Parks & Recreation

DRAFT
Activity Management Plan

October 2017

GREAT LAKE TAUPŌ
Taupō District Council

EXECUTIVE SUMMARY

Taupō District Council manages a range of parks, reserves and open spaces. Easily accessible parks and open spaces provide active and passive recreation, play and social opportunities for both residents and visitors. Open spaces also provide spaces for disaster recovery and management of storm water overflow. Council's activities in this area aim to assist in the development of healthy, active, functioning communities.

One of the main purposes of Local Authorities under the LGA 2002 is "to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost effective for household and businesses". Parks, public conveniences, cemeteries, and the assets associated with them come under the definition of community infrastructure. The purpose of the Parks & Recreation Activity Management Plan (Parks AMP) is to identify and provide the required levels of service for Council's parks and associated assets in the most cost effective manner (through the creation, operation, maintenance, renewal and disposal of assets) for existing and future customers.

This activity covers the following areas on reserve land:

- Open spaces and amenity reserves
- Ecological reserves
- Formal parks and gardens
- Sports grounds and facilities
- Playgrounds
- Built assets such as pavilions, furniture and public art
- Trees and amenity plantings
- River and lake esplanades
- Cemeteries
- Walkways and cycleways

The Parks AMP does not include venues and facilities such as the Great Lake Centre, Taupō Event Centre, AC Baths, community halls and Housing for the Elderly, although it may include the grounds upon which some of these facilities are constructed.

Most parks are protected through:

- The Reserves Act 1977
- Statutory management plans and policies

Parks strategic vision

To provide the required levels of service for Council's parks and associated assets in the most cost effective manner (through the creation, operation, maintenance, renewal and disposal of assets) for existing and future customers throughout the district.

The Council intends to develop a coherent open space framework that helps to maintain a rich and diverse network of open spaces that protect the region's ecology and support the identity, health, cohesion and resilience of the District's communities through providing quality recreation spaces and facilities. Through protecting, enlarging, and enhancing this network the Council will, over time, create increasing and significant amenity, recreation, ecological and economic value.

Why Council provides parks and recreation facilities

Parks and open space are provided by local government to deliver a range of benefits including:

- Open space within urban areas
- Visual relief from the built environment
- Beautification and amenity enhancement
- Opportunities for recreation and sport
- Protection of the natural environment
- Habitat for wildlife
- Community pride
- Children's play
- Conservation of cultural heritage

These benefits are specifically or generally believed to enhance the community's health and well-being. Council provision and support for quality parks and reserves enhances the district as a place to live and visit.

Due to limited commercial opportunity and benefit, the private sector will not provide a comprehensive range of parks and parks activities. Therefore provision by local government, as a public good, is required.

The provision of cemeteries is managed as part of the Parks and Recreation Activity and meets Council's obligations under the Burial and Cremation Act to make provision for burials within the district.

The reasons why the Council is involved in parks and open space are:

- Council is required by law and community expectation to manage the use, development and protection of land and natural resources in a way that protects environmental standards and benefits the community.
- Council recognises it plays a key role in creating the environment in which communities can prosper and enjoy improved health and wellbeing. The provision of open spaces and recreational facilities influences the way in which people can take part in the life of the community and makes the choice for people to be more active more convenient, easy, safe and enjoyable.
- The community expects that there will be parks, open spaces and sports grounds available for recreational purposes. Beyond this active use of the spaces and services provided, the community also values green spaces for their own sake. They have amenity value, making our communities more attractive places to live.
- Community ownership of well-managed parks and open spaces is a source of pleasure for many in our community contributing to a sense of pride in Taupō's natural environment and identity.
- Parks and open spaces make a significant contribution to the community's health and physical and mental well-being through offering space for physical exercise and recreation, reducing stress and also through contributing to water quality management.

- The network of parks and open spaces supports the maintenance and improvement of urban biodiversity.
- Open spaces assist with hazard management through providing storm water overflow paths during flood events.
- Open spaces provide gathering locations in the event of natural disasters.

The reasons why the Council is involved in cemeteries are:

- Public health
- Provide the community with space where they can bury friends and family members within the District
- Compliance with the Burial and Cremation Act 1964

A fundamental objective is to identify potential opportunities for reductions in asset lifecycle costs for all parks assets. The Parks AMP will follow the direction outlined in the TDC Infrastructure Strategy and TDC Asset Management Policy as part of the TDC Asset Management System shown below.

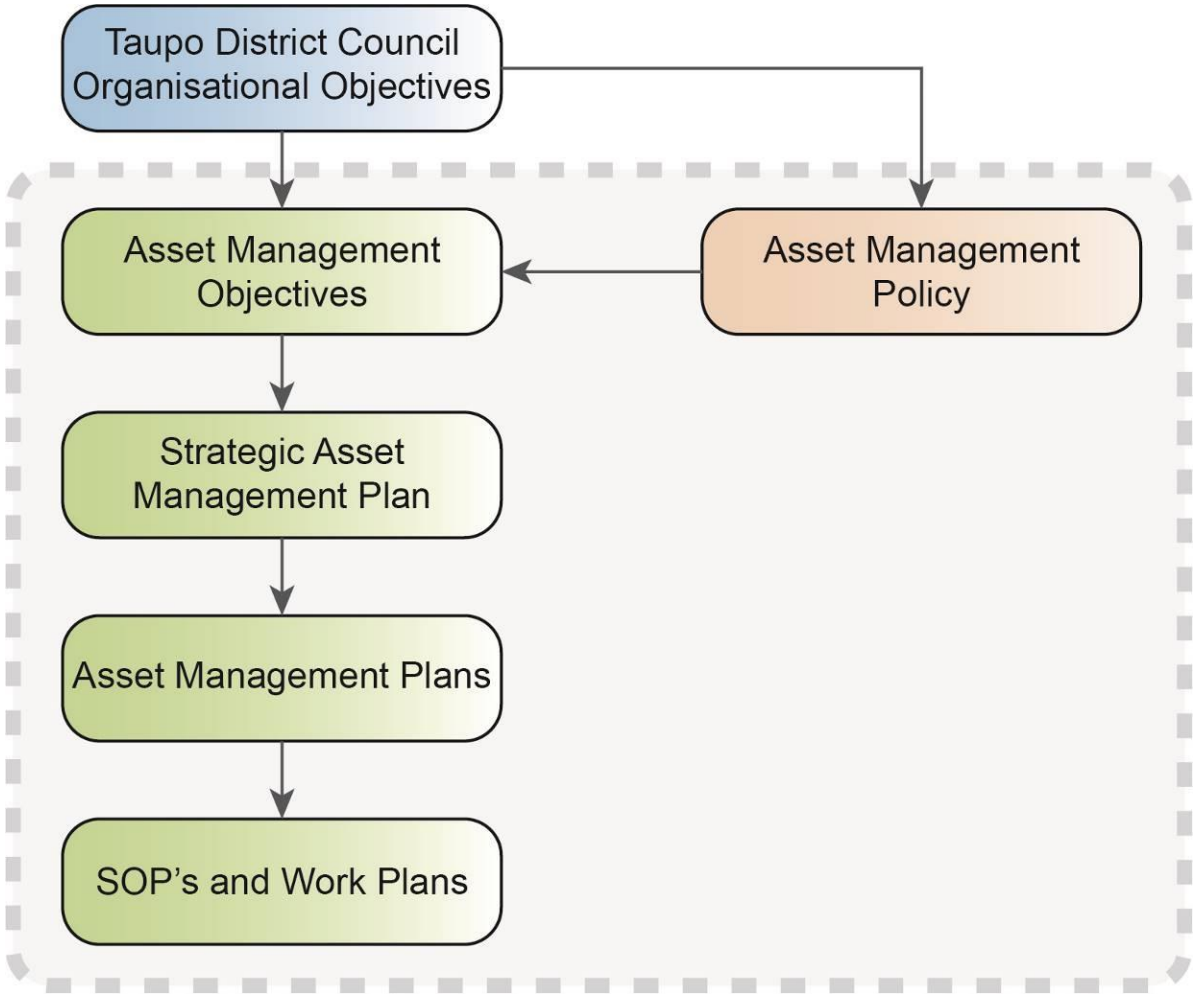

Figure 1 – Council's asset management system

How we fund it

Parks and open spaces are currently funded through the Uniform Annual General Charge (UAGC) as part of property rates. Public benefit greatly outweighs private benefit from parks, reserves and public gardens. There is also some public benefit from sports field provision although private benefit is much greater. Funding ratios are determined by Council's Revenue and Financing Policy.

- Sports grounds and parks and reserves recover 5% of operating costs by user charges and 95% through the UAGC
- The current policy for cemeteries stipulates funding at 90% through user fees and 10% through district wide general rates
- Capital costs are funded from reserves contributions, loans and community facilities fixed charges (depreciation).

How much it costs

Taupō District Council will spend an average of $7.7 million per annum on operational expenditure for the next 10 years on provision of parks and open spaces. Parks capital expenditure and renewals averages approximately $2.94 million per annum for the next 10 years.

Capital Expenditure for cemeteries averages approximately $32,000 per annum for the next 10 years.

Expenditure	Current 17/18	Y1 18/19	Y2 19/20	Y3 20/21
Total Net Operating Expenditure		**$6,751,000**	**$6,840,000**	**$6,965,000**
Total Capital Expenditure		**$2,592,000**	**$2,516,000**	**$3,193,000**
Total Renewals		$1,010,000	$683,000	$1,051,000
Total Upgrades		$1,582,000	$1,833,000	$2,142,000

Table 1 – Income and expenditure overview

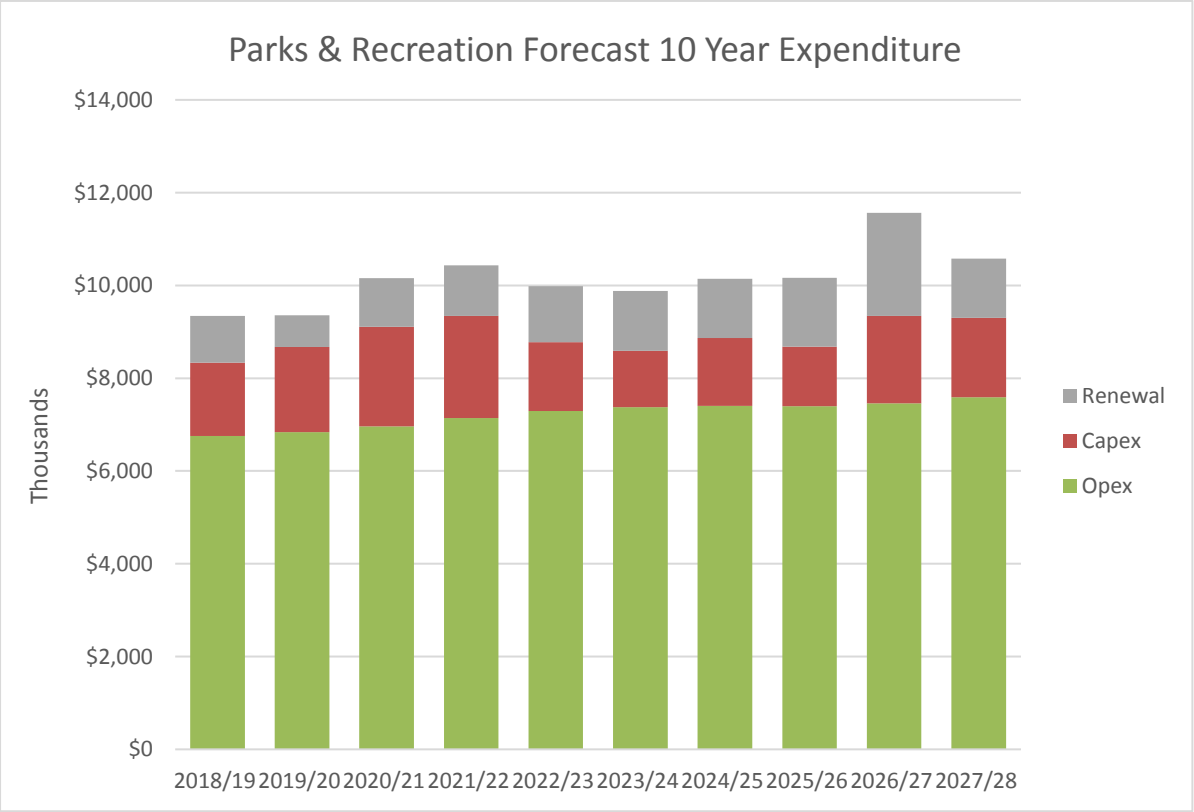

Figure 2 – Overall expenditure for Parks & Recreation

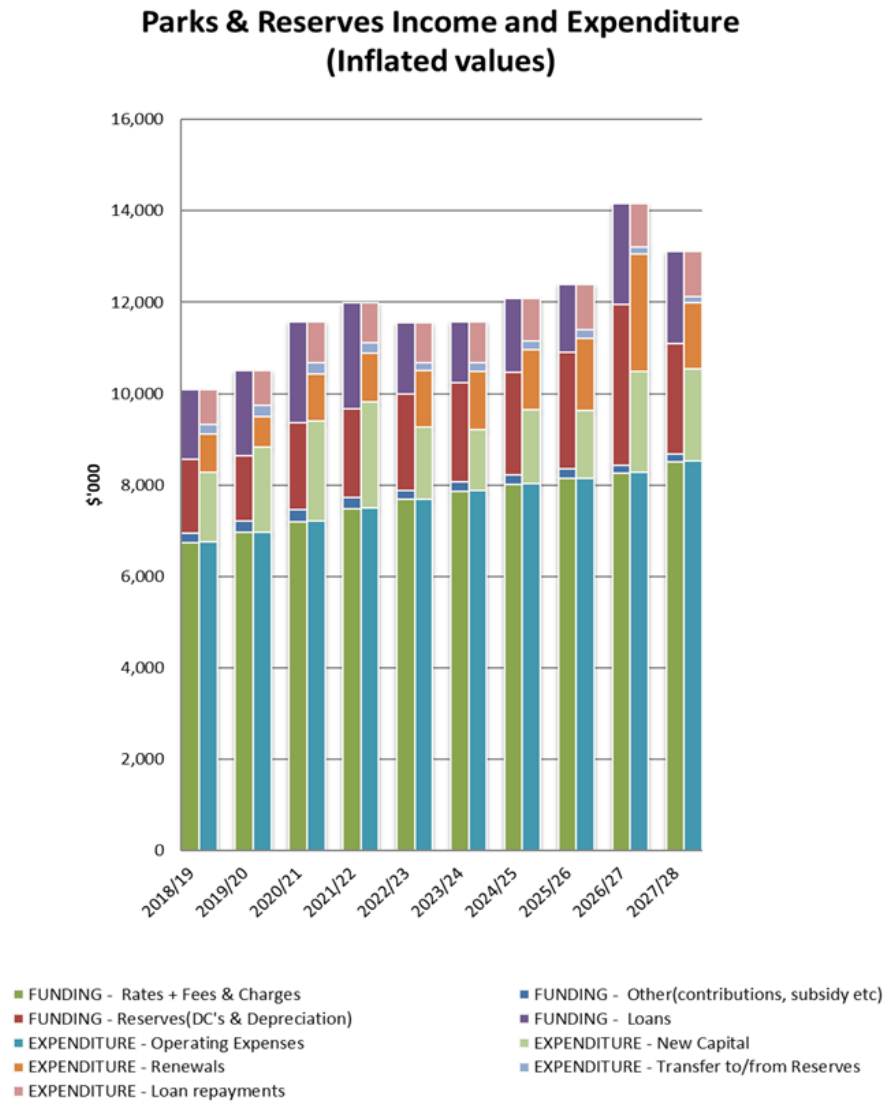

Figure 3 – Overall Income and Expenditure Profile for Parks and Recreation

Assets

Council manages parks assets valued at approximately $30million. These currently consist of:

Category	Asset	Number of Properties	Replacement value of Components (000)
Parks, Reserves & Sports Grounds	Parks and reserves	236	$15,196
	Sports Grounds	6	$5,981
	Playgrounds	57	$4,056
Cemeteries	Cemeteries	3	$486
Public Conveniences	Public Toilet Facilities	57	$2,760

Lakes Rivers & Mountains	Lakeshore Erosion Protection Assets	23	$1,530
	Total Value of Built Assets		$30,009

Table 2 – Parks asset summary (from SPM)

Comprehensive asset data is held in Council's SPM asset management program. Assets are rated on a scale of 1-5, with 5 being the lowest standard. Renewal is ideally undertaken at condition grade 5, but may occur earlier to fit in with planning practicalities.

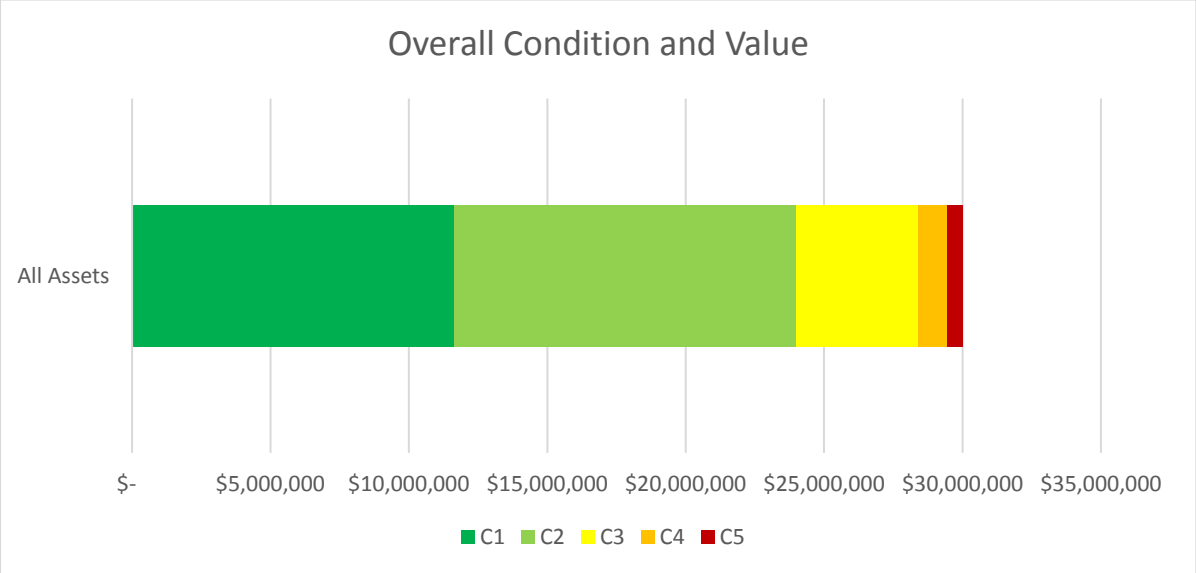

Figure 4 – Overall condition rating and value of assets (from SPM)

	C1	C2	C3	C4	C5
Total Parks Assets	37%	42%	15%	4%	2%

Table 3 – Parks asset condition summary (from SPM)

Overall, the value of assets indicated by SPM to be at condition grade 5, and therefore in the remaining 10% of its life expectancy is around 2% of the total replacement value of parks assets. However, the accuracy of data in SPM in relation to age, condition and remaining life is not entirely reliable, and it is anticipated that the cost of renewal projects over the next ten years will be significantly higher than indicated by SPM.

Asset management practices

Council uses a range of decision making tools to establish its maintenance, renewal and new works expenditure, including: process, analysis and evaluation techniques for life cycle asset management; information systems to store and manipulate data; and data and information from a number of sources (technical, financial, customer service)

Plan improvement programme

Councils are required to have plan improvement programmes to improve their asset management planning, and we will continue to implement our improvement plan.

International infrastructure management

The plan is an intermediate plan based on the requirements of the International Infrastructure Management Manual (IIMM – 2014) which is aligned with ISO 55001.

CONTENTS

1 INTRODUCTION

1.1 Background

The Taupō district

Parks land and assets are spread throughout the district, with most concentrated around the three main towns. Taupō is the largest town in the district, with a population of around 22,200. Taupō is relatively geographically isolated. Due to this relative isolation, Taupō has become fairly self-sufficient in terms of its sporting and community infrastructure. Sharing infrastructure with neighbouring towns has not been feasible or desirable due to the distances needed to travel, so the Taupō community has provided its own.

Mangakino and Turangi townships owe much of their development to hydroelectricity projects on the Waikato and Tongariro Rivers, and many parks assets date from this period of development. Both these towns have experienced a decline in population since the completion of the hydro schemes. Mangakino has a population of around 741, and Turangi has around 2,952. Turangi and Mangakino are around a 35 and 45 minute drive from Taupō and have their own recreation and sporting facilities. Residents also travel through to Taupō for scheduled matches as required, or to use Taupō facilities where these are not available in the smaller centres.

Taupō's natural assets and its central location in the North Island have meant that it has long been a popular holiday destination. Taupō has capitalized on this natural advantage by promoting itself as the "Event Capital of New Zealand". Council (and other providers) have developed infrastructure to meet the needs of not only the usually resident population but also the influx of visitors that occur in holiday periods and as a result of events. This includes a range of parks assets and other community infrastructure.

Land and assets have been acquired by Council in a variety of ways over an extended period of time, and vary widely in condition, quality and suitability. The character and demands of the Taupō district have also changed, and will continue to change over time. One of the challenges faced by Council is ensuring that the parks assets provided will meet the current and future needs of the district's communities in a way that is cost-effective, environmentally sustainable, and contributes to the achievement of community outcomes.

1.2 Asset Management Planning

The goal of infrastructure asset management is to meet a required level of service in the most cost effective manner through the management of assets for present and future customers. The key elements of asset management are:

- Taking a lifecycle approach
- Developing cost-effective management strategies for the long-term
- Providing a defined level of service and monitoring performance
- Understanding and meeting the impact of growth through demand management and infrastructure investment
- Managing risks associated with asset failures
- Sustainable use of physical resources
- Continuous improvement in asset management practices

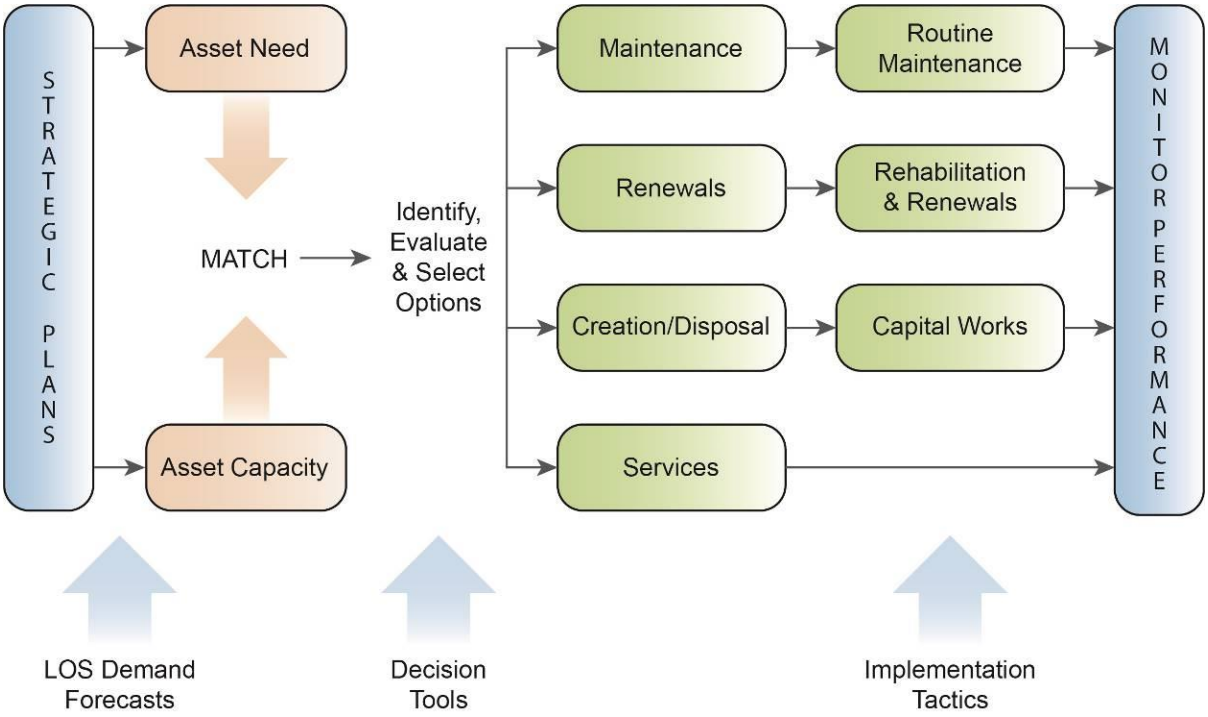

Figure 5 – High level asset management plan process

The AMP process is intended to demonstrate that Council is managing the assets responsibly, and that customers will be consulted over the price/quality trade-offs resulting from alternative levels of service. AMP's are therefore concerned with outlining optimal life cycle management strategies and providing details of the associated costs. This identification of future needs, management options, and cash flows, provides the ability to even out peak funding demands and account for asset depreciation loss of service potential.

The main benefits derived from AM planning are:

- Alignment with the TDC Asset Management Policy and TDC Infrastructure Strategy
- Improved understanding of service level options and standards
- Optimum lifecycle (long term) costs are identified for an agreed level of service
- Better understanding and forecasting of asset related management options and costs
- Managed risk of asset failure
- Improved decision making based on costs and benefits of alternatives
- Clear justification of forward works programmes and funding requirements
- Improved accountability over the use of public resources
- Improved customer satisfaction and organisational image

Purpose

The purpose of the Parks Activity Management Plan (Parks AMP) is to identify and provide the required levels of service for Council's parks and associated assets in the most cost effective manner (through the creation, operation, maintenance, renewal and disposal of assets) for existing and future customers. All decisions will be made taking into account the direction provided by the TDC Infrastructure Strategy.

A fundamental objective of this plan will be to identify potential opportunities for reductions in asset lifecycle costs.

This Activity Management Plan has been based on the 2015 Parks Asset Management Plan. Data has been collated and updated by Parks Assets officers and entered into the Council's web-based "SPM Assets" asset management program with current valuation data for the assets and asset

components. Contributions for this plan have also been made from Council's Parks Operations and Finance managers.

Scope

The scope of the Parks AMP includes the following community infrastructure assets:

- Land assets such as parks, playing fields and cemeteries
- Built or structural assets such as street and park furniture, playgrounds, public conveniences, sports facilities, walkways and cycleways, public art and memorials
- "Green" assets such as gardens, lawns and trees
- Lakeshore erosion protection assets

The Parks AMP does not include venues and facilities such as the Great Lake Centre, Taupō Event Centre, AC Baths, community halls and Housing for the Elderly, although it may include the grounds upon which some of these facilities are constructed.

The Parks AMP is broken down into the following asset categories which correspond with Council's financial tree structure:

- Category 1 – Parks, reserves, sports grounds and associated assets
- Category 2 – Cemeteries and associated assets
- Category 3 – Public conveniences
- Category 4 – Lakeshore erosion protection assets

The size of the investment in these assets, and importance of the associated services to the community demands excellence in the management of the assets. The community expects them to be managed in such a way that costs are minimised while providing the optimum levels of service the community desires.

Legislative requirements for asset management planning

The requirement for AM planning results from the Local Government Act 2002 and subsequent amendments. This Act places an emphasis on strategic financial planning and requires local authorities to:

- Prepare and adopt a Ten Year Plan (LTP) with a 10 year planning horizon every three years, taking into account asset creation, realisation, and loss of asset service potential
- In determining their long term financial strategy, consider all relevant information and assess the cost/benefit of options
- Manage assets prudently, in the interests of the district and its inhabitants and ratepayers.
- Clearly identify significant forecasting assumptions and risks underlying financial estimates
- Identify any significant negative effects that any activity within the group of activities may have on the social, economic, environmental, or cultural well-being of the local community

The preparation and implementation of an AMP from which long term financial strategies will be developed, is a means of compliance with these requirements.

Key legislative requirements

The key legislative documents relating to the management of reserves and related assets are below.

Legislation	Implications
Local Government Act 2002 and Amendments	• Allows Council to make by-laws for the regulation of reserves and public places • Allows Council to set funding priorities for spending on parks maintenance and development.

	• Requires consultation with communities before the disposal of land assets if these are used principally for community, recreational, environmental, cultural, or spiritual purposes. • Allows Council to collect development contributions for the funding and provision of reserve land and infrastructure required to meet the needs of community growth.
Reserves Act 1977	• Requires and empowers Council to administer and manage the reserves under its control to ensure their use, enjoyment, maintenance, protection, preservation, and (as resources permit) their development. • The Act identifies a system of classification for reserves, and ensures that reserves are classified and managed accordingly.
Health & Safety at Work Act 2015	• The HSWA requires local authorities to manage all property assets in a safe manner, and conduct or arrange all works associated with the properties to facilitate the Act's requirements for health and safety in the workplace
Building Act 2004 Amendment2017	• Local Authorities are subject to the terms and conditions of the NZ Building Act, and all buildings related to reserves are to comply in design and construction with the requirements of the Act, and must be managed to facilitate requirements of the Act concerning any building warrants of fitness.

Resource Management Act 1991	• Requires Councils to:
	  • Sustain the potential of natural and physical resources to meet the reasonable foreseeable needs of future generation
	  • Comply with District and Regional Plans
	  • Avoid, remedy or mitigate any adverse effect on the environment
	  • Take into account the principles of the Treaty of Waitangi in exercising functions and powers under the Act relating to the use, development, and protection of natural and physical resources
	  • Comply with resource consents issued by the Taupō District Council and the Waikato Regional Council, for any subdivision of Council owned land, or other development of Council's own property assets that may have an effect on the neighbouring community and environment.

Other Acts, Standards and Regulations	• Public Works Act 1981 • Public Bodies Contracts Act 1959 • Burial and Cremation Act 1964 • Fencing Act 1978 • Health Act 1956 • Historic Places Act 1993 • NZS 4404:2004 Land Development and Subdivision Engineering • NZS 5828:2004 Playground Equipment and Surfacing • SNZ HB 5828.1:2006 General Playground Equipment and Surfacing Handbook • SNZ HB 8630:2004 Tracks and Outdoor Visitor Structures • NZS 4121:2001 Design for access and Mobility: Buildings and Associated Facilities • SNZ HB 9213:2003 Guide to Local Government Service Delivery Options • NZS 4242:1995 Headstones and Cemetery Monuments • NZS 4360:2000 Risk Management for Local Government • Camping Grounds Regulations 1985

Table 4 – Relevant legislation

The Council has adopted Reserve Management Plans for most major reserves under Section 41 of the Reserves Act 1977. Under the Act, management plans are required to be "under continuous review". Taupō District Council plans to continually review management plans and, with community consultation, make significant changes when required.

Relationship with planning and strategic documents

The way in which AM planning links the Strategic planning process with operations and annual plans is illustrated below.

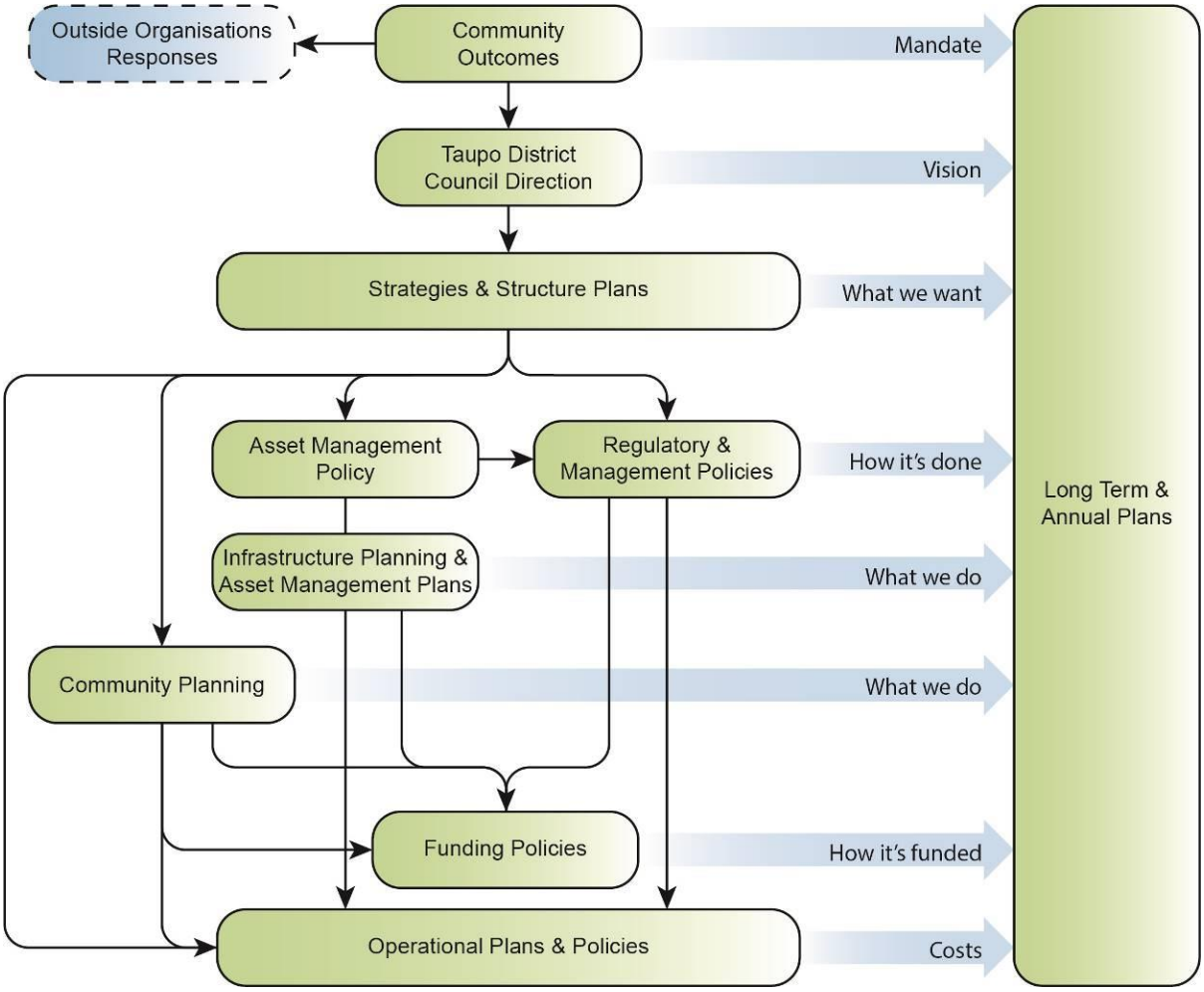

Figure 6 –Planning framework

AMP's are tactical plans for achieving strategies resulting from strategic planning processes, and as such are a key component of the council planning process linking with the following documents.

- **LTP**

  The Long Term Plan (LTP) sets the strategic direction for the Council and is the overarching planning tool which describes the activities the Council will undertake to deliver in order to achieve the outcomes the community would like to achieve. It also contains the financial forecast for delivery of those services for the next 10 years. The financial provisions within the LTP relating to the management of parks assets are drawn from the Parks AMP.

- **Annual Plan**

  This sets out how Council will undertake its strategic goals and details the specific activities, functions for the first three years of the LTP. The Annual Plan is updated on an annual basis, and gives specific emphasis to revenue and expenditure in each year of the LTP as it arises. It is an opportunity to review priorities and forecasts. The works identified in the AMP are the basis on which future LTP's and annual plans are prepared.

- **District Plan**
  The District Plan is an implementation tool used to protect values and outcomes important to the community, including those pertaining to Council's parks.

- **Asset Management System (AMS)**
  This framework consists of the Asset Management Policy, Infrastructure Strategy, six Asset Management Plans and the related Operational Plans and Work Programmes.

- **Asset Management Policy**
  Provide high level direction as to how all of the Council's assets are to be managed as part of a specific Asset Management System aligned with IIMM (2014) and ISO 55000. Has the principals, requirements and responsibilities for Asset Management, linked to the organisations strategic objectives.

- **Infrastructure Strategy**
  Links to the Asset Management Plan and contains the Asset Management Objectives, Asset Management Practices, Action Plans for Asset Management Improvement, Audit and Review processes.

- **Asset Management Plans - Business/Activity Plans and Performance Standards**
  The Asset/Services Description, service levels, demand forecasts, lifecycle activities, policies, processes and budgets defined in AMP's are incorporated into business plans for each operational area as activity budgets, management strategies and performance standards and measures.

- **Bylaws and policies**
  These documents provide objectives, policies and rules that affect the management of parks assets. Relevant policies include: Commercial Events Policy, Concession Policy, Encroachment on Reserves Policy, Public Art Policy, Taupō District Cemeteries Management Policy, Tree and Vegetation Policy, Pest Control Policy (Taupō District Council Management of Plant Pests, Unwanted Fungi, and Unwanted Insects as they pertain to vegetation on Council owned Property Policy 2009).

- **Reserve Management Plans**
  Reserve management plans prepared under the Reserves Act provide strategic direction for the management of parks and reserves, and identify policies and plans for the use, enjoyment, maintenance, protection, preservation and development of parks assets. Reserve management plans are prepared with community involvement and as such are a statement of the community's expectations for Council's management of their parks and reserves.

- **Council Strategies**
  These strategies provide direction for the management of parks assets: Recreation Strategy 2006, Lake Taupō Erosion and Flood Strategy 2009, Cycling and Walking Strategy 2010, Horse Riding Strategy, Stormwater Strategy, TD 2050 – Growth Management Strategy, Taupō Urban Area Housing Strategy.

- **TDC Code of Practice for Development of Land**
  Defines standards for vested assets, including parks, reserves, and landscaping features.

- **Transport Asset Management Plan**

  Parks and Transportation have four areas where assets overlap. These are street trees & street gardens/furniture; street sweeping; and roads/car parks and paths on reserves. The relationship between the two teams regarding the three asset areas are as follows:

  - **Street Trees and Street Gardens/Furniture**
    These assets are managed (including planning, inventory recording and valuing) by the Parks and Open Spaces Team through this AMP, and maintained by Parks Operations. The Transportation team is responsible for the management of the underlying land and its transportation function, and will have an input into area, size, and safety factors such as site lines and visibility.
  - **CBD street and footpath sweeping**
    The contract is managed through Parks Operations – Transportation defines the Level of Service agreement.
  - **Roads and Car Parks on Reserves**
    Most existing assets currently sit in the Council's Transportation AMP, and are valued and budgeted for by Transportation for maintenance and renewals requirements i.e. re-sealing, and repairing potholes etc. The asset inventory is incomplete, and needs to be completed as part of the improvement plan for this AMP.
    The budget for any new capital expenditure i.e. sealing gravel car parks and new car parks sits within Parks and Open Spaces. All pedestrian paths on parks sit within this AMP with Parks and Open Spaces taking full management responsibility for reserve paths. Transportation provides advice on asset valuation and renewals.

- **Pedestrian Accessways**

  Pedestrian accessways (road to road) are the full responsibility of Transportation who value them, record the asset components in their AMP and take on all costs. Reserve accessways are managed through this AMP as part of the reserve.

- **Water Services Asset Management Plan**

  Where a Water Services asset is located on a park, the Water Services Department is responsible for all servicing and maintenance requirements within the foot-print of that asset, and the associated infrastructure outside of the footprint. All water reticulation serving park requirements within the boundary of a park is the responsibility of the Parks and Open Spaces Team.

- **Waste Water Services Asset Management Plan**

  Where a Waste Water Services asset is located on a park, the Waste Water Services Department is responsible for all servicing and maintenance requirements within the foot-print of that asset, and the associated infrastructure outside of the footprint. All waste water reticulation serving park requirements within the boundary of a park is the responsibility of the Parks and Open Spaces Team.

- **Stormwater Asset Management Plan**

  Some of the stormwater assets such as are located in stormwater gullies, are closely interwoven with Parks assets. The boundaries between these asset types are defined within the stormwater asset management plan. All stormwater assets located within reserves, such as culverts, detention ponds, overland flow paths, associated signage and safety barriers are managed through the Stormwater AMP. All other assets on those reserves that are not part of the Stormwater AMP are managed through the Parks AMP.

- **Property Asset Management Plan**

  The Property AMP deals with built property assets, many of which such as the GLC, AC Baths and TEC are located within parks managed under the Parks AMP. The Facilities Management Section of the Operational Services Group, and Taupō, Mangakino, and Turangi Service Delivery staff, undertake operations and project work for renewals and new asset improvements as set by each of these AMPs. Where a building is sited on a park or reserve the Parks AMP is responsible for the assets outside of the building foot print, and the Property AMP deals with everything inside of the footprint.

- **Structure Plans**

  Adopted and proposed structure plans outline how growth is to be managed within areas - Taupō Urban Structure Plan (TUSP), Taupō Urban Commercial and Industrial plan (TUCISP), Kinloch Community Structure Plan (KCSP), Mapara Valley Structure Plan, and Southern Settlements Structure Plan.

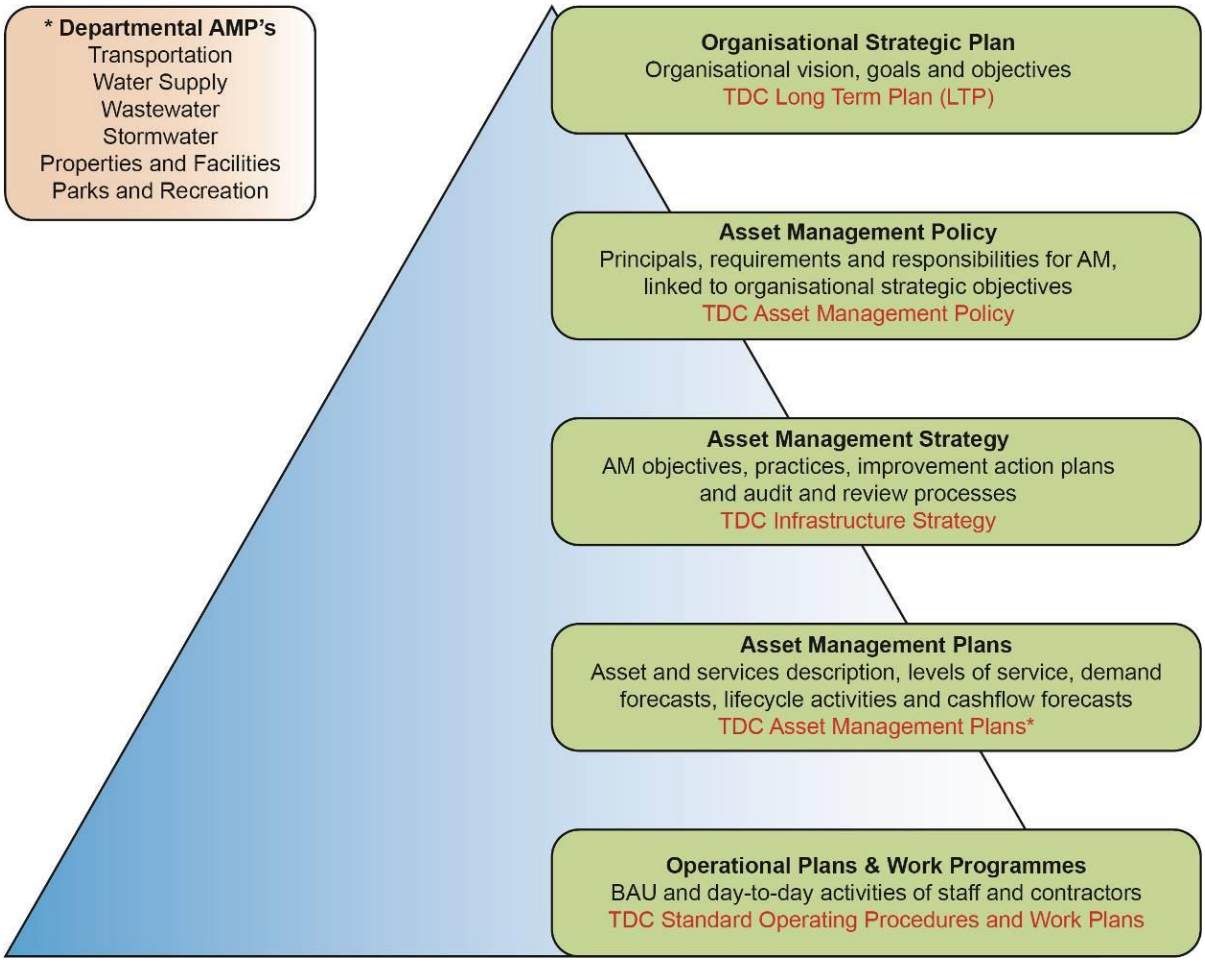

Figure 7 –Planning document structure (IIMM 2014 section 2.1)

1.3 Long Term Plan Consultation

Consultation on the 2018-2038 Long Term Plan helps guide the Council in balancing the level of service provision against the community's willingness and ability to pay. However, these expectations are fluid and not surprisingly individuals are prepared for Council to spend more money on activities and facilities which directly benefit them than on those which they have less interest in. This leads to a measure of interpretation between the differences and level of support provided for the desires of the community as a whole and those of an individual or an interest group, and a decision on the provision of services for those groups which traditionally are not as vocal, organised or involved in traditional consultative processes.

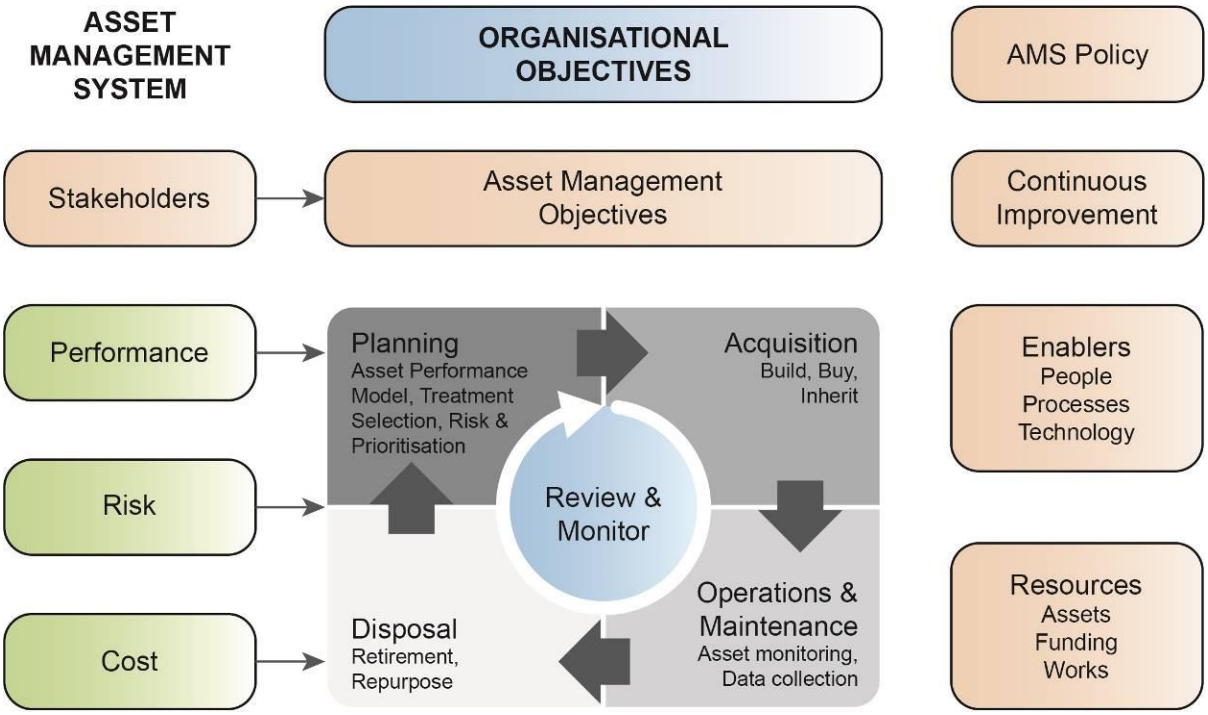

Figure 8 – ISO 55000 aligned asset management structure

1.4 Stakeholders

To effectively manage the Parks network Council Officers involved need to work and maintain effective relationships with a variety of individuals and groups. When undertaking service delivery planning and delivery it is necessary to consider and engage, as appropriate with stakeholders. A summary of stakeholders is provided here:

Internal Stakeholders & Customers
• Venues business managers • Facilities management • Parks operations • Finance staff • Elected members • Stormwater management • Council Senior Leadership Team (SLT)
External Stakeholders & Customers
• The community, including residents, ratepayers and visitors • Community groups • Sporting codes and clubs • Recreational groups • Department of Conservation • Waikato Regional Council • Tangata Whenua • Consultants and contractors • Event organisers and attendees • Lessees and licensees • Audit NZ • Insurers

Table 5 – Stakeholders

The table below identifies the key stakeholder groups, and provides a high-level analysis of their interest in the assets. For each stakeholder group, a matrix is provided to indicate the specific outcomes (needs and wants) that relate to their specific interests.

These interests have been assessed as **H** - High, **L** - Low, or nil.

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Elected Members	Internal	Elected Members	• Confidence that Council assets are being effectively managed • Consistent asset service levels	H	H	H	H	H	H	H	H
Council Senior Leadership Team (SLT)	Internal	CEO Group Managers	• Business objectives alignment • An effective and efficient system for implementing decisions • Transparency of process and outcomes. • Clear lines of authority and responsibility. • Levels of Service Targets/Measurement • No complaints • Demonstrated value for money. • Demonstrated stewardship.	H	H	H	H	H	H	H	H
Venues Business Managers	Internal	AC Baths Taupō Event Centre ODP	• Clear identification of asset roles and responsibilities • Clear identification of forward plan • Identification of significant risk issues	H	H	H	H	H	H	H	H

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Facilities Management	Internal		• Clear identification of asset roles and responsibilities • Clear identification of forward plan • Identification of significant risk issues • Asset Data QA/Confident	H	H	H	H	H	H	H	H
Parks Operations	Internal		• Clear identification of asset roles and responsibilities • Clear identification of forward plan for key assets • Identification of significant risk issues • Identification of Levels of Service performance targets • Asset Management specific objectives	H	H	H	H	H	H	H	H
Finance staff	Internal		• Efficient investment of funds. • Timely expenditure of funds. • Long term asset funding requirements	H		L		H	L	H	L
Strategy staff	Internal		• Demonstration of the Asset Management System with the Councils Strategic objectives	H	H	H	H	H	H	H	H

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Other TDC staff	Internal		• What assets Council is responsible for	L	L	L	L	L	L	L	L
Great Lake Taupō Development Groups	Internal	Enterprise Great Lake Taupō Destination Lake Taupō Town Centre Taupō Taupō Chamber of Commerce	• Economic development of the Taupō district • Forward plan for key assets • Consistent asset service levels. • Identification of improvement opportunities	H	H	H	H	H	L	H	H
Community	External	Residents	• Demonstrated stewardship. • Consistent asset service levels.	H	H	H	H	H	H	H	H
		Ratepayers	• Demonstrated stewardship. • Consistent asset service levels.	H	H	H	H	H	H	H	H
		Visitors / Tourists	• Consistent asset service levels.	L	L	L	L	L	L	L	L
Community Groups	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Sporting Codes	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Clubs	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Recreational Groups	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Department of Conservation	External		• Compliance with Environmental legislation • Forward plan for key assets	L	L	L	L	L	L	L	L
Waikato Regional Council	External		• Demonstrated stewardship. • Compliance with Environmental legislation • Minimise environmental footprint	H	H	H	H	H	H	H	H
Tangata Whenua	External	Tuwharetoa Maori Trust Board Site specific Iwi & Hapu Groups	• Demonstrated stewardship. • Compliance with Environmental legislation	H	H	H	H	H	H	H	H

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Consultants	External	Preferred Consultants Preferred Advisors	• Clear standards, expectations and performance measures. • Core asset information	H	H	H	H	H	H	H	H
Contractors	External	Preferred Contractors Long Term Contract Holders Materials Suppliers Testing and Inspecting Project Delivery	• Consistency of investment and procurement practice. “Pipe line of work” • Clear standards, expectations and performance measures. • Clear standards, expectations and performance measures. • Core asset information	H	H	H	H	H	H	H	H
Event organisers	External		• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Lessees and Licensees	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Audit NZ	External	Audit NZ	• Regular audits of AMP • Demonstrated stewardship. • Clear standards, expectations and performance measures.	H	H	H	H	H	H	H	H

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Government Departments	External		• Clear standards, expectations and performance measures.	L	L	L	L	L	L	L	L
Insurers	External	Insurance Companies or Brokers	• To assess the level of insurance risk associated with the assets	H	H	H	H	H	H	H	H
Main Local Energy Providers	External	Hydro Geothermal	• Forward plan for key assets • Lakes and rivers • Land effects	L	L	L	L	L	L	L	L
Internal Affairs	External	Lake Taupō Harbour Master	• Forward plan for key assets • Lake matters • Boat Ramps • Mariners	L	L	L	L	L	L	L	L

Table 6 – Detailed stakeholder matrix

1.5 Purpose of Asset Ownership

One of the main purposes of Local Authorities under the LGA 2002 is "to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost effective for household and businesses". Parks, public conveniences, cemeteries, and the assets associated with them come under the definition of community infrastructure.

The purpose of Council ownership of this community infrastructure is to enhance the health and well-being of the Taupō district and its communities by ensuring that communities in the Taupō District have access to good quality community infrastructure and the services provided by that infrastructure.

Asset Category	Purpose of Asset Ownership
Parks, Reserves and Sportsgrounds	• To protect and enhance the natural and built environment, and offer enjoyment, leisure and recreation opportunities to both residents and visitors. Reserve status allows protection and preservation of significant areas and natural or heritage values. • Provision of parks, reserves and sportsgrounds contributes to social and cultural outcomes for communities. Parks contribute to the economic development of the district by providing venues and opportunities for events and recreation activities that bring participants, supporters and visitors to the district. Parks also contribute to environmental outcomes by providing opportunities for improved biodiversity and water quality. • Parks, reserves and sportsgrounds along with their associated assets and the provision of street furniture and public landscaping are not provided by the private sector in the Taupō District. However, there are many recreation and sporting facilities and assets that have been developed and are managed and maintained by both the private sector and not-for-profit organisations on land owned by Council and other parties. These facilities are not covered by this Parks AMP.
Cemeteries	• The Burial and Cremation Act 1964 (the Act) and its associated regulations ensure that every community has access to places for burial and cremation. Cemeteries are an essential public service and in New Zealand local authorities (councils) currently have the legal responsibility for providing them. In the Taupō district, cremation services are provided by the private sector. • Maintenance of cemeteries also protects the heritage values.
Public Conveniences	• Public conveniences are provided by Taupō District Council for hygiene purposes so that the public have access to toilet facilities when using public parks, CBD precincts, sportsgrounds, cemeteries, and Lake Taupō. These assets and services are generally not provided by the private sector, and in many cases are essential for public health.
Lakeshore erosion protection	• Erosion protection assets are provided by Council on Council reserves to protect land and associated parks assets, and also essential services located in or close to some lakeshore reserves. Although they provide a measure of protection for private properties behind reserves, this is not the primary reason for their establishment and maintenance.

Table 7 – Asset categories

The level of service provided by these assets, and the associated funding implications are defined within this Parks AMP.

Links with Taupō District Council strategic objectives

Levels of service and lifecycle strategies in the Parks AMP are intended to move us closer to the goals stated in the 2015 Long Term Strategy:

- Ensure that the Taupō District remains a great place to live
- Promote economic development
- Protect our water resources and use them wisely
- Maintain the quality infrastructure that we have
- Keep rates and debt affordable

Council provides a wide range of community facilities to support a vibrant District for our communities and visitors. Our strategy is to maintain community facilities so that we can continue to enjoy them, although we may reduce investment in renewing some older assets. Other key strategic objectives linked to assets are:

- Safety
- Caring for what we have
- Improved operational efficiency from having the right asset mix

In June 2006, Taupō District Council published TD2050 – Growth Management Strategy as a response to unprecedented levels of anticipated growth within the Taupō District. Although this growth hasn't been sustained, TD2050 provides a policy framework to guide where and how future growth should occur and identifies a series of actions to achieve the desired pattern of urban growth. At the core of TD2050 are 12 Strategic Directions. These provide the framework of interrelated policies that guide decision making on growth related issues. TD 2050 is due for review, but that review will not be completed in time to influence this AMP. The Strategic Directions and policies from TD2050 that are specifically relevant to Council's parks assets are outline below.

Strategic Direction 11	Open Space Networks
Policy 11.1	Networks of open spaces shall be used to help manage land use patterns and landscape values within the District and assist in shaping form.
Policy 11.2	Open space shall be available for recreation and leisure opportunities for the wider community including visitors to the District.
Policy 11.3	Encourage the development of a regional and District Parks and Open Space policy.
Policy 11.4	Encourage the investigation and implementation of alternative funding sources for purchase and development of parks, open spaces and green corridors
Policy 11.5	Encourage use of open space to separate growth areas and using a range of tools to achieve this, including both public and private ownership arrangements that are anchored through mechanisms such as legal agreements and district plans.
Policy 11.6	Open space provided by rural and undeveloped areas shall be used to manage land use patterns and landscape values within the District and assist in maintaining the rural character of the District.

Table 8 – TD2050 relevant policies

1.6 Assumptions

Financial

Assumption	Potential risk	Mitigation measure
All costs are in current dollars and no present value analyses have been done.	Not the required funds to undertake capital works	Councils LTP and annual plan spend can be adjusted annually to meet Councils revenue and finance policy
There is no allowance for inflation over the 2018 to 2028 LTP period included in the budgets shown in this AMP. However, unit costs will rise by inflation over the period of the plan.	Not the required funds to undertake capital works	Successive Annual Plan funding allocations will be based on the original Parks AMP budgets as submitted for the LTP, and will include an appropriate adjustment for inflation based on approved information held by the Finance Department
Renewal projects are delivered and paid for during the particular year identified in the related AMP.	Funding for renewal projects not committed for project commencement during the programmed year may not necessarily be able to be extended beyond that year	
Most costs included in data from SPM are component costs only.	Labour, materials and services costs also need to be included (estimated) in order to arrive at a project budget cost for the asset	Possible improvement to SPM are required to enable project labour, materials and services costs to be added to the current component only cost data
Leased reserve area maintenance costs	The maintenance costs of reserve areas subject to a lease that places the onus of maintenance on the Lessee, have not been included	
Lack of accurate asset replacement cost estimates	Not the required funds to undertake capital works	Where an asset replacement cost is not known a best assessed estimate has been applied
Perpetuity asset annual maintenance cost	Not the required funds to undertake opex works	Where the annual maintenance cost of an asset maintains that asset in perpetuity, no replacement year has been included

Table 9 – Financial assumptions

Non-Financial

Assumption	Potential risk	Mitigation measure
Growth Projections are based on the 2013 growth model projections.	Assets unable to meet demand changes	Need to update data when available
Asset condition ratings are applied to all assets during condition assessment surveys, and are either in accordance with national standards, or for some identified assets, specifically set to suit an individual requirement for quality of service.	Resources (physical and technological) are not prioritised to enable appropriate oversight and condition assessment of assets	Surveys and condition assessments were completed for all parks during the 2013 calendar year
The acceptable minimum asset condition will vary depending on the asset criticality.	However, it is generally accepted that assets with condition ratings of 4 & 5 will be prioritised for replacement or retirement	
It is assumed that all planned development work associated with the Central Industrial Structure Plan and other planned developments in the Tongariro Domain area will be funded via these specific projects	Confusion over where development projects are funded from	Details of the most current approved plans need to be made available for asset management planning purposes
Maintenance and operation costs for planned redevelopment assets.	If not clearly identified, there is potential for unnecessary expenditure to occur on assets for development in the near future	Identify assets due for redevelopment, reallocate O&M funds
Outsourcing of activities	Over commit the current Parks resources. Causing issues with routine O&M delivery and development project delays	Options will be considered for large projects and scoping / strategic planning task to outsource these activities
Internal service provision	Lack of clarity around some asset responsibilities between internal TDC departments. Causing confusion and lack of focus	Clearly identify where one TDC department will hold the overall responsibility for an asset, but will look to other TDC department to undertake specific works for them e.g. park roadways/car park resealing

Table 10 – Non-financial assumptions

1.7 Significant Negative Effects

While most people enjoy visiting parks and reserves or living next to open space, sometimes there are potential negative effects associated with them. These negative effects can be caused by deliberately anti-social behaviour or as an inadvertent by-product of legitimate park activity. Council manages open space to minimise any negative effects where possible, however negative effects can include:

- Noise from events in parks can create a nuisance for neighbours.
- Incursion of park users or their sports equipment (balls and their recovery etc.) into neighbouring properties can be a cause of conflict between park users and adjacent residents.
- Security and privacy can be compromised for park and open space neighbours.
- Increased traffic as a consequence of events held in parks and open space can have quite wide-spread effects and demand for parking spaces can create problems for venue neighbours.
- Vandalism and graffiti can be a problem in unsupervised open spaces.
- Crime and anti-social behaviour are an unfortunate fact of life in some parks and open space areas as a result of design (poor sight lines from the exterior) and location.
- Open spaces can contain pest plants or animals which require some level of control appropriate to their size, location and intent and these controls may affect visitors or neighbouring properties. Plant and animal pests may migrate from Council land onto neighbouring properties or impact on the quality of the open space if the maintenance of an area is infrequent or neglected.

Effect	Possible Mitigation
Asset creation, operation, maintenance, depreciation, renewal and disposal makes up a significant part of Council's annual costs.	The development of appropriate levels of service can reduce the cost of asset management by ensuring that Council is not over-providing. Optimisation of life-cycle management will also reduce the costs associated with each stage of an assets life
Assets such as play equipment, public toilets, sports grounds, trees and cemeteries are not always welcomed in close to residential boundaries	Council is subject to District Plan rules that avoid, reduce and mitigate adverse effects. Council also has policy in reserve management plans and stand-alone policies such as the Tree and Vegetation Policy. These provide opportunities for consultation with the community and other measures to mitigate issues from existing or proposed new reserve development
Noise from users	Application of District Plan limits and restrictions
Security and privacy of neighbours	Location of gates, walkways, high vantage points and possible points of entry to neighbours properties away from shared boundaries and neighbour backyards where possible
Localised traffic congestion	Provision of adequate parking spaces on site and multiple entry points to reserves where possible. Ensure that events are appropriate to the size of the park and adequate communication with neighbours if atypical events take place
Vandalism, Crime and anti-social behaviour	Design and modification of parks and reserves using Crime Prevention Through Environmental Design (CPTED) principles. Timely removal of graffiti or damage minimises the perceived payoff for the offenders and reduces the likelihood of reoffending
Incursion of equipment and people into neighbouring properties	Site goalposts and activity areas which promote the chances of escape of items away from neighbouring properties where possible

Plant and pest infestation	Good public communication and adequate signage is installed where appropriate to inform the public of possible risks
Herbicides and pesticides	Use of herbicides and pesticides in publicly accessible areas is managed sensitively and safely with good communication so as not to cause harm to visitors or neighbours. This is particularly important if baits are laid near locations which may be used by dog walkers

Table 11 – Possible negative effects

1.8 Asset Management Plan Complexity

Outline of approach

Core asset management functions are those which produce an AMP based on providing current levels of service and meet minimum legislative requirements by supporting a long term (10 year plus) cash flow forecast and accounting for changes in the service potential of assets. Core AMPs define existing levels of service and identify costs based on renewal accounting principles.

Advanced AMP's identify processes to optimise lifecycle AM strategies and provide a greater degree of confidence in the resulting cash flow predictions. Advanced AM functions include predictive modelling, risk management, optimised renewal decision making (ORDM) and service level reviews.

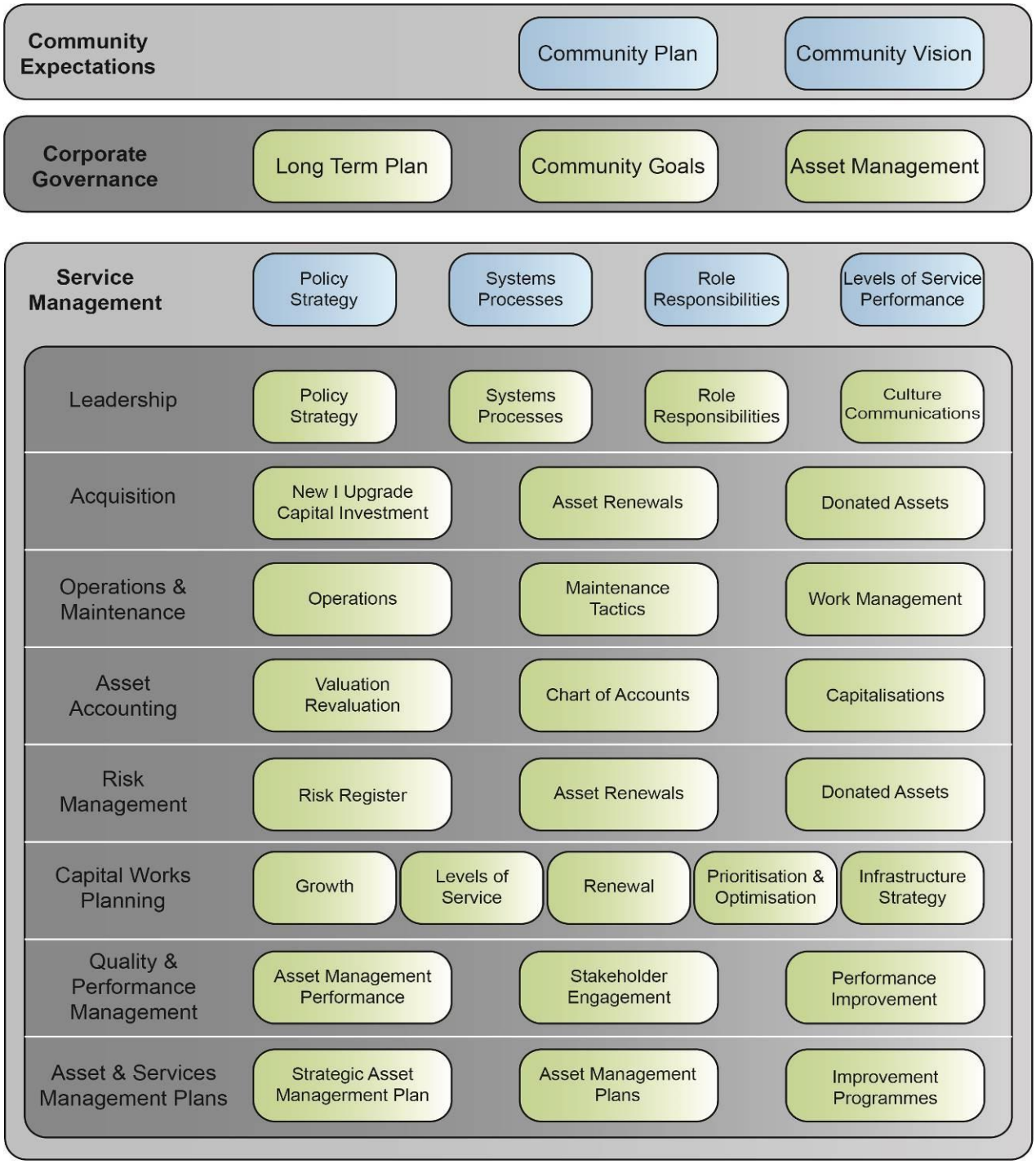

Figure 9 – Asset Management Functions

Taupō District Council has adopted an Asset Management Policy and an Infrastructure Strategy. This "Parks" AMP has been produced to meet the requirements of the Infrastructure Strategy, and therefore the Asset Management Policy, but additionally but additionally includes the use of some more advanced tools related to long term programming and pricing renewal projects, using SPM Assets 6.0 asset management program.

AMP limitations

As it currently stands, this AMP has limitations in the following areas:

- Levels of Service have been defined without customer consultation based on the organisation's understanding of customer expectations. Consultation is planned for 2017 to inform the 2018 AMP.
- Quality Standards are yet to be established to facilitate achieving the levels of service for parks and associated assets.
- Asset data is not completely reliable.

Refer to this plan's improvement section for mitigation.

1.9 Organisational Structure

Taupō District Council's organisational structure is regularly reviewed to ensure that it allows staff to be responsive to the needs of the community. At present, responsibility for management of assets in this Parks AMP sits within the Parks and Recreation Team.

The lakeshore public areas, parks, reserves, sports grounds, public conveniences and cemetery services in the District are managed by the Parks and Recreation team.

In addition the Parks Activity is able to draw on the following in-house resources:

- Finance & Administration Team which is responsible for financial management
- Transport Planning & Operations Team for the planning and undertaking of sealed car parking areas for parks, sports grounds, cemeteries, and toilet facilities
- Infrastructure may provide project management for large capex and renewal projects
- Facilities may provide project management for smaller capex and renewal projects

Parks & Recreation team

(Responsible for Parks Management and Operations)

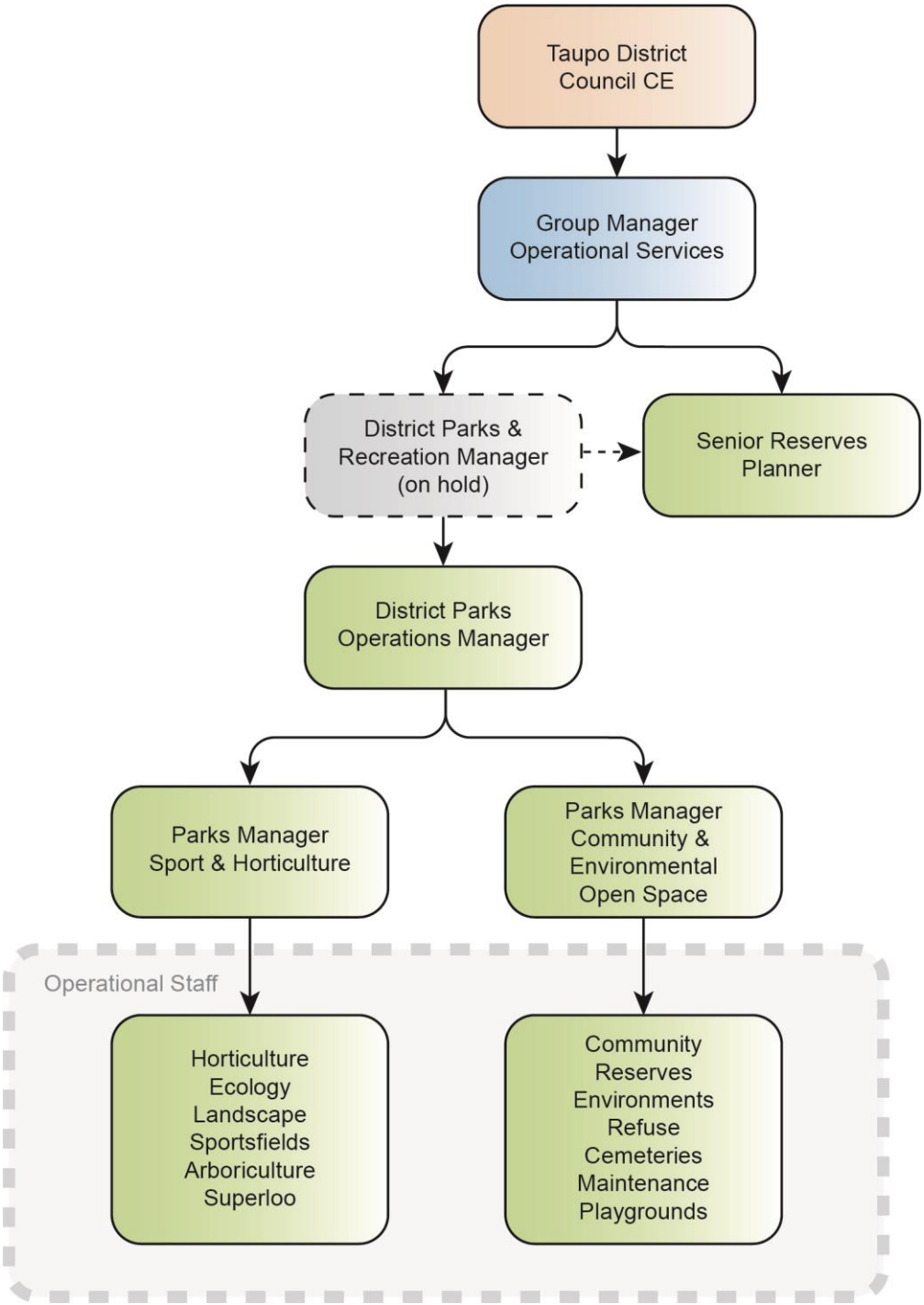

Figure 10 – Parks & Recreation management organisation

2 DEFINITIONS

Reserve	Any Land set aside under the Reserves Act 1977
Open Space	Public open space that may not necessarily be defined as reserve under the reserves Act

3 ACRONYMS & ABBREVIATIONS

AM	Asset Management
AMP	Asset Management Plan
AMS	Asset Management System
Capex	Capital Expenditure
GIS	Geographical Information System
LGA	Local Government Act
LoS	Level(s) of Service
Opex	Operational Expenditure
RMA	Resource Management Act
RMP	Reserve Management Plan
SLT	Taupō District Council's Senior Leadership Team
SPM	Asset Management Software System
TDC	Taupō District Council

4 ASSET DATA

4.1 Asset Summary and Valuation

Summary

Key asset categories covered by this Parks and Recreation AMP include:

- Category 1 – Parks, reserves, and sports grounds and associated assets.
- Category 2 – Cemeteries and associated assets.
- Category 3 – Public conveniences.
- Category 4 – Lakeshore erosion protection assets

Taupō District Council currently provides a total of 881 hectares of reserve land across the Taupō District. Around 612 hectares is park land or cemetery which is actively managed by the operations team. In addition to park land, Taupō District Council maintains a number of assets on public roads, particularly in CBD areas. Assets provided and maintained in all of these areas include public conveniences, rubbish bins, play equipment, walkways, sports facilities, roads, car parks, lighting, parks furniture, bollards, fences, viewing platforms, irrigation systems, paving, trees and gardens.

Council provides structures for erosion control in a number of locations around the district.

Cemeteries are provided in Taupō, Turangi and Mangakino for burials and ash interment. A historic cemetery is located in Taupō on Gascoigne Reserve. Cremation services are privately provided.

Parks total valuation figures are a combination of the SPM component costs for a parks asset area and finance sections valuation of the land and any structures. Detailed information on assets down to an individual component level is available in Council's SPM asset management system.

Asset categories and valuation

Category	Asset	Properties	Replacement value (000)
Parks, Reserves & Sports Grounds	Parks and reserves	236	$15,196
	Sports Grounds	6	$5,981
	Playgrounds	57	$4,056
Cemeteries	Cemeteries	3	$486
Public Conveniences	Public Toilet Facilities	57	$2,760
Lakes Rivers & Mountains	Lakeshore Erosion Protection Assets	23	$1,530
	Total Value of Built Assets		$30,009

Table 12 – Asset categories and value

Note:

- Valuations do not include land or living assets, and are for built assets and components only (e.g. buildings, seats, toilets, play equipment, fences etc.)
- Value is replacement value, not depreciated book value
- The numbers & values in this chart are taken from the Council's SPM Assets property management program as at October 2017

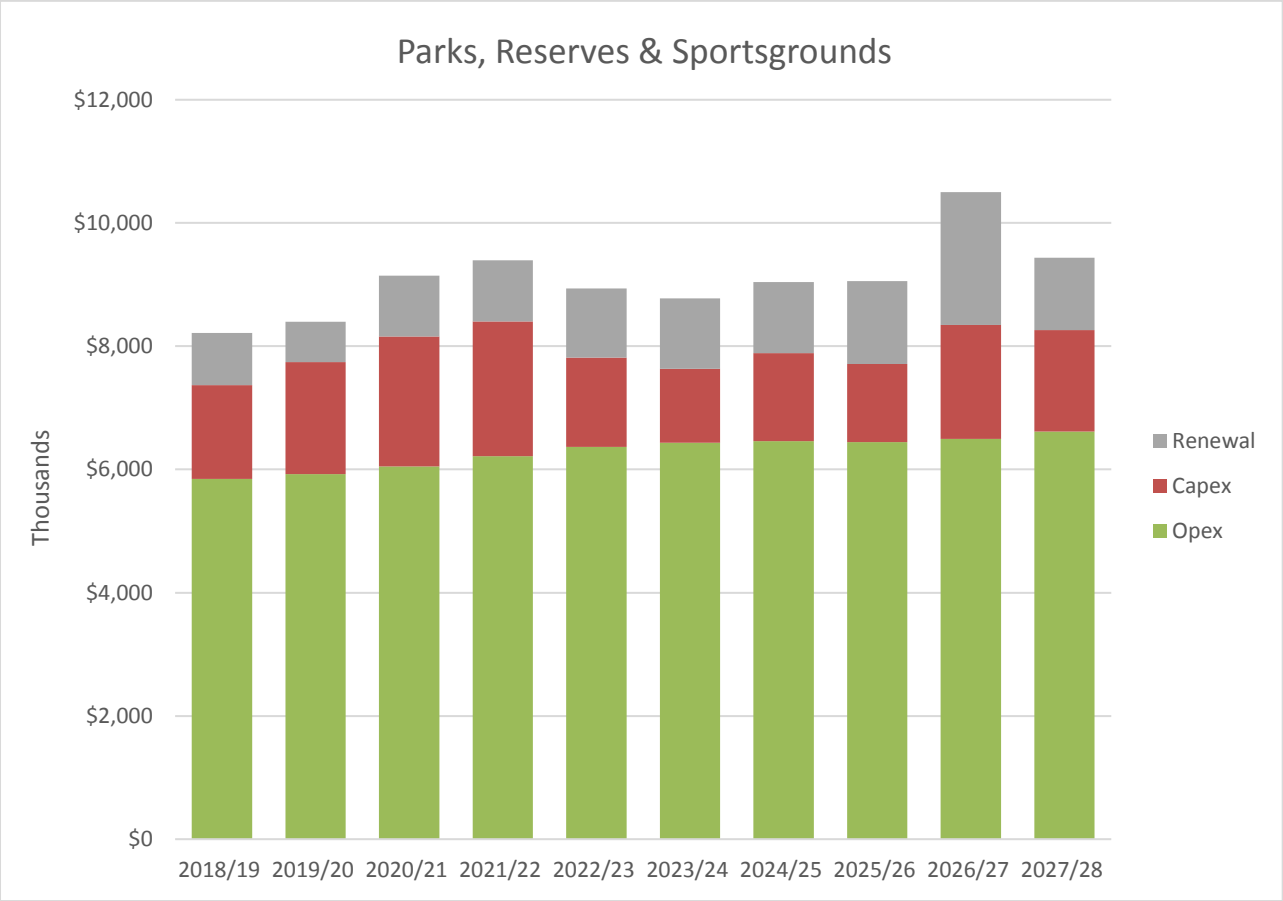

Figure 11 – Parks, reserves & sportsgrounds forecast 10 year expenditure

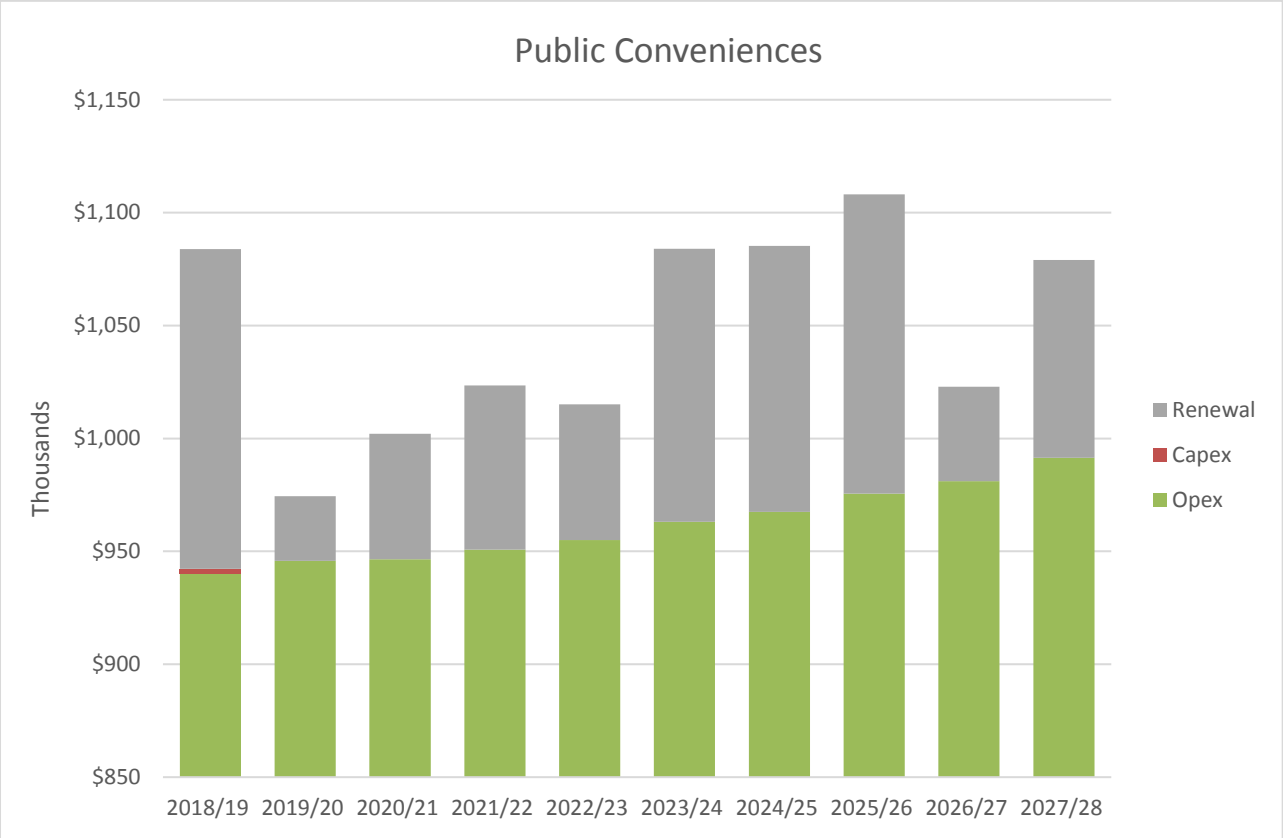

Figure 12 – Public conveniences forecast 10 year expenditure

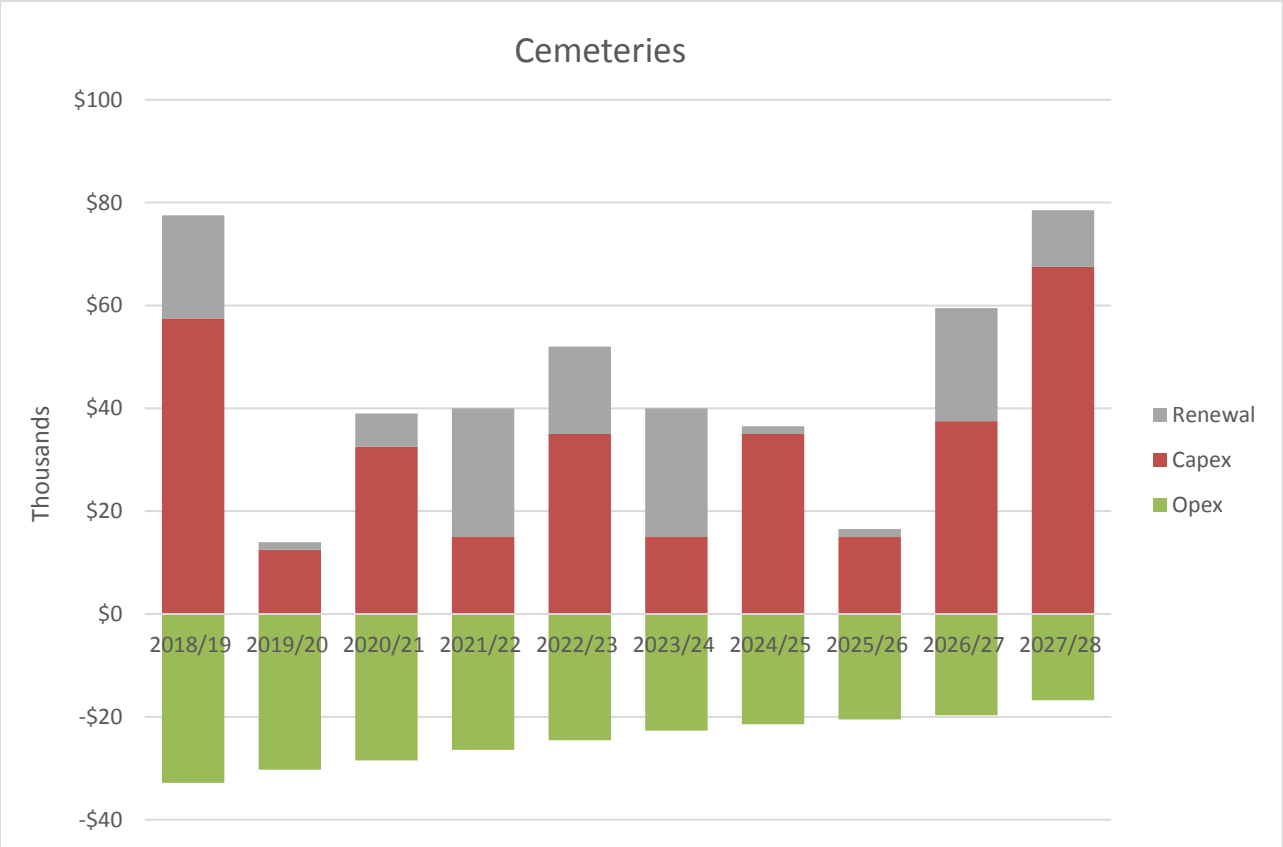

Figure 13 – Cemeteries forecast 10 year expenditure

Note: Opex is negative due to income derived from sale of cemetery plots

Strategic assets

The following assets are listed as Strategic assets (Appendix 2 of the Taupō District Council Policy to Determine Significance 2012).

- Amenity areas, reserves, sports grounds and facilities as a whole under the Reserves Act 1977
- Cemeteries
- Public Toilets as a whole

Financial structure

Assets are structured and listed according to Council's financial tree structure under the following categories:

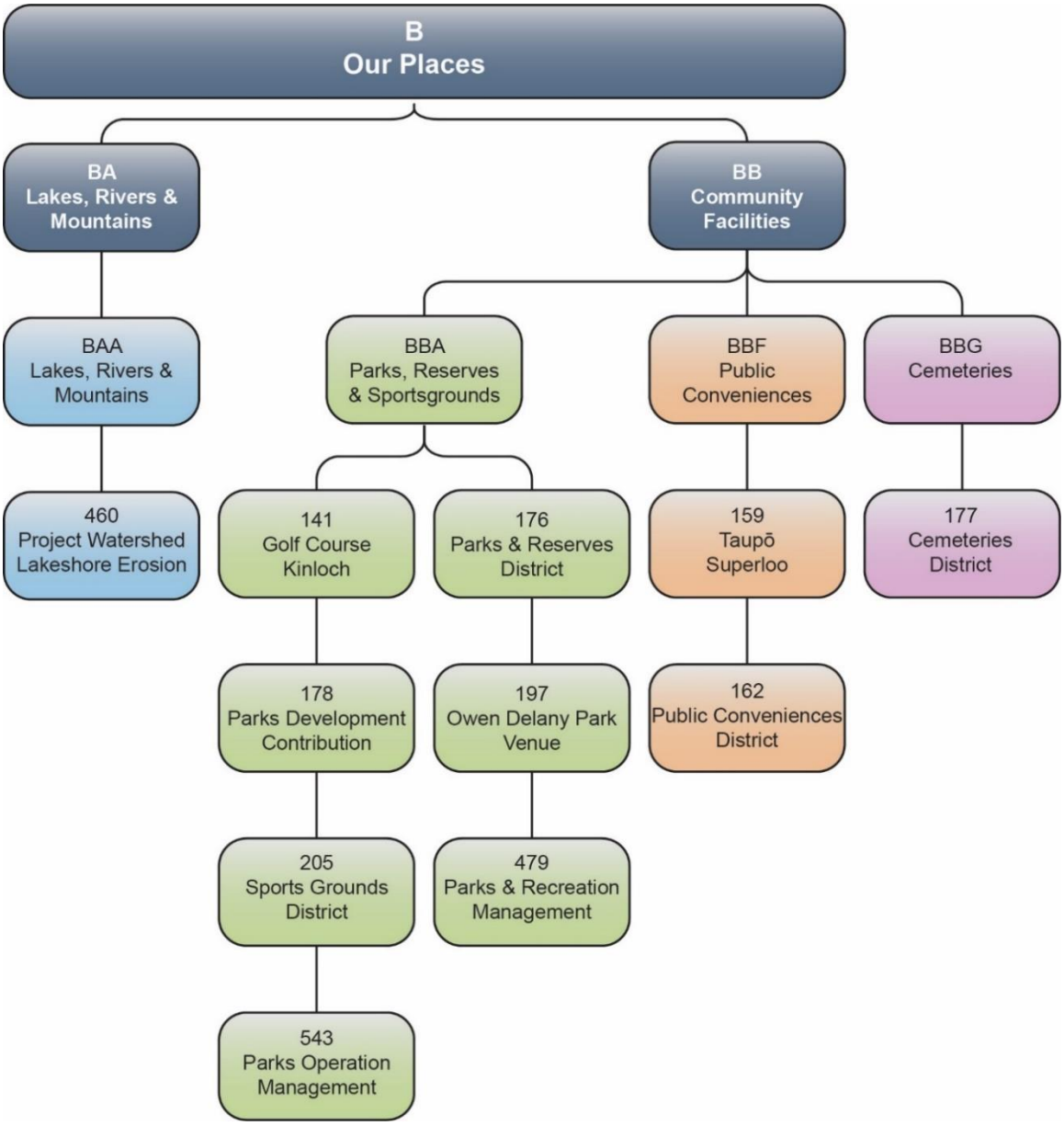

Figure 14 – Cost centres breakdown

Asset componentry data management

The condition of parks & sportsgrounds asset components has typically been assessed on site every three years by Council staff, and recorded into the SPM assets programme. The most recent assessment was undertaken in 2013. Playgrounds are assessed on a regular basis – typically at least monthly. Condition is

graded on a 1 to 5 rating, 1 being excellent, and 5 being poor condition. The PRAMS Working Group National Asset Condition Grading Standards Manual is used for condition grading of parks assets.

Comprehensive asset component data relating to description of the parks assets in Table 1, their valuation, age and condition is held and maintained in Council's SPM Assets program. SPM Assets has the capability to aggregate and/or disaggregate information enabling asset data to be analysed and valued down to component levels.

The SPM Assets program enables the selection and grouping of specific parks assets and related components for reporting of lifecycle forecasts, quantities, valuation, and asset condition and project programing and costing. Projects are planned for the establishment of new and renewed assets, from data base information, and in consultation with customers and stakeholders. This information is then used to determine future work priorities for maintenance, renewal and new capital projects. The database is being constantly updated as new assets are added, renewed or removed.

Asset data is also held in Council's financial database, for asset depreciation and funding purposes. Assets are depreciated for financial accounting purposes on a Straight Line basis. This is different to the depreciation curve used by SPM to calculate the remaining useful life of an asset and when it will require replacement. In general, by the time an asset in SPM moves from condition factor 1 (being very good condition) to condition factor 2, it has less than half its expected life remaining.

SPM Assets Depreciation rates					
Condition Grade	**C5**	**C4**	**C3**	**C2**	**C1**
Remaining Base Life	0 – 10%	11 – 24%	25 – 36%	37 – 54%	55 – 100%

Table 13 – Condition grades

Asset summary

Park and Street Furniture

The current level of provision of park and street furniture and structures is adequate and generally meets current needs. In some cases there is over provision, i.e. assets that are either providing a level of service higher than required, or that have become redundant and are little used. The cast iron bollards throughout the Taupō CBD are an example of an asset that would not be renewed in its current form. In other cases there are localised shortages, for instance of picnic tables in popular parks. Such imbalances need to be identified so that redundant assets can be removed and funding can be reassessed or reallocated.

Playgrounds

The current level of provision of playgrounds is adequate and generally meets current needs. However there are some localised inequities in provision, where some communities are over-provided and others are under-provided. The average level of provision across the district is 7.7 playgrounds per 1000 children under the age of 15. Per census area unit, the level of provision varies from 0 for many rural area units and areas with a low population, to 282 playgrounds per 1000 usually resident population under 15 for Omori. Many lakeside settlements are well above the average reflecting the low occupation rate and number of permanently resident children. This measure, while a good initial indicator of provision, does not take into account the quality or size of a playground, and should be used in conjunction with other factors.

Path Network

The Taupō District is generally well provided for with all-weather paths and walkways. Many parks used for recreation and ecological linkages contain concrete paths, and these provide an excellent off-road network of walking opportunities. With the population of the Taupō District aging, the continued upgrading and provision of walking and easy cycling opportunities will become more important. For this reason new park developments should include concrete footpath connections through parks, and existing assets should be

progressively upgraded to ensure they meet the needs of an aging population. The increase in alternative transport modes and increased recognition of accessibility issues for aging and disabled people means that high quality shared paths are becoming more important. Many of these assets should also be upgraded at the same time to a width suitable to accommodate walkers and cyclists on the same path.

Cemeteries

There is adequate cemetery land in Taupō, Turangi and Mangakino to provide for the requirements of the current population and anticipated growth. It is not anticipated that any additional reserve land will be required for cemetery purposes in these communities prior to 2025, although the possible lengthy land acquisition process should be looked into early enough to allow for adequate time to procure suitable land before space becomes a concern.

Public Conveniences

In general, the Taupō District is well provided with public conveniences. They are provided at most popular bathing beaches, boat launching ramps, in CBD's, sport and recreation parks, and popular destination parks. Although the majority of toilet facilities are in good or very good condition, some are getting quite old and will require major refurbishment in the next ten years to update old surfaces and fittings. Some facilities are also no longer suitable to cater for the amount of use that they receive and should be upgraded to an adequate standard as resources permit.

Erosion Control

Most erosion protection assets are constructed in response to damage caused by a storm event when Lake Taupō is at a higher than normal level. Therefore, even though the assets are protecting part of the shoreline, the unprotected shoreline is still vulnerable to erosion. For this reason, it is likely that the number and length of erosion protection assets will continue to rise unless the level of Lake Taupō is kept below a level at which wave action will damage the shoreline above the bed of the lake.

4.2 Lifecycle Management

The objective of life cycle management is to meet the required level of service in the most cost effective manner. In general, the decisions that are made about management (design, acquisition, operation, maintenance, renewal or disposal) need to meet the following objectives:

- Safety
- Legal compliance
- Improved environmental outcomes
- Good quality assets that are fit for purpose
- Reduced operating and maintenance costs
- Genuine need met or community benefit obtained

4.3 Parks Standards

NZRA Parks Categories are used as the basis for standards of parks provision, development and maintenance. Within the parks category framework is also a catchment hierarchy that is used to organise parks into sub-categories. This allows more detailed development and maintenance standards to be applied to the various categories of parks, and also to reserves that are not actively maintained by Council. The two sub-categories are destination and local.

Destination parks

Destination parks service a wider catchment than the immediate neighbourhood in which they are located, either because of their intrinsic attractions or their level of development. Destination parks are often larger than local parks and have a higher capacity for use. They are often also developed to a higher standard than local parks as they have a significant use by visitors to the Taupō District, and therefore need to present Taupō well as a visitor destination.

Local parks

Local parks service the immediate local area, usually a residential community within walking distance or a short drive. Local parks are usually smaller in size than destination parks, and have more limited facilities. The quality of facilities will be suitable for local community use, and not as high as destination parks.

4.4 Future demand

As populations increase with natural growth and immigration, increasing pressures are placed on existing assets and new assets may need to be created to cater for the growth population. Development contributions provide the funding for asset development that is required for growth purposes. Growth has recently been very slow in the Taupō District (0.2 % per annum), it has however picked up over the last TIME in the Taupō and Kinloch areas and has resulted in the likely provision of more open space and recreation facilities in these growth locations.

Mortality rates (deaths per 1000 population) have an influence on the requirement for cemetery and cremation services. Although the population is aging, improved health means that mortality is not increasing at the same rate. Death rates for the Taupō District for the period 2015 to 2025 are anticipated to be 300 to 320 per annum until 2021 and around 360 per annum thereafter. Rates increase slowly until they are expected to reach around 380 per annum by 2031. The changes to interment preferences and increasing diversity of the population will mean that cemeteries will have to adapt to these trends, typically by allowing more cremation disposal areas and more areas set aside for different ethnic groups.

The total estimated residential yield (urban and rural) for the District over the next LTP 10 year period (2015-2025) is estimated at 788 lots. The majority of this growth is expected to occur in the Taupō urban area and Southern lakeside settlements despite the majority of population growth since 2006 having occurred in rural lifestyle areas and Kinloch.

New works and renewals

Council acquires or creates assets to satisfy or improve levels of service, or to provide for new demands. Asset creation or acquisition projects for parks and sports grounds are currently identified through consultation processes associated with reserve management plans, annual plans, and the LTP. These projects are generally funded by Council through rates, loans and development contributions.

Where projects are required to provide for future demand as a result of growth, they are funded through development contributions. Such projects include provision of additional reserve land and development of that land with suitable infrastructure.

Renewal

Renewal expenditure is major work that restores an existing asset to its original capacity or the required condition. By renewing parks, reserves, and sports grounds assets as they reach the end of their useful life, the level of service is maintained. In some cases, renewing an asset to its original condition will not be sufficient e.g. obsolete or non-complying play equipment. In these cases, when renewals are due the suitability of the asset is considered and if necessary an upgrade will be completed at the same time.

The renewal projects are generated from condition data which is obtained through condition assessment surveys of all parks assets, undertaken on a three yearly program. Assets are condition graded on a scale of 1 to 5, and renewed at condition factor 5. In some cases renewals are done sooner than scheduled if the benefits outweigh the costs of replacing an asset before it has reached the end of its life. This may be done for safety or amenity reasons. In other cases the life expectancy of an asset may be extended so that renewal is delayed if there is no immediate need.

Renewal projects are optimised where possible to smooth out expenditure peaks and troughs so that annual renewal expenditure is relatively stable and based on the overall value of the asset. Renewal of assets will be prioritised on the following criteria:

- Cost/benefit analysis – can we reduce operational costs by renewing the asset? Is there a cost effective replacement option?
- Safety – is there a safety risk associated with the asset that can be mitigated or eliminated by its renewal?
- Demand for the asset – is it required to maintain a defined level of service?
- Compliance with Performance Quality Standards – does the asset meet current standards or requirements?

Projected lifespans may be adjusted as necessary based on current condition assessments and the criticality of the asset. Council will rehabilitate or replace assets when justified by:

- Risk
  The risk of failure and associated financial and social impact justifies action.
- Asset performance
  Renewal when an asset fails to meet the required level of service. Non-performing assets are identified by the monitoring of asset reliability, efficiency and quality during routine inspections and operational activity. Indicators of non-performing assets include repeated and/or premature asset failure and inappropriate or obsolete components
- Economics
  When it is no longer economical to continue repairing the asset, e.g. the annual cost of repairs exceeds the annualised cost of renewal
- Efficiency
  New technology relating to increased efficiencies and savings will be actively researched, evaluated and, where applicable, implemented. In some cases it may be more economical to replace an existing asset with a more efficient asset before the scheduled end of life

Renewal needs for key asset groups will be confirmed and identified through scheduled asset condition inspections, investigation of customer service requests and a practical knowledge of the network. Renewal works will be prioritised and programmed in accordance with the following criteria. In urgent cases work may be undertaken immediately:

- Public safety risk
- Criticality of assets to activity operation
- Criticality of assets to achievement of service standards and community outcomes
- Financial risk of deferring work
- Intensity of usage
- Environmental risk
- Cost and the ability to gain subsidies
- Political preference

Operations and maintenance

Operation is the process of using an asset, or making it available for its intended purpose. Operational costs for parks assets include costs such as rates, insurance, depreciation, staff wages, materials, equipment, fuel and electricity. Operational activities required to support parks assets include cleaning, mowing, garden care, turf care, line marking, arboriculture, tree planting, weed spraying, pest control, grave digging, etc. The cost of asset operation is a significant part of the whole of life cost for many parks assets such as vegetation, sports fields, cemeteries and public conveniences.

Parks operations have in the past been carried out by a mixture of contractors and in-house Council staff. However, most operational and maintenance activities are now undertaken by operations staff based in Taupō, Turangi and Mangakino. Occasionally contractors are used where skills and equipment are not available in-house or where the work can be completed more efficiently and to an appropriate standard by contractors. Maintenance standards are monitored on performance criteria measures, levels of service, reports, spot checks by council staff and general feedback by the public (complaints and service requests).

Council will manage and maintain the assets in a manner that minimises the long term total cost. Scheduled inspections of bridges/structures and playground equipment will be undertaken as justified by the potential impact of failure on levels of service, costs, public health, safety or corporate image. The inspection programme will be modified as appropriate in response to unplanned maintenance trends. Customer enquiries and complaints are recorded on the customer service request system summarizing data on the date, time, details, responsibility and action taken.

- Unplanned maintenance
  A suitable level of preparedness for prompt and effective response to asset failures will be maintained by ensuring suitably trained and equipped staff to allow prompt repair of critical assets and mitigation of any hazards.
- Planned maintenance
  A programme of planned asset maintenance will be undertaken to minimise the risk of critical asset failure (for example, bridges, play equipment), or where justified when considering financial, safety and social impacts (for example, vegetation management). Major maintenance needs will be identified through the scheduled asset condition inspections and those generated from the investigation of customer service requests.

Service level agreements are in place with the Parks and Reserves Operations team specifying and defining the quantity and quality of the work to be carried out and the respective responsibilities and obligations of the operations and management teams.

Disposal

From time to time assets and land may be judged to be surplus to requirements as they no longer contribute to a community purpose. These reasons may include:

- Under utilisation
- Obsolescence
- Provision exceeds required level of service
- Asset no longer provides the service or fulfils the purpose for which it was intended
- Uneconomic to upgrade or operate
- Policy change
- Service provided by other means (e.g., private sector involvement)
- Potential risk of ownership (safety, financial, environmental, legal, social, vandalism)

Asset disposal processes will comply with Council's legal obligations under the Reserves Act 1977, the Burial and Cremation Act 1964 and Local Government Act 2002, which covers:

- Public notification procedures required prior to sale
- Restrictions on the minimum value recovered
- Use of revenue received from asset disposal

All relevant costs of disposal will be considered when considering disposal options. These costs may include:

- Evaluation of options
- Consultation/advertising
- Obtaining Resource Consents
- Professional services, including engineering, planning, legal, survey
- Demolition/site clearing/make safe costs

The use of revenue from the sale of assets, or the source of funds required to dispose of assets, will be decided by the Council at the time of any asset disposal consideration. Allocation of revenue or costs will be subject to any policies or legislation which may dictate the process for disposal.

4.5 Parks, Reserves and Sportsgrounds Assets

Category	Area (hectares)
Parks (excluding streets)	475
Sports Grounds	125
Undeveloped and unmaintained reserves	270
Total	**870**

Table 14 – Land area overview

There are 436 reserves (not including functioning cemeteries) in the Taupō District covering an area of around 870 hectares. Of these reserves, around 600 hectares is developed and maintained as parks or sportsgrounds and the remaining 270 hectares are reserve land assets that are not currently developed or actively maintained by Council. These include areas such as segregation strips, drainage reserves and golf courses that are not maintained by Council.

Valuations of land and living assets such as gardens and trees are not included in the above table. Valuations shown are for built components of parks, reserves, and sports grounds such as park seats, barbeques, irrigation systems, sealed parking areas, goal posts etc.

The Parks AMP has adopted the New Zealand Recreation Association Parks Categories and Levels of Service for categorisation of parks assets. The categories used are identified in the following table 4. Additional categories have been created for lake margins and facility grounds.

Park Category	Description and Primary purpose	Land Area (hectares)
Sport & Recreation	Sport and recreation activity, recreation facilities and buildings, often multiple use	125
Neighbourhood	Local, informal recreation, play and amenity space	86
Public Gardens	Horticultural collections for relaxation, education and amenity	18
Natural	Experience and/or protection of the natural environment: native bush, coastal, forestry, farm parks, wetlands and water bodies	41
Cultural heritage	Protection of built cultural and historical environment to provide for commemoration, mourning and remembrance (3 Cemeteries)	0.6 (13.2)
Outdoor adventure	Recreation facilities requiring a large environment	92
Civic space (not including streets)	Social and community open space and events, usually located in or close to the CBD	0.4
Recreation and ecological linkages	Open space, linkages and corridors, water margins	48

Lake margins	Informal recreation and social activity, lake access and water based recreation activities	175
Facility Grounds	Parks used primarily to support built facilities. May consist almost entirely of a large car parking area.	16
TOTAL		**600**

Table 15 - Parks categories

The table of parks above includes several areas of land (Taupō Community Park, Tutemohuta Reserve, Kohineheke Reserve and Waipahihi C75 Reserves) which are not Council owned, but are maintained as if they were public parks. Although the land is not owned by Council, these parks contain Council owned assets such as signs, rubbish bins, play equipment, irrigation, picnic tables etc.

There is an adequate supply of park land to provide for current recreation and sporting requirements within the Taupō District. Future requirements will result primarily from further growth of the district communities, and will be funded mostly from development contributions.

The condition asset components is supposed to be assessed on site every three years by Council staff, and recorded into Council's SPM Assets programme. The most recent assessment was undertaken in 2013. Condition is graded on a 1 to 5 rating, 1 being excellent, and 5 being poor condition. The PRAMS Working Group National Asset Condition Grading Standards Manual is used for condition grading of parks and sportsgrounds assets. Renewal is ideally undertaken at condition grade 5, but can occur at an earlier time to suit overall planning practicality. A more consistent ongoing condition assessment program is planned using field staff who frequently visit most parks on a regular basis.

Category	Condition	C1	C2	C3	C4	C5	Total
Parks & Reserves	Percentage	25%	50%	19%	5%	1%	100%
	Value (000)	$3,754	$7,557	$2,958	$765	$162	$15,196
Playgrounds	Percentage	49%	35%	12%	3%	1%	100%
	Value (000)	$1,985	$1,424	$496	$130	$22	$4,057
Sportsgrounds	Percentage	44%	39%	11%	2%	5%	100%
	Value (000)	$2,606	$2,328	$636	$117	$294	$5,070
Total	Percentage	33%	45%	16%	4%	2%	100%
	Value (000)	$8,345	$11,309	$4,090	$1,012	$478	$19,316

Table 16 - Condition rating and value of parks and sportsgrounds

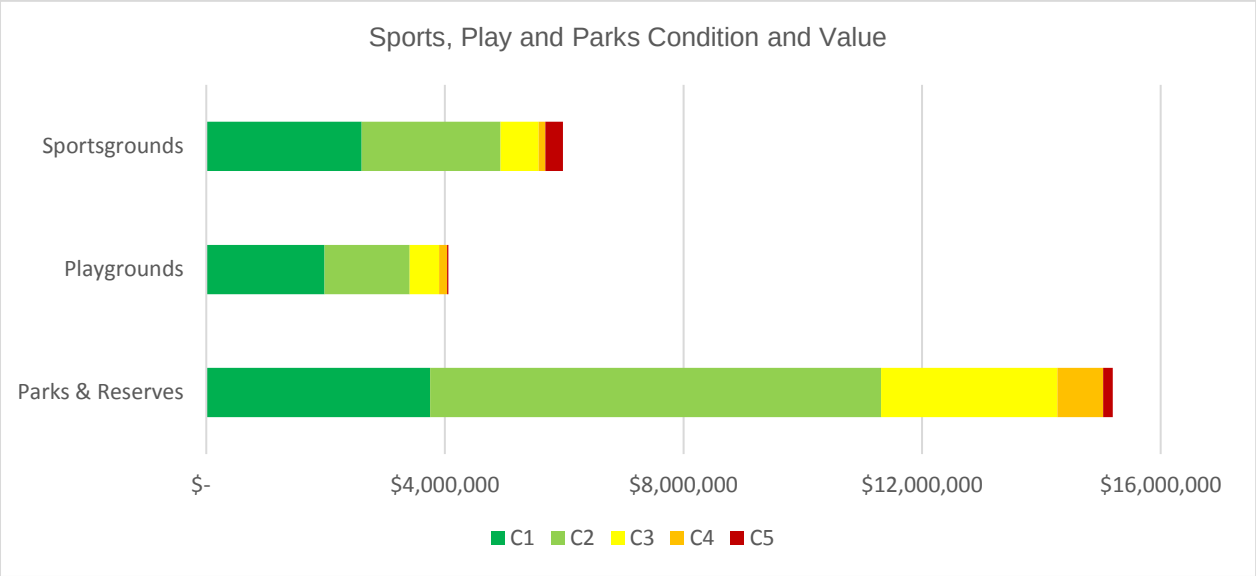

Figure 15 – Condition rating and value of parks and sportsgrounds

The total replacement value of assets in parks, playgrounds and sports grounds is around $20 million. This suggests that even if only 2% (value) of assets are replaced in each year, the cost will be around $400,000 per annum. Currently there is approximately $480,000 of assets identified as being at condition factor 5, i.e. in the last 10% of their life. These will be the highest priority for renewal in the first three years of the AMP.

Sports fields and related assets

Sports fields provide a setting for organised sports and active recreation. The assets comprise those that are used for or in association with the primary sporting use of the Sport and Recreation parks listed above. These include playing fields, cricket wickets, athletics track, velodrome, netball courts, hockey turf and associated structures and services. Asset types are natural turf playing surfaces, artificial turf playing surfaces, irrigation systems, lighting, goal posts, electrical installations, security and perimeter fences and drainage systems.

Sportsgrounds fall into the category of Sport and Recreation Parks, and are equipped and maintained primarily for sports activities. They are:

- Owen Delany Park - Taupō
- Kaimanawa Park - Taupō
- Crown Park – Taupō
- Hickling Park – Taupō
- Mangakino Rugby Park – Mangakino
- Tūrangitukua Sports Park – Turangi

Many assets located on sportsgrounds are owned and provided by sports clubs. These include clubrooms, some training lights and goalposts. Privately owned assets are not included in the scope of this AMP. There is however a proposal for Council to fully, or partially fund significant structures (except buildings) on Council land to ensure safety, quality and ongoing provision e.g. artificial turf and field lights.

Asset Condition

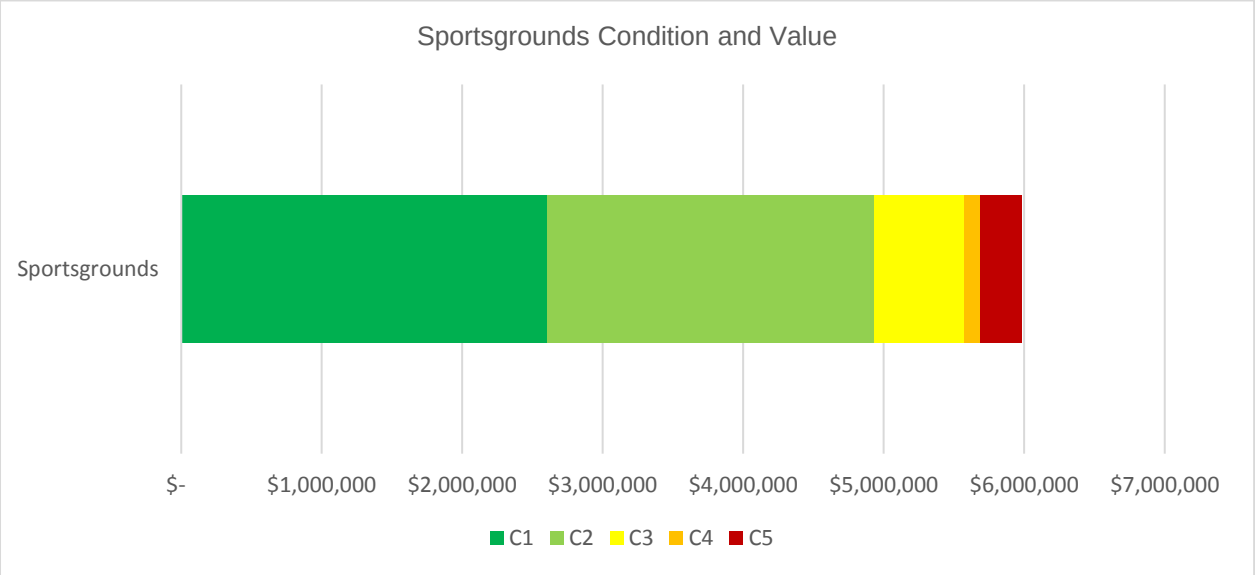

Figure 16 - Condition and value of sportsgrounds

It can be seen that the majority of sportsground assets are in good or very good condition. There is around. Significantly, although the value of assets graded at condition factor 4 and 5 is not high, there are over $600,000 worth of assets graded at condition factor 3. The majority of these are paving assets with a life of between 25 and 55 years so still have 6 to 20 years left.

The main areas of concern for the longer term are fences, netball courts, paving and the velodrome which are predominantly condition grade 2, meaning that over half their expected life has been spent. Some of these assets are likely to require renewal budget in the next ten year period.

Capacity Performance

The current provision of sports fields and related assets provides sufficient capacity to meet current demand. Growth projections for Taupō indicate that population growth is unlikely to result in increased demand for sporting facilities in the next ten years. This is because the population of the Taupō District is projected to decrease in all age groups under 65 years. However, there are still shifts in sporting use that can create short term increases in demand that can be difficult to meet with the current distribution and allocation of field space.

Some of the issues relating to capacity of sports fields are as follows:

- The climate of Taupō makes it very difficult to keep a good grass cover in summer without irrigation. Most Taupō sports fields are now irrigated so can be used for both winter and summer sports. Kaimanawa Reserve has irrigation to the wicket block only, and part of Crown Park near Invergarry Road is not irrigated. The capacity of these areas is therefore limited to one season only. The use of water from the Centennial Water supply would be preferable to the use of treated drinking water for irrigation.
- Taupō Great Lake Hockey Club has one water based turf and a smaller practice turf on Hickling Park. The main turf was built with Council funding and is owned by Council but is managed by the club. The club are also required to fund the maintenance and renewal of the turf. The club have signalled that they need a second turf to cater for use by school groups. However, the Hockey NZ National Facilities Strategy does not support the construction of a second Turf in Taupō based on current usage figures.
- The Great Lake Hockey club is also not managing to create sufficient reserves from fees to fund the renewal of the turf. Council recently providing emergency funding of half the replacement cost to enable replacement of the turf. This is also likely to require a significant Council investment in the future. This asset is not currently in SPM Assets for renewal funding. Although it has been recommended that Council funds the depreciation of this asset, and other similar club assets, for renewal in the future.

- Rugby league has the use of two fields at Hickling Park but one is only suitable for practice and the other is reserved for the future construction of a second hockey turf. Hickling Park will therefore only be suitable as a future home ground for league provided a decision is made by Council that the second hockey turf won't be built, suitable changing rooms are provided (either by Council or users) and two fields continue to be sufficient for the needs of the code.
- The netball courts at Owen Delany Park have been affected by significant deterioration of the asphalt with the result that some of the courts are not generally suitable for play. The location is possibly affected by ground conditions and the proximity of the power generation facilities. It may be necessary to reconsider the long-term location of the courts depending on the outcomes of the proposed study into the ground condition and court problems. There may also be the long term possibility of creating a courts facility at Hickling Park for hockey, tennis and netball, and using Owen Delany primarily for natural turf activities.
- The netball courts in Turangi at Te Kapua Park are deteriorating and will likely need repair or replacement in the near future.
- The rugby fields at Owen Delany Park are subject to a lease with the Taupō Rugby sub-union. This affects their availability for other users during the rugby season. Council are currently in discussions with rugby to surrender the lease and enter into a user agreement which would free up the facility for use by others,
- Taupō has four turf wicket blocks at Owen Delany Park which are used for age group tournaments. However, only three can be used at once due to the overlap of the outfields. During tournaments that require four games to be played simultaneously, one game is shifted to Kaimanawa Reserve. It would be possible to increase the outfield area at Owen Delany Park by earth working a stormwater gully and shifting the wicket block, but the returns are unlikely to justify this level of risk or investment.
- Turangi has a large oversupply of open space, primarily as sports fields at Tūrangitukua Sports Park. In addition there are no suitable changing facilities at Tūrangitukua Park. Currently being worked on is a Reserve Management Plan for Turangi which will hopefully help Council come to a decision on the future layout and facilities present on Turangi's parks.

Park and street vegetation

The vegetation on parks and streets performs a number of different functions. It provides visual amenity, shade, shelter and open space for play and leisure, as well as conservation, ecological, landscape, horticultural and educational values. Vegetation helps to define the purpose and character of parks and streetscapes, and varies considerably in nature between different parks categories.

Vegetation is found within all parks, and many public streets. The different types of vegetation include:

- Amenity turf (class 1, 2 and 3)
- Stormwater flow paths
- Landscape trees (both street and parks)
- Street plantings (groundcovers and shrubs)
- Native vegetation (revegetation and natural)
- Rose beds
- Annual beds
- Mixed borders
- Ornamental shrubs and groundcovers
- Hedges

Asset Description

In the Taupō District there are around 600 hectares of parks, of which around half is actively maintained. Areas that are not actively maintained include areas of native vegetation, wilding pines, blackberry and other plant pests, roads, carparks and buildings. The majority of the actively maintained area is in amenity turf, with other vegetation types occupying relatively small areas. The primary types of vegetation are:

- Amenity turf class 1 (sports turf, premier parks and CBD areas)
- Amenity turf class 2 (general reserve mowing)
- Amenity turf class 3
- Stormwater flow paths
- Landscape trees
- Street plantings
- Native vegetation
- Rose beds
- Annual beds
- Mixed borders
- Ornamental shrubs and groundcovers
- Hedges

Asset Condition

Condition assessments of living assets are not undertaken as condition will often vary seasonally and some assets have very short lives. Living assets are not currently recorded in SPM Assets as they do not conform to the SPM valuation and depreciation protocols and are not considered by Council's financial team to be an asset capable of being capitalised.

Capacity Performance

The vegetation assets are performing some of their intended function, and in general support the purpose and character of the park or streetscape in which they are located.

Some of the issues related to the current level of provision and performance of vegetation assets are:

- The high maintenance costs and water use associated with floral displays, annual garden beds and sports turf
- High site traffic management compliance requirements for street plantings for installation and ongoing maintenance
- The Tongariro Domain is a Garden of Significance, meaning that standards in this area must be maintained at a high level if this status is desired to be retained. Tongariro Domain is unlikely to achieve the required level to maintain this status at the next assessment
- Old planters and street plantings in parts of the Taupō CBD have reached the end of their useful life and need replacement. Many older street plantings are not compliant with current NZTA Guidelines for safety and visibility. There is an ongoing program of CBD intersection upgrades to address these concerns and to make overall improvements to the CBD environment
- Taupō's climate and poor soils make it difficult to establish and maintain good quality turf without irrigation
- The dominance of plant pest species in many areas
- There is no ongoing replacement programme for trees with the result that more trees are currently being removed than are being planted
- Many ornamental shrub and groundcover plantings on parks are old and overgrown as there has been no replacement programme
- There is an expectation amongst many Taupō residents that park and street trees will be topped or removed when they start to interfere with views
- Some of the large established street trees in Turangi are having adverse effects on roading assets and neighbouring properties
- There is a lack of understanding and prioritisation of the importance of native biodiversity, with the result that many parks and reserves have unsuitable exotic species planted, and the expectation from long term residents that there will be no vegetation between residential areas and the lake. There are practically no Council administered areas that are actively managed to increase native biodiversity, with

the result that the Taupō district is largely dominated by exotic weed and production species in most areas, and especially around the lakeside settlements

Age and Life Expectancy

The age of turf assets and many trees is virtually endless provided they are properly maintained. However, the life expectancy of other vegetation assets is often shorter, and may be further limited by poor plant selection, poor maintenance and by constraints associated with where they are located.

The life expectancy of assets and the presence of constraints (controlled and uncontrolled) will have a significant effect on whole of life costs.

Park and street furniture and structures

Parks and street furniture is provided to enhance the use of public open space, and improve its utility, comfort and convenience. Parks and street furniture includes assets such as seating, bollards, bins, signs, lighting, barbecues, bus shelters and drinking fountains.

Structures also add to the utility and safety of parks, and include functional assets such as fencing, retaining walls, stages, viewing platforms and gates.

Assets such as boardwalks, bridges, steps and stairways are included under the Walkways and Paths section of this AMP.

Asset description

Assets in this category are many and varied, both on location, function and type. Condition assessments were supposed to have been undertaken in 2016. Condition assessments are planned to be undertaken on a more regular basis following the current LTP cycle.

Furniture Condition and Value						
Asset Components	**C1**	**C2**	**C3**	**C4**	**C5**	**Replacement value (000)**
Percentage	22%	43%	24%	8%	3%	
Value	$606	$1,198	$669	$213	$80	$2,766

Table 17 – Condition and value of parks and street furniture and structures

Asset Condition

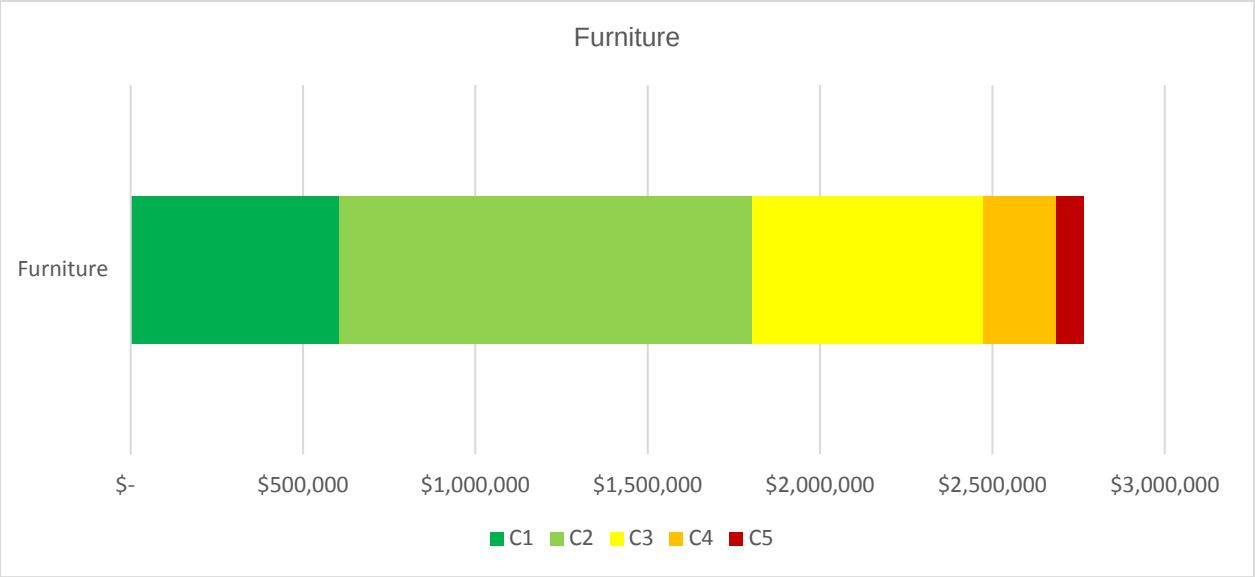

Figure 17 - Condition and value of parks and street furniture and structures

The overall condition of assets in this category is variable as there has not been a specific strategy to address installation and types of furniture required. This has resulted in a huge variety of different types of furniture of widely varying quality and appropriateness.

Capacity Performance

The current level of provision of park and street furniture and structures is adequate and generally meets current needs. In some cases there is over provision, i.e. assets that are either providing a level of service higher than required, or that have become redundant and are little used. The cast iron bollards throughout the Taupō CBD are an example of an asset that would not be renewed in its current form. In other cases there are localised shortages, for instance of picnic tables at popular lake side parks. Such imbalances need to be identified so that redundant assets can be removed and funding can be reallocated.

Some of the issues relating to the current level of provision of park and street furniture and structures are:

- Asset data is not completely reliable in terms of asset numbers, location, condition, valuation and remaining life. This limits the ability to confidently plan renewal projects and capital expenditure.
- There is little scheduled maintenance of park and street furniture and structures
- Wayfinding signage is provided in the Taupō CBD area but there is little wayfinding signage in parks or other parts of the district. Most existing signage is regulatory in nature, and may be out of date and inadequate. Current wayfinding signage is unsuitable and should be replaced with better designed elements
- The glass canopy in the Turangi CBD is subject to breakages, leading to safety issues and high maintenance costs
- Imbalances in standards and levels of provision of furniture and structures occur throughout the district, and will require disposal of some assets and creation of new assets
- The value of parks assets (particularly fencing, seating, picnic tables, bins, bollards and lighting) is significant, and will require significant expenditure upon renewal to maintain the current level of service
- There is an incomplete understanding of all assets on Council administered land, some of which aren't recorded in SPM, some of which has been placed by local contributors without Council knowledge and some of which has received undocumented and inadequate repairs over the years. The variety of types and quality of structures on Council land is causing maintenance and planning issues

Age and Life Expectancy

Current asset data is incomplete in terms of asset age. The assets with the lowest life expectancy will generally require more frequent renewal. Combining this with condition factors indicates that short term priorities will be assets that have poor condition and a shorter life expectancy.

Playgrounds and other playing surfaces

Playgrounds provide an environment for children to play and develop physically and socially. They also provide opportunities for social interactions within and between family groups.

Playing surfaces provide environments for informal physical activity and sport, and include tennis courts, basketball courts, skate parks, petanque terrains, netball courts, chess boards and cycle tracks.

Asset description

There are over 50 playgrounds in the Taupō District.ost are located in Taupō and surrounds, with another group in Turangi, the remainder are in rural and lakeside settlements. Some playgrounds consist of a single set of swings, and others in major parks are much more substantial.

Asset Condition

Playgrounds Condition and Value						
Asset	**C1**	**C2**	**C3**	**C4**	**C5**	**Replacement value (000)**
Percentage	33%	50%	16%	1%	0%	$2,193
Value	$1,402	$1,597	$423	$33	$46	$3,501

Table 18 – Condition and value of playgrounds and playing surfaces

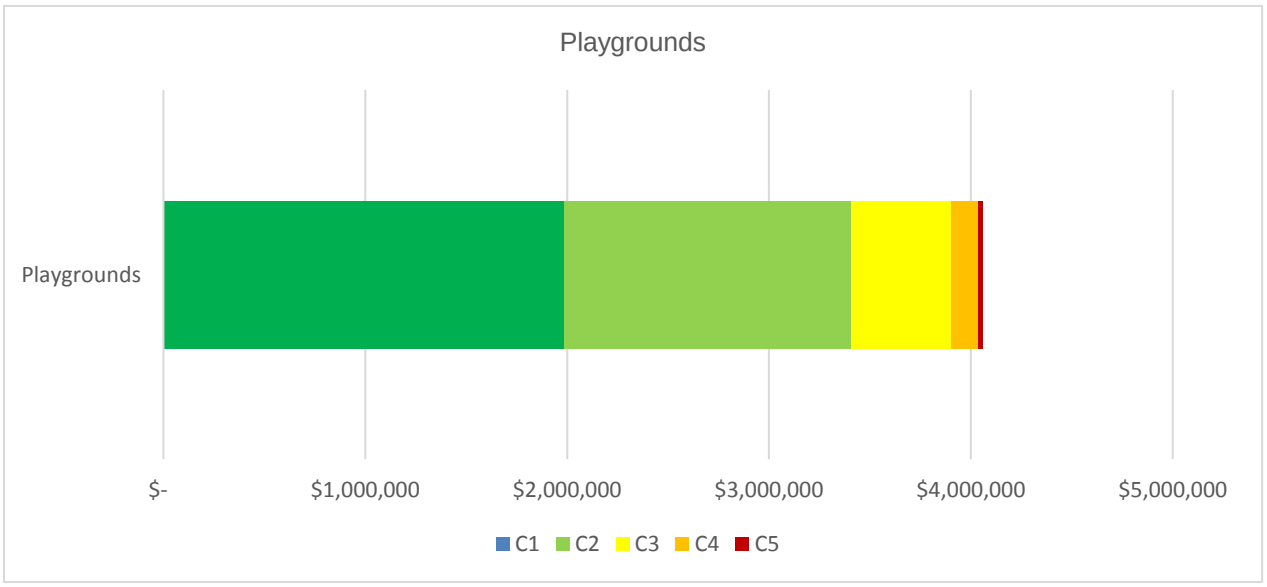

Figure 18 - Condition and value of playgrounds and playing surfaces

Playground condition and making sure that they are safe to use is a high priority for Council. The condition of most playgrounds and playing surfaces is good to very good, with only 1% in poor or very poor condition. The main component that is in poor condition is timber edging and cushionfall around and under play equipment. Cushionfall has a limited life and the timber edging is required to keep it confined. The edging is

inclined to get damaged by mowing machinery and requires regular repair. As playgrounds are renewed, and when new play equipment is installed, the area in cushionfall will be reduced by replacing with more permanent rubber tiles and artificial turf.

Capacity Performance

The current level of provision of playgrounds is adequate and generally meets current needs. However there are some localised inequities in provision, where some communities are over-provided and others are under-provided. The average level of provision across the district is 7.7 playgrounds per 1000 children under the age of 15. Per census area unit, the level of provision varies from 0 for many rural area units and areas with a low population, to 282 playgrounds per 1000 usually resident population under 15 for Omori. Many lakeside settlements are well above the average reflecting the low occupation rate and number of permanently resident children.

Turangi and Acacia Bay both have a large number of playgrounds for their resident population, but these are of poor quality and located on small neighbourhood parks with little room for play. Urban areas such as Hilltop, Tauhara, Nukuhau, and Waipahihi are underprovided. Some of the playgrounds that are provided in these locations are either very old, or poorly located to service the residential catchment. For example, two of the four playgrounds in the Tauhara area unit are located on Spa Thermal Park and Owen Delany Park, over a kilometre from the nearest residential dwellings.

There are 24 tennis courts provided district wide. Eight of these are provided by the Taupō Tennis Club on the Tongariro Domain, and are not Council assets and therefore not included in this AMP. The remaining 16 tennis courts are located in Acacia Bay, Brentwood, Kinloch, Wairakei Village, Kuratau, Omori, Whareroa, Motuoapa and Turangi. The single court at Whareroa is located on privately owned land leased by Council for the provision of the tennis court. There are no Council owned or maintained tennis courts in Taupō itself, or in Whakamaru, Mangakino or Atiamuri. The Acacia Bay tennis courts at Besley Park are maintained by the Acacia Bay Residents Association.

Te Kapua Park in Turangi contains a variety of play assets, including two separate playground areas, a tennis court, two netball courts, a basketball court and a new skate park. This makes Te Kapua Park the most significant informal recreational area in Turangi. These assets are expected to provide adequately for informal sports but other playground areas are still needed to cater for the wider Turangi area. There are eight other playground areas in Turangi, and these will need to be rationalised down to an appropriate number.

Some of the issues relating to the current level of provision of playgrounds and other playing surfaces are:

- The value of play assets across the district is a significant component of the total value of parks assets. Most of these assets have a relatively long life expectancy, but will eventually require renewal
- Many playgrounds are not provided with supporting assets such as footpaths, seats and shade for caregivers
- Some play equipment is reaching the end of its useful life and will require removal or replacement in the next ten years
- Some playgrounds may be in good condition but are unattractive and have little play value
- There has been little planning put in to the location and type of assets provided with the result that provision is inequitable and tends to favour lakeside settlements rather than permanently populated areas. This is particularly the case with tennis courts
- Play equipment in Turangi is generally old and spread throughout the town in small neighbourhood and linkage reserves. Rationalisation of equipment is required onto a smaller number of parks that can adequately cater for users
- Urban areas that are currently inadequately provided for in terms of play equipment (quantity and/or quality) are Tauhara, Taupō Central, Hilltop, Acacia Bay, Nukuhau, Waipahihi and Turangi
- Areas with more affluent and politically astute residents tend to receive more attention and consideration for playground installations and upgrades due to their capacity to ‘donate’ equipment and lobby elected

members. There is an inequity in overall provision and location of playgrounds as they are not always based on needs or demographic information

Age and Life Expectancy

The life expectancy of the majority of playground and playing surfaces assets is 15 to 30 years. The notable exception is playground cushionfall which has a life expectancy of around 7 years due to its tendency to break down. Regular maintenance and renewal is required to maintain impact attenuation. Although cushionfall is relatively cheap (around $66 per m3 delivered), by the time it is installed it costs around $40 per m2 and needs to be replaced around 3 to 4 times during the life of rubber mats and artificial turf. For this reason it may be more cost effective and safer to upgrade to rubber matting and artificial turf when replacing play equipment and under-surfacing.

Parks roading and parking assets

Asset description

Roads and parking areas are required on parks to facilitate vehicle access and use of parks. Not all parks require vehicle access, and roads and parking areas are usually associated with sport and recreation parks, lake margin parks, outdoor adventure parks, public gardens and facility grounds. In some cases roads and parking areas are provided in some areas so that vehicle access to other more sensitive areas can be restricted.

Information on parks roading and parking assets has been traditionally held in a number of places, and is currently incomplete. Work is proceeding on ensuring that all assets are captured and correctly assessed and valued.

Asset maintenance and renewal is budgeted for and carried out as part of the Transportation activity of Council as there is expertise in this area and cost savings from shared contracts.

Asset Condition

Not recorded in SPM – to be included in the Roading team assets under RAMM following an audit to be carried out in the near future.

Capacity Performance

In general the existing level of assets is sufficient for current and future anticipated levels of use. Some of the issues relating to the current level of provision of parks roading assets are:

- On some lake margin reserves where vehicles are unrestricted there are conflicts between vehicle and pedestrian traffic. Where vehicle access is provided it is often necessary to restrict access to grass areas with barriers
- Stormwater run-off from sealed areas can lead to scouring and flooding if not adequately controlled.
- Unsealed roads and parking areas can lead to dust nuisance for neighbouring properties.
- Large areas of parking are required for peak season use of boat launching facilities. These parking areas may be virtually unused for the remainder of the year
- The unsealed pumice parking area at Spa Thermal Park is not a suitable surface for the amount of use it gets
- There is an expectation that all lakeside reserves will have vehicle access up to the edge of the lake. It is difficult to provide parks with different experiences and values when they all have sealed roads and car parking right up to the lake edge. The inherent conflict with vehicles and the principles of open reserve space for recreation is difficult to reconcile

Walkways and paths

Asset description

Walkways and paths are provided on parks to facilitate access around parks and to points of interest. They also provide access through communities on recreation and ecological linkages. Walkways and paths through Council parks may provide a link to reserves managed by other organisations such as DOC.

Walkways and paths are constructed from a variety of materials. They are often shared use, for walkers and cyclists. The standard of walkway construction affects the use of a park, with older people and young families preferring a smooth concrete surface. This standard of construction is generally reserved for high use parks in suburban areas, but is being used more for outlying parks.

Walkways and Paths Condition and Value						
Asset Components	**C1**	**C2**	**C3**	**C4**	**C5**	**Replacement value (000)**
Percentage	28%	50%	16%	4%	2%	
Value	$2,445	$3,819	$1,256	$329	$154	$8,003

Table 19 – Condition and value of walkways, paths and vehicle accesses

Asset Condition

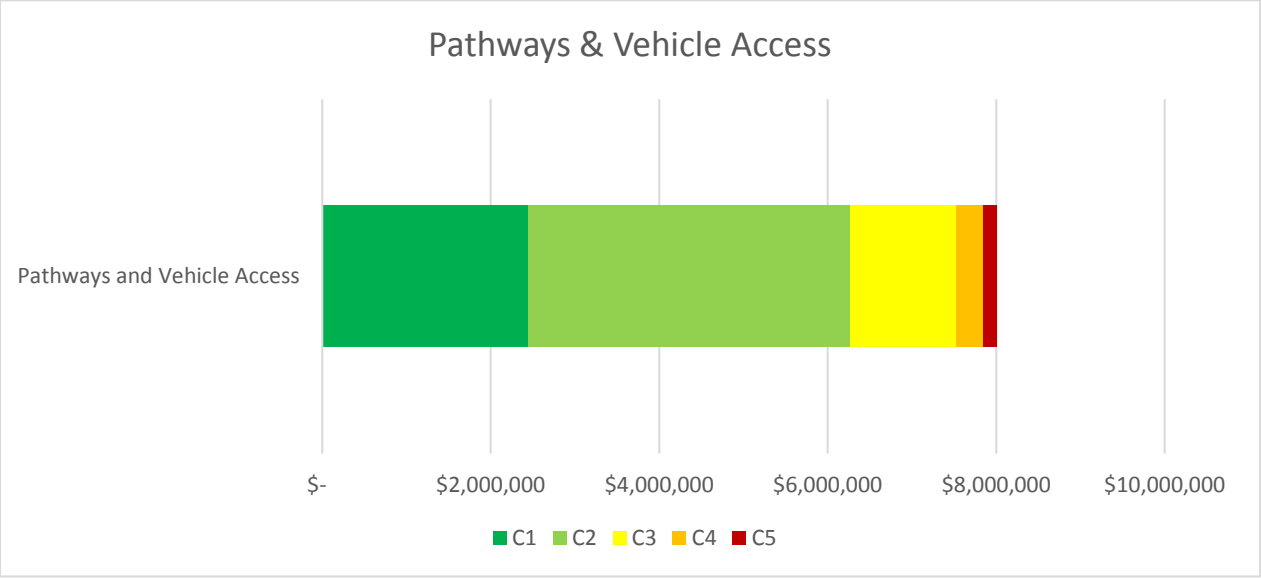

Figure 19 - Condition and value of walkways, paths and vehicle accesses

In general walkways and paths are in good condition. However, there are some areas of concern e.g. the condition of the older sections of cobbled walkway on the Great Lake Walkway is quite poor and these sections will need to be replaced. Also there are loose metal paths and steps that are in average to poor condition which affects their use by elderly people, less abled users and young families.

Capacity Performance

The Taupō District is generally well provided for with all-weather paths and walkways. Many parks used for recreation and ecological linkages contain concrete paths, and these provide an excellent off-road network of walking opportunities. With the population of the Taupō District aging, the continued upgrading and

provision of walking and easy cycling opportunities will become more important. For this reason new park developments should include concrete footpath connections through parks, and existing assets should be progressively upgraded to ensure they meet the needs of an aging population. The popularity of the Great Lake Walkway with walkers and cyclists, and the larger amount of people able to cycle with the increasing use of e-bikes; means that there is a greater amount of conflict occurring in this area. New paths, and the Great Lake Walkway in particular should be widened to at least 2.5m to allow for easy passage of all users without one party needing to move off the path.

A new overall transport strategy considering all types of transport is being considered. However, the Taupō District Council Walking and Cycling Strategy 2010 identified the following improvement projects for Council parks:

- Widen existing shared path along lakefront in places where necessary and investigate how to cater for inline skaters, scooters etc.
- Promote and support recreational path around the lake
- Extend Great Lake Walkway from Wharewaka Point to 5 Mile Bay
- Spa Thermal Park Project: Plan, map, construct and sign post an off road cycle path, utilising expertise and "know how" from mountain bike clubs, cycle shops, local event organisers. The route should start from the Tongariro Domain (Control Gates bridge) and using the Riverbank Reserve, eventually arrive at Spa Thermal Park where it may link with the Rotary Ride.
- Upgrade walking and cycling paths in Spa Thermal Park
- Identify locations along existing and new routes that might benefit from a seat
- Investigate the possibility of sponsored seats
- Provide drinking fountains along the recreational and sport routes where practical and water is available
- Provide pooper scoopers and bins where appropriate
- Identify locations along routes that might benefit from toilet facilities and provide toilets where they are likely to be used and where they can be cleaned and maintained
- Wayfinding project – direct cyclists and pedestrians to local places of interest and destinations clearly defined on/off road

Some of the potential improvements to the current level of provision of parks walkways and paths are:

- Implementation of the Walking and Cycling Strategy projects as identified above
- Pumice tracks are often created by users and mark a desire line of use. Some have also been created by Bike Taupō in gullies as urban mountain bike tracks, and are well used by walkers. The conversion of these to all weather paths suitable for use by the elderly and family groups has significant cost implications
- The surface of existing cobbled paths on the Taupō Lakefront is deteriorating in some areas and will require replacement. Some of these paths are not wide enough for safe shared use by walkers and cyclists, and will need to be widened as the surface is improved
- Wayfinding and information signage on paths and walkways is inadequate
- Good quality paths should be provided to give access to playgrounds for the elderly and families with children in pushchairs
- It is anticipated that with the changing demographic trends that accessibility will continue to become more important. All new projects and renewals should consider upgraded or improved accessibility options wherever possible

Age and Life Expectancy

Walkways and paths have a variety of ages and life expectancies depending on the materials they are constructed from and the level of maintenance they receive. In general, concrete paths have the longest life and require the least maintenance.

Buildings on parks

Asset Description

Most buildings on Council administered land are managed by Council's Facilities team e.g. Owen Delany Park grandstand and building, superloo etc.

Asset Condition

There are several buildings in Turangi that are old, and have a very low depreciated book value, but potentially a high replacement value. The Arts building and Red Cross building are both leased out and return little income. They are in marginal condition at present, and will soon get to the stage where they are costing significant sums to maintain in a safe weather tight condition. It would make sense to dispose of these assets, by either removing them from site or gifting/selling them to the occupants before they start costing the ratepayer too much. Removal is probably the preferred option as it is likely that the occupants, being largely volunteer based and with limited funding, would approach Council for future maintenance funds in any case.

Most buildings on parks are on leased/licenced land and are owned by clubs and organisations. Many of these buildings are in poor condition, and reflect poorly on the open spaces, particularly in Turangi and at Hickling Park. While not Council assets, there is always the possibility that the building owners will come to Council asking for funds, or that the clubs abandon the buildings on site and "donate" them to Council; at which stage they become a Council asset/liability.

Capacity Performance

Some of the issues relating to the current level of provision of parks buildings are:

- The age and condition of Council owned buildings in Turangi and Mangakino, particularly the Red Cross shop, Turangi Arts building and the tennis pavilion on Te Kapua Park. Disposal of these buildings is a real option, which will impact on current users.
- Condition of club owned buildings on Council land.

Age and Life Expectancy

As with asset condition, information is incomplete but some issues have already been identified. Further work will be required in this area.

4.6 Cemetery Assets

Public cemeteries are provided in each of the Taupō Districts three main centres, Taupō, Turangi and Mangakino. In addition to the Taupō Cemetery, a historic cemetery (Taupō Settlers Cemetery) is located on the Gascoigne Reserve on Spa Road in Taupō. The Settlers Cemetery is no longer used, and is maintained as a heritage park asset within the wider park setting.

Cemeteries in the Taupō District				
Name	**Location**	**Total Area (ha)**	**Useable Area (ha)**	**Developed Area (ha)**
Taupō Cemetery	Rickit Street Taupō	5.7	4.1	2.8
Turangi Lawn Cemetery	Te Aonini Road Turangi	1.3	1.2	0.5

Mangakino Cemetery	Waipapa Road Mangakino	5.6	5.6	0.5
Settlers Cemetery	Spa Road Taupō			
Total		**12.6**	**10.9**	**3.8**

Table 20 - Cemetery assets

Note The valuation shown is the replacement value of cemetery asset components and does not include land valuations. The value doesn't include headstones and memorials as they are owned by cemetery users.

Asset Description

Cemetery assets are provided to support the use of the land for burials and ash interments. Assets include roads, parking, paths, concrete beams, seats, plumbing, bins and fences. Crematoria are not provided by Taupō District Council. A private cremation service is offered in Taupō by Taupō Funeral Services.

Cemetery Asset Condition and Value						
Asset Components	**C1**	**C2**	**C3**	**C4**	**C5**	**Replacement Value (000)**
Percentage	72%	15%	7%	0%	5%	
Value	$350	$72	$36	$2	$24	$484

Table 21 - Condition and value of cemeteries

Asset Condition

The overall condition of components varies, with most assets being in excellent or very good condition. Renewal is ideally undertaken at condition grade 5, but can occur at an earlier time to suit overall planning practicality.

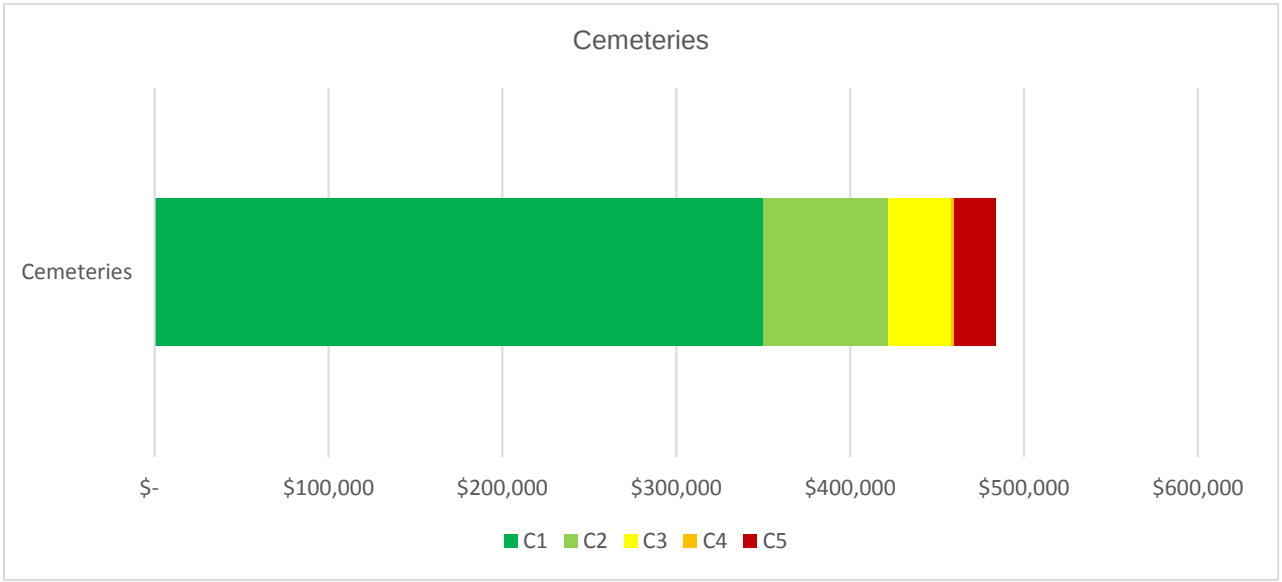

Figure 20 - Condition and value of cemeteries

Capacity Performance

Death rates for the Taupō District are anticipated to be 300 per annum, rising to 360 per annum by 2025. Rates increase slowly until they are expected to reach around 380 per annum by 2031.

Interment figures for 2009 to 2016/17 are identified below:

Type of interment	2009	2010	2011	2012	2013	2014	2015	2016	Annual average
Mangakino burials	8	5	13	12	14	5	10	15	10.3
Mangakino ashes	1	1	1	0	0	0	3	0	0.8
Turangi burials	10	12	7	12	9	4	4	4	7.8
Turangi ashes	2	0	0	2	0	0	3	1	1.0
Taupō burials	33	46	38	43	39	35	26	45	38.1
Taupō ashes	46	45	37	42	21	26	31	65	39.1

Table 22 - Interments per annum 2009 to 2016/17

Cemetery	Ashes	Burial	Total
Mangakino Public Cemetery	88	574	662
Taupō Public Cemetery	2,079	2,865	4,944
Turangi Public Cemetery	109	563	672
Total Interments	**2,276**	**4,002**	**6,278**

Table 23 - Total Interment figures per cemetery to June 2017

There is adequate reserve land in Turangi and Mangakino to provide for the requirements of the current population and anticipated growth. It is not anticipated that any additional reserve land will be required for cemetery purposes in these communities prior to 2025.

In Taupō, around two thirds of the useable area of the cemetery has been used. This leaves around 1.3 hectares of remaining land for burials and ash interments. At present, burials are averaging around 40 per annum in Taupō, and ash interments around 38 per annum. Ash interments require very little space compared with burials, and are a more efficient use of land. Ash plots can also be fitted into spaces that have unsuitable ground conditions for burials.

Assuming that the remaining land is developed at the same utilisation rate as the rest of the cemetery (around 10 plots per 100m2), the remaining 1.3 hectares will accommodate around 1300 new burial plots. At the expected rate of use (40 to 50 per annum for the next 20 years based on projected mortality rates) these plots should last a further 25+ years. If there is more of a shift towards cremation, the plots will last even longer. Planning is to be undertaken in 2018/19 to provide layouts for the balance of the cemetery areas in Taupō, Turangi and Mangakino. This will give a more accurate picture of remaining available plots and provide better information for new cemetery land acquisition timelines. While this assessment doesn't take into account population growth and increased mortality rates as the population ages, it is still a good basic indicator of future capacity.

4.7 Public Conveniences

Asset description

Taupō District Council provides and maintains public conveniences throughout the Taupō District. A small number of facilities (Landing reserve, Waipahihi Botanical gardens, Hallet's Bay, Taupō Community Park) are owned by other agencies and maintained by Council staff. Facilities range in size, quality, construction materials and services according to the location and service requirements. Sportsground facilities may include changing areas, and in some cases showers. Toilets in more remote or unserviced areas are mostly single unit dry vault toilets. All vaults are sealed and are pumped out as required. New public conveniences in higher use locations include disability access. Most dry vault toilets are still single units although a triple cubicle block has been installed at Hipapatua/Reid's Farm.

District Public conveniences	Total	Pans/Urinals	Component Replacement Value (000)
Districtwide	54	195	$2,114

Table 24 – Districtwide public conveniences

Asset condition

Data integrity has improved since initial data capture in 2007. The condition rating of public conveniences is identified below.

Public Conveniences						
Asset	**C1**	**C2**	**C3**	**C4**	**C5**	**Replacement value (000)**
Percentage	70%	21%	7%	0%	2%	
Value	$1,941	$568	$184	$7	$60	$2,760

Table 25 - Condition and value of public conveniences

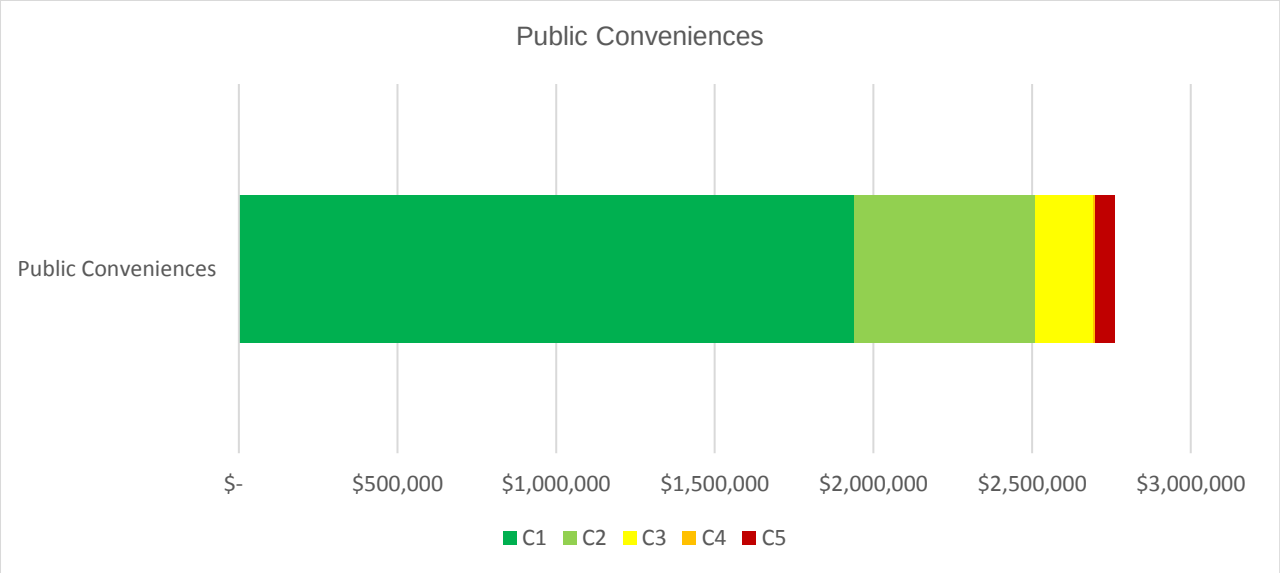

Figure 21 - Condition and value of public conveniences

From this data it can be seen that most components are in good or very good condition, with very few components in poor or very poor condition.

Capacity Performance

In general, the Taupō District is well provided with public conveniences. They are provided at most popular bathing beaches, boat launching ramps, in CBD's, sport and recreation parks, and popular destination parks. Although the majority of toilet facilities are in good or very good condition, some are getting quite old and will require major refurbishment in the next ten years to update old surfaces and fittings.

Some of the issues related to the current level of provision of public conveniences are:

- The Hipapatua Recreation Reserve is a popular freedom camping area on the Waikato River close to Taupō. The area is completely unserviced with power, water supply or wastewater disposal.
- Dry vault toilets have been associated with poor environmental standards as there is a popular perception that they leach contaminants and faecal coliforms into groundwater. However, provided the vaults are intact and are emptied on a regular basis, there is no reason to believe these toilets present an environmental risk. There are currently four dry vault toilets located in unserviced lakeside areas where connection to the sewer is not available. The cost of upgrading these older units to a new concrete cubicle (no wheelchair access) with a new vault is around $18,000 each
- There is an increased cost associated with the servicing of dry vault toilets as the cost of disposal of biosolids has increased dramatically in the last few years
- The toilet in the common area at Centennial Park is prone to flooding. This area is subject to a lease with the Taupō Racing Club, Taupō Gliding Club and Motorsports park
- The toilets at Tongariro North Domain, Two Mile Bay boat ramp, Kinloch Lakefront and Owen Delany Park Grandstand are getting old and may need refurbishment to keep them at a suitable standard
- Toilet facilities are increasingly needed at the Otumuheke Stream bathing area at the bottom of Spa Thermal Park. This area is currently unserviced but there is a project underway to upgrade the location, including provision of public conveniences and changing rooms at this location
- The Mangakino Lakefront Reserve toilets are badly water damaged and need to be replaced in a more suitable location. This project is waiting on the resolution of an ongoing Treaty Claim which affect the lakefront reserve
- The ongoing increase in tourist visitor numbers, primarily made up of freedom campers, has placed stress on many areas; with the result that some facilities are no longer suitable to cope with the numbers of users that they are expected to service. Upgrading dry vault toilets and other facilities to reticulated systems would help greatly. Although they have a greater initial capital outlay, the ongoing maintenance and servicing costs for highly used facilities will be greatly reduced. Dry vault toilets are better suited to infrequently used locations which do not require regular servicing
- Of interest is the recent central government funding pool for tourist facilities. This is focused on smaller districts who have been disproportionately affected by large numbers of tourists which they are largely unable to cater for with a small permanent rating base. Taupō, with around 22,500 ratepayers and over 3 million tourist visitor nights falls into this category. Council anticipates applying to this fund to help resource some of the more tourist impacted areas

Age and Life Expectancy

This information is incomplete and will need to be completed before the next review.

4.8 Lakeshore Erosion Protection Assets

A number of assets have been built on lake margins by various parties, often as a response to storm events that have caused erosion. Significant events occurred in 1998, 2004, and more recently in 2010 and 2011. The majority of assets are located on the Waipahihi C75 Reserve which does not belong to Council. This reserve is a Maori reserve set aside for the benefit of the general public. Council maintains the reserve for public use in consultation with the Waiphahihi C75 Reserve Trust. Waikato Regional Council provide 45% of the funding for approved erosion control measures. The assets remain wholly owned by Taupō District Council however.

Asset Description

Lakeshore erosion protection assets are located on a number of reserves. These assets provide protection against erosion from wave action for the parks and the assets they contain. The assets are a mixture of loose rock revetment, concrete mattress revetment, timber walls and gabion baskets. Rock groynes that have been built out perpendicular to the shore are not included as erosion protection assets as in many

Lakeshore Erosion Protection Assets						
	C1	**C2**	**C3**	**C4**	**C5**	**Replacement value (000)**
Percentage	64	29	5	2	0	
Total	$994	$436	$70	$30	$0	$1,530

Table 26 – Condition and value of erosion control structures

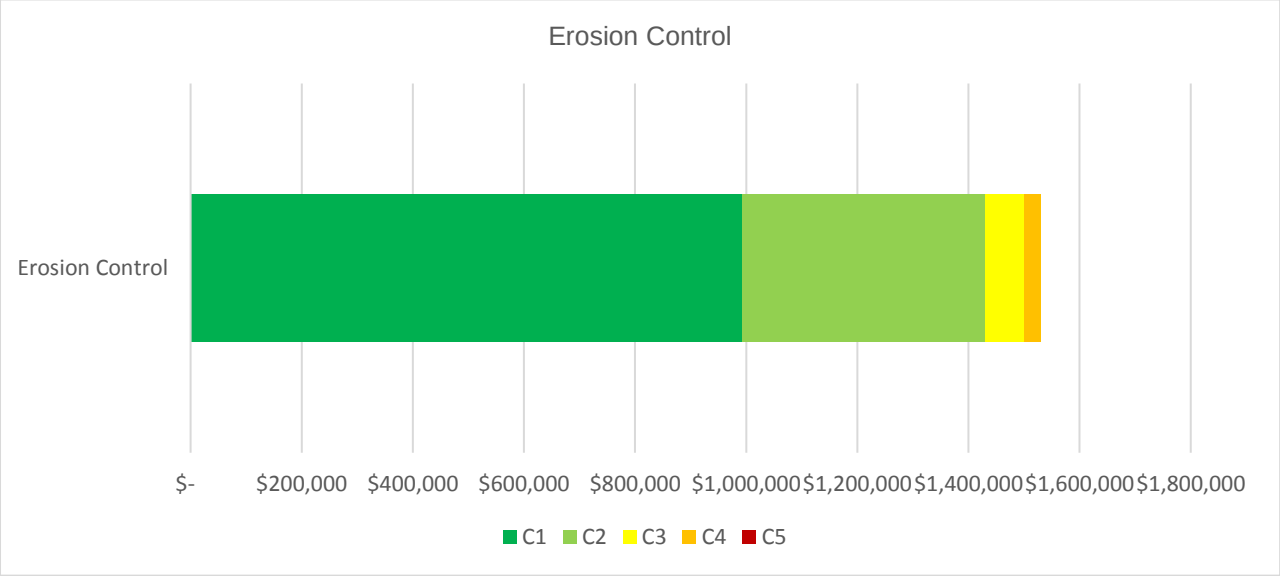

Figure 22 – Condition and value of erosion control structures

Asset condition

Asset data was collected in March 2014 and condition of assets assessed. The assets have been included in SPM Asset and will be assessed every three years.

Capacity Performance

Most erosion protection assets are constructed in response to damage caused by a storm event when Lake Taupō is at a higher than normal level. Therefore, even though the assets are protecting part of the shoreline, the unprotected shoreline is still vulnerable to erosion. For this reason, it is likely that the number and length of erosion protection assets will continue to rise unless the level of Lake Taupō is kept below a level at which wave action will damage the shoreline above the bed of the lake.

The previous three years have been particularly benign in terms of weather events and high lake levels. This meant that a number of projects were not progressed. However, this year has seen unprecedented sustained high lake levels which have placed huge strain on the lakeshore margins and created large erosion problems. These issues have not always occurred in places that have been anticipated. The result of this is that some emergency works have been undertaken to install erosion protection, and a plan has been implemented over the next five to ten years to construct a number of erosion protection structures in seven

of the highest risk locations. These structures have significant capital and ongoing maintenance costs and form a major part of the capital and renewal budgets for this AMP.

Loose rock revetments which are composed primarily of small rock has in most cases been dumped off the back of a truck as emergency works in response to an immediate erosion threat. They do not provide adequate protection against future storms and will be upgraded with engineered structures in the future.

- Historically high lake levels have placed additional strain on the lakeshore and erosion protection assets which has necessitated the creation of new assets, and the shortened life expectancy of others
- The lake level is largely controlled by the control gates at the start of the Waikato River which are administered by Mercury Energy. They have a consent with Waikato Regional Council which sets out a maximum and minimum lake level. Recently the lake level has been artificially kept at the upper limit of this consent, which has contributed to accelerated lakeshore erosion
- The historic expectation of public accessibility to the edge of all areas of the lake, and the general resistance of lakeshore residents to vegetation between their properties and the lake means that the natural processes which would otherwise have buffered the lakeshore from erosion effects has been compromised, also greatly contributing to lakeshore erosion
- Inconsistent, ad-hoc and unauthorised erosion protection treatments also contribute to the problems; as every structure which interacts with the lake edge affects the water movements in close proximity, often creating further erosion problems in areas which would otherwise be unaffected without these artificial structures

The performance of some forms of protection also depends on the maintenance they receive. Loose rock revetments require maintenance to keep the rock topped up as it naturally slumps into the bed of the lake. Willow growth should also be removed from these structures to prevent large trees establishing in amongst the rocks.

The timber retaining wall at Motutere Point provides protection for the camping ground area as a condition of the current lease. This is an issue with regard to Council's financial liability for storm damage to the reserve.

Age and Life Expectancy

The age of the erosion protection structures varies with some of the more substantial structures on the Waipahihi C75 Reserve dating back several decades. The age of these older structures is not known with any degree of accuracy.

Life expectancy varies from 25 to 60 years with the majority of asset value being comprised of assets with a life expectancy of around 60 years.

5 LEVELS OF SERVICE

5.1 Introduction

Levels of service

One of the main purposes of Local Authorities under the LGA 2002 is “to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost effective for household and businesses”. The “level of service” is a statement of how Council intends to provide local infrastructure, public services and regulatory functions. Simply put, a level of service is what the organisation intends to deliver. Defining levels of service and performance measures for key activities ensures that Council can measure performance towards achieving outcomes, and can identify where shortfalls are occurring.

A key objective of this Parks AMP is to identify the level of service provided by parks assets, to compare this with the expectations of customers, and identify any gaps. This requires a clear understanding of customers’ needs, expectations and preferences. It also requires knowledge of Council’s current level of service, and the cost implications of any changes.

The levels of service defined in this AMP will be used:

- To inform customers of the proposed type and level of service to be offered
- To enable customers to assess suitability, affordability and equity of the services offered
- As a focus for the AM tactics proposed to deliver the required level of service
- To measure the effectiveness of this AM plan
- To identify the costs and benefits of the services offered

Key stakeholders & customers of Council’s parks assets are described in the Introduction Section 1.2 "Key Stakeholders". Many stakeholder groups will have different and sometimes conflicting expectations of levels of service. These expectations need to be managed to reduce conflict and unnecessary cost to ratepayers.

The target levels of service for parks assets are based on:

Influences	Impact
Community Outcomes	These are a statement of strategic objectives that provide high level guidance for the scope of current and future services, manner of service delivery and definition of levels of service.
Customer Expectations	Information gained from customers on expected quality and price of services.
Statutory Requirements	Legislation, regulations, environmental standards and Council By-laws that impact on the way assets are managed (i.e.: 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. As documented in the TDC Asset Management System.
Industry standards	The levels of service that other local authorities are providing. NZRA provides Levels of Service guidelines in its Parks Categories and Levels of Service publication (June 2011)

Reserve Management Plans	Reserve management plans are a form of agreement between the reserve administering body and the community about how parks are maintained, used, protected, preserved, enjoyed and developed.

Table 27 – Level of service influences

Performance measures

Performance measures are the means for determining whether or not the levels of service are actually being delivered and received by customers. There are two types of performance measure, technical and customer. Technical performance measures relate to the outputs the organisation delivers. Customer performance measures relate to how the customer receives or experiences the service.

Performance targets define the desired level of performance against each measure. Targets for the next ten years aim to maintain the current level of service in most cases.

5.2 Parks Activities and Services

Activities and services

The key activities and services provided by the assets covered in this Parks AMP are

- Parks and gardens
- Sporting activities
- Play activities
- Walkways and paths
- Trees
- Public conveniences
- Cemeteries
- Protection from erosion

Significant services

The significant services or activities provided by the assets in the Parks AMP are those that contribute to the achievement of community outcomes and the health and wellbeing of the Taupō District. These are sanitation services, cemeteries, care of public open spaces, and provision of sport, recreation and event opportunities. Significant assets that support these services are the CBD assets for the three town centres, cemeteries, public toilets and litter bins.

Parks that support Taupō's event industry and therefore its economic wellbeing such as Tongariro Domain, Riverside Park, and Owen Delany Sports Park and Stadium are also significant assets. Lake margins parks (particularly Taupō Lakefront reserves) and Spa Thermal Park are significant because they are visitor attractions, and enhance the Taupō District as a visitor destination. The quality of assets in these parks may therefore be higher than in other parks such as neighbourhood parks that cater mainly for local communities.

Sport and recreation parks in Taupō, Turangi and Mangakino are also significant as sporting event venues, and for their physical and social benefits.

Assets that have significant use by visitors to the Taupō District and therefore contribute to economic growth, may demand greater priority for servicing and maintenance requirements compared to other Council properties. Data collection and project planning for maintenance and renewal of these assets and their associated components is a priority compared with other assets, such as neighbourhood parks and open spaces.

5.3 Gaps in information or levels of service achievement

The following gaps in information have been identified:

- Systematic documentation of condition assessments of some types of equipment. Checks of playground equipment are made regularly but information currently stands alone. There is no integrated system for documenting this information which can be readily accessed and which can feed through into renewal schedules
- The asset management system software available within Council for recording parks and recreation assets is not entirely suitable for parks and recreation management
- Systematic survey data regarding expectations from parks user segments
- There is no systematic study or analysis of demand and provision of sports ground facilities within Taupō. Evidence from bookings and discussions with clubs and code parent bodies are the basis of decision making for provision of services at this stage

5.4 Parks Standards

NZRA Parks Categories are used as the basis for standards of parks provision, development and maintenance. Within the parks category framework is also a catchment hierarchy that is used to organise parks into sub-categories. This allows more detailed development and maintenance standards to be applied to the various categories of parks, and also to reserves that are not actively maintained by Council. The two sub-categories are destination and local.

Destination parks

Destination parks service a wider catchment than the immediate neighbourhood in which they are located, either because of their intrinsic attractions or their level of development. Destination parks are often larger than local parks and have a higher capacity for use. They are often also developed to a higher standard than local parks as they have a significant use by visitors to the Taupō District, and therefore need to present Taupō well as a visitor destination.

Local parks

Local parks service the immediate local area, usually a residential community within walking distance or a short drive. Local parks are usually smaller in size than destination parks, and have more limited facilities. The quality of facilities will be suitable for local community use, and not as high as destination parks.

Parks Sub-categories and Standards

Park Category and sub-category	Description, Primary purpose & Typical Development Standard
Sport and Recreation Parks	*A sport and recreation park is designed and used primarily for sport and recreation, and is often multi-use, providing a range of community and sporting activities and facilities.*
Destination Parks • Owen Delany Park	• Districtwide services • Public toilets • Vehicle management, internal roading and parking • Sports field lighting • Superior quality sports surfaces and facilities (irrigated) • Standard quality furniture, information and wayfinding signage • High quality vegetation with significant trees • Playground
Local Parks • Crown Park • Hickling Park • Mangakino Rugby Grounds	• Training facilities and changing rooms (often club provided) • Public conveniences (usually opened by users only when the park is in use) • Vehicle management, internal roading and parking • Vegetation in suitable locations

• Kaimanawa Reserve • Tūrangitukua Sports Park • Tutemohuta Reserve	• High quality sports surfaces (irrigated where necessary) • Playgrounds or youth facilities in residential areas • Minimal furniture provision is minimal
Neighbourhood Parks	*A developed urban park designed for use by the local residential community for informal play and social gatherings.*
Destination Parks	N/A
Local Parks • All neighbourhood parks	• Playgrounds distributed to meet the needs of the surrounding community on larger parks, in safe easily accessible locations • Where playgrounds are provided, paths, seating, trees and litter bins provided • Significant vegetation and open green spaces • Pathways where necessary • Minimal vehicle access provision • Public conveniences, gardens and sporting facilities (e.g. tennis courts) where need is demonstrated but these are generally the exception • Development is such that operational maintenance should be minimal
Public Gardens	*Public gardens include parks that are of significance to the district, with an emphasis on horticultural displays. The primary focus in to create a place of beauty and tranquillity through high quality horticultural design and maintenance and other features including historic heritage.*
Destination Parks • Tongariro Domain including Riverside Park	• Public gardens are developed to a high standard as both a visitor and local attraction • Diverse high quality and well maintained gardens • Extensive, large scale vegetation • Extensive irrigated lawns • High quality assets which may include, but are not limited to, paving, paths, public art, lighting, decorative fencing, drinking fountains, water features, gazebos, shade structures, interpretive, wayfinding and regulatory signage, seating, bins and playgrounds • High quality public conveniences • Vehicle management, internal roading and parking • Capable of holding large events
Local Parks • None currently	• Good quality, well maintained gardens • Typically no vehicle access except for maintenance • Standard quality furniture with seating, litter bins and paths through the garden
Natural	*Experience and/or protection of the natural environment: native bush, coastal, forestry, farm parks, wetlands and water bodies*
Destination Parks • None currently	• Low level of artificial development as the main purpose of the park is conservation and appreciation of natural values • Minimal maintenance to allow for natural processes to take place • High quality vegetation focused on native biodiversity • Significant vegetation cover with minimal grassed open spaces

	• Typically no vehicle access except for maintenance and park boundary parking • Extensive all weather pathways • Public conveniences where necessary • Interpretive, wayfinding and regulatory signage • Some shelter and furniture in key locations, boardwalks, lookouts and stairways in appropriate locations to protect environment, improve experience and enhance accessibility
Local Parks • All natural parks	• Low level of development as the main purpose of the park is conservation and appreciation of natural values • Minimal maintenance to allow for natural processes to take place • Good quality vegetation focused on native biodiversity • Typically no vehicle access except for maintenance • Interpretive, wayfinding and regulatory signage • Generally development is limited to walking or cycling tracks and some fencing
Cultural heritage	*Protection of built cultural and historical environment to provide for commemoration, mourning and remembrance*
Destination Parks • None currently	N/A
Local Parks All operative cemeteries Gascoigne Reserve	• Operative cemeteries have sealed internal roads with limited parking on-site primarily for interment access rather than visitor access • Public conveniences • Running water • Good quality furniture including seating, information signage and litter bins • Trees and low maintenance gardens • Paths may be provided where needed in high use areas
Outdoor adventure	*Outdoor adventure parks allow visitors to experience a range of recreation activities and built facilities requiring a large scale non-urban environment*
Destination Parks • Spa Thermal Park	• Vehicle management, internal roading and parking • High use paths constructed to all-weather standard. Other paths and mountain bike tracks to be safe and useable. • Public conveniences and other facilities where appropriate (e.g. changing) • High quality assets, including but not limited to, seating, tables, shelters, litter bins and drinking fountains • Interpretive, wayfinding and regulatory signage • Playground • Significant vegetation, specimen trees and open grassland interspersed with areas of native regeneration • Diverse available activities • Scope for including other outdoor adventure activities e.g. pump track, mountain bike, high ropes, zip line etc.

	• Possibly motorised activities permitted dependent on location (e.g. motorsport, aviation, remote controlled vehicles etc.)
Local Parks • Hipapatua/Reid's Farm Recreation Reserve	• Vehicle management, internal roading and parking where appropriate • Public conveniences where appropriate • Pathways, typically unsealed • Litter bins • Minimal furniture • Interpretive, wayfinding and regulatory signage • Vegetation, specimen trees and open grassland interspersed with areas of native regeneration • Diverse available activities • Possibly motorised activities permitted dependent on location (e.g. motorsport, aviation, remote controlled vehicles etc.)
Civic space	*Open space provided within CBD, designed to provide a space for casual gatherings, meetings, relaxation, lunches etc. They may also provide for large public gatherings, events and entertainment. Also provide landscape, amenity enhancement and visual open space relief.*
Destination Parks • Colonel Roberts Reserve • Taupō CBD Streets	• High quality furniture and facilities • High quality surfaces and pathways • Litter bins • Decorative and wayfinding lighting provided in appropriate locations • Public conveniences where appropriate. Often not necessary due to proximity of other available facilities • High quality amenity landscaping • Annual beds where appropriate • Permanent gardens and vegetation to suit Taupō's climate and provide high amenity value and significant trees in appropriate locations • High quality wayfinding signage and technology • Public artworks • 3 phase power outlets available
Local Parks • Turangi Town Centre • Rangatira Drive Recreation Reserve (Mangakino Town Centre)	• High standard of development to meet local needs for social gathering space (esp. Turangi and Mangakino CBD) • High quality materials and furniture (vandal resistant) • Public conveniences where appropriate • Litter bins • Playground where appropriate • Permanent high amenity gardens • Local public artworks • Appropriate wayfinding signage • 3 phase power outlets for events.

Recreation and ecological linkages	*Recreation and ecological linkages cover a wide range of purposes including protection and enhancement of biodiversity, ecological linkages through the urban environment, and opportunities for walking and cycling linkages.*
Destination Parks	N/A
Local Parks • All recreation and ecological linkages	• Usually relatively minimal development, with limited furniture and signage • Pathways, typically unsealed • Significant planting aiming to enhance native biodiversity and reduce mowing maintenance in steep areas • Where such parks are created by subdivision, all development must be completed prior to vesting and to an acceptable standard
Lake margins	*Informal recreation and social activity, lake access, a setting to support water based recreation activities, often a semi-natural setting with varying degrees of modification and development*
Destination Parks • All lake margin parks containing DIA boat launching facilities • Taupō Lakefront Reserve, • Wharewaka Point, • Five Mile Bay reserve, • Acacia Bay Lakefront, • Kinloch Lakefront, • Kuratau Lakeshore Reserve	• Relatively high development standard due to the high numbers of users • Vehicle management, internal roading and parking areas where appropriate (often associated with DIA boat launching ramps) • Public conveniences where appropriate • High quality furniture including litter bins, picnic tables, seats and signage • Wide, shared pathways • Trees and vegetation are planted for shade and amenity value • Vegetation to mitigate lakeshore erosion where necessary • Some developments in these areas are completed by the Taupō Harbourmaster to support the use of boat launching facilities e.g. lighting, signage, jetties and ramps • Playgrounds where appropriate • Development is generally focused around road access points and parking areas
Local Parks • All other lake margin parks	• Pathways may be provided in popular areas or where there is need for a linkage • Limited vehicle access • Limited furniture and signage; generally only provided where there is vehicle access • Vegetation to mitigate lakeshore erosion where necessary • Trees and vegetation are planted for shade and amenity value

Table 28 – Parks categories and expected development standards

Primary Levels of Service – Parks and Recreation					
Goals	**Levels of service**	**Performance measure**	**Baseline**	**Target**	**How we measure**
Parks and Open Spaces					
Ensure that the Taupō District remains a great place to live	We provide a range of public open spaces that are accessible and enjoyed by our users.	Residents (%) that are satisfied with the current availability of council administered open spaces	New measure	85%	Three yearly Satisfaction survey of residents and non-resident ratepayers
		Residents (%) that are satisfied with the quality of council administered parks and open spaces	New measure	85%	Three yearly Satisfaction survey of residents and non-resident ratepayers
		Residents (%) that are satisfied with council administered sportsgrounds	New measure	85%	Three yearly Satisfaction survey of residents and non-resident ratepayers
		Residents (%) that are satisfied with council administered playgrounds	New measure	85%	Three yearly Satisfaction survey of residents and non-resident ratepayers
		Residential dwellings (%) in urban areas that are within 400m of a publicly owned open space	New Measure	85%	Internal Event Bookings
Ensure that the Taupō District remains a great place to live	Public conveniences are clean, safe and fit for purpose	Users (%) that are satisfied with council public conveniences	New Measure	80%	Three yearly Satisfaction survey of residents and non-resident ratepayers
Cemeteries					
Maintain the quality infrastructure that we have	Council provides well maintained cemeteries. Most visitors can access interment sites	Visitors (%) that are satisfied with the appearance and accessibility of council administered cemeteries	New measure	85%	Three yearly Satisfaction survey of residents and non-resident ratepayers
Maintain the quality infrastructure that we have Ensure that the Taupō District remains a great place to live	Demand growth is anticipated and catered for	At least a 10 year burial capacity is maintained across the district within council administered cemeteries	New measure	Achieve	Annual internal audit

Table 29 – Primary Levels of Service

Secondary Levels of Service – Parks and Recreation					
Goals	**Levels of service**	**Performance measure**	**Baseline**	**Target**	**How we measure**
Parks and Open Spaces					
Ensure that the Taupō District remains a great place to live Protect our water resources and use them wisely Promote economic development	The parks and open space network makes a significant contribution to increasing numbers of endemic flora and fauna	Residents agree that the open space network makes a significant contribution to the district's biodiversity	New measure	85%	Three yearly Satisfaction survey of residents and non-resident ratepayers
Ensure that the Taupō District remains a great place to live	Facility charges are set at a level which the majority of users are reasonably able to afford	Users are satisfied with fees and charges	New measure	85%	Three yearly Satisfaction survey of residents and non-resident ratepayers
Ensure that the Taupō District remains a great place to live	Hazards are well managed and serious harm accidents are rare	Serious harm accidents of users reported attributable to the condition of equipment and facilities	New measure	≤1 per year	Council Hazard Register process
Ensure that the Taupō District remains a great place to live Keep rates and debt affordable	Communities have input to the process of managing parks and open spaces assets	Communities have input into parks and open spaces through consultation on significant issues	New measure	Achieve	Asset Manager records and Activity Reports Annual and Long Term Plan processes
Cemeteries					
Ensure that the Taupō District remains a great place to live	Legislation, bylaw and policy provisions are consistently applied	Unresolved complaints per year regarding inconsistent policy application	New measure	≤2	Service request system reports
Ensure that the Taupō District remains a great place to live	Different cultural and religious requirements applied as in the Burials and Cremations Act 1964	Unresolved complaints per year regarding cultural and religious group requirements	New measure	≤2	Service request system reports

Table 30 – Secondary Levels of Service

5.5 Changes to Current Levels of Service

In most cases, the current level of service performance has been satisfactory. The previous AMP however, contained too many performance measures, many of which were operationally based provisions. The level of service measures have been modified and reduced to concentrate on the desired outcomes. Operational targets are important, but are in place at an operational level to support the management plan levels of service.

The levels of service have been divided in to primary and secondary levels. The primary levels denote those important service levels that should be reported on at the highest level. Secondary levels are still important to the Parks & Recreation activity, but are not necessary to report on at the highest level (e.g. CEO reports).

Levels of service have been drafted to identify satisfaction, safety and provision. There are very few legislative requirements for the Parks & Recreation activity, so user satisfaction is the primary driver to measure success in this activity.

5.6 Link to Projects

The following projects have been identified as contributing to achieving levels of service and the long term district strategy. The key 'threads to the strategy are:

1. Ensuring that the Taupō District remains a great place to live
2. Promoting economic development
3. Protecting our water resources and use them wisely
4. Maintaining the quality infrastructure that we have
5. Keeping rates and debt affordable

Location	Project	Driver
Open Spaces and Playgrounds		
Districtwide	Parks & reserves renewals	1, 4
Taupō CBD	CBD renewal - Intersections at Paora Hapi/Ruapehu, Tuwharetoa/Ruapehu, Paora Hapi/Gascoigne and Horomatangi St	1, 2
Districtwide	New neighbourhood reserves for growth community at an expected average rate of 70 lots per annum	1
Districtwide	Fencing contributions to reserve neighbours	1
Districtwide	Playground upgrades focusing on inadequately serviced locations	1
Districtwide	Upgrading existing playgrounds with paths, new equipment, seats, trees etc. where these do not currently exist	1
Districtwide	Playground renewals	1, 4
Districtwide	Increase playground LOS when renewals occur - predominantly more, higher quality equipment	1
Taupō	Destination Playground investigation, consultation, scoping and implementation	1, 2

Turangi	Parks playgrounds, property and facilities rationalisation. Investigation, consultation, scoping and implementation	1, 4, 5
Turangi	Open space upgrades – primarily Tūrangitukua Sports Park facilities and ground conditions	1
Districtwide	Improved playground softfall material	1
Districtwide	Locks and key rationalisation	4
Districtwide	Parks furniture rationalisation	4, 5
Spa Park	Masterplanning and development	1, 2, 4
Hipapatua (Reid's Farm)	Masterplanning and development	1, 2, 3, 4
Taupō	Taupō Market relocation	1, 2
Districtwide	Land Acquisition & Disposal Strategy and Implementation	1, 3, 4, 5
Taupō	Brice St basketball half court	1
Turangi	National Park gateway (waharoa)	2
Taupō	Tongariro St upgrades and CISP implementation	1, 2
Tongariro Domain	Redoubt St lookout remedial structure work	4
Walking and Cycling		
District wide	Renewal of walkway assets as required (Turangi and Bays 18/19)	1, 4
Taupō	Increase width and upgrade surface of Great Lake Walkway	1, 2, 4
Districtwide	Accessibility improvements on and to parks and reserves	1
Spa Park	Extend concrete path to new facilities	1
Sporting Activities		
Districtwide	Renewal of assets as required	1, 4
Districtwide	Light weight goal posts for Turangi/Mangakino followed by OD Park	1, 4
Tongariro Domain	Renew synthetic bowling green at Taupō Bowling Club	1
Hickling Park	Training light improvements and irrigation improvements	1
Mangakino	Container changing rooms and toilets	1
Public Conveniences		
District Wide	Public convenience maintenance and renewals (incl. superloo)	1, 2, 3, 4
Districtwide	Reticulation of all high use toilets	1, 2, 3, 4
Mangakino	Mangakino Lakefront and public convenience development	1, 3, 4

Cemeteries		
Taupō, Mangakino and Turangi	Cemeteries renewals	1, 4
Taupō, Mangakino and Turangi	Cemeteries interment infrastructure	1, 4
Taupō	Historical graves area improvement	1, 4
Taupō	New property investigation and purchase	1, 4
Districtwide	Natural burial investigation	1
Districtwide	General landscaping improvements - paths, furniture, vegetation, signage	1, 4
Erosion Control		
Western Bays	Kuratau erosion control design and construction	1
Taupō	Lake Terrace cliffs erosion control design and construction	1
Taupō	C75 Reserve southern end wall replacement	1
Taupō	Rainbow Point to Kowhai Rd erosion control reconstruction	1
Districtwide	Erosion protection trial sites	1
Districtwide	Erosion protection asset renewals	1, 4
Districtwide	Erosion protection asset maintenance	1, 4
Planning, Investigation and Operations		
Taupō & Turangi	Netball courts surfaces investigation	1, 4
Districtwide	Cemeteries long term planning and layout design	1
Districtwide	Playground allocation planning	1, 5
Districtwide	RMP reviews	1, 4, 5
Districtwide	OD Park and district sportsground strategy	1, 4, 5
Districtwide	Vehicle and Plant renewals	4

Table 31 – Proposed Projects

5.7 Consultation

A level of service consultation has not been undertaken as part of the preparation of the 2018 – 28 LTP. Further consideration to consult will occur when Council begins the 2021 – 31 LTP process.

6 FUTURE DEMAND

Taupō District Council will use a number of channels and opportunities to set the community's expectations as to the Council's role in the provision of parks and open spaces, and particularly sports grounds.

Assessment of future demand for parks and open spaces is by its nature less certain than many other Council activities. This demand uncertainty leads to a situation where provision is sometimes only able to be assessed alongside growth instead of in advance. Demographic projections do not indicate substantial population increases at this time.

The location, type and extent of public open space are to a degree dictated by the location and extent of private development. Council can identify areas of expansion, but the specifics are often not at a level applicable for development until a much later stage, developments are also subject to economic forces and other factors which create uncertainty. At this time the primary locations of designated greenfield development which may lead to new parks and open space development are on the urban fringes of Taupō and Kinloch.

Best practice development practices should see open spaces considered as integral to any planned development and considered alongside other considerations instead of after a plan has been finalised.

Council has a reserves acquisition policy which outlines the principles for making a decision on acquiring public land. A strategic reserves acquisition fund has been set aside to allow for purchase of suitable blocks of land.

While there is sufficient current capacity within the district cemeteries in the short to medium term, planning is scheduled to identify areas which may be suitable to expand our cemetery capacity. Open space is still available for development in all cemeteries

Changes in the age profile of the District will impact how Council provides parks and open spaces. This factor coupled with likely changes in leisure trends may produce quite different requirements from those seen in the past. These factors will continue to influence the planning, development and evolution of Council's open spaces.

6.1 Demand Management

Current focus

Council implements the following demand management strategies for the provision and rationalisation of recreation facilities.

Charging regimes[1]

Consider options to recover costs through user charges, taking into account the ability to pay, assessment of public and private benefit, and council's objectives with respect to community participation in recreational activity. Currently:

- Sports facilities
  The fees charged to sports clubs and other users of sports facilities are targeted to recover 5 of operating costs. There is a balance to be achieved between using price to manage conflicting demand and ensuring public access is not overly restricted
- Cemeteries
  Currently cemeteries are 10% rates and 90% user funded. It is debatable if the charges accurately reflect the cost of provision and ongoing maintenance of the plots

[1] These policies may change subject to any future review of Revenue and Financing Policy

Booking system

Council has a system in place to allocate use of facilities, particularly sports fields - this prevents overlap of competing interests

Community involvement

Involve the community in policy and reserve development through consultation over Strategies, Management Plans and Urban reserve development plans. The new Council Outcomes statements require involvement throughout the decision-making process, i.e. continuing engagement, not just consultation once the options have been developed.

Strategic Planning

The Council will monitor and assess changes in population structure and recreation preferences to enable provision to be related to varied and changing needs. It will also ensure that land for new recreation opportunities is acquired in a timely fashion as the district develops.

Multiple Uses

The Council will actively promote the development of flexible, multi-use facilities and open spaces.

Non-asset solutions

Seek to develop effective partnerships with the community, community groups such as schools, and the private sector for the provision of recreation services.

Promotion

Encourage participation in a range of recreational experiences actively promoting opportunities for all levels of age, ability and gender. Council has also recently started providing school sports co-ordinator services.

Sports Facilities

Council relies on Sport Waikato to help provide advice on necessary sports facilities and outcomes. Working with Sport Waikato helps us understand the place of Taupō within the region, the provisions made by neighbouring authorities and whether it makes sense to provide some facilities if they are available nearby, particularly for bigger potential facilities.

Residential Growth

Existing subdivision rules require adequate provision of open space. Any District Plan review may alter these rules but is unlikely to reduce them. In fact, the possible increased flood risk due to climate change means that there will likely be an increasing need to build open spaces into new developments as flow paths for flood water.

6.2 Key Drivers for Demand

Aging Population

Aging population is a universal trend; and in addition we are beginning to see a larger generation of “super-elderly” who are still active and enjoy the use of our parks and facilities. There will be a need in the future to consider the elderly as not only 65 plus, but to break this group down to consider the desires and abilities of those considerably older than 65.

Static Youth

The likelihood of a static young population will shift development pressures from new youth facilities to maintaining them and developing more facilities for burgeoning demographic groups. A recent Sport NZ

study showed stable youth sports participation numbers. It is unlikely that there will be a significant increase in overall youth participation numbers in the short to mid-term.

Increased Expectations

Community expectations of the quality of open spaces and associated facilities continue to increase. The costs associated with providing better facilities will continue to place added pressure on budgets. The availability of high-end facilities in main centres is adding to the desire to have these facilities available locally.

Instantaneous Information and Pervasive Technology

Users and consumers expect instant feedback and the availability of information at all times. The development of how Council provides information to users is a key aspect of maintaining engagement with the community. Inclusion of suitable technologies into parks may also add value to users who have been brought up with all pervasive digital technology.

Extended Sports Seasons

Our major outdoor sports, particularly with the increased quality of playing surfaces, have experienced "season creep" with the length of playing season expanding at both ends. Traditional summer and winter codes which historically complemented each other are now increasingly competing for time and space. Increasing demand for limited space may require increased investment in all-weather surfaces, lighting to extend playing hours and management of seasons.

Recreation Hubs and Struggling Clubs

Increased costs and a reduction in traditional funding sources has led to many existing clubs struggling to maintain clubrooms and facilities, many of which are located on Council land. Many facilities are declining after years of deferred maintenance leading to an increased demand for Council funding and support. Many small clubs and diverse facilities have increased the push towards club consolidation and the "hubbing" of compatible facilities in appropriate locations.

Consumer Culture

Trends in leisure activities are changing, immediate gratification, consumable and "bite-sized" leisure and different modes of activity will influence the development of open spaces.

Extremes of participation

The spread of usage intensity has been increasing. Catering for the spectrum from casual to intense will continue to be a challenge.

Innovation in Design and Equipment

Developments in equipment, processes and design all affect the development and use of our open spaces including the ways in which open spaces deal with overland water flows.

Economy

Private development drives community development to an extent. The ability and rationale for improvement, maintenance and development of parks and open space facilities and activities is largely dependent on the success and growth or decline of the economy. Shifts in economic prosperity have a direct impact on the ability of a Council to fund programmes, and community spaces have typically been funded after essential services (three waters, roads etc.); so leisure areas are generally harder hit in difficult economic times than core infrastructure.

Following the settlement of local Treaty of Waitangi claims, there may be opportunities for public/private partnerships to develop new and existing parks and open spaces.

Legislative Changes

Changes to key legislation can affect the amount of resources available for parks and open space development. In particular recent changes to development contributions in the Local Government Act 2002 Amendment Act 2014 limit the definition of “community infrastructure” to:

- Community centres or halls for the use of a local community or neighbourhood, and the land on which they are or will be situated
- Play equipment that is located on a neighbourhood reserve
- Toilets for use by the public

The new definition allows transitional provisions allowing continued collection of development contributions on community infrastructure that falls outside the definition under certain circumstances around work already underway before the provisions took effect.

Interment Trends

There has been a shift in the traditional interment methods. Natural burial is slowly gaining in popularity and cremation instead of burial is becoming the main method of body disposal which will impact the development of interment options provided in cemeteries. The increased diversity of population groups may require the provision of distinct cultural areas within cemeteries in the future.

7 RISK MANAGEMENT

7.1 Key Risk Identification

The risk management process is an integral part of good management practice. It is an iterative process of continuous improvement that is embedded into existing practices or business improvement. The main elements of the risk management process to be used at Taupō District Council are consistent with the risk management standard AS/NZS 4360:2004.

Key risk identification is covered in the table below. A detailed risk register is contained in Appendix B of this plan. Asset risk management is integrated into Council's corporate risk management process.

Potential Risks	
Risk Type	**Management Practice**
Injury or fatality resulting from type of recreation activity carried out coupled with the nature of the environment and condition of the asset.	• Compliance with safety standards and procedures • Barriers • Non-routine hazard warnings
Injury or fatality resulting from type of work activity carried out coupled with the nature of the environment and nature of equipment and materials used.	• Staff training • Compliance with industry safety standards and procedures • Risk identification and mitigation, isolation or elimination procedure in place
Historic and current information gaps resulting from poor data capture and systems leading to failure to identify risks, unnecessary/unexpected costs and accidents.	• Informal checking systems • Partial data capture
Environmental disaster or major event (storm, ecological, earthquake, tsunami, fire).	• Civil Defence Emergency Management Plan
Use of volunteers – less easily managed than employees but can carry out many of the same potentially hazardous tasks.	• Regular monitoring via site inspections and good liaison with groups. Attendance at meetings means team has good understanding of what groups are doing. Some additional Health and Safety training may be needed
Multiple management agency responsibilities internally and externally – lack of clarity in demarcation lines increases risk of issues not being addressed.	• Maintain good communication lines and establish clear demarcations of responsibility
Unrestricted and unsupervised access to assets and land under management – control over risky activity is minimal.	• Meet equipment standards; • Identify hazards and alert users.
Work place risks of accidents.	• Requirement for full Health and Safety programme included in Service Level Agreement with contractor • Compliance is monitored

	• Compliance with Health and Safety policy for contractors
Physical hazards for visitors.	• Requirement for identification and management of hazards included in Service Level Agreement with contractor • Compliance is monitored

There are no currently identified high or extreme risks for Parks and Recreation assets. Identified risk levels range from negligible to moderate. The risk of erosion damage to lakeshore reserves is moderate (possible occurrence with high impact of damage). However, due to the presence of sewerage reticulation assets in some reserves, the priority assigned is high.

Many open spaces are designated as overflow areas or are located in places which it would not be prudent to build. Consequently some parks are susceptible to flooding or are in locations which are likely to be affected by climate change and possible changes to lake and river edges. Council will need to monitor changes to water body boundaries and trends. Parks and sports grounds in low-lying areas may need to have modified use and management practices. Ultimately, they may become unsuitable for current uses although this is possibly beyond the life of this plan.

7.2 Criticality

Few of the parks and open space assets are critical in the sense that they are necessary for continued provision of essential services to the community. However they are important for quality of life, health, well-being and environmental sustainability. It has long been established that both visual and physical access to green open spaces has a beneficial effect on mental and physical health.

Critical assets

- Cemeteries - Vital for maintaining public health by providing suitable locations for the hygienic disposal of the deceased.
- Stormwater overflow - Vital to facilitate release and management of excess water which is not able to be contained within storm water infrastructure during extreme weather events.
- Lakefront reserves and erosion control assets that provide protection to other critical assets such as sewerage pump stations and mains

Other assets may be critical depending on the measure and definition of criticality and what it relates to e.g. amenity, social capital, environment, ecology and liveability.

- Public toilets
- Built facilities
- Sports grounds
- Playgrounds
- Ecological sites
- Neighbourhood parks
- Miscellaneous space e.g. road islands

The two major aspects of open space in the community concerning quality of life are amenity and recreation (organised and informal).The most critical assets are destination parks which receive the highest number of visitors and sportsgrounds which cater to large amounts of sporting activity. Without these parks it is unlikely that Council could provide enough amenity, events and sports facilities to meet the desires of the community. These parks are:

Amenity	Recreation
• Lakefront Reserve • Spa Thermal Park • Tongariro Domain	• Owen Delany Park • Crown Park • Hickling Park • Te Kapua Park

8 LIFECYCLE MANAGEMENT

The Council maintains ownership and responsibility for managing parks and open spaces and the associated infrastructure. Consultants are used to provide specific expertise and assistance as required. The Council manages projects and expenditure and maintenance and capital development contracts.

Not all reserves included in this plan are Council owned. Some are owned by the Department of Conservation and administered by Council. This is most often the case with older reserves which were originally owned by the crown prior to the Land Act 1961 and the Reserves and Domains Act 1953.

Most regular maintenance work is done by the Parks Operations team and all contracted work is done in accordance with competitive pricing procedures, on a performance basis wherever possible. Contractors are required to programme and report comprehensively on the execution of the works. The contract documents specify technical standards required and define response times and cyclic inspection periods. Contractors are used on some reserves so that Council can monitor market prices against the cost of providing in house operations.

Professional services such as arboriculture work are obtained from a mixture of professional contractors and internal resources.

Reserve management plans are in place for a number of parks and reserves. These documents further define the use and management approach for individual reserves.

8.1 Operations and Maintenance

Council will manage and maintain the assets in a manner that minimises the long term total cost. Scheduled inspections of bridges/structures and playground equipment will be undertaken as justified by the potential impact of failure on levels of service, costs, public health, safety or corporate image. The inspection programme will be modified as appropriate in response to unplanned maintenance trends. Customer enquiries and complaints are recorded on the customer service request system summarising data on the date, time, details, responsibility and action taken.

Unplanned maintenance

A suitable level of preparedness for prompt and effective response to asset failures will be maintained by ensuring suitably trained and equipped staff to allow prompt repair of critical assets and mitigation of any hazards.

Planned maintenance

A programme of planned asset maintenance will be undertaken to minimise the risk of critical asset failure (for example, bridges, play equipment), or where justified when considering financial, safety and social impacts (for example, vegetation management). Major maintenance needs will be identified through the scheduled asset condition inspections and those generated from the investigation of customer service requests.

Service level agreements are in place with the Parks and Reserves Operations team specifying and defining the quantity and quality of the work to be carried out and the respective responsibilities and obligations of the operations and management teams.

Repairs are carried out as a result of customer service requests, routine inspections, or planned maintenance work. General maintenance of Council parks and open spaces typically consists of:

- Tree trimming
- Weed spraying
- Gardening
- Signage
- Toilet cleaning and maintenance
- Drain cleaning
- Planting
- Turf mowing
- Fencing
- Resurfacing
- Rubbish removal
- Irrigation
- Painting
- Furniture and playground maintenance

8.2 Renewals

Renewal strategies are designed to provide for the progressive replacement of individual assets that have reached the end of their useful life. This is managed at a rate that maintains the standard and value of the network as a whole.

This programme must be at a level which maintains current levels of service and the overall quality of the assets. Levels of asset replacement expenditure will vary from year to year, and will reflect:

- Age profile of the assets
- Condition/performance profile of the assets
- On-going maintenance demand
- Differing economic/useful lives of individual assets comprising the overall system of assets

Failure to maintain an adequate renewal programme will result in a decline of the overall standard of the asset network and reduced levels of service. Where the actual programme falls below the cumulative budget target, the shortfall will be reflected in depreciation of the overall value of the network, resulting in increased reactive maintenance.

Financial forecasts are used to define budgets which cater for renewals based on the expected lifespans of existing assets. The projected lifespans of physical assets is based on NAMS guidelines. Projected lifespans may be adjusted as necessary based on current condition assessments and the criticality of the asset. Council will rehabilitate or replace assets when justified by:

Risk

The risk of failure and associated financial and social impact justifies action.

Asset performance

Renewal when an asset fails to meet the required level of service. Non-performing assets are identified by the monitoring of asset reliability, efficiency and quality during routine inspections and operational activity. Indicators of non-performing assets include repeated and/or premature asset failure and inappropriate or obsolete components

Economics

When it is no longer economical to continue repairing the asset, e.g. the annual cost of repairs exceeds the annualised cost of renewal

Efficiency

New technology relating to increased efficiencies and savings will be actively researched, evaluated and, where applicable, implemented. In some cases it may be more economical to replace an existing asset with a more efficient asset before the scheduled end of life

Renewal needs for key asset groups will be confirmed and identified through scheduled asset condition inspections, investigation of customer service requests and a practical knowledge of the network. Renewal works will be prioritised and programmed in accordance with the following criteria. In urgent cases work may be undertaken immediately:

- Public safety risk
- Criticality of assets to activity operation
- Criticality of assets to achievement of service standards and community outcomes
- Financial risk of deferring work
- Intensity of usage
- Environmental risk
- Cost and the ability to gain subsidies
- Political preference

Renewal works identified in accordance with the renewal strategies may be deferred if the cost is beyond the community's ability to fund it. This can occur when higher priority works are required on another asset, there are short-term peaks in expenditure, there is an inadequate rating base or the political focus changes in the time between planning and implementation.

When renewal works are deferred, the impact of the deferral on economic efficiencies and the ability of the asset to achieve or contribute to the required service standards will be assessed. Although the deferral of some renewal works may not impact on the short-term operation of assets, repeated deferral will create a significant liability in the longer term.

Some assets may not be replaced at the end of their life due to changing trends, use and requirements.

8.3 Development

Development works will be planned in response to identified service gaps, growth and demand, risk and economic considerations. When evaluating significant development proposals, the following issues will be considered:

- Contribution the new or improved assets will make to the current and anticipated future levels of service and community outcomes
- Risks and benefits anticipated to be made from the investment
- Risks faced by not proceeding with the development works. (These could include safety, social and political risks)
- Ability and willingness of the community to fund the works
- Future operating and maintenance cost implications
- Significant development works will be prioritised and programmed with contributions from:
- The Long Term Plan/Annual Plan process
- Targeted user groups (for example, tourism operators, industry groups, adjacent residents)
- The general community (through public consultation)
- Council staff and consultants who may be engaged to provide specialist advice
- Elected members of Council (significant proposals are subject to Council decision and available funding)

Council currently does not have a documented development plan for built assets within parks. However assets and renewals are forecast under capital expenditure budgets.

In addition, requests by customers who have contacted the Council including things such as park benches, signage, bins, and other small expense assets will be considered on a case by case basis for budget allocations.

8.4 Asset Disposal

From time to time assets and land may be judged to be surplus to requirements as they no longer contribute to a community purpose. These reasons may include:

- Under utilisation
- Obsolescence
- Provision exceeds required level of service
- Asset no longer provides the service or fulfils the purpose for which it was intended
- Uneconomic to upgrade or operate
- Policy change
- Service provided by other means (e.g., private sector involvement)
- Potential risk of ownership (safety, financial, environmental, legal, social, vandalism)

Asset disposal processes will comply with Council's legal obligations under the Reserves Act 1977, the Burial and Cremation Act 1964 and Local Government Act 2002, which covers:

- Public notification procedures required prior to sale

- Restrictions on the minimum value recovered
- Use of revenue received from asset disposal

All relevant costs of disposal will be considered when considering disposal options. These costs may include:

- Evaluation of options
- Consultation/advertising
- Obtaining Resource Consents
- Professional services, including engineering, planning, legal, survey
- Demolition/site clearing/make safe costs

The use of revenue from the sale of assets, or the source of funds required to dispose of assets, will be decided by the Council at the time of any asset disposal consideration. Allocation of revenue or costs will be subject to any policies or legislation which may dictate the process for disposal.

9 FINANCIAL SUMMARY

9.1 Financial Summary

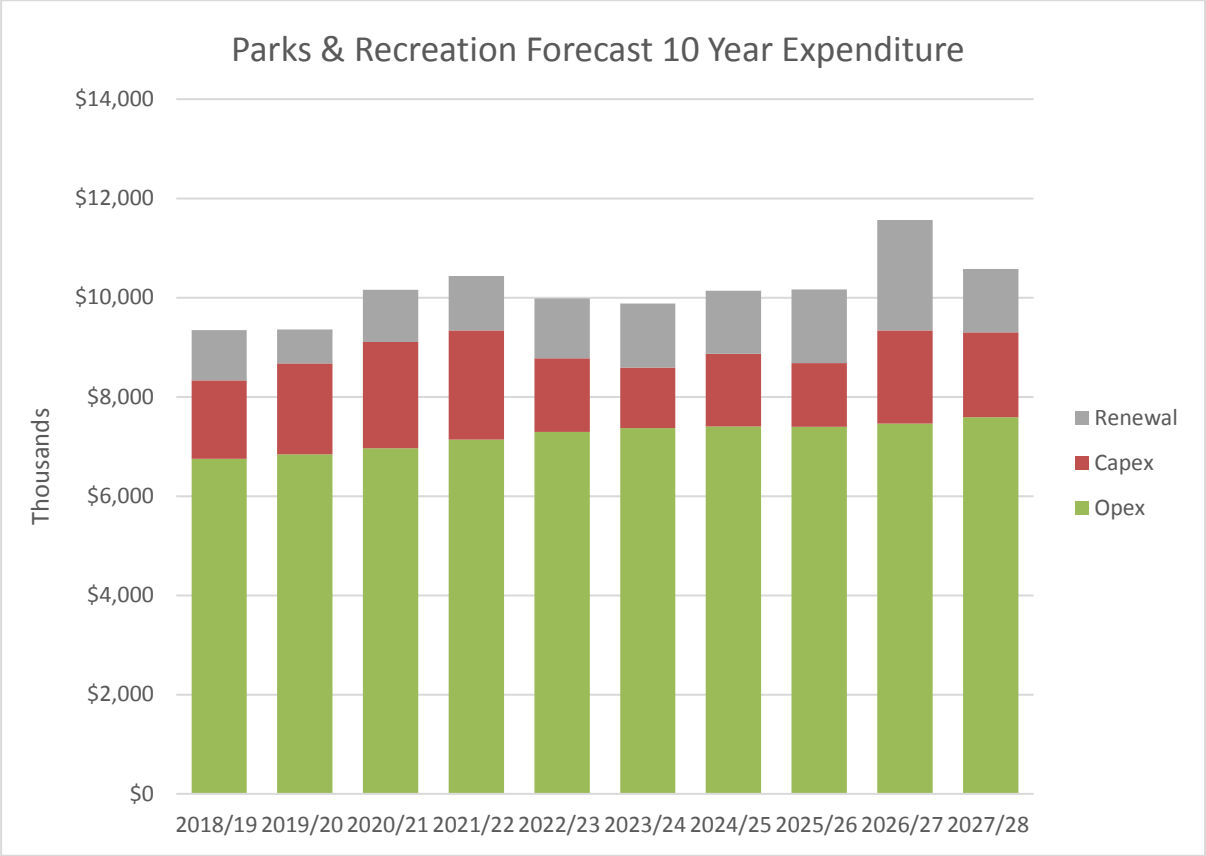

Figure 23 - Total Parks & Recreation expenditure

10 ASSET MANAGEMENT PRACTICES

10.1 Current Asset Management Practices

This section outlines the decision making tools Council currently uses to determine long term maintenance, renewal and creation expenditure for Parks and Reserves assets.

AM practices fall under three broad headings:

- Processes – The necessary processes, analysis and evaluation techniques needed for life cycle asset management.
- Information Systems – The information support systems used to store and manipulate the data.
- Data – Data available for manipulation by information systems to produce the required outputs.

10.2 Asset Management Processes

- Attribute data collection and validation
- New development approvals/as-built records
- Procurement
- Level of service consultation
- Information from contractors
- Standard operating procedures
- Asset management accounting and economics

Depreciated replacement cost is calculated having regard to an allowance for the expired portion of the expected useful economic life for each category of infrastructure asset.

TDC uses the principles of accrual accounting to measure costs of services provided and recognise revenues.

Renewal accounting treats all upgrading, reconstruction, renewal and renovation work which does not increase the capacity or service potential of assets as operating expenditure.

Operating expenditure can be divided into two broad categories; normal ongoing day to day routine maintenance works, and those other more infrequent larger projects that upgrade or renew the asset to its previous service potential.

Creation expenditure involves increases in an asset's service potential or the creation of new assets.

All expenditure on infrastructure assets will therefore fall into one of three categories:

- Operational expenditure
- Renewal expenditure
- Creation (new capital works) expenditure

To the extent that a project results in replacement of an asset caused by physical deterioration, and also provides capacity for increased demand, proportions should be allocated to both creation and renewals on the basis of marginal cost.

It is recommended that the split between creation and renewal expenditure is based on marginal cost. This recognises the full cost of renewing the existing asset to its original service potential is an expense as this expenditure cost does not contribute to improving the asset beyond its original design capacity.

The Long Term Plan process

The Long Term Plan (LTP) process considers the community outcomes, statutory requirements, the headline indicators and external pressures to determine what Council can or should be doing to help the community work towards its desired future.

The LTP also contains an action plan that sets out how Council will undertake its strategic goals and details the specific activities, functions and initiatives undertaken in the short term (three years) and long term (10 years).

The LTP draws on information from other documents including the Asset Management Plans and models it in financial terms over a ten year horizon.

The LTP is updated every three years with the next LTP being currently developed for the 2018 to 2028 period.

The Annual Plan process

The Annual Plan is an action plan that sets out how Council will undertake its strategic goals and details the specific activities, functions and initiatives undertaken. It is produced in the years when there are proposed deviations from the LTP.

10.3 Standards and Guidelines

In all Parks and Reserve works there are standards and guidelines that are available to ensure that Council is following 'best practice'. This includes national standards on playground equipment and safety etc. and the TDC Code of Practice for Land Development.

Whereas Acts and Regulations determine minimum levels of service, standards and guidelines provide the means of compliance with specific levels of service.

10.4 Asset Management Information Systems

GIS

The GIS displays spatial data relating to land assets. GIS is also being used to display some asset data. There is currently no interface between GIS and SPM assets so it is not possible to display access asset information from SPM through the GIS system.

Service request system

This is the system used by council to record customer complaints, comments or compliments. The information is entered into the system when a customer calls and the call will be categorised depending the issue. Council staff are tasked with completing these requests in a predetermined timeframe.

Asset validation

Data is collected on a 3 yearly basis by staff and maintenance and capital works contractors. This information is then updated into the SPM property database.

SPM assets

Web based asset management programme.

Promapp

Promapp is a procedure development programme that is being used to develop standard operating procedures for all council business.

Objective

Objective is Council's electronic document management system. All information relating to Council business is saved in this system for retrieval when required.

10.5 Data

Accounting cost data

Cost data for the asset groups are identified in the accounting records.

The work category type (maintenance, renewals, and new works) is identified. Marginal costs are only separately identified for significant works. Minor asset expenditure may not be separately identified.

Visual inspection to verify quantities for payment for routine maintenance and renewal tasks is done by the professional services.

Growth model

The growth model is updated on an annual basis to reflect changes in development patterns. This model predicts the spread and level of growth within the Taupō District Council Area. This model assists Asset Managers in planning forward works for their respective assets.

Asset valuation

The asset valuation provides a three yearly update of the value of the Parks and Reserves Asset in accordance with national standards or specific values entered against assets at the time of creation or

Operational data

Operational data is available on Objective and on site.

Data quality assurance

The quality audit regime for data for the Parks and Reserves is under development. The asset data in SPM Assets has not been subject to a rigorous auditing process, and is therefore not entirely reliable. An audit process and complete data check is to be added as an action in the Improvement Plan.

11 IMPROVEMENT PLAN AND MONITORING

11.1 Items identified in Waugh Report – November 2015

Area for improvement	Action/task description	Priority	Target date	Comments	Status
General Items					
Description of Assets	The asset information system appears to be well used and there is a good set of data. Improvements could be made in dealing with acquisitions and data quality assurance processes.	1	Ongoing	SPM Assets data quality in the Property section have been improved by appointing a specific Property Team staff member the accountability for the SPM data quality (Heather Holt)	Ongoing
Levels of Service	The organisation's Strategic Directions, Community Outcomes, are not clearly linked, including achievement levels to date against the stated levels of service, and for service requests would improve the readers understanding.	1		Improved alignment with the latest AM Policy and the Infrastructure Strategy documents.	Ongoing
Managing Demand	Details of usage for large facilities would be helpful in assessing how well they meet demand. There is no discussion on the use (or otherwise) of development or financial contributions.	1			
Risk Management	The risk section appears dated and is fairly generic. The risk register should be reviewed to be more specific to the activity and the approach to mitigation (e.g. insurance) discussed.	1		Record specific risk mitigation plans against all identified risks (e.g. Insurance, Volcanic eruptions)	
Sustainability	The AMPs have very little commentary with regard to sustainability policies or other actions. Climate change issues and/or impacts are also weak in the AMPs. Further examination of sustainability issues should be considered across all AMPs.	1		Record specific sustainability issues and the processes in place to manage these areas.	
Lifecycle Management	There is a lack of information about work management processes which would strengthen the discussion. Other issues to be addressed include ensuring assets vested or gifted are properly assessed, and that any deferred maintenance is identified. The Project Sheets are a demonstrated area of good practice.	1		Action to address: 1. A lack of information about work management processes 2. Ensuring assets vested or gifted are properly assessed 3. Any deferred maintenance is identified	
Financial Forecasts	The key area for action is to include information on the approach to depreciation and the comparison of depreciation with renewal programmes.	1		Include information on the approach to depreciation and	

Area for improvement	Action/task description	Priority	Target date	Comments	Status
				the comparison of depreciation with renewal programmes.	
Assumptions	Assumptions are limited and not assessed	1		Assumptions, both Financial and Non-Financial have been added as new tables in the Introduction – Section 02 of each AMP.	Les
Improvement Programme	The improvement programmes are fairly brief and do not align action items with the level of asset management practice targeted.	1		Improvement Programme information is being realigned for the new AMP's. 1. Past "Waugh Report" items will be listed and actions assigned. 2. New improvement initiatives which have been developed following the Asset Management workshops facilitated by Opus in May 2017, will also be documents and planned for.	Les
General AMP Improvements	Changes to the Local Government Act in July 2014 have yet to be captured in the template, and this should be considered during the next revision of the AMPs.	1			
General AMP Improvements	Clearer definition of the drivers of the Capital Projects (Level of Service, Growth, or Renewal) linking through the Plan would also assist in enhancing plan robustness.	1			Already improved???
Severe Consequence					
4 – Risk Management	Legislation requirements for risk met - Score: 2 • Activity specific legislative requirements are identified and risk management completed and implemented with compliance reporting programmed.			The risk register should be reviewed to be more specific to the activity and the approach to mitigation (e.g. insurance) discussed. Record specific risk mitigation plans against all identified risks (e.g. Insurance, Volcanic eruptions)	Les
6 - Financial Forecasts	Validate Depreciation or decline in Service Potential - Score: 0			Include information on the approach to depreciation and the comparison of depreciation	

Area for improvement	Action/task description	Priority	Target date	Comments	Status
	• The extent of annual depreciation shown for a minimum of 10 years and the funding for renewal requirements are detailed and compared			with renewal programmes. Need to show some financial graphs or chart to show the relationships and tends going forward.	
7 - Planning Assumptions and Confidence Level	Accuracy of asset inventory - Score: 1 • Confidence level for all assets data known and documented with target level shown			Assumptions are to be documented Confidence level for all Property assets data will be indicated in the AMP (e.g. as pert the following examples)	Drafted Les to develop draft
Major Consequence					
1- Description of Assets	Adequate Financial Description - Score: 2 • Significant acquisitions or replacements of assets undertaken shown and reasons why acquired or replaced				
1- Description of Assets	Asset Register Functionality - Score: 3 • Physical inventory of all assets that are managed to the organisations data needs with sufficient information to complete asset valuation to required data confidence			SPM component costs are currently only shown in a standard format, as component costs. Additional data points to be added to include replacement labour, materials and services costs, so that a full project costs can be shown and forecasted. Also, Finance to provide the valuation figures for the Structures and Land for each property so the full asset valuation figure for each Council property is available.	Ongoing
1- Description of Assets	Asset Register Functionality - Score: 2 • The aggregate/dis-aggregate process explained and how used in maintenance planning i.e. Work orders applied at asset component level but aggregated for AM reporting.			The “Work Request” process needs to be mapped – maybe in Promapp. All other routine or scheduled tasks can also be mapped.	

Area for improvement	Action/task description	Priority	Target date	Comments	Status
				(E.g. condition assessment, BWOFs, etc.) Process reporting can then be undertaken to monitor effectiveness and LoS performance.	
2 - Levels of Service	Define LOS or Performance - Score: 0 • Achievable (AM to show demonstrate how performance gaps will be actioned and funded)			Identified LoS performance gaps will be listed as improvement items on future project funding lists if not able to be actioned immediately.	
2 - Levels of Service	Linkage to strategic/community outcomes - Score: 0 • Levels of Service linked to Community outcomes via the LTP (This needs to be via diagram or similar and clearly indicate valid links)				
2 - Levels of Service	Levels of consultation identified and agreed - Score: 2 • Details of consultation for LoS shown and consistent with Councils requirements				
2 - Levels of Service	Service life of network stated - Score: 1 • Intended service provision horizon is clearly stated				
3 - Managing Demand	Demand Management drivers documented – Score: 3 • Processes are in place (and documented) to capture, update and report on utilisation. This in utilities will be network models for medium sized communities and larger or where higher levels of risk and growth requires this.				
3 - Managing Demand	Demand Management drivers documented – Score: 0 • Service capacity modelling directly reflects growth and demand strategies to confirm and established position on future upgrades				
3 - Managing Demand	Demand Management drivers documented – Score: 3 • Future predictions of development and asset creation are made based on analysis of all factors to reduce risk of under- or over-investment				
3 - Managing Demand	Basic optimisation for capital investments – Score: 2 • Simple cost/benefit analysis for capital investment options				

Area for improvement	Action/task description	Priority	Target date	Comments	Status
4 - Risk Management	Identify critical Assets – Score: 0 • Asset criticality shown in asset register for individual assets			Document Criticality against assets in their SPM data	
4 - Risk Management	Legislation requirements for risk met – Score: 3 • Lifelines and emergency management awareness to Civil Defence Management Act (Risk reduction, readiness, response and recovery status)				
4 - Risk Management	Legislation requirements for risk met – Score: 0 • Health & Safety legislation identified, completed, implemented and compliance reporting demonstrated				
4 - Risk Management	Legislation requirements for risk met – Score: 0 • Corporate insurance policy/requirements and updating of asset insurance costs				
4 - Risk Management	Identify associated risks and Risk Management strategies for critical assets– Score: 1 • Procedures in place for rapid and structured response to emergency failures				
4 - Risk Management	Identify associated risks and Risk Management strategies for critical assets– Score: 0 • Documented risk management strategies and mitigation considered and used where necessary for critical assets				
5 - Lifecycle Decision Making	Lifecycle and Asset Management Practices – Score: 2 • Deferred maintenance and renewals are identified and reason for deferral shown				
5 - Lifecycle Decision Making	Lifecycle and Asset Management Practices -– Score: 0 • LGA Section 17A requirements for Delivery of Services review have been noted and compliance mechanism, timeframe documented. If review has been completed the results of the review, and delivery mechanisms clearly noted and referenced				
5 - Lifecycle Decision Making	Maintenance Outcomes, Strategies, Standards and Plan documented – Score: 2 • Maintenance Outcomes, Strategies, Programmes, Standards and Plans are known and documented for critical assets and effects of critically are reflected in the maintenance plan				
6 - Financial Forecasts	AM reflected in 10 year Financial plan – Maintenance, Renewals, New Capital (LOS and demand) – Score: 0				

Area for improvement	Action/task description	Priority	Target date	Comments	Status
	• Financial forecasts determined in the AM planning process are reflected in the LTP and Annual Plan				
6 - Financial Forecasts	Validate Depreciation or decline in Service Potential – Score: 0 • A processes for determining asset useful lives, renewal costs and rates enables a valid depreciation calculation				
7 - Planning Assumptions and Confidence Levels	List all assumptions and possible effects – Score: 2 • Where any significant assumptions involve a high level of uncertainty - include an estimate of the potential effect on the financial estimates				
7 - Planning Assumptions and Confidence Levels	Confidence level on asset condition – Score: 2			Develop information as per Serve list	Les
7 - Planning Assumptions and Confidence Levels	Confidence level on asset performance – Score: 2 • Confidence level known and documented with process for updating and target level shown				
7 - Planning Assumptions and Confidence Levels	Accuracy of asset inventory– Score: 1 • Documented process exists for updating maintenance data and used on an on-going basis				
7 - Planning Assumptions and Confidence Levels	Confidence level demand/growth forecasts – Score: 2 • Confidence level known and documented with process for updating (reliability of demand forecasts known to reduce risk of under or overinvestment in infrastructure)				
7 - Planning Assumptions and Confidence Levels	Confidence level on financial forecasts – Score: 3 • Confidence level known and documented with process for updating. Linkages to Councils financial strategy demonstrated				
8 - Outline Improvement Programmes	8.1 - Identify improvements to AM processes & techniques – Score: 3 • Improvement program that details the requirements to achieve the appropriate practice i.e. Improvements aligned with estimated appropriate AM level				
8 - Outline Improvement Programmes	Identify improvements to AM processes & techniques – Score: 3 • Current and desired AM practices are detailed				
8 - Outline Improvement Programmes	Identify resources required (human & financial) – Score: 1 • AM improvement program approved by Council/management				

Area for improvement	Action/task description	Priority	Target date	Comments	Status
9 - Council Commitment	AM Plan adopted by Council including improvement programme – Score:2 • Council has on-going training to grow AM culture and overall understanding				
9 - Council Commitment	AM Plan adopted by Council including improvement programme – Score:3 • AM improvements programme adopted and appropriately funded (Note this is in AM area not general improvements)				
9 - Council Commitment	Council has defined the Appropriate AM Practice it has/is adopting programme – Score: 0 • AM Policy adopted by Council				
9 - Council Commitment	Council has defined the Appropriate AM Practice it has/is adopting programme – Score: 0 • AM policy aligned with AM improvement plan				
10 – Sustainability	Compliance with LGA 2002 – Score: 0 • Is sustainable development discussed				
10 – Sustainability	Incorporation of national and regional sustainability policies and plans – Score: 1 • Discuss relevant Regional or National Sustainability Directives and Targets				
12 - AMP Format	Purpose of the plan – Score: 2 • Determination on who will read the plan and what they need to know			Create a table for both AMP's	Les
General Asset Management Process Improvements					
Assets Condition Assessment Process Improvements.	Outcomes of Data Collection / Condition Assessments				
	Condition Assessment Tablet training				
	Increase frequency of some Condition Assessments for some critical assets				
SPM Application Improvements.	Improved training on the current SPM application				
	Mobile data collection and download/data input training				

Area for improvement	Action/task description	Priority	Target date	Comments	Status
	Data Quality rules required and improvement plan developed.				
	Investigate an interface SPM and GIS or similar apps				
	Ask SPM to provide additional costs input data tabs (Project labour, Material and Services)				
	Investigate improved SPM reporting functions, or use of specialist apps (Cognos etc.)				
	Improve SPM standard data reports				
Service Request Process Improvements	Document a clear process for actioning defects (service requests). Make improvements if required The process is in place but needs enforcement.				
Define team asset management responsibilities	Clearly define team member/roles Asset Management responsibilities.				
Team Project and Asset Management skills/capabilities.	Asset Management Ongoing mentoring/guidance as the next AMP is developed 2018 onwards Participation in Asset Management forums / conferences				
	Project Management New Project Management process and support system improvements is being planned shortly Specific TDC PM process training is required for all staff undertaking PM roles.				
TDC Infrastructure Strategy – Facilities Inputs	Actively participate in the TDC AM Strategic Planning processes Property and Parks/Reserves departments are now being incorporated into the Infrastructure Strategy document				
Property / Parks Service Level Targets	Create a set of SMART Service Level Targets e.g. Timely Service, Availability, Compliance etc.				
Manage Waugh report recommendations	As per Section 11 of AMPs. Improvements have been identified from the Waugh report				

Table 32 – Improvement Plan

12 APPENDICES

Appendix A – Playground Provision Detailed Overview

Appendix B – Detailed Risk Register

Appendix C – Expected Component Lifespans

Appendix A – Playground Provision Detailed Overview

Playgrounds and Playing Surfaces

Census area unit	Usually resident population	Occupied dwellings	Population under 15	Number under 15	Number of Council playgrounds in area	Playgrounds per 1000 pop under 15
Omori	195	11%	11%	21	6	282.3
Motuoapa	240	30%	16%	38	3	78.1
Kinloch	489	31%	17%	85	4	47.0
Wharewaka	498	55%	12%	58	1	17.2
Kuratau	273	39%	28%	75	1	13.3
Turangi	2952	64%	24%	714	9	12.6
Acacia Bay	1425	67%	18%	254	3	11.8
Tatua	285	65%	32%	92	1	10.9
Waitahanui	414	50%	23%	93	1	10.7
Mangakino	741	49%	26%	191	2	10.5
Lakewood	1428	87%	21%	304	3	9.9
Rangatira Park	696	89%	18%	123	1	8.1
Richmond Heights	2106	71%	23%	491	3	6.1
Broadlands	639	91%	27%	170	1	5.9
Wairakei-Aratiatia	606	92%	29%	175	1	5.7
Taupō Central	3573	84%	20%	711	3	4.2
Hilltop	3540	82%	21%	747	3	4.0
Tauhara	4113	91%	25%	1032	4	3.9
Waipahihi	1881	74%	29%	544	2	3.7
Nukuhau	1509	82%	23%	341	1	2.9
Marotiri	1557	83%	27%	417	1	2.4
Maunganamu	411	82%	26%	107	0	0.0

Oruanui	2268	89%	24%	549	0	0.0
Rangatira	78	57%	21%	16	0	0.0
Rangipo	99	43%	11%	11	0	0.0
Rangitaiki	138	77%	22%	31	0	0.0
Taharua	57	75%	26%	15	0	0.0
Taupō East	6	100%		0	0	0.0
Tokaanu	195	68%	17%	34	0	0.0
Tongariro	501	27%	15%	77	0	0.0
Total	**32913**		**21%**	**7043**	**54**	**7.7**

Table 33 - Playground provision per 1000 children under 15 per census area unit (2013 census data)

Note: this does not account for the quality of a playground or the numbers of components within a playground. This is a reflection of the number of locations equipment is provided and may not be a true reflection of the provision of play equipment for a community.

Appendix B1 – Major Risks

Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring/Reporting	Timeframes
Knowledge Management Loss of institutional knowledge, inadequate data management systems regarding asset performance and condition. IT failure	• Organisational • Financial • Operational	**16**	• Basic systems being implemented • Hazardous tree database • Condition assessments made on a regular basis for some asset classes but not all	• Asset Managers • Human Resources • IT	• Personal Development Plans • Monthly reports • Weekly team meetings	Ongoing
Encroachment	• Financial • Environmental • Safety	**16**	• Nil	• Asset Managers	• Inspections	Ongoing
Volunteers	• Public Health • Reputation/Image • Financial	**15**	• Frequent liaison with volunteer groups. • Some hazard briefings	• Asset Management team	• Briefing procedures. • Frequent meetings with groups	Weekly Monthly Quarterly
Vandalism Arson, graffiti etc.	• Public Health • Reputation/Image • Financial	**15**	• Security cameras in place in trouble spots • Developing parks with CPTED considerations to increase openness and passive surveillance	• Asset Management team	• Review of video footage • Customer service requests	Ongoing
Environmental Hazards Pests, diseases, water quality, liquefaction, climate change	• Public Health • Reputation/Image • Financial • Physical Damage	**15**	• Barriers placed where practicable • Alerts to hazards (signage) in place • Non-routine hazard alerts	• Asset Management team • Operations staff	• Inspections • Customer service requests	Ongoing

Table 34 – Major risks

Appendix B2 – Risk Register

Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable.	**Risk Type**	**Gross Risk**			**Current Mitigation Practices**	**Net Risk**			**Monitoring & Reporting**	**Timeframe**
		Consequence	Likelihood	Factor	Description	Consequence	Likelihood	Factor		
Compliance with Legislation and Legal Requirements Inability or failure to comply with consents, statute and national standards. Increase in requirements.	• Legislative • Financial • Reputation • Image	5	5	**25**	• Staff training. • Regular inspections.	4	2	**8**	• Training procedures. • Inspection reports.	Weekly
Public Health and Safety Accidents causing injury and or damage to Kāpiti residents/visitors/or property result in claims and or negative publicity (for example falls and trips over protruding assets).	• Public Health • Reputation • Image • Financial	5	5	**25**	• Barriers place where practicable. • Alerts to hazards (signage) in place. • Non-routine hazard alerts placed, when required.	5	1	**5**	• Hazards Register. • Customer service requests.	Urgent
Volunteers	• Public Health • Reputation • Image • Financial	5	5	**25**	• Frequent liaison with volunteer groups • Some hazards briefing (not training) • Volunteers not used for high risk activities	5	3	**15**	• Briefing procedures • Frequent meetings with groups	Weekly Monthly Quarterly

Vandalism	• Public Health • Reputation • Image • Financial	5	5	**25**	• Security cameras in trouble spots.	5	3	**15**	• Video footage • Customer service requests	Ongoing
Environmental Hazards New/increased pests and diseases, water quality (algal blooms, etc.), faecal contamination.	• Public Health • Reputation • Image • Financial	5	5	**25**	• Appropriate barriers • Alerts to hazards (signage) in place • Non routine hazard alerts	5	3	**15**	• Inspections • Customer service requests	Ongoing
Hazardous Substances/Chemicals	• Environment • Public Health • Reputation • Image • Financial	5	5	**25**	• Staff training • Best operating practice storage procedures • Register maintained by operations unit	5	2	**10**	• Training procedures	Ongoing
Trees	• Public Health • Reputation • Image • Financial	5	5	**25**	• Hazardous trees identified and monitored	5	2	**10**	• Tree database • Customer service requests • Monthly operations report	Ongoing
Unrestricted Access	• Public Health	5	5	**25**	• Reserves locked dusk to dawn but few other effective measures available	5	2	**10**	• Inspections. • Customer service requests	Ongoing

Knowledge Management Loss of institutional knowledge insufficient systems in place to manage data/information, especially regarding asset performance and condition. IT failure.	• Organisational • Financial • Operational	4	5	**20**	• Basic systems being implemented (for example, Asset Register). • Hazardous tree database. • Condition assessments made on a regular basis for some asset classes	4	4	**16**	• Personal Development Plants. • Monthly reports. • Weekly team meetings.	Ongoing
Asset Management Not up to date, or insufficient quality of process and output	• Operational • Legislative • Financial • Reputation • Image	4	5	**20**	• Activity Management Plan implemented	4	3	**12**	• Activity Management Plan development and review	Every three years.
Encroachment	• Financial	4	4	**16**	• Nil	4	4	**16**	• Inspections	Ongoing
Inadequate Processes for Securing Funding Both internal and external sources of funding. Risk of not applying for funding on time or not identifying potential areas where funding is required. Unable to appropriately scope or determine requirements due to inadequate data.	• Organisational • Financial • Reputation • Image	5	3	**15**	• Sources largely internal and processes well regulated – rates, user charges, development contributions • Activity Management Plan reviews	4	2	**8**	• Activity Management Plan development and review • Monthly reports • Annual Plan • Long Term Plan	Ongoing

Project Management Projects inadequately scoped, budgeted, managed and documented, and reviewed, inadequate consultation with owners, resource consent issues, etc. resulting in time and cost, loss of image and other impacts	• Operational • Financial • Reputation • Image • Safety	5	3	**15**	• Staff training. • Good pool of experience among staff	3	2	**6**	• Weekly meetings • Monthly reports	Ongoing
Customer Interaction Lack of performance, lack or response, lack of fault detection, loss of good public image.	• Operational • Reputation • Image • Financial	3	5	**15**	• Recruitment and training practices. • Service request system in place which is monitored.	3	2	**6**	• Customer service requests	Ongoing
Capital Works Contract Management Unsatisfactory resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor contractor performance.	• Operational • Financial • Reputation • Image • Safety	5	3	**15**	• Standard Council procedures used. • Good pool of experience among staff.	4	1	**5**	• Site inspections. • Weekly meetings • Monthly reports •	Ongoing
Lack of Resources The ability to attract key staff and or retain skilled staff and retain staff knowledge. • *Availability of skilled recruits to replace departing specialists.* • *Lack of capacity to adequately cover expected workload.*	• Organisational • Financial • Reputation • Image	3	4	**12**	• Wide advertising of vacancies.	3	3	**9**	• Personal Development Plans • Monthly reports • Weekly team meetings	Ongoing

External Influences (Cost Escalations) Terrorism, rising costs (for example, fuel), pandemic, worldwide incidents. • *Pandemics.* • *Rising fuel costs pose risks for operation of machinery.*	• Economic	5	2	**10**	• Civil Defence Emergency Management and business continuity planning processes • Seeking ways to reduce dependence on oil	5	2	**10**	• Review cemetery records • Monitoring water and energy use of facilities • Weekly team meetings	Ongoing
Inadequate Condition/Performance Assessments Lack of reliable data for renewals/replacements and valuations. *Captured under Knowledge Management.*	• Operational • Financial	2	5	**10**	• Condition Asset reports	2	2	**4**	•	
Increased Rainfall Intensity and Frequency Causing flooding, unpredictable weather events. • *Sports grounds.* • *See also Extreme Natural Hazards.*	• Operations • Financial • Image	3	3	**9**	• Contingency measures to reduce damage to sports grounds when wet • Ground restrictions and cancellations	3	3	**9**	• Daily site inspections • Monthly operations reports	Ongoing
Multiple Management Agency Responsibilities	• Reputation • Image • Financial	3	3	**9**	• Good liaison and relationships	3	2	**6**	• Weekly meetings • Monthly reports	Ongoing
Lakeshore Degradation	• Reputation • Image • Financial	4	2	**8**	• Care groups very active	4	2	**8**	•	
Maintenance and Operations Management Unsatisfactory resulting in unnecessary or excessive costs and/or insufficient	• Operational • Financial • Reputation • Image	4	2	**8**	• Service Level Agreements in place with Council Operations team	3	2	**6**	• Inspections • Monthly Operations reports	Ongoing

output or quality. Poor contractor performance.										
Inadequate Planning for Growth Resulting in under-capacity infrastructure.	• Operational • Financial • Reputation • Image	3	2	**6**	• The Council has developed good data for District Plan purposes	3	1	**3**	• Data collection on population and use of infrastructure	Ongoing

Table 35 – Risk register and management

Appendix C – Expected Component Lifespans

Age and Life Expectancy

Sportsgrounds	
Asset Components	**Life Expectancy (years)**
Fences	25
Signs	10
Lighting	15
Irrigation systems	12
Netball courts	30
Velodrome	30
Paving	25-55

Table 36 - Sportsground asset life expectancy

Vegetation		
Vegetation type	**Life expectancy (years)**	**Constraints**
Amenity turf class 1 (sports turf, premier parks and CBD areas)	Permanent	Climatic conditions, lack of water, poor maintenance, damage
Amenity turf class 2 (general park mowing)	Permanent	Climatic conditions, lack of maintenance, damage
Amenity turf class 3 (low priority parks)	Permanent	Climatic conditions, lack of maintenance, damage
Stormwater flow paths	Permanent	Climatic conditions, lack of maintenance, damage
Landscape trees	50-300	Climatic conditions, lack of care during establishment, lack of space for mature growth, pressure for pruning or removal, damage or disease, poor selection, complaints about vegetation impinging on lake views
Street plantings	10-60	Damage, poor plant selection, lack of water, lack of maintenance, plant failure, complaints about vegetation impinging on lake views

Native vegetation	Permanent	Lack of care during establishment, lack of space for mature growth, poor plant selection, complaints about vegetation impinging on lake views
Rose beds	10-25	Damage, pests and diseases, lack of maintenance, poor pruning technique, lack of care during establishment, poor soil fertility
Annual beds	6 months	Damage, pests and diseases, lack of water, unchecked weed growth, poor plant selection, poor soil fertility
Mixed borders	1-10	Damage, lack of water, lack of maintenance, poor plant selection,
Ornamental shrubs and groundcovers	5-15	Damage, poor plant selection, lack of maintenance, plant failure, pests and diseases
Hedges and topiaries	10-50	Damage, poor plant selection, incorrect trimming, plant failure, pests and diseases

Table 37 - Vegetation life expectancy

Parks and Street Furniture and Structures	
Asset Components	**Life Expectancy (years)**
Memorial Park Seats	30
Standard Park seats	15
Picnic Tables	15
Bollards	25
Rubbish Bin – Compacting	15
Rubbish Bin - Premier	15
Rubbish Bin Standard	15
Rubbish Bin – recycling	15
Signs	10
Lighting	15

Barbeques	15
Drinking fountains	10
Fences	20-35

Table 38 - Parks and street furniture and structure life expectancy

Playgrounds and Playing surfaces	
Asset Components	**Life Expectancy (years)**
Play equipment	10-20
Timber edging	25
Cushionfall (bark)	4
Rubber fall mats and artificial turf	15
Skate Parks	30
Courts	30
Nets and posts	30

Table 39 - Playgrounds and playing surfaces life expectancy

Cemeteries	
Asset Component	**Life Expectancy (years)**
Park Seat	15
Standard Rubbish bin	15
Flagpole	40
Post & Rail fencing	25
Asphaltic sealed areas	25
Concrete Paths	50

Table 40 - Age and life expectancy of cemetery assets

Miscellaneous Items		
Asset Type	**Element**	**Physical life**

Driveway / Access	Asphalt/ sealed areas	10
	Carpark marking	5
	Concrete slab	50
	Kerb & Channelling	50
	Metal (loose)	5
	Timber kerbs (parking barriers)	25

External Works	Asphalt Paths	10
	Artificial turf	10
	Cobblestone	25
	Concrete paths and ramps	50
	Concrete pavers or blocks	50
	Handrail	50
	Paint	10
	Retain walls concrete	75
	Retain walls timber	50
	Steps	50
	Tiles	50

Drainage	Channels & Grating	35
	Sump pump	10

Fences	Brick Wall	50
	Block Wall	75
	Post / Rail / Mesh / Wire / Picket / Paling / Iron	25
	Post and Wire	35
	Fence - paint finish	10

	Wire mesh	25
Gates	Motorised sliding	25
	Steel/Mesh	25
	Timber	25
	Wrought iron gate	50
Property	Park seat	15
	Picnic table	15
	Rubbish bin	15
	Shed	35
Signs	Exterior	10
	Interior	15
Foundation	Concrete	100
	Timber piles	50
Floor Structure	Floor structure	75
Frame/Structural walls	Steel, concrete and masonry Walls	100
	Timber framed walls	75
	Roof structure / frame	75
Roof	Butynol	20
	Colour steel	30
	Glass	50

	Compressed fibre	50
	Concrete roof slabs	100
	Decramastic tiles	35
	Metal roofing	25
	Paint finish	10
	Skylight	50
	Shingles - timber	35
	Soffits	50
	Spouting and Downpipes	35
	Tile roof - clay	50
	Tile roof - concrete	75
	Tile roof - slate	100
	Timber fascia	50
	Translucent Sheeting	25

Exterior trimmings	Canopies/sunscreen/awnings	30
	Covered ways	50
	Decking	50
	Paint finish	10
	Staircase metal	75
	Staircase timber	50
	Veranda - roof only	50
	Shade cloth	15

External wall cladding	Aluminium	75
	Brick cladding	75
	Curtain walling, incl. glass	55

	Fibrolite sheeting	50
	Hardiplank	50
	Marble	100
	Metal cladding	50
	Paint finish	10
	Plaster	50
	Plywood	50
	Precast concrete wall panels	100
	Weatherboards - PVC	35
	Weatherboards - Timber	75

Windows & External Doors	Aluminium / glass door and windows	50
	Automatic opening doors	25
	Emergency exit door	50
	Glass door	50
	Door hardware (handles, locks etc.)	25
	Louvre windows	35
	Metal clad doors	35
	Metal framed windows	50
	Metal roller doors	35
	Paint finish	10
	Sliding doors	50
	Timber windows and doors	50

Ceilings	Particle board	75
	Fibrolite	75
	Gib board lining	50

	Insulation	75
	Paint finish	10
	Plaster finish	50
	Softboard/Pinex tiles/lining	50
	Suspended panel (including frame)	50
	Timber lining	75
	Hardboard	50

Internal Walls	Hardboard	35
	Paint finish	10
	Plaster finish	50
	Gib board lining	50
	Tiles - ceramic	75
	Timber lining	75
	Wallpaper finish	10
	Fibrolite	75
	Melteca / Seraton	50
	Particle board	75
	Peg board	35
	Plywood	75
	Glass	50

Plumbing	Hand basin	35
	Grab rails	25
	Taps	20
	Toilets	35
	Hot water cylinder	25

	Zip heater	25

Electrical Services	Cabling /internal wiring	40
	Display lights	15
	Exit signs	15
	Emergency lights	15
	Flood lights	15
	Fluorescent lights	25
	Incandescent lights	15
	Light switches & power points	30
	Local DBS	40
	Local security lighting	15
	Main fuse box	40
	Main switchboard	40
	Meter boxes	40
	Pole Top lights (external)	15

Heating & ventilation	Air conditioners	12
	Water pump	7

Special services	Barrier arms	20
	Card reader	20
	CCTV camera/monitor	7
	Electronic security system	15
	External Alarm Panel	40
	Fire - extinguishers	20
	Fire - heat detectors	35

	Fire - hose reels	15
	Fire - sprinklers	30
	Generators (standby)	20
	Smoke detectors	10
	Ventilating Fans	25
	Fire Services Pumps	10

Playgrounds	Coastal (sea)	10
	Inland	15

Table 41 – Expected lifespan of miscellaneous components (NAMS)