identify Asset and Business Risks

Council have adopted an Integrated Risk Management framework to manage risks, both at corporate and activity level. This is detailed further in Appendix Q.

### S.3 Developing Asset Management Strategies

There are many different types of decision making techniques that have been applied by Council during the development of the management plans. These are better described in relevant appendices, but are summarised here in Table S-2.

**Table S-2: Asset Management Strategies Summary**

Process Step	Processes and Systems
Identify Levels Of Service	Levels of Service identified taking account of Community Outcomes, Legislative Requirements, Financial constraints (affordability) and knowledge of asset performance.  Reviewed and confirmed on a three year basis – when the AMP and Long Term Plan are updated.
Predict Demand	Population Forecasting undertaken as described in Appendix F.  Demand Forecasting undertaken as described in Appendix F.  Demand Management undertaken as described in Appendix N.
Assess Condition, Measure Performance	Opus International Consultants were engaged to collect and analyse the data which was subsequently imported into Confirm Asset Management System. Reports are generated on a quarterly basis to identify scheduled maintenance. This was assessed using guidelines developed from the National Asset Management (NAMS) Property group. Each building element was assessed on a 1 – 5 condition rating scale with: <ol style="list-style-type: none"> <li>1. Excellent</li> <li>2. Very good</li> <li>3. Satisfactory</li> <li>4. Poor</li> <li>5. Very Poor</li> </ol>
Renewals Management	Asset condition is a key indicator of the amount of renewal expenditure required to maintain the asset at an acceptable level to ensure the full life of the asset is gained.
Asset Creation Management	The need for the new work is based on the following drivers: growth, consultation with building users, consultant advice and Council's senior management.

Process Step	Processes and Systems
	<p>In the first instance, it will be the Council's intention to adapt existing facilities or extend existing facilities but where this is not possible or appropriate, consideration will then be given to the construction of new property assets.</p> <p>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. Some projects may also be driven fully or partly by needs for renewal.</p>
Risk Assessment and Management	Council have developed an Integrated Risk Management framework to manage risks as described in Appendix Q.
Optimised Decision Making	The completion of this section of the AMP has been included in the Improvement Programme.

The Council uses both paper and electronic based management systems for its properties. Paper based systems are contained in a "Council Property" filing system identified by property type and ward locality. These files contain known information about a property including building plans, details of services and occupancy agreements.

Detailed asset information has been collected over 2006/2007 on the property portfolio contained in this Asset Management Plan.

This includes detailed building components, condition and assessments of useful life and maintenance planning and financial implications.

The information has been collected to be stored and utilised within the Confirm Asset Management System.

#### S.3.1. Operational Management Systems

The Council utilise the CONFIRM Enterprise Asset Management System as their core asset database. This is used to record the facility building and their asset components. Land parcels are aligned with the Council's NCS property management system which manages the rating and tenancy aspects of the portfolio.

#### S.3.2. Land Management System

The Council uses the NCS Property Management System to manage property by land parcel. This also contains lease and rating information on property and links to the current fixed asset register. As the systems have a cross over with Confirm – a common site name system has been put in place with reference to the alternate system to ensure both sets of information are kept up to date.

Council's property register which is a Napier Computer Systems application is maintained on an as required basis. There is a high level of expectation of the accuracy of this database. The information held in the Confirm database requires updating to record changes to the Richmond Library, Main Office at 189 Queen Street, Richmond, Motueka Service Centre and the Murchison Service Centre. This information has not been updated since 2007.

The Council properties in this AMP are managed through the Napier Computer Systems database which includes property management and lease management with links through to financial, rating and asset management systems.

Asset condition and maintenance is operated by Confirm and the inability of the two systems to be linked together make for a cumbersome process. The Confirm database is a good vehicle for managing and planning maintenance of Council properties. The Napier Computer Systems database is very basic as far as property management is concerned and provides the bare minimum of a property management system. The strength of this system has its links to Council's other databases.

### S.3.3. Financial Management Systems

The Council uses the NCS System as the financial system. As Council's use of the system becomes more sophisticated links to the financial register will be required to manage expenditure and potentially become the Council's fixed asset register.

Council Accounting and Financial systems are based on Napier Computer Systems (NCS) software and GAAP Guidelines. Long term financial decisions are based on the development of 10-year financial plans. These 10-year plans are updated every three years on a cycle driven by the Long Term Plan.

### S.3.4. Geographic Information System

The Council uses the Explore Tasman site as the Council wide Geographic Information System. This is based on Map Info, and contains information and links to all Council asset categories.

## S.4 Asset Management Enablers

The Asset Management Enablers are the aspects that underpin the whole asset management decision making at each stage of the Asset Management Process. These are summarised here, but detailed further throughout this AMP.

- Asset Management Teams – consists of Asset Managers and their consultants.
- Asset Management Plans – this AMP is a key part of the asset management process and is updated on a regular basis.
- Information Systems and Tools – these are summarised in the previous section.
- Asset Management Service Delivery – include the procurement strategies that ensure Council delivers the asset management activities in the most cost-effective way.
- Quality Management – there are a variety of rigorous quality assurance processes involved in management of the stormwater activity.
- Continuous Improvement – covered by Appendix V. The Improvement Programme shown in this document is a snapshot of the programme in its current state. The Improvement Programme is reviewed and updated on a regular basis

## S.5 Future Data and Information Systems

### S.5.1. Asset Data

Future plans for the asset data include continuing to collate facility asset information specifically the Aquatic Centre and mechanical systems.

### S.5.2. System Changes

The Council has the intent of utilising the Confirm Asset Management System as the primary Asset Register for all Council Assets including roading, water and wastewater parks and property.

## **APPENDIX T. BYLAWS**

There are no bylaws applicable to this activity.

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## APPENDIX U. STAKEHOLDERS AND CONSULTATION

### U.1 Stakeholders

There are many individuals and organisations that have an interest in the management and / or operation of Council's assets. The plan recognises stakeholder interest in ensuring legislative requirements are met and sound management and operational practices are in place. The stakeholders in Tasman District Council property assets are:

- Tasman District Council
- Golden Bay Community Board
- Motueka Community Board
- Tasman District Council staff
- lessees and tenants of Council facilities
- residents, ratepayers and visitors of Council facilities.

### U.2 Consultation

#### U.2.1. Purpose of Consultation and Types of Consultation

Council consults with the public to gain an understanding of customer expectations and preferences. This enables 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 surveys
- public meetings
- feedback from elected members, advisory groups and working parties,
- analysis of customer service requests and complaints and
- consultation via the Annual Plan and Long Term Plan process.

Council commissions customer surveys on a regular basis, usually every 3 years, from the National Research Bureau Ltd<sup>3</sup>. These Communitrak™ surveys assess the levels of satisfaction with key services, including water supply services, and the willingness across the community to pay to improve services.

Consultation to be undertaken in the next three years.

- Long Term Plan Consultation.
- Mapua Development Consultation.

Council at times will undertake focussed surveys to get information on specific subjects or projects.

#### U.2.2. Customer Research and Expectations

Customer satisfaction and expectations of Property Assets can be analysed based on:

- feedback from customer call centre
- facility Based Surveys of Council departments and lessees of Council buildings and property
- Long Term Plan and Annual Plan consultation process.

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<sup>3</sup> Communitrak™: Public Perceptions and Interpretations of Council Services / Facilities and Representation, NRB Ltd October 2008.

U.2.1.1 Feedback from Customer Call Centre

Tasman district have started to record Property related calls within the Confirm Customer Request System. This is still under development and not enough information has been collected to identify areas of issue. This is an Asset Improvement task to assess and review the customer calls to identify if any trends relating to level of service gaps can be established.

U.2.1.2 Facility Based Survey

Facility based surveys can give an indication on user satisfaction with the current LOS on a specific Facility basis. This is especially useful for large facilities. Tasman district does not currently run any Facility Based Surveys. But this should be investigated on a facility by facility basis for future planning exercises.

A survey of Council staff was undertaken in 2011 to seek opinions on the levels of service being provided for the offices and libraries and the facilities management undertaken in those buildings. The results are attached to this appendix. Future surveys will be undertaken every second year. Consideration will be given to surveys of other properties within this AMP.

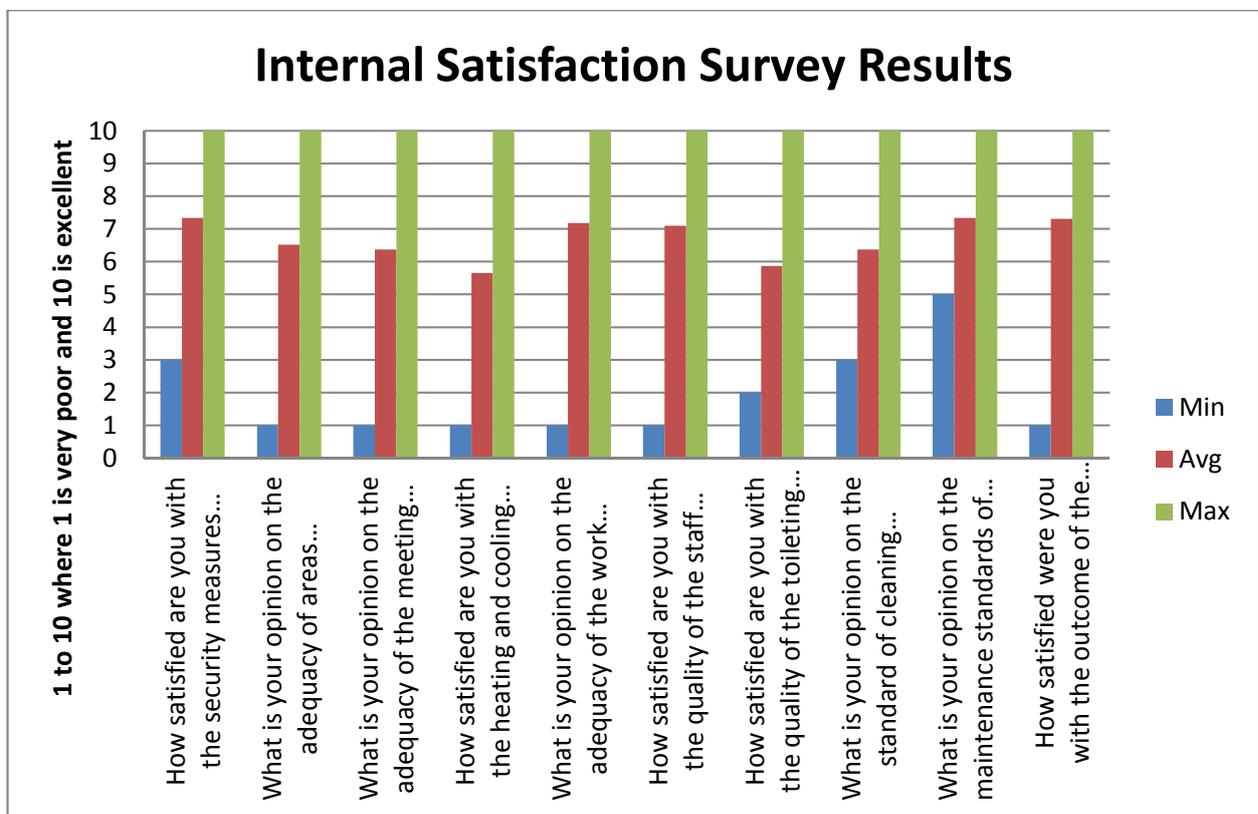


Figure U-1: Results of Internal Satisfaction Survey

## **APPENDIX V. IMPROVEMENT PROGRAMME**

### **V.1 Process Overview**

The Activity Management Plans have been developed as a tool to help Council manage their assets, deliver the levels of service and identify the expenditure and funding requirements of the activity. Continuous improvements are necessary to ensure Council continues to achieve the appropriate (and desired) level of activity management practice; delivering services in the most sustainable way while meeting the community's needs.

Establishment of a robust, continuous improvement process ensures 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
- on-going review and monitoring of the programme.

The development of this plan has been based on existing levels of service and asset management practices, the best available information and knowledge of Properties Management staff. This AMP is the subject of on-going monitoring, review and updating to improve its quality and the accuracy of the asset information and financial projections.

The AMP is a living document that is relevant and integral to daily asset management practice. To ensure the plan remains useful and relevant the following on-going process of AMP Monitoring and review should be undertaken:

- formal adoption of the plan by the Council each year
- review and formal adoption of the levels of service
- the revision will include a detailed budget for the forthcoming year and an additional year will be incorporated into the long term financial forecasts.

### **V.2 Training**

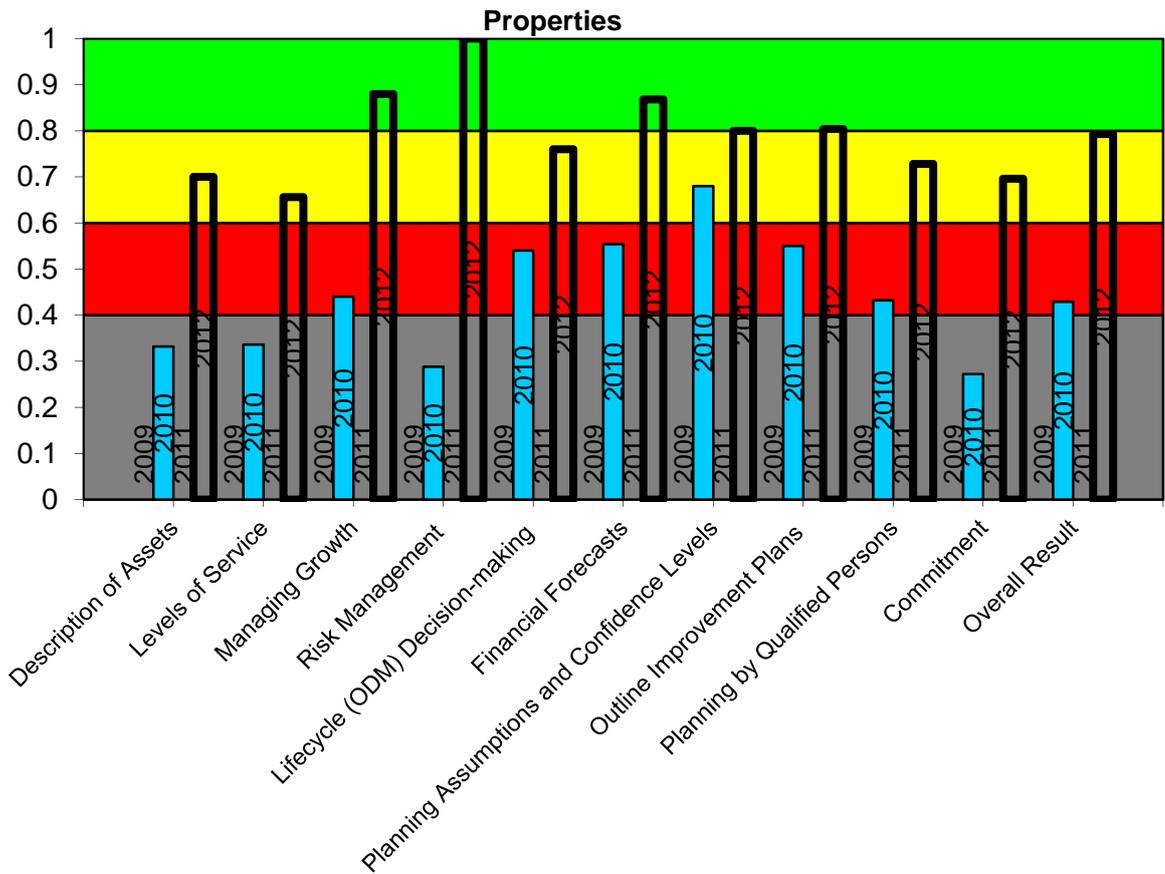
Council do not have a formal schedule of required training, however both Council's staff and its consultants participate in training on a regular basis to ensure that best practice is maintained. This also helps to maintain a good asset management culture.

Council and its consultants are structured in a way that encompasses succession planning to prevent the loss of knowledge in the event of staff turnover. This AMP document also prevents loss of knowledge by documenting practices and process associated with this activity

### **V.3 Asset Management Practice Reviews**

Since the last AMP review, Council has undertaken a performance review of the Properties activity management practices to compare how they align with the requirements of the Local Government Act 2002, Office of Auditor General (OAG) and industry best practices. This review process has been applied to identify improvement actions, and to monitor achievement of improvements against industry practice areas and Council priorities.

The result of the 2010 review is shown in the following figure (Figure V-1) for this activity. The hollow bars are the level Council wished to target for this AMP. A review to determine the level of achievement of this has not yet been undertaken.



**Figure V-1: Results of Benchmarking Review on Draft AMP**

The methodology and the findings from the review are detailed in a separate report (*Performance Review of Properties Activity Management Practices*; MWH, October 2010).

Council will review the currency of the performance review checklist used to identify improvement actions as a result of the recent update to the International Infrastructure Management Manual (NAMS,2011), and will update this checklist as appropriate.

**V.4 Implementation and Improvement Programme**

Current improvement actions are detailed in the table Table V-1.

**Table V-1: Implementation and Improvement Programme**

Appendix	Title	Improvement Plan	Improvement Item Status	Delivery Method	Delivery Timeframe
<b>A</b>	<b>Legislative and other requirements and relationships with other planning documents and organisations</b>				
<b>B</b>	<b>An overview of the assets</b>				
B	An overview of the assets	Provide a separate part for each category of assets (15 categories). For each category include the following information: Overview, strategic management, asset quality, asset condition, and future development of demand.	AMP Improvement	In-house with some outsource	Next 3 years
B1	Overview	Detailed asset assessment of Aquatic Centre to be developed.	Study	Outsource	Next 3 years
B1	Overview	Detailed asset assessment of new facilities constructed.	Study	Outsource	Next 3 years
B1	Overview	Collection of Aquatic Facilities asset component and condition information.	Study	Outsource	
B1	Overview	Ensure all aspects of the activity are covered by the AMP eg. New assets, back-up generators etc.	AMP Improvement	In-house	Next 3 years
B2	Strategic management approach	Discuss the strategic management approach for the asset.	AMP Improvement	In-house	Next 3 years
B3	Asset quality	Analyse and discuss asset quality.	AMP Improvement	Outsource	Next 3 years
B4	Asset condition	Collect condition data for new assets.	AMP Improvement	Outsource	Next 3 years
B4	Asset condition	Develop systems / processes for monitoring performance trends.	Process or System improvement	In-house with some outsource	Next 3 years
<b>C</b>	<b>Assessment of water supplies in the district</b>	Not applicable to this AMP.			
<b>D</b>	<b>Asset valuations</b>				
<b>E</b>	<b>Maintenance and operating issues</b>				
E1	Maintenance contract	Develop remaining maintenance programmes.	Process or System improvement	In-house	Next 3 years

Appendix	Title	Improvement Plan	Improvement Item Status	Delivery Method	Delivery Timeframe
<b>F</b>	<b>Demand and future new capital requirements</b>				
F2	Projection of Demands	Summarise the projected demand for property assets for the next 10years.	AMP Improvement	In-house	Next 3 years
F4	Development of new capital requirement forecasts	Discuss what if anything is being done to develop new capital requirement forecasts.	AMP Improvement	In-house	Next 3 years
F4	Development of new capital requirement forecasts	Implement usage of optimised decision making for prioritising between projects.	Process or System improvement	In-house	Next 3 years
F4	Development of new capital requirement forecasts	Detail usage of optimised decision making for prioritising between options for each project.	Process or System improvement	In-house	Next 3 years
<b>G</b>	<b>Development contributions / financial contributions</b>				
<b>H</b>	<b>Resource consents and property designations</b>				
<b>I</b>	<b>Capital requirements for future renewals</b>				
I2	Forecast of renewals expenditure for next 10years	Implement usage of optimised decision making for prioritising between projects.	Process or System improvement	In-house	Next 3 years
I2	Forecast of renewals expenditure for next 10years	Detail usage of optimised decision making for prioritising between options for each project.	Process or System improvement	In-house	Next 3 years
<b>J</b>	<b>Depreciation and decline in service potential</b>				
<b>K</b>	<b>Public debt and annual loan servicing costs</b>				
<b>L</b>	<b>Summary of future overall financial requirements</b>				
L	Summary of future overall financial requirements	Further develop the robustness of the 5-10 year planning lifecycle.	AMP Improvement	In-house with some outsource	Next 3 years
<b>M</b>	<b>Funding policy, fees and charges</b>				
M1	Funding strategy	Provide analysis of the funding sources of each category of properties.	AMP Improvement	In-house	Next 3 years
<b>N</b>	<b>Demand management</b>				

Appendix	Title	Improvement Plan	Improvement Item Status	Delivery Method	Delivery Timeframe
N1	Introduction to demand management	Monitor and review Council's demand planning in relation to facility assets.	Study	In-house	Next 3 years
N1	Introduction to demand management	Undertake demand assessment for property assets and integrate into the AMP.	Study	In-house	Next 3 years
N2	Introduction to demand analysis	Provide an introduction to the demand analysis used for this activity.	AMP Improvement	In-house	Next 3 years
N2	Introduction to demand analysis	Discuss where the base demand information comes from and how it is being analysed (both historic and forecast demands).	AMP Improvement	In-house	Next 3 years
N2	Introduction to demand analysis	Discuss what analysis is being done into non-asset solutions eg. Demand reduction.	AMP Improvement	In-house	Next 3 years
N3	Demand analysis results	Discuss and details the results of any demand analysis.	AMP Improvement	In-house	Next 3 years
N4	Demand management measures and tools	Discuss the demand management measures and tools.	AMP Improvement	In-house	Next 3 years
N8	Estimated costs for future demand management measures	Estimated costs for future demand management measures.	AMP Improvement	In-house	Next 3 years
<b>O</b>	<b>The supply of water for fire fighting purposes</b>	Not applicable to this AMP.			
<b>P</b>	<b>Significant negative effects arising from this activity</b>				
<b>Q</b>	<b>Significant assumptions, uncertainties, and risk management</b>				
Q2	Risk management	Discuss earthquake risk and implications of the Christchurch earthquakes including any issues surrounding the insurance of or strengthening of assets.	AMP Improvement	In-house with some outsource	Next 3 years
<b>R</b>	<b>Levels of service, performance measures, and relationship to community outcomes</b>				

Appendix	Title	Improvement Plan	Improvement Item Status	Delivery Method	Delivery Timeframe
R2	Levels of service	Expand LOS categories to address operational and design specific aspects.	Study	In-house	Next 3 years
R2	Levels of service	Identify gaps between current and desired LOS and develop cost assessment and priority list to address gaps in service as required.	Study	In-house	Next 3 years
R2	Levels of service	Revise LOS so that they cover all relevant areas eg. Quality, quantity, responsiveness, environmental values, reliability, and cost.	Study	In-house	Next 3 years
R3	Performance measurement	Develop current levels of service assessment methodologies and measure LOS for key Critical Service factors.	Study	In-house	Next 3 years
R3	Performance measurement	Consider adding levels of service questions to the customer satisfaction survey.	Study	In-house	Next 3 years
R3	Performance measurement	Revise performance measures to ensure that they are SMART.	Study	In-house	Next 3 years
R3	Performance measurement	Measure all performance measures.	Study	In-house	Next 3 years
R3	Performance measurement	Look into the benefits of benchmarking.	Process or System improvement	In-house	Next 3 years
<b>S</b>	<b>Council's data management, asset management processes and systems</b>				
S3	Asset management processes and systems	Develop AM System functionality for Corporate Fixed Asset Register.	Process or System improvement	In-house	Whenever
<b>T</b>	<b>Bylaws</b>				
<b>U</b>	<b>Stakeholders and consultation</b>				
<b>V</b>	<b>Implementation and improvement programme</b>				
<b>W</b>	<b>Disposals</b>				
<b>X</b>	<b>Glossary of asset management terms</b>				
<b>Y</b>	<b>Water supply area boundaries and facilities</b>	Not applicable to this AMP			
<b>Z</b>	<b>AMP Status and development processes</b>				

Appendix	Title	Improvement Plan	Improvement Item Status	Delivery Method	Delivery Timeframe
<b>ALL</b>	<b>AMP</b>				
ALL	Format	Provide separate information in the AMP for each category of assets (15 categories). In all parts of the AMP information should be reported to this same level ie. all financials, all asset information. The level of reporting and order of reporting should be consistent throughout the AMP.	AMP Improvement	In-house	Next 3 years

## APPENDIX W. ASSET DISPOSAL

Disposal of Council assets is managed at two levels.

1. Disposal of buildings and structures.

Where demand analysis identifies that a building is surplus to Council and Community requirements, ie. there is no other use for the facility and/or the cost of reconfiguring the facility for a change in use is not cost effective. The Council explores the following disposal options. This includes:

- (a) Removal from site or
- (b) Demolition.

2. Disposal of building elements

Where assets within buildings (ie. appliances, fittings etc.) are identified as surplus to requirements or at end of life, the Council should explore the following disposal options:

- (a) Sale of asset
- (b) Reuse or recycling of asset component
- (c) Destruction of asset component.

The Council has a policy on significance pursuant to Section 90 of the Local Government Act 2002. This policy establishes thresholds which could be used to consider issues, proposals or decisions. These thresholds include issues, assets or other matters that incur more than 1% of Council's asset base or 5% of Council's budgeted turnover, or entry into partnership with the private sector to carry out a significant activity, or any new proposal to contract out the delivery of any Council function. The assets listed in this AMP are not considered to be strategic although a decision that changed the level of service in carrying out the property activities within the AMP could be regarded as being significant.

The Tourism Services zoned Council land at 149 Salisbury Road, Richmond is programmed for subdivision and sale in Years 2 and 3 of this AMP. Part of the Council's commercial landholdings at Mapua are programmed for disposal in Years 2, 3 and 4 of this AMP.

## APPENDIX X. GLOSSARY OF ASSET MANAGEMENT TERMS

### Acronyms and Abbreviations

AMP	Activity Management Plan
LGA	Local Government Act
LTP	Long Term Plan
NZTA	N Transport Agency
TRMP	Tasman Regional Management Plan

<b>Activity</b>	An activity is the work undertaken on an asset or group of assets to achieve a desired outcome.
<b>Activity Management Plan (AMP)</b>	Activity Management Plans are key strategic documents that describe all aspects of the management of assets and services for an activity. The documents feed information directly in the Council's LTP, and place an emphasis on long term financial planning, community consultation, and a clear definition of service levels and performance standards.
<b>Advanced Asset Management</b>	Asset management which employs predictive modelling, risk management and optimised renewal decision making techniques to establish asset lifecycle treatment options and related long term cashflow predictions. (See Basic Asset Management).
<b>Annual Plan</b>	The Annual Plan provides a statement of the direction of Council and ensures consistency and co-ordination in both making policies and decisions concerning the use of Council resources. It is a reference document for monitoring and measuring performance for the community as well as the Council itself.
<b>Asset</b>	A physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months.
<b>Asset Management (AM)</b>	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
<b>Asset Management System (AMS)</b>	A system (usually computerised) for collecting analysing and reporting data on the utilisation, performance, lifecycle management and funding of existing assets.
<b>Asset Management Plan</b>	A plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost effective manner to provide a specified level of service. A significant component of the plan is a long term cashflow projection for the activities.
<b>Asset Management Strategy</b>	A strategy for asset management covering, the development and implementation of plans and programmes for asset creation, operation, maintenance, renewal, disposal and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved at optimum cost.
<b>Asset Register</b>	A record of asset information considered worthy of separate identification including inventory, historical, financial, condition, construction, technical and financial information about each.

<b>Basic Asset Management</b>	Asset management which relies primarily on the use of an asset register, maintenance management systems, job/resource management, inventory control, condition assessment and defined levels of service, in order to establish alternative treatment options and long term cashflow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than risk analysis and optimised renewal decision making).
<b>Benefit Cost Ratio (B/C)</b>	The sum of the present values of all benefits (including residual value, if any) over a specified period, or the life cycle of the asset or facility, divided by the sum of the present value of all costs.
<b>Business Plan</b>	A plan produced by an organisation (or business units within it) which translate the objectives contained in an Annual Plan into detailed work plans for a particular, or range of, business activities. Activities may include marketing, development, operations, management, personnel, technology and financial planning
<b>Capital Expenditure (CAPEX)</b>	Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of an asset.
<b>Condition Monitoring</b>	Continuous or periodic inspection, assessment, measurement and interpretation of resulting data, to indicate the condition of a specific component so as to determine the need for some preventive or remedial action
<b>Critical Assets</b>	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
<b>Current Replacement Cost</b>	The cost of replacing the service potential of an existing asset, by reference to some measure of capacity, with an appropriate modern equivalent asset.
<b>Deferred Maintenance</b>	The shortfall in rehabilitation work required to maintain the service potential of an asset.
<b>Demand Management</b>	The active intervention in the market to influence demand for services and assets with forecast consequences, usually to avoid or defer CAPEX expenditure. Demand management is based on the notion that as needs are satisfied expectations rise automatically and almost every action taken to satisfy demand will stimulate further demand.
<b>Depreciated Replacement Cost (DRC)</b>	The replacement cost of an existing asset after deducting an allowance for wear or consumption to reflect the remaining economic life of the existing asset.
<b>Depreciation</b>	The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted for by the allocation of the historical cost (or revalued amount) of the asset less its residual value over its useful life.
<b>Disposal</b>	Activities necessary to dispose of decommissioned assets.
<b>Economic Life</b>	The period from the acquisition of the asset to the time when the asset, while physically able to provide a service, ceases to be the lowest cost alternative to satisfy a particular level of service. The economic life is at the maximum when equal to the physical life however obsolescence will often ensure that the economic life is less than the physical life.

<b>Facility</b>	A complex comprising many assets (eg. swimming pool complex, etc.) which represents a single management unit for financial, operational, maintenance or other purposes.
<b>Geographic Information System (GIS)</b>	Software which provides a means of spatially viewing, searching, manipulating, and analysing an electronic database.
<b>Infrastructure Assets</b>	Stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continuing replacement and refurbishment of its components. The network may include normally recognised 'ordinary' assets as components.
<b>I.M.S.</b>	Infrastructure Management System - Computer Database
<b>Level of Service</b>	The defined service quality for a particular activity (ie. water) or service area (ie. water quality) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
<b>Life</b>	A measure of the anticipated life of an asset or component; such as time, number of cycles, distance intervals etc.
<b>Life Cycle</b>	<p>Life cycle has two meanings:</p> <ul style="list-style-type: none"> <li>the cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset ie. from planning and design to decommissioning or disposal</li> <li>the period of time between a selected date and the last year over which the criteria (eg. costs) relating to a decision or alternative under study will be assessed.</li> </ul>
<b>Life Cycle Cost</b>	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
<b>Life Cycle Maintenance</b>	All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.
<b>Long Term Plan</b>	<p>The Long Term Plan (LTP) is the primary strategic document through which Council communicates its intentions over the next 10 years for meeting the community service expectations and how it intends to fund this work. The LTP is a key output required of Local Authorities under the Local Government Act 2002.</p> <p>The LTP replaces the Long Term Council Community Plan (LTCCP).</p>
<b>Maintenance Plan</b>	Collated information, policies and procedures for the optimum maintenance of an asset, or group of assets.
<b>Net Present Value (NPV)</b>	Net Present Value – Standard method for evaluating long-term projects in capital budgeting.
<b>Objective</b>	An objective is a general statement of intention relating to a specific output or activity. They are generally longer-term aims and are not necessarily outcomes that managers can control.
<b>Operation</b>	The active process of utilising an asset which will consume resources such as manpower, energy, chemicals and materials. Operation costs are part of the life cycle costs of an asset.

<b>Optimised Renewal Decision Making (ORDM)</b>	An optimisation process for considering and prioritising all options to rectify performance failures of assets. The process encompasses NPV analysis and risk assessment.
<b>Performance Indicator (PI)</b>	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
<b>Performance Monitoring</b>	Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.
<b>Planned Maintenance</b>	<p>Planned maintenance activities fall into three categories.</p> <ul style="list-style-type: none"> <li>• Periodic – necessary to ensure the reliability or sustain the design life of an asset.</li> <li>• Predictive – condition monitoring activities used to predict failure.</li> <li>• Preventive – maintenance that can be initiated without routine or continuous checking (eg. using information contained in maintenance manuals or manufacturers’ recommendations) and is not condition-based.</li> </ul>
<b>Recreation</b>	Means voluntary non-work activities for the attainment of personal and social benefits, including restoration (recreation) and social cohesion.
<b>Rehabilitation</b>	Works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. Generally involves repairing the asset using available techniques and standards to deliver its original level of service without resorting to significant upgrading or replacement.
<b>Renewal</b>	Works to upgrade, refurbish, rehabilitate or replace existing facilities with facilities of equivalent capacity or performance capability.
<b>Renewal Accounting</b>	A method of infrastructure asset accounting which recognises that infrastructure assets are maintained at an agreed service level through regular planned maintenance, rehabilitation and renewal programmes contained in an AMP. The system as a whole is maintained in perpetuity and therefore does not need to be depreciated. The relevant rehabilitation and renewal costs are treated as operational rather than capital expenditure and any loss in service potential is recognised as deferred maintenance.
<b>Repair</b>	Action to restore an item to its previous condition after failure or damage.
<b>Replacement</b>	The complete replacement of an asset that has reached the end of its life, so as to provide a similar, or agreed alternative, level of service.
<b>Remaining Economic Life</b>	The time remaining until an asset ceases to provide service level or economic usefulness.
<b>Risk Cost</b>	The assessed annual cost or benefit relating to the consequence of an event. Risk cost equals the costs relating to the event multiplied by the probability of the event occurring.
<b>Risk Management</b>	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

<b>Routine Maintenance</b>	Day to day operational activities to keep the asset operating (replacement of light bulbs, cleaning of drains, repairing leaks, etc.) and which form part of the annual operating budget, including preventative maintenance.
<b>Service Potential</b>	The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset.
<b>Strategic Plan</b>	Strategic planning involves making decisions about the long term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long term survival, value and growth of the organisation.
<b>Unplanned Maintenance</b>	Corrective work required in the short term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.
<b>Upgrading</b>	The replacement of an asset or addition/ replacement of an asset component which materially improves the original service potential of the asset.
<b>Valuation</b>	Estimated asset value that may depend on the purpose for which the valuation is required, ie. replacement value for determining maintenance levels or market value for life cycle costing.

## **APPENDIX Y. DISTRICT MAINTENANCE AND CONTRACT ZONE MAP**

The area boundaries are correct as at September 2011. The boundaries are revised periodically. The current version is located in the LTP.

## APPENDIX Z. AMP STATUS AND DEVELOPMENT PROCESS

### Z.1 AMP Status

Version	Status	Document Approval	Signature	Date
1	Working Draft			
2	Draft for Council Officer Review	Name: Becky Marsay Authority: Project Technical Lead		16 Feb 2012
3	Draft for Council Review	Name: Jim Frater Authority: Asset Manager		
4	Draft for Public Consultation through LTP	Name: Lloyd Kennedy Authority: Community Services Manager		
5	Final Plan Adopted by Council Council Resolution	Name: Richard Kempthorne Authority: Mayor Reference: _____		

### Z.2 AMP Development Process

Project Sponsor: Jim Frater  
 Asset Manager: Jim Frater  
 Project Manager: Stephen Sinclair  
 AMP Author: Michelle Walker  
 Project Team: Michelle Walker  
 Andrew Maughan  
 Jim Frater

### Z.3 Quality Plan

This quality plan comprises three parts:

1. Quality Requirements and Issues – identification of the quality standards required and the quality issues that might arise.
2. Quality Assurance – the planned approach to ensure quality requirements are pro-actively met – ie. get it right first time
3. Quality Control – the monitoring of the project implementation to ensure quality outcomes are met.

## Z.4 Quality Requirements and Issues

	Issues and Requirements	Description
1	Fitness For Purpose.	The AMP has to be “fit for purpose”. It has to comply with Audit NZ expectations of what an AMP should be to provide them the confidence that the Council is adequately managing the Council activities.
2	AMP Document Consistency.	Tasman District Council want a high level of consistency between AMPs so that a reader can comfortably switch between plans.
3	AMP Document Format.	The documents need to be prepared to a consistent and robust format so that the electronic documents are not corrupted (as happens to large documents that have been put together with a lot of cutting and pasting) and can be made available digitally over internet.
4	AMP Text Accuracy and Currentness.	The AMPs are large and include a lot of detail. Errors or outdated statements reduce confidence in the document. The AMPs need to be updated to current information and statistics.
5	AMP readability.	The AMPs in their current form have duplication – where text is repeated in the “front” section and the Appendices. This needs to be rationalised so that the front section is slim and readable and the Appendix contains the detail without unnecessary duplication.
6	Completeness of Required Upgrades/Expenditure elements.	The capital expenditure forecasts and the operations and maintenance forecasts need to be complete. All projects and cost elements need to be included.
7	Accuracy of Cost Estimates.	Cost estimates need to be as accurate as the data and present knowledge allows, consistently prepared and decisions made about timing of implementation, drivers for the project and level of accuracy the estimate is prepared to.
8	Correctness of Spreadsheet Templates.	The templates prepared for use need to be correct and fit for purpose.
9	Assumptions and Uncertainties.	Assumptions and uncertainties need to be explicitly stated on the estimates.
10	Changes made after submission to Financial Model.	If Council makes decisions on expenditure after they have been submitted into financial model, the implications of the decisions must be reflected in the financial information and other relevant places in the AMP – eg. Levels of service and performance measures, improvement plans etc.
11	Improvement Plan Adequate.	Improvements identified, costed, planned and financially provided for in financial forecasts.

## Z.5 Quality Assurance

	Issues and Requirements	Quality Assurance Approach	Responsible Person
1	Fitness for Purpose	Conduct various reviews of critical elements up front and plan to upgrade the plans to specific requirements: <ol style="list-style-type: none"> <li>1. Scoping of AMP Upgrade Project</li> <li>2. Review of Levels of Service</li> <li>3. Review of Document Upgrade Needs.</li> </ol>	Becky Marsay
		Conduct a Peer Review.	Jim Frater
2	AMP Document Consistency	Review documents in advance and prepare instructions to authors on how to upgrade.  Central review of AMP document deliverables.	Becky Marsay
3	AMP Document Format		
4	AMP Readability		Becky Marsay
5	AMP Text Accuracy and Currentness	Authors to review each AMP in detail.	Michelle Walker
6	Completeness of Required Upgrades/Expenditure Elements	AMP authors to workshop with relevant project team members to ensure all projects/cost elements covered.	Michelle Walker
		Central list of issues (called a "Parking Lot") that need to be considered in each AMP.	Michelle Walker
7	Accuracy of Cost Estimates	Independent review of all cost estimates.	Michelle Walker
8	Correctness of Spreadsheet Templates	Independent review of all templates.	Becky Marsay
9	Assumptions and Uncertainties and Risk Assessments	Independent review of all cost estimates.	Michelle Walker
10	Changes Made After Submission to Financial Model	Protocol prepared to ensure Teamsite is used and all parties follow instructions on how changes are made.	Becky Marsay
		Ensure there is a place in the AMP documents to record any changes made and the implications of changes.	Becky Marsay
		AMP authors to manage a change log for changes after submission.	Michelle Walker
11	Improvement Plan Adequate	Prepare template in advance to ensure consistent approach.	Becky Marsay
		Central review of Improvement Plans.	Becky Marsay

## **Z.7 Quality Control**

Quality Control Checks and Reviews are scheduled on the attached Tables. These shall be progressively completed as the AMP is developed and incorporated in the final AMP Plan in Appendix Z.

Check or Review	Person Responsible	Authority	Signature	Date
Scope Of AMP Upgrade Project Complete	Lloyd Kennedy	Community Services Manager		
Levels Of Service prepared to Instructions	Becky Marsay	Project Technical Lead		15 Feb 12
Levels Of Service Asset Manager Acceptance	Jim Frater	Asset Manager		
AMP Document prepared to instructions	Becky Marsay	Project Technical Lead		15 Feb 12
AMP Text Accuracy and Currentness	Michelle Walker	AMP Author		15 Feb 12
Capital Upgrade List Complete	Jim Frater	Asset Manager		
Capital Upgrade List Complete - Asset Manager Acceptance	Jim Frater	Asset Manager		
All Issues on "Parking Lot" addressed	Michelle Walker	AMP Author		15 Feb 12
Capex Expenditure Spreadsheet Template Reviewed	Becky Marsay	Project Technical Lead		15 Feb 12
Project Estimate Spreadsheet Template Reviewed	Becky Marsay	Project Technical Lead		15 Feb 12
All Capex Estimates Reviewed and including assessment of Programme, Project Drivers, Levels of Accuracy and assumptions/uncertainty	Michelle Walker	AMP Author		15 Feb 12
Opex Costs Spreadsheet Arithmetic Review	Michelle Walker	AMP Author		15 Feb 12
Opex Cost forecast – fitness for purpose	Jim Frater	Asset Manager		
Improvement Plan Prepared to instructions	Becky Marsay	Project Technical Lead		15 Feb 12
Improvement Plan Asset Manager Acceptance	Jim Frater	Asset Manager		
Capital Forecast Accepted for Input to NCS	Jim Frater	Asset Manager		
Change log complete and changes appropriately dealt with – after Council review	Michelle Walker	AMP Author		15 Feb 12
Change log complete and changes appropriately dealt with – after Public consultation	Jim Frater	Asset Manager		
Peer Review Completed	Lloyd Kennedy	Community Services Manager		