

Property Services Activity Management Plan 2024-2054



Quality Assurance Statement

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	Status:	Final
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1 Executive Summary

This Activity Management Plan (AMP) provides an overview of how the Council manages the Property Services activity and associated assets in an effective, cost efficient and sustainable manner.

The plan outlines key issues, goals, objectives, and the levels of service that the Council will provide to its communities. The plan provides information on any new projects and expenditure that are required to meet future demand as well as detail about life cycle management and maintenance. It provides an overview of costs and how the Property Services activity is funded. The risks and uncertainties involved in undertaking the activity and how we manage these are also outlined in the plan.

1.1 What We Do

The Council is the owner or custodian of a substantial property portfolio. It has identified the need for quality property services and professional expertise within the Council, to meet its ongoing property requirements. Property has a public value and the Council's ownership and management ensures the assets are retained for the community. This plan guides how the Tasman District Council will plan for and manage its property portfolio for the next 10 years.

The property activity is treated as a Council overhead. Direct costs identified for a specific Council activity is allocated to those activities' accounts.

This plan guides how Tasman District Council will plan for and manage its property for the next 10 years. The Property Activity Management Plan specifies how organisational objectives are to be converted into asset management objectives, and the approach that the Council will adopt for developing its asset management plans. The plan is intended to be a living document. WE will continue to refine and develop it, as we use it, and as new condition reports and management approaches, needs and thinking emerge.

This plan forms an important part of Tasman District Councils broader strategic planning framework. In particular, it sits alongside activity management plans for property portfolios in Enterprise and Reserves and Facilities.

1.2 Why We Do It

Activity Goal

To improve strategic alignment and provide a coherent and integrated approach to managing building and property assets to realise opportunities from efficient and improved asset performance.

1.3 Our Levels of Service

The allocation in the planned budget is largely sufficient to continue providing existing services primarily at current levels for the planning period. Total planned operational and capital project expenditure for years 1-10 is shown below. (Figure 1).

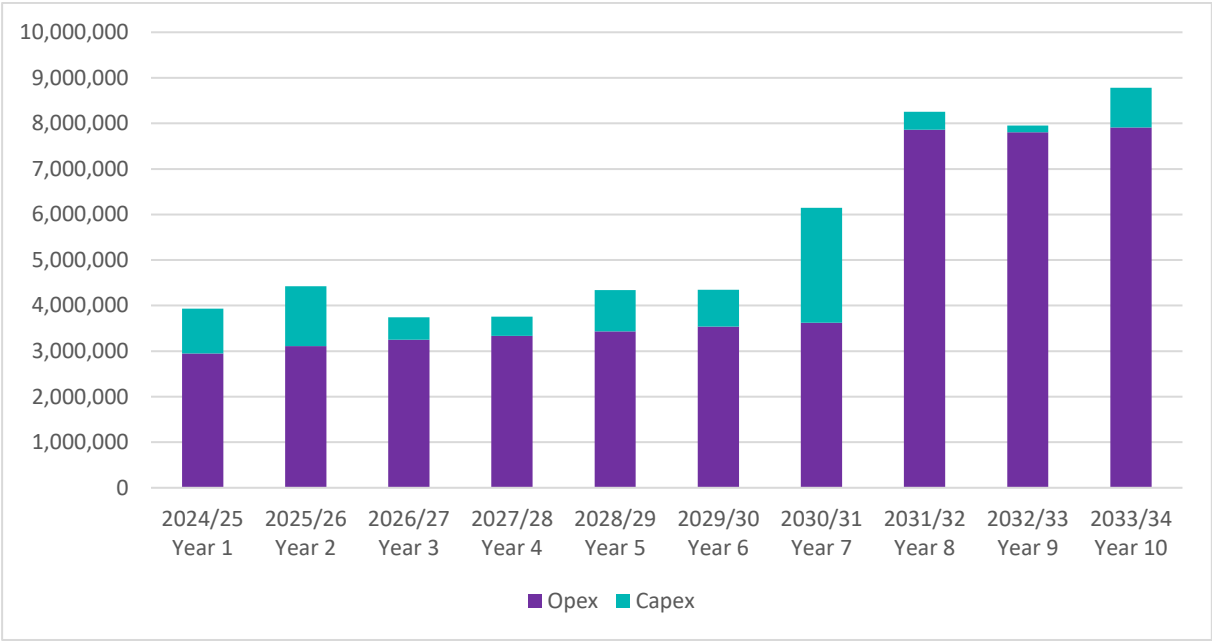


Figure 1: Operational and Capital expenditure –Years 1-10

The Council aims to provide the following levels of service for the Property Services activity:

<p>All Council-owned buildings are safe. Effectively maintain, improve and optimise the portfolio.</p>	<p>All Council-owned buildings are fit-for-purpose for their defined activity, including lifting levels of service (where required to allow greater use).</p>	<p>Property and building assets are functionality appropriate and meet the needs of users and customers whilst identifying opportunities to provide flexible, integrated and connected facilities, where possible.</p>
<p>Leases and licenses for the Council properties are current and reviewed on time.</p>	<p>Take a holistic, coordinated and evidence-based approach to planning before funding is allocated and dispose of underperforming assets that are no longer meeting community needs.</p>	<p>Focus investment on developing fit-for purpose, integrated, and connected facilities.</p>

The purpose of this Plan is to improve strategic alignment and provide a coherent and integrated approach to managing fleet, building and property assets to realise opportunities from efficient and improved asset performance.

This Plan:

- Covers fleet, buildings and facilities in the property activity;
- Signals the risks and consequences of current financial and planning constraints;
- Is intended to be a current, living document, reflecting both business activities and identified improvement initiatives.

1.4 Key Issues and response

The most important issues relating to the Property Services activity are shown below in Table 1 .

Table 1: Key Issues

Key Issue	Discussion
<p>Community satisfaction</p>	<p>The Council will ensure that its operational properties continue to satisfy the requirements of the community and tenants.</p>
<p>Value to the community</p>	<p>The Council will ensure that its properties are managed in an efficient, economic, and effective manner.</p>

1.5 Financial summary

1.5.1 Operational Programme

In order to meet our levels of service The projected 10 year operational expenditure for property is \$7.9 million.

Our operational programme over the next ten years covers the following key aspects and annual expenditure:

1.5.1.1 Maintenance (routine and reactive)

The annual budget for maintenance and capital works is determined by scheduled condition inspections. These surveys are currently underway.

Operational costs for cleaning, rates and insurance are reviewed annually.

1.5.2 Capital Programme

The Council plans to invest approximately \$31 million (inflated) over the next 30 years on capital improvements.

1.5.3 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be planned at this stage. This includes the construction of a new Richmond head office building which will be considered as part of the 2027 LTP review.

1.5.4 Funding Impact Statement

The Council's Funding Impact Statement (FIS) is not directly applicable to this activity. The statement summarises overall how groups of activities will be funded and how those funds will be applied over the next 10 years, however a separate statement for the Properties activity is not provided.

1.5.5 Managing the Risks

The Council has made a number of assumptions in preparing this AMP. More description of the key assumptions made are included in the following sections (1.5.6 – 1.5.7.3).

1.5.6 Coordinated and evidence-based approach to planning

There is a lack of data limiting the application of consistent planning practises across the property portfolio. Community needs have not been analysed in depth. An assessment of property condition, location and community needs is underway.

1.5.7 Effectively maintain, improve and optimise the Council's portfolio

When forecasting projects that will not occur for a number of years, a number of assumptions have to be made about how the project will be funded. Examples of this are the qualification for subsidies, community funding, development contributions and internal loans. The correctness of these assumptions has major consequences especially on the affordability of new projects. The Council will consider each new project, the business case and a funding strategy for each. The funding strategy will form one part of the consultation process as these projects are advanced toward construction.

1.5.7.1 Accuracy of Budgets

The financial forecasts have been estimated from the best available knowledge and condition survey where available. The level of uncertainty inherent in each project is different depending on how much work has been done in defining the problem and determining a solution.

1.5.7.2 Land Availability

The Council has assumed that it owns the land, will be able to purchase land, and/or secure access to land to complete projects within reasonable timeframes.

1.5.7.3 Main Office Replacement

In December 2020, the Council resolved not to strengthen the current Richmond Office building. In 2023, Council resolved to consider the options of a new building as part of the Long Term Plan review in 2027.

Any investment in the maintenance of current facilities owned by Council needs to be assessed within this context. The Council will consult on the options in 2027 and is expected to make a decision in 2028.

The main new development options are essentially to either lease or build. Both options may be on greenfield or the Council's own property. Councils' preference is for a facility close to or within the Richmond CBD.

2 Introduction

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

2.1 Rationale for Council Involvement

The Council owns, manages and maintains buildings and property assets within the district, which support the Council and community activities. This includes libraries and administration offices, community fire stations and property assets, which are not associated with any other Activity Management Plan (AMP), such as residential houses on land purchased for future infrastructure improvements.

The AMP demonstrates responsible management of the District's property activity on behalf of customers and stakeholders. It assists with the achievement of strategic goals and statutory compliance and ensures that the levels of service required by customers are provided at the lowest long-term cost to the community.

2.2 Asset Management Processes and Practices

2.2.1 Asset Overview

The Council property assets covered under this AMP include:

- Office accommodation including service centres.
- Libraries.
- Community leased facilities
- Fleet

Property Services also manage the maintenance of community buildings covered in other activities. The key property assets directly managed within this activity are described in more detail in the following sections (2.2.2 – 2.2.8).

2.2.2 Main Richmond Office

The main Council office complex comprises five structures, which are interconnected. The oldest was constructed in 1962 and was seismically strengthened to 80% New Building Standard (NBS) in 2012. Detailed structural assessments were made in 2020, based on the latest engineering standards. These have assessed the civic area at <20% NBS and the balance of the complex <34% NBS except the 2012 addition, which is 35%.

Earthquake Prone Building Notices have been issued which require remediation by 4 June 2033. This is a shorter than normal period to action works as Queen Street is designated as a key route.

The building is in good condition but will require significant maintenance works between 2028 and 2030. Work is being undertaken in 2024 to improve the buildings resilience in the event of an earthquake.

An emergency generator provides backup power to all electrical systems in the complex. A solar panel provides hot water to the staff tearoom, toilets and showers.

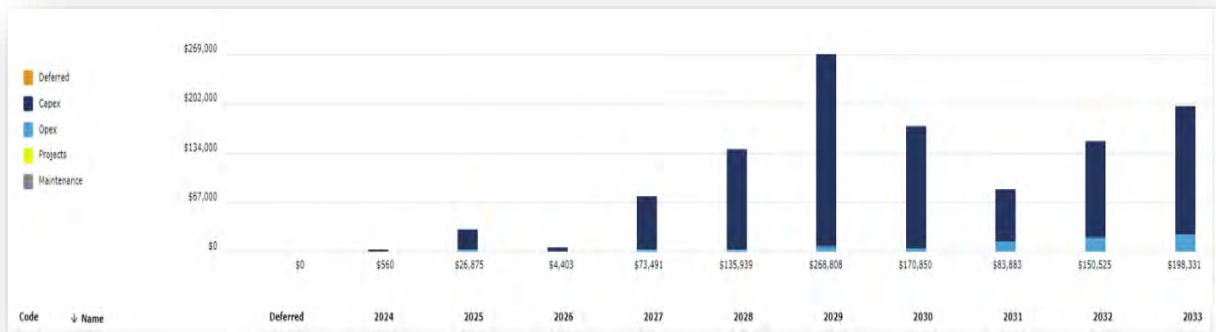


Figure 2 Tasman District Council's Richmond Office scheduled maintenance plan

2.2.3 Motueka Service Centre

The Motueka Service Centre building in Hickmott Place, provides a customer services area, meeting rooms and administration office facilities. It is in average condition overall and requires a reconfiguration to meet customer needs.

2.2.4 Golden Bay Service Centre

The Golden Bay Service Centre in Tākaka was earthquake strengthened and refurbished in 2016. This building is in good condition overall.

2.2.5 Motueka Library

The new Motueka Library was opened in March 2022. This is an award-winning modern, purpose-built library in Decks Reserve. It replaces the old library in Pah Street. The library meets national library standards (Library and Information Association of New Zealand) for a community of Motueka's size and includes a community meeting room and a small meeting room.

2.2.6 Murchison Service Centre and Library

The Murchison Service Centre and Library are located at 92 Fairfax Street. Built in 1913, this building now has heritage status. A seismic assessment graded the building at 67% of New Building Standard (NBS) and it is Grade B, low to medium risk.

2.2.7 Fleet

Property Services is responsible for the management of the Council's vehicle fleet. The fleet comprised of 56 vehicles and 20 trailers as at 15 January 2024. A review of usage over 2 years indicates the fleet is overcapitalised and will be reduced by 10 vehicles in 2024.

Council operates and maintains the fleet to achieve the below strategic goals and objectives:

- Meet legislative requirements;
- Ensure the fleet is safe, functional, and reliable;
- Ensure the fleet is planned appropriately;
- Promote sustainability and sustainable choices where possible;
- Maximise assets' useful life while minimising expenditure; and
- Provide fit-for-purpose vehicles to internal business units and users.

All vehicles will be upgraded to NCAP 5 to improve vehicle safety. Aligning with Councils environment strategy, carbon reduction will take place by introducing electric vehicles to 60% of the fleet in 2024-2025. Costs will remain within budget by improving the strategic management of Councils fleet.

2.2.7.1 Fleet condition

To ensure fleet condition remains optimal, the below approach is taken to vehicle management:

- Passenger vehicles are replaced every 100,000km or five years, while utility vehicles are replaced every 140,000km or seven years;
- Prior to confirming a replacement vehicle, a fit-for-purpose assessment is undertaken to ensure the new vehicle will be appropriate. New vehicles are purchased through the All of Government panel;
- EROAD is used to monitor speed, book pool vehicles, assist in scheduling servicing and WOFs, and will soon be used to assess fuel efficiency;
- Bridgestone checks all tyres regularly, and we replace tyres based on their recommendations;
- Vehicle cleaning is done on a schedule, and organised centrally. Staff with 'assigned' vehicles are expected to clean their vehicles or request cleans as required;
- All vehicles are equipped with a first aid kit, utility vehicles contain a fire extinguisher, and some vehicles are also equipped with satellite radios;

2.2.7.2 Fleet initiatives

- In 2022, Council engaged CATCH Commercial Partners to undertake an audit and prepare a plan for the fleet, with a focus on electrification. Over the next five years, fleet purchasing will focus on a shift towards electric, plug-in hybrid electric and petrol hybrid vehicles.
- In 2024, Council installed 14 electric vehicle chargers at the main Richmond office, with plans to install charging points at the Motueka and Takaka offices over the next financial year.
- Driver Training is managed through the Health and Safety team, who engage Driver Safety to teach courses to appropriate staff.
- To target maintenance savings, Property intends to line up scheduled services with WOF inspections.

2.2.8 Other Assets

No other property assets are being considered for development in this Activity Management Plan. The properties in the portfolio will be maintained for their existing use, repurposing, mothballing or disposal.

2.3 Description of Assets and Services

Table 2 provides an overview of the key groups of assets that are owned and operated by the Council throughout the Tasman District with current estimate of replacement and depreciated value.

Table 2: Assets Overview

Property Assets	*Replacement Value	*Depreciated Value
Libraries	16,882,400	13,302,200
Service Centres	3,813,400	2,054,700
Head Office	18,063,600	7,457,300
Fleet	2,188,000	321,195
*TOTAL VALUE OF ASSETS	40,947,400	23,135,395

*Note that the valuation data is currently under review.

3 Strategic Direction

The Council proposes to continue to effectively maintain, improve and optimise its existing property portfolio by:

- Implementing an effective asset renewal regime
- Coordinating levels of service provision across asset portfolios and geographic locations
- Ensuring asset provision meets Council and the communities' needs
- Carrying out a condition survey on all of its buildings.

The Council will take a holistic, coordinated and evidence-based approach to planning which may include disposing or reconfiguring under-performing assets and improving the value realised from assets by using a whole-of-life value approach.

The Council may also acquire properties to meet long term objectives. Upgrades and acquisitions may be funded by property disposals.

The Council will focus investment on developing fit-for-purpose assets by identifying opportunities to provide flexible, integrated and connected facilities and exploring partnerships with other providers.

3.1 Our Goal

Activity Goal
To improve strategic alignment and provide a coherent and integrated approach to managing building and property assets to realise opportunities from efficient and improved asset performance.

3.2 Strategic Alignment

This Activity Management Plan (AMP) is a key part of the Council's strategic planning process. This plan supports and underpins the financial forecasts and work programmes contained in planning documents like the Council's Long Term and Annual Plans.

The constraints that influence how the Council manages its activities can be internal or external and include legislation, policies, strategies and standards:

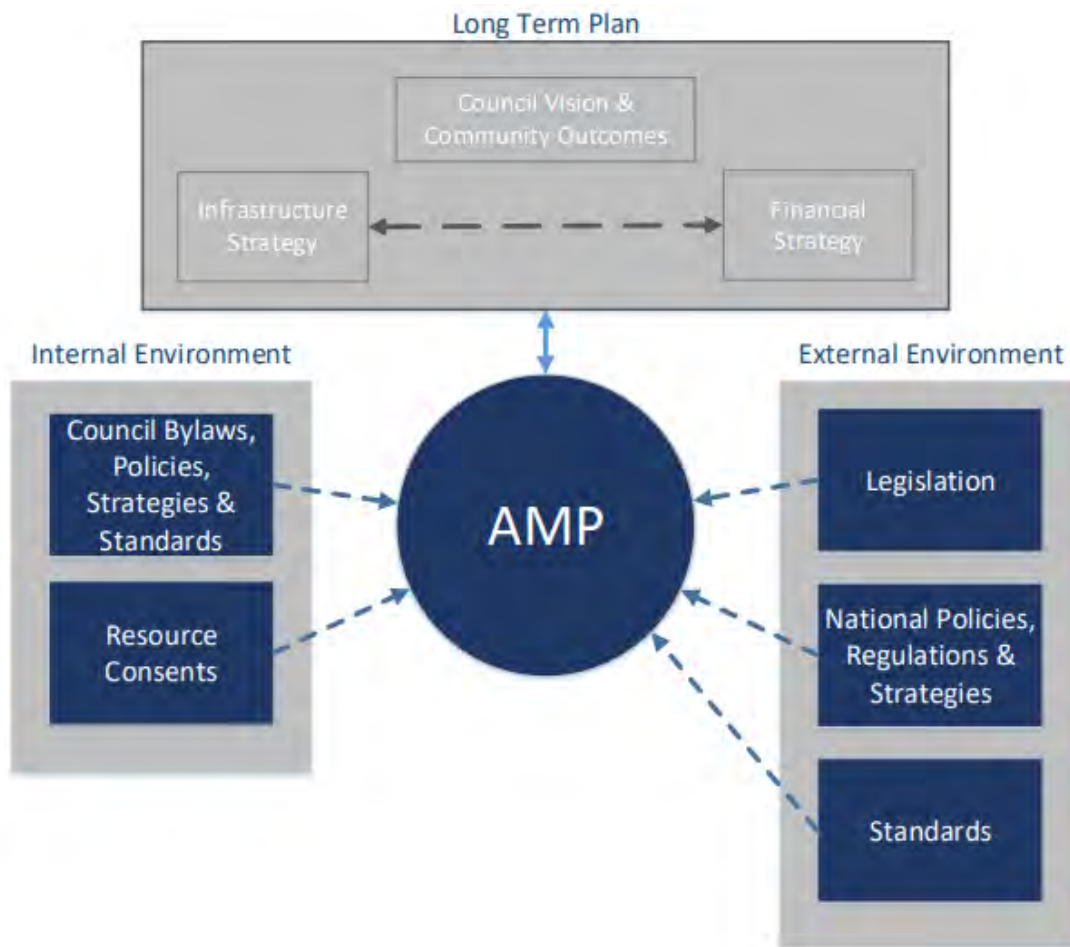


Figure 3: Key Council plans and policies and links to the Property activity.

3.2.1 Financial Strategy

The Financial Strategy outlines the Council’s financial vision for the next 10 years and the impacts on rates, debt, levels of service and investments. It guides the Council’s future funding decisions and, along with the Infrastructure Strategy, informs the capital and operational spending for the Long-Term Plan 2024-2034.

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

3.2.2 Infrastructure Strategy

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

Having a good understanding of the building's condition enables the Council to make informed decisions about how best to manage these assets. These include decisions about whether assets should be renewed, replaced, upgraded or disposed of.

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

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

The decisions to manage building assets throughout their lifecycles aim to:

- Optimise Councils return on its investment: This includes considering the total costs of providing and maintain the asset over its entire lifecycle and achieving the best outcome within long term funding constraints.
- Deliver agreed levels of service which includes the implications of delivering a lesser maintenance programme.
- Meeting an anticipated demand for the building.
- Optimise the use of the building including use by multiple community groups.

The Council will use the following approaches to make decisions about its property assets:

- a) Condition monitoring.
- b) Decision-making that investigates the potential optimisation and divestment of facilities that are no longer meeting community needs. This may include seeking sustainable partnerships with the community and private organisations.
- c) Risk management using a consistent risk identification process. In some instances, a low level of risk is appropriate and acceptable.
- d) Project prioritisation based on a multi-criteria framework which will ensure all projects align with the Councils strategic outcomes. The framework will ensure projects are funded based on evidence and transparent decision making. It will also assess gaps in the building network.
- e) Continuous improvement identifying strategic, maintenance or asset planning improvements.

- f) Financial sustainability. There will be a constrained financial environment throughout the period covered by the long-term plan. This means that Council will need to ensure development occurs in the right place at the right times and to maximise the use of all facilities.
- g) Value management. All property and building development will need to demonstrate an evidence-based assessment of condition and value before progressing. Value or return will allow a comparison when assessing against buildings with different functions.

3.2.3 Key Legislation and Regulations

This activity is guided by Council Bylaws, Policy Statements and national legislation. Council Bylaws, Legislated Acts and the key National Policies and Standards that apply to the Property Services Activity are Table 2 by their original title for simplicity and they include any subsequent Amendments Acts.

The Acts below are listed by their original title for simplicity, however, all Amendment Acts shall be considered in conjunction with the original Act, these have not been detailed in this document. For the latest Act information, refer to <http://www.legislation.govt.nz/>.

Table 2: Key Legislation

Legislation	Affect on the Property Activity
The Local Government Act 1974 and 2002	Provides a framework and powers for local authorities to decide which activities they undertake, and the manner in which they will undertake them.
The Civil Defence and Emergency Management Act 2002	This Act requires that a risk management approach be taken when dealing with hazards. In considering the risks associated with a particular hazard, both, the likelihood of the event, occurring and its consequences must be considered. As part of the comprehensive approach to Civil Defence Emergency Management, all hazards, not only natural hazards, must be taken into consideration.
Fire Service Act 1975	Relates to the protection of life and property from fire.
Health and Safety in Employment Act 2015	Relates to the health and safety of employees and other people at work or affected by the work of other people.
Climate Change Response Act 2002	Provides for the implementation, operation, and administration of a greenhouse gas emissions trading scheme in New Zealand that supports and encourages global efforts to reduce the emission of greenhouse gases.

Legislation	Affect on the Property Activity
Te Tiriti o Waitangi – Treaty of Waitangi	The Treaty of Waitangi is an agreement between Māori and the Crown. Under Section 4 of the Local Government Act 2002, local authorities are required to ‘recognise and respect the Crown’s responsibility to take appropriate account of the principles of the Treaty of Waitangi, and to maintain and improve opportunities for Māori to contribute to local government decision-making processes’. Further sections of the Act, particularly 77 and 81, detail the scale of the requirement for local authorities to seek contributions and involvement from Māori in consultation and decision-making processes.
Building Act 2014	Provides timelines and responsibilities for assessing and remediating earthquake-prone buildings.
Resource Management Act 1991	Affects the use, development and protection of land and structures.
Heritage New Zealand Pouhere Taonga Act 2014	Rules managing heritage sites and structures

Legislation is continually being amended and replaced, so for the current Act information, refer to <https://www.legislation.govt.nz/>

3.3 Our Partners and Stakeholders

3.3.1 Partnerships with Te Taihū iwi

Council is committed to strengthening partnerships with iwi and Māori of Te Taihū and providing opportunities for Māori involvement in Council decision-making processes in a meaningful way. There are eight iwi that whakapapa and have Statutory Acknowledgements to places within Te Taihū (Top of the South Island) and Te tai o Aorere (Tasman District). They include representation by the following entities:

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

Tasman District also covers the northern-western part of the Ngāi Tahu takiwā (tribal area/territory). Murchison is within the Ngāi Tahu takiwā and Ngāti Waewae iwi also have interests in this area.

Iwi Management Plans are lodged by iwi authorities and received by the Council under the Resource Management Act 1991. Once lodged with the Council, they are planning documents that Council is required to take into account when preparing or changing Resource Management Act Plans.

Iwi Management Plans document iwi worldview and aspirations for the management of resources, and help the Council and staff to better understand those factors.

The Te Taihū Intergenerational Strategy is also a key strategic document that is influential in determining our community outcomes.

3.4 Stakeholder engagement

There are many individuals and organisations that have an interest in the management and operation of the Council's assets and services. The Council works alongside a variety of stakeholders and partners to share knowledge and views, make the most of resources, and achieve shared goals. The Council has a Significance and Engagement Policy which is designed to guide the expectations of the relationship between the Council and the Tasman community.

The stakeholders the Council consults with about this activity include:

- Mana whenua Iwi
- Elected members (Council and Community Board members)
- Regulatory (consent compliance, national regulatory bodies)
- Public Health Service (Nelson-Marlborough Health NZ Te Whatu Ora)
- Heritage New Zealand Pouhere Taonga
- Affected or interested parties (when applying for resource consents)
- Other territorial authorities
- Lessees and tenants
- Council activities
- Sports and other community groups.

3.5 Key Linkages

This Plan is to be read with consideration of other Tasman District Council planning documents, including the Activity Management Policy and Infrastructure Strategy , along with the following key planning documents:

- Long Term Financial Plan 2024-34
- Annual Plan 2023/24
- Risk Management Policy
- Infrastructure Strategy
- Treasury and Investment Policy
- Enterprise Activity Business Plan.

4 Key Issues and Response

4.1 Key issues

The Council has identified key issues specific to the Property Services activity, which are discussed in Table 3 below. Key issues are interrelated and often, investing in solutions will likely help address other issues to varying degrees.

Table 3: Key Issues

Key Issue	Response
Boundaries	Internal activity boundaries can make it difficult to view and effectively manage all Councils fleet, buildings and property assets as a network and single budget. The division into activities hinders an ability to unlock the potential of economies of scale, Councils assets across the entire region or for multiple asset and activity types.
Distribution	There are gaps, under-utilisation and duplication in assets that the Council provides across the region.
Underperforming assets	A significant proportion of Council's buildings are not fit for purpose partly due to ownership, legacy issues and funding available to maintain and upgrade existing assets.
A growing and diversifying population	Tasman's growing population means that its facilities need greater capacity, better utilisation and flexibility in parts of the region.
Land availability	To develop new facilities and buildings, suitable land must be available. Ideally new Council facilities should be developed in highly visible and accessible locations to maximise on-going use.
Financial sustainability	<p>Short term: The cost of maintaining Councils property assets is increasing due to ongoing deferred maintenance as a consequence of budget constraints. The Councils EQ prone head office and aging building stock further contribute to the rising cost of maintenance.</p> <p>Long-term: Council needs to improve the financial sustainability of many facilities. This includes considering the whole-of life operating costs during early planning for new offices and facilities.</p>
New head office	Council needs to be in compliant premises by 2033. There are at least two options (build or lease on greenfield or brownfield property) for consideration.
Community satisfaction	The Council's vision is for its buildings and facilities to satisfy the requirements of the community and tenants.

Key Issue	Response
Planning	Lack of data limits the application of consistent planning practice across the portfolio. Inadequate internal and external stakeholder and governance engagement creates poor property optimisation and no strategy for acquisitions or disposal.
Under-utilisation	Many buildings and property with long term Community leases are under-utilised.
Deferred maintenance	Many repairs on buildings have been postponed leading to increased costs and decreased functionality over time.

5 Levels of Service

Activity Management Plans set out the levels of service the Council seeks to provide the community. Stakeholder groups can often have different and sometimes conflicting expectations of these levels of service and these expectations need to be managed to achieve the best value overall outcomes for communities.

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

To achieve the standards of service Council customers are seeking, the Council articulates how it expects its property assets to perform through levels of service. This allows the Council to ensure it targets investment at the right projects and allows trade-offs between costs, risks and service levels to be appropriately considered and managed.

In order to better understand the performance of the Council's property assets and provide meaningful targets, further development of levels of service attributes will be developed. This will be in the form of baseline standards which will clearly define the target level of functionality and condition required to meet customer requirements.

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

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

It should be noted that some existing contracts oblige the Council to maintain buildings a long time into the future, limiting Councils opportunity to withdraw from maintaining buildings due to cost or benefits being insufficient.

5.1 Our Levels of Service

Table 4 summarises the levels of service and performance measures for the Property Services activity.

Table 4: Levels of Service and Performance Measures

Levels of Service	Performance Measure (we will know we are meeting the level of service if...)	Current Performance 2022/2023	Future Performance Targets			
			Year 1	Year 2	Year 3	By Year 10
			2024/2025	2025/2026	2026/2027	2027 -2034
All the Council-owned buildings are safe	All operational buildings (offices and libraries) comply with resource and building consents and any other legislative requirements.	All buildings have a current Warrant of Fitness.	100% compliance	100% compliance	100% compliance	100% compliance
All the Council-owned buildings are fit-for-purpose	All operational buildings (offices and libraries) are adequate for the service provision needs of the occupiers.	Service managers generally confirm that buildings that they are responsible for meeting their service needs.	80%	80%	80%	85%
Property and building assets that are functionality appropriate and meet the needs of users and customers.	Customers and users are satisfied with the buildings that they occupy and the level of service provided. As measured by a three-yearly survey of selected customers.	Based on the 2023 annual residents` survey, at least 87% of users were satisfied or very satisfied with the physical access, layout, ambience and maintenance for various buildings.	88% of customers surveyed are satisfied or very satisfied	Not due to being measured	Not due to being measured	92% of customers surveyed are satisfied or very satisfied
Leases and licenses for the Council properties are current and reviewed on time.	Percentage of leases and licences for the Council properties that are current (i.e. have not expired)	72% of leases and licences are current.	80% of leases and licences are current	85% of leases and licences are current	90% of leases and licences are current	100% of leases and licences are current

Levels of Service	Performance Measure (we will know we are meeting the level of service if...)	Current Performance 2022/2023	Future Performance Targets			
			Year 1	Year 2	Year 3	By Year 10
			2024/2025	2025/2026	2026/2027	2027 -2034
Management systems and strategic planning are up-to-date.	Activity Management Plan completed for the Property Services	100% compliance – all building facilities are encompassed in an Activity Management Plan	100% compliance	100% compliance	100% compliance	100% compliance
Site health and safety is managed effectively.	100% of site safety issues responded to within required timeframes.	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance
	No serious harm incidents are reported.	0 serious harm incidences	0 serious harm incidences	0 serious harm incidences	0 serious harm incidences	0 serious harm incidences
Site health and safety is managed effectively.	All facilities that require them have a fire safety plan, including evacuation	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance
	Trial evacuation for each facility with a fire plan held six-monthly.	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance

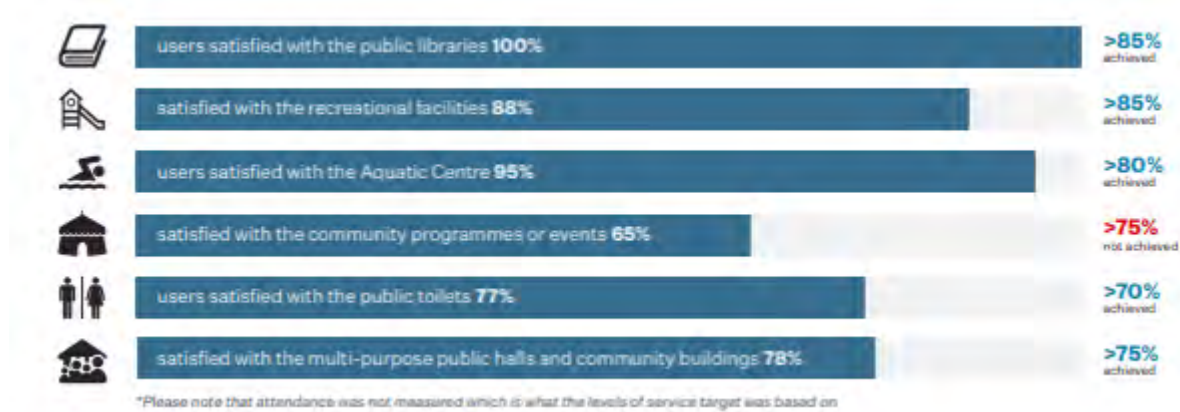
5.2 Level of Service Changes

The Council reviews its levels of service every three years, as part of the Long Term Plan process. Levels of service have been set to be realistic, appropriate for the function and measurable through the Council systems.

We will retain our current level of service as a measure of performance for Property until the development of baseline service standards following condition reporting underway in 2023-24. The Levels of Service from the previous Long Term Plan have been retained without any significant changes.

5.3 Customer satisfaction

The most recent residents' survey was undertaken in May 2023. This asked whether residents were satisfied with the Property Services activity and included residents who had a Council service and some who were not on a Council service. The results from this survey are summarised in the table below.



5.4 Risks to Achieving Levels of Service

This Plan and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy, creating some inherent uncertainties and assumptions with the potential to impact on the achievement of the Council's objectives.

5.5 Our Approach to Risk Management

The potential impact of a risk is measured by a combination of the likelihood it will occur, and the magnitude of its consequences on a Council objective. Significant risks for Council are managed through the Council's risk management strategy, policy and registers.

The Council's Risk Management Framework is under ongoing development and spans the following areas of activity:

- service delivery
- financial
- governance and leadership
- strategic
- reputation

- legal
- regulatory
- health and safety
- security
- business continuity

Some features of the strategy include:

- table of consequences to help determine the risk appetite
- Enterprise Risk Register
- identifying risks
- assessing likelihood and consequence
- documenting controls, actions and escalation
- monitoring and reporting.

The Council has adopted an approach to risk management that generally follows the Australian/New Zealand Standard ISO 31000:2009 Risk Management – Principles and Guidelines.

5.5.1 Activity Risks and Mitigation Measures

The key generic risks, assumptions and mitigations and more specific risks relevant to the Property Services activity are summarised in Table 3.

5.5.2 Timing

The timing of many projects can be well defined and accurately forecast because there are few limitations on the implementation, other than community approval through the Long Term Plan (LTP) and Annual Plan (AP) processes. However, the timing of some projects is highly dependent on some factors, which are beyond the Council's ability to fully control such as funding approvals, consents, securing the land etc.

5.5.3 Funding

When forecasting projects that will not occur for a number of years, a number of assumptions have to be made about how the project will be funded. Examples of this are the qualification for subsidies, community funding, development contributions and other forms of capital funding.

The correctness of these assumptions has major consequences especially on the affordability of new projects. The Council has considered each new project and concluded a funding strategy for each. The funding strategy will form one part of the consultation process as these projects are advanced toward construction.

5.5.4 Accuracy of Budgets

The financial forecasts have been estimated from the best available knowledge. The level of uncertainty inherent in each project is different depending on how much work has been done in defining the problem and determining a solution.

5.5.5 Land Availability

The Council has assumed that it will be able to purchase land, has the land available and secure access to land to complete projects within reasonable timeframes.

5.5.6 Main Office Replacement

Pending a decision on new premises in 2027, this has not budgeted for in the Long Term Plan. The reasons for making an assumption of new premises are the Council's resolution in 2021 to not carry out strengthening of the existing buildings due to cost. In 2027, the Council will consider leasing or building a new building on the current site or an alternative site. This decision will likely refer to the current site being developed or disposed.

6 Current and Future Demand

The ability to predict future demand for services enables the Council to plan ahead and identify the best way of meeting that demand. That may be through a combination of demand management and investing in improvements.

This section provides an overview of key drivers of demand and what demand management measures the Council has planned to implement.

6.1 Demand Drivers

The future demand for the Property services will change over time in response to a wide range of influences, including:

- population growth
- changes in demographics
- climate change
- local economic factors including industrial and commercial demand
- seasonal factors (tourism)
- land use change
- changing technologies
- changing legislative requirements
- changing regional and District planning requirements
- environmental awareness.

6.2 Assessing demand

The key demographic assumptions affecting future demand are:

- Ongoing population growth over the next 30 years with the rate of growth slowing over time. The overall population of Tasman is expected to increase by 7,400 residents between 2024 and 2034, to reach 67,900.
- An ageing population, with population increases in residents aged 65 years and over. The proportion of the population aged 65 years and over is expected to increase from 23% in 2023 to 28% by 2033.
- A decline in average household size, mainly due to the ageing population with an increasing number of people at older ages who are more likely to live in one or two person households.

6.3 Demand Management

Demand management includes both asset and non-asset strategies to manage demand across the Property Services activity. The objective of demand management is to actively seek to modify customer demands for services in order to:

- optimise utilisation/performance of existing assets;
- reduce or defer the need for new assets;

- meet the Council’s strategic objectives;
- deliver a more resilient and sustainable service; and
- respond to customer needs.

The Council works to provide facilities that are safe and accessible for staff and the public. Improving our demand management will:

- Provide better services in offices and libraries;
- Provide facilities for staff that enable them to work in better conditions and provide a platform for efficiencies and productivity gains; and
- Provide community facilities that meet user requirements.

7 Lifecycle Management

Lifecycle cost is the total cost to the Council of an asset throughout its life including, creation, operations and maintenance, renewal, and disposal. The Council aims to manage its assets in a way that optimises the balance of these costs. This section summarises how the Council plans to manage each part of the lifecycle for this activity.

7.1 Asset Condition and Performance

The Council needs to understand the condition of its assets as this helps inform asset management decision making. Condition monitoring programmes consider how critical an asset is, how quickly it is likely to deteriorate and the cost of data collection.

Overall, the condition of the Council’s building portfolio is good and our buildings are generally fit-for-purpose (Figure 4). All major buildings have been inspected for seismic safety and remedial actions have been implemented. Further condition assessments will be required to confirm condition. Some remedial actions will occur over the medium to long term as provided for within the statutory framework.

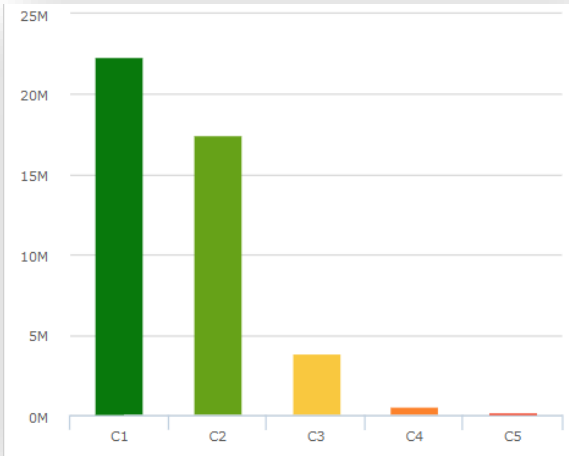


Figure 4 Property Condition Grades 2023 Survey

7.2 Operations and Maintenance

7.2.1 Key maintenance and operational themes

Operations include regular activities to provide services. Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

There are no major changes foreseen in the way properties will be managed over the next ten years. It is envisaged that the Council will continue to manage building and fleet operations in-house supported by local contractors and consultants.

7.2.2 Maintenance Contracts

The asset management contracts applicable to this Activity Management Plan include painting, electrical, fire alarm testing, fire protection, air conditioning, automatic door servicing, building maintenance, lock maintenance, closed circuit television cameras, lift maintenance and building compliance. Contracts or service agreements are in place with preferred suppliers which ensures a consistency of approach and the opportunity to build relationships with contractors.

Facilities management contracts are in place for cleaning services, alarm monitoring and security.

7.2.3 Maintenance Strategies

Non-Scheduled Maintenance (Reactive). Non-scheduled maintenance encompasses callouts and reactive maintenance caused by vandalism and asset failures. Reactive work will be mitigated through regular maintenance and condition reporting.

Scheduled/Cyclic Maintenance. Scheduled or cyclic maintenance includes regular operating maintenance such as:

- Heating, ventilation, and air conditioning systems;
- Lift maintenance and inspections;
- Fire protection services;
- Cyclical cleaning;
- Building Warrant of Fitness assessments; and
- Maintenance of painted surfaces.

7.2.3.1 Planned Maintenance

Planned maintenance is the long-term planned items undertaken to maintain an asset to ensure it is able to achieve its targeted useful life. This includes regular lifecycle asset management items, such as full painting and carpet replacement etc.

Maintaining building components on a regular basis extends their life and provides better knowledge of life expectancy. The improvement and updating of condition assessments will allow cost effective and accurate replacement of components.

7.3 Asset Renewal/Replacement

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in NAHMS Deterioration Curve diagram below.

The below figure from the NAHMS Property Manual illustrates the relationship between condition and remaining life. The curve provides a generalised approximation of remaining life. Specific component lives may differ from the approximation influenced by environmental, construction, and maintenance.

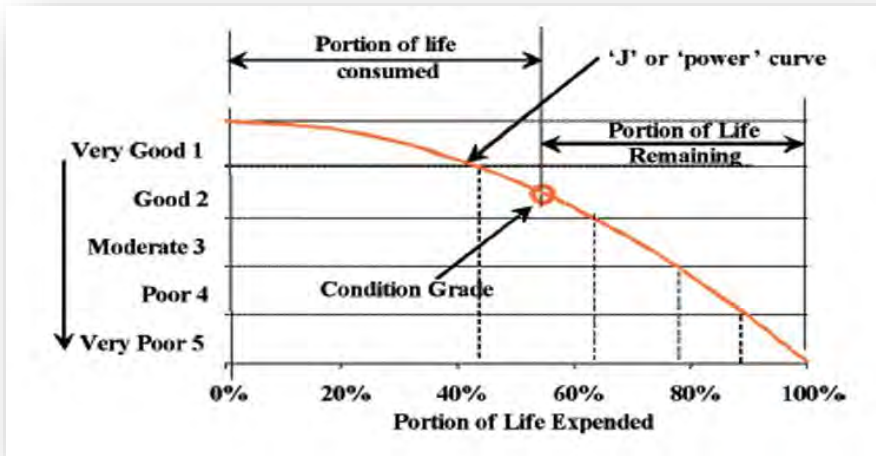


Figure 5: NAMS Deterioration Curve

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate or
- To ensure the infrastructure is of sufficient quality to meet the service requirements.

Council will prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure, e.g. critical assets
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs that becomes uneconomical, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

7.3.1 Key Renewal Themes

The Council offices are maintained to a standard that allows staff working in those facilities to be able to perform their functions in comfort with modern up-to-date features. Renewal projects are estimated to be required every eight to twelve years for example floor coverings and painting.

The standards that we aspire to are based on the Ministry of Business Innovation and Employment's office best practice guidelines which relate to best practice and workplace design for government office accommodation. We are transitioning to these standards.

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

7.3.2 Renewal Strategies

Assets are considered for renewal when:

- They near the end of their effective useful life
- The cost of maintenance becomes uneconomical and the whole-of-life costs are less to renew the asset than keep up maintenance.
- The risk of failure of critical assets is unacceptable.

The renewal programme has generally been developed by the following:

- Taking asset age and remaining life predictions, calculating when the remaining life expires and converting that into a programme of replacements based on valuation replacement costs.
- Reviewing and justifying the renewals forecasts using the accumulated knowledge and experience of facility maintenance staff. This incorporates the knowledge gained from tracking asset failures and performance through the asset management system.

The renewal programme is reviewed in detail every three years and cross-referenced with other activities to determine if other projects are occurring in the same location. Every year the annual renewal programme is reviewed and planned with the input of the maintenance contractor.

The renewals programme has been developed to ensure that our facilities continue to supply services that meet the requirements of the users of those facilities. With heavy reliance on HVAC or heating and cooling, funds have been set aside on a regular basis to ensure systems can be replaced as required.

Currently the renewals programme is based on the asset manager's knowledge of the property assets supported by property condition survey information in conjunction with users, the building occupiers, contractors, and consultant's inputs.

7.3.3 Delivery of Renewals

Suitably experienced contractors procured under the Council's Procurement Policy deliver renewals.

7.3.4 Deferred Renewals

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

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

Figure 5 compares the Council's cumulative renewal expenditure and cumulative depreciation for this activity. If the renewals expenditure starts falling behind the accumulative depreciation it can indicate that, the assets may not be being replaced or renewed at the rate at which they are being consumed. If this continues unchecked for too long, future communities will inherit a rundown asset, high maintenance costs and high capital costs to renew failing infrastructure.

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

Renewal expenditure falls away to less than the calculated depreciation allowances with time. This is reflective of the stepped nature of renewal works for buildings. In addition, depreciation rates are based on allowable financial asset provisions rather than reflecting the actual physical condition of the component assets.

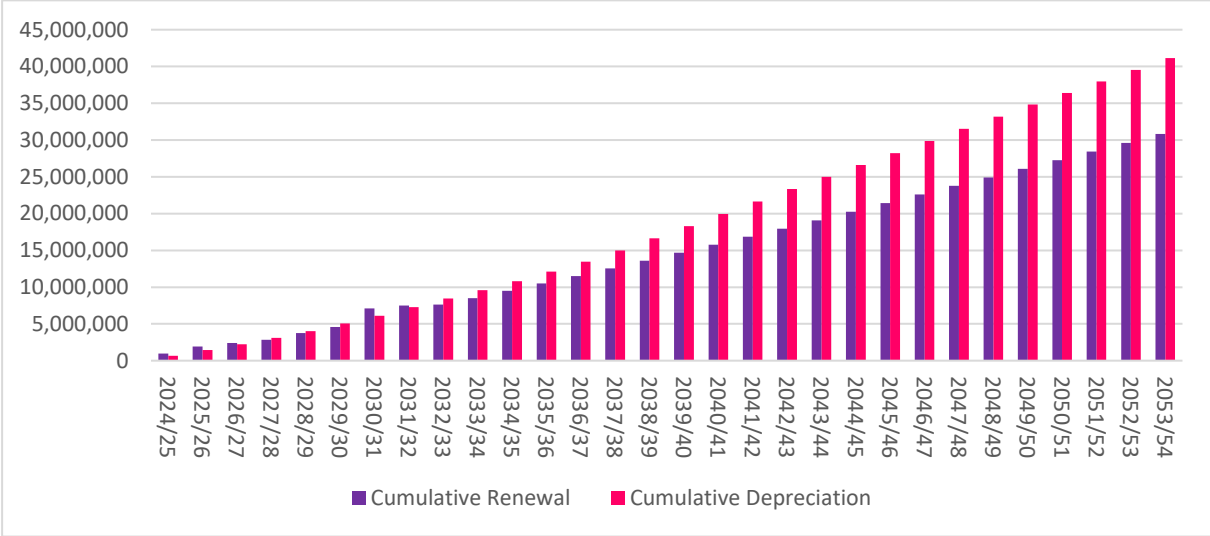


Figure 6: Cumulative Depreciation vs Renewal

7.4 Asset Development

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding. New assets require consideration of how to fund future operations, maintenance and renewal costs, and consideration also needs to be taken into account for future depreciation when reviewing long-term sustainability.

7.4.1 Key Asset Development Themes

The main drivers for property upgrades are:

- Population growth and changing demographics requiring increased resources such as increased library floor space. This in turn may create the need for additional staff resources.
- As the population increases the demand for the Council’s services increases thus creating a demand for additional workspace.

7.4.2 Key Projects to Support Increasing Levels of Service and Growth

A feasibility report for the old Motueka Library is in development Q2 2024. This examines an option to shift the Motueka Service Center to the old library site to improve location, accessibility and meeting spaces has been suggested by the Community Board previously.

7.5 Asset Management Options

The Council building assets are managed to optimise utilisation. Mechanisms for this are:

- Making greater use of existing facilities by reconfiguring the buildings internal structure or managing surplus space.

- Provide additional capacity. If the demand for additional space exceeds what is available, Council will consider asset and non-asset solutions in order to add more capacity. This may include the following:
 - Reconfigure existing floor space;
 - Extend the floor area of existing facilities;
 - Acquire additional buildings (either by purchase or lease);
 - Build new fit for purpose facilities;
 - Leverage and support community partnerships models;
 - Consider alternative methods for service delivery.
- Review lease if the building is under-utilised, unsafe or unfit for purpose.

7.6 Asset renewals.

The Council intends that the renewals programmes for buildings will reflect and deliver the expectations in the Baseline Standards of Service. Where a renewal is triggered by significant fit-for purpose or performance issues, there should be an investigation to establish if a major upgrade is required (for example re-roof rather than repair a leak).

7.7 Maintenance activities.

Building and condition inspections are carried out by the Property activity and utilising external contractors, by industry standards and specifications. Cyclic and responsive maintenance programmes are managed by preferred contractors.

7.8 Asset Disposal

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

A number of factors can trigger decisions about asset disposal, such as:

- An assets systemic failure as a result of its age and condition;
- A change in the required service level of the asset;
- An assets inability to handle increasing or changing demand
- An assets misalignment with service objectives.
- Low utilisation due to changing community requirements

Where an asset no longer meets the needs of the services being provided, Council will consider divesting, repurposing or otherwise disposing of it. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

The Council has not signalled any specific intention of disposing of any land or facilities during the term of this AMP but will consider property disposal on a case-by-case basis as situations arise.

7.9 Asset acquisitions:

The prioritisation for proposed new asset acquisitions or major upgrade projects starts by focusing on the desired outcome, not the response or solution.

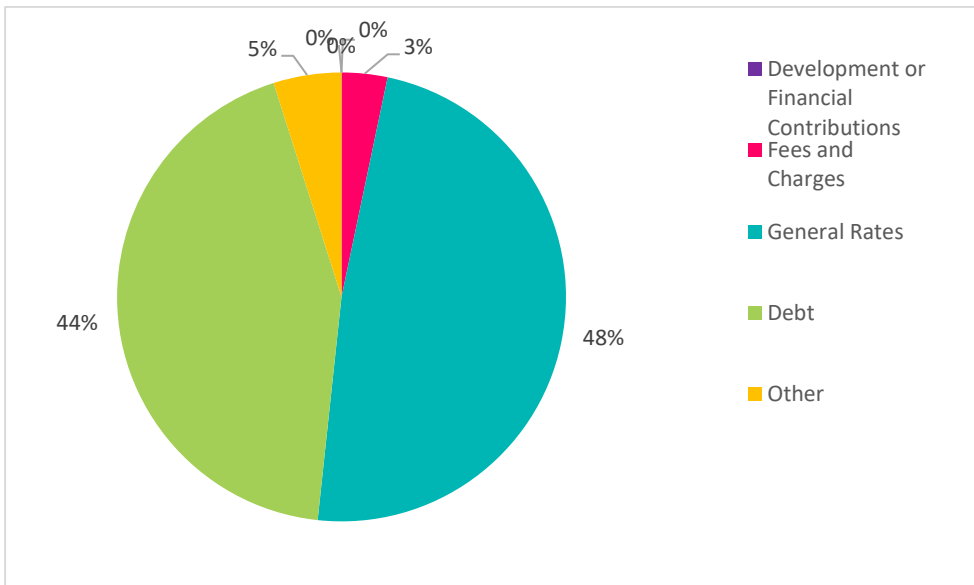
The proposed actions are assessed against a number of criteria to ensure their strategic alignment and to prioritise against each other. In this way, the Council ensures that acquisition and upgrade programmes progress the highest priority property actions across Council.

8 Financials

The Council has planned a prudent financial approach to managing its assets and services. This section provides a summary of the total value of the activity and the investment that the Council has planned to make over the next 30 years.

8.1 Funding Sources

The Property activity is currently funded primarily through fees and charges general rates.



Nature of Funding	10 Years
Development or Financial Contributions	0
Fees and Charges	645,492
General Rates	9,570,416
Debt	8,865,445
Other	958,632
Subsidies and Grants	0
Targeted Rates	0

8.2 Development Contributions

There are no development contributions that fund the Property activity. However, the Council property developments may require the payment of Development Contributions for water, wastewater, transportation or stormwater and will be required like other developers to pay the fees specified in the Development Contributions Policy.

8.3 Asset Valuation and Depreciation

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

The Council requires its infrastructure asset register and valuation to be updated in accordance with Financial Reporting Standards and the AMP improvement plan.

The valuations summarised below have been completed in accordance with the following standards and are suitable for inclusion in the financial statements for the year ending June 2020.

- NAMS Group Infrastructure Asset Valuation Guidelines – Edition 2.0.
- New Zealand International Public Sector Accounting Standard 17; Property, Plant and Equipment (PBE IPSAS 17) and PBE IPSAS 21 (Impairment of Non-Cash Generating Assets).

8.3.1 Latest Asset Valuation

The Property assets were last valued in June 2018. Key assumptions in assessing the asset valuations are described in detail in the valuation report.

The information for valuing the assets was obtained from the Council’s asset registers, based on Excel spreadsheets. Economic lives and residual lives have been defined for all properties. As structures near the end of their theoretical lives, minimum residual lives have been adopted to reflect the remaining base value still existing prior to any renovation or upgrading. The asset-depreciated value applying to each group of building assets is summarised in Table 6 below.

Table 5: Property Asset Valuation Summary

Asset-Buildings Only	Asset Depreciated Value (\$)
Housing	2,875,000
Libraries	13,302,200
Offices and Service Centres	9,512,000
TOTAL	25,689,200

8.4 Financial Summary

As noted in the Executive Summary, the Council’s Funding Impact Statement (FIS) does not apply to this activity.

8.4.1 Project Drivers

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

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

This is necessary for two reasons as follows.

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

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

8.4.2 Scope Risk and Funded Capital Programme

When developing this work programme, the Council needs to estimate how much to budget for each project. Often, the Council cannot be certain what the actual costs or scope of the project will be because the design is yet to be completed. Typically, the Council has more confidence in the cost and scope of projects that are planned within the first three years. After this, estimates are usually based on simple concept designs.

To address this uncertainty, the Council has incorporated funding of scope risk into capital project budgets. The amount of scope risk included varies from 10% to 40% of the project estimate, depending on the project's expected complexity. Based on history, it is unlikely that all individual projects will need the full amount of allocated scope risk funding, in reality, there will be some under and overspending.

8.4.3 Total Expenditure

The estimated expenditure needs for the Property activity have been prepared for the next 10 years following a condition assessment of properties.

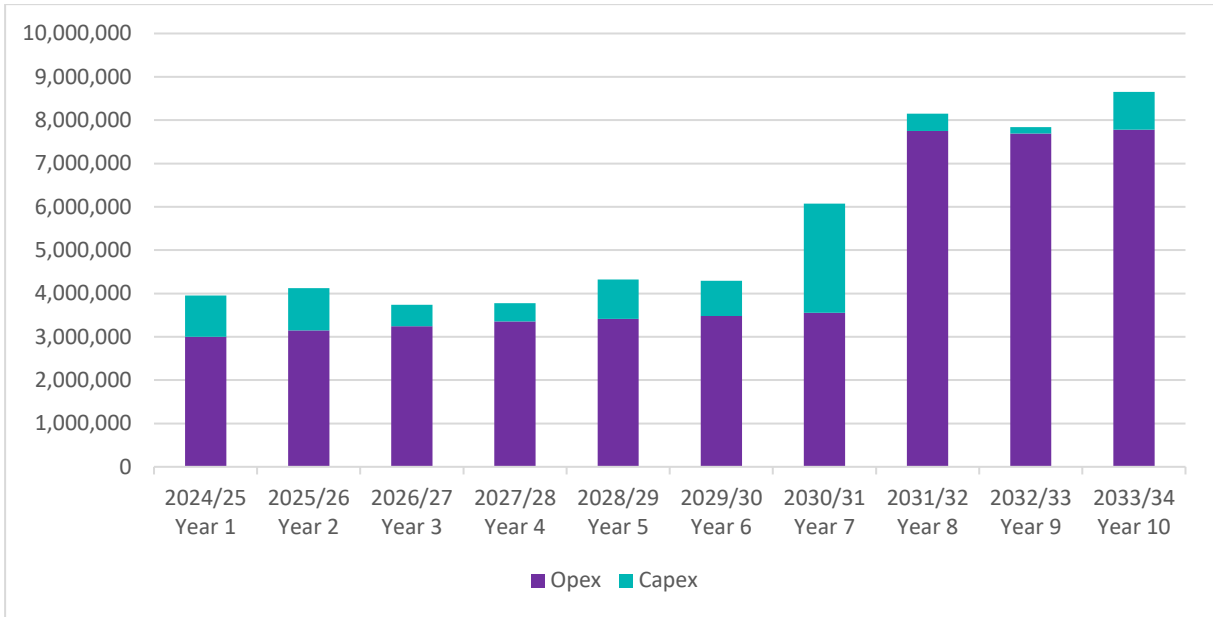


Figure 7: Total Expenditure for years 1-10 including Inflation

8.4.4 Total Income

The estimated income for the Property activity for the next 10 years is shown below.

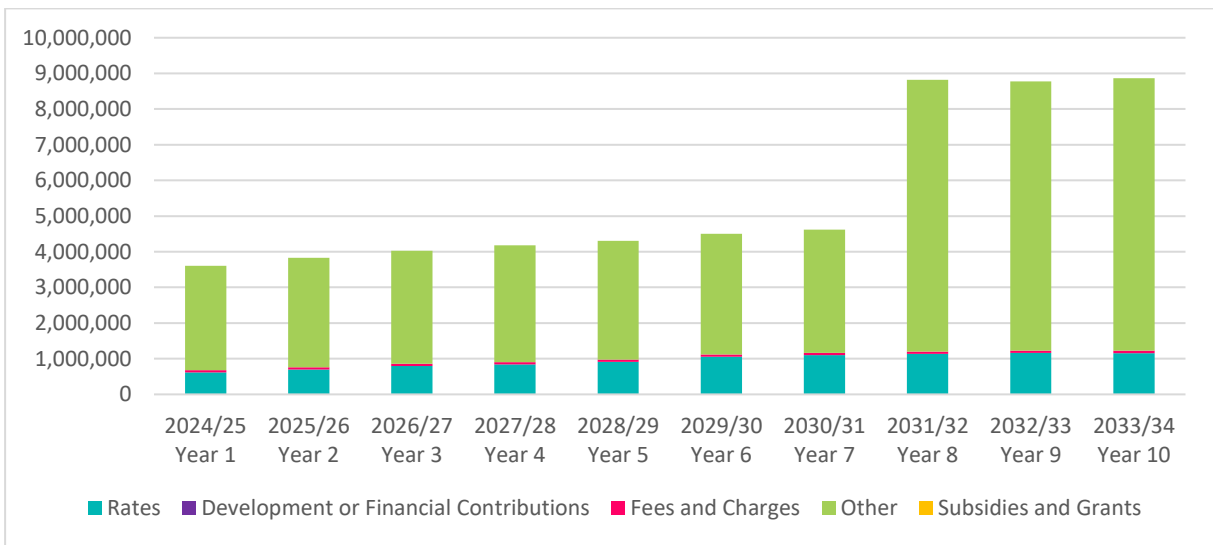


Figure 8: Total Income Year 1 to 10 Including Inflation

8.4.5 Operational Costs

The estimated operational costs for the Property activity for the next 10 years are shown below.

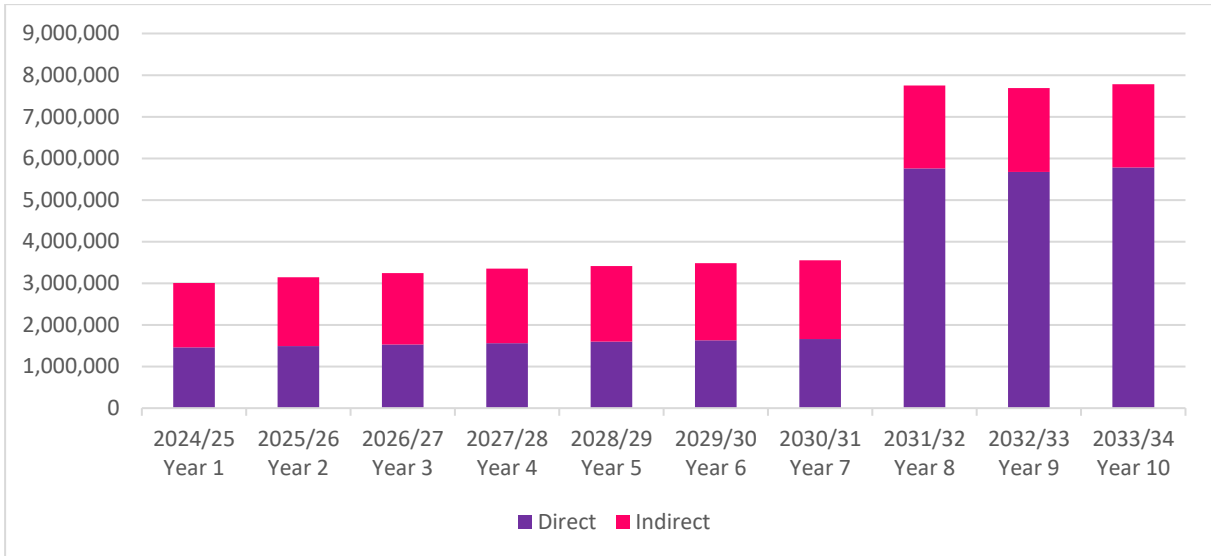


Figure 9: Total Operational Costs Year 1 to 10 Including Inflation

8.4.6 Capital Expenditure

The estimated capital expenditure for the Property activity for the next 10 years is shown below.

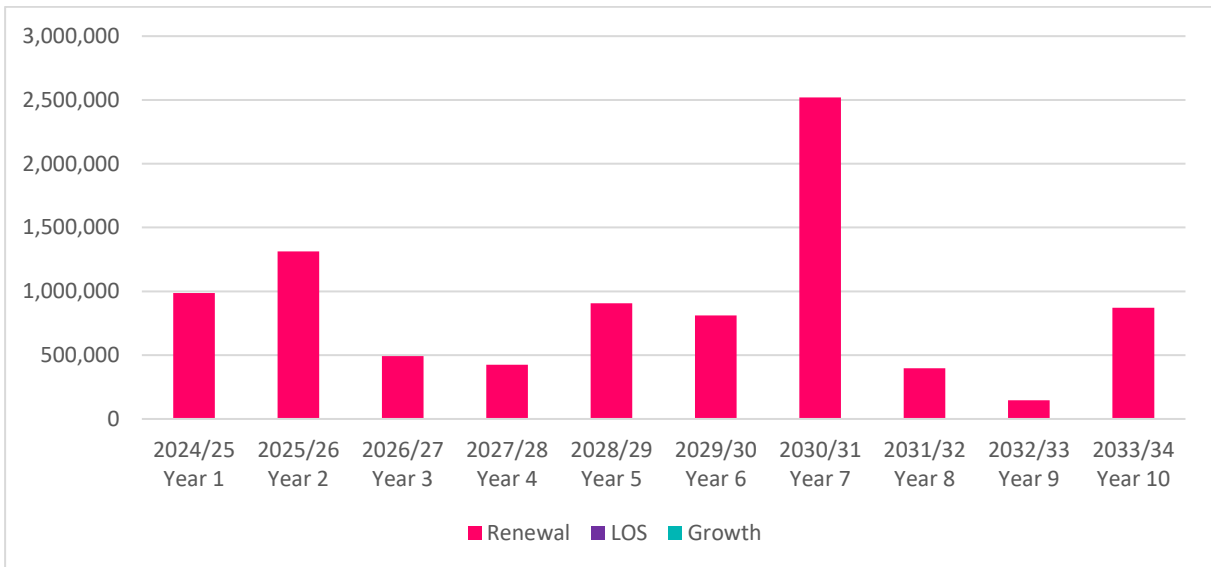


Figure 10: Total Capital Expenditure Year 1 to 10 Including Inflation

9 Climate Change, Natural Hazards and Environment

The Tasman region is susceptible to a wide range of natural hazards, some exacerbated by climate change, and the Council needs to plan for these hazards and determine whether adaptation, mitigation, or retreat is appropriate.

The Council needs to ensure it has robust planning in place and provides infrastructure that is resilient. The Council is taking a long term strategic approach by undertaking risk, resilience and recovery planning to provide better information on infrastructure resilience requirements.

The Council will also continue to focus on planning and managing its critical assets and lifelines networks to ensure that the appropriate level of effort is being made to better manage, maintain and renew critical assets.

As well as ensuring its assets are resilient, the Council has a range of financial provisions to assist with response to and recovery from major damaging events. These include:

- annual emergency funding;
- an established Emergency Fund;
- ability to reprioritise the Council's capital programme;
- insurance cover for recovery of a portion of costs of a catastrophic disaster event;
- Central Government support of up to 60% through the Local Authority Protection Programme; and
- NZ Transport Agency subsidy of at least 51% for subsidies transportation asset reinstatement.

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting their business, taking into account the current and future needs of communities for good-quality local infrastructure, and the efficient and effective delivery of services.

Sustainable development is a fundamental philosophy that is embraced in the Council's Vision, Mission and Objectives, and is reflected in the Council's community outcomes. The levels of service and the performance measures that flow from these inherently incorporate the achievement of sustainable outcomes.

Sustainability is measured against the triple bottom line framework that aims to create a balance between the three dimensions of performance, often referred to as people, planet and profit (3Ps).

The Council operates, maintains and improves the Property Services infrastructure assets on behalf of its ratepayers. The Council uses its Financial Strategy to guide the development of an affordable work programme. The Council's finances are managed within the set debt limits and rates income rises to ensure economic viability for current and future generations.

9.1 Climate Change

Embedding climate change, natural hazards and building risk and resilience into core business is an important focus across Council infrastructural activities.

Council has a key role to play in reducing its own corporate emissions, supporting and providing leadership on mitigation actions across the community, including understanding and accounting for risks and resilience-building associated with climate change and natural hazards, including in the following areas:

- **Sea level rise:** sea level rise is a significant climate challenge for Tasman as a large proportion of its urban infrastructure is coastal or low lying. These areas will become more vulnerable to coastal erosion and inundation over time.
- **Heavy rainfall and flooding events:** higher intensity rainfall events mean Tasman will experience more regular and extensive flooding from streams, rivers and stormwater overflows, with an associated increase in land instability.
- **Droughts and high temperatures:** with a warmer climate, the temperature of the water within our rivers and streams will increase and affect habitats. Droughts will result in a higher risk of fires.

9.2 Energy

By adopting and investing in Solar and energy mitigation, Council will contribute to a more sustainable and environmentally friendly energy profile, ultimately aiding in reducing climate change.

9.3 Carbon reduction

The fleet optimisation strategy will reduce carbon by replacing two thirds of the fleet with BEV vehicles by 2027. This is equivalent to planting 2,200 trees annually.

9.4 Inundation management

It is more cost effective for Council to anticipate the effects of inundation and manage this proactively. This will affect property acquisitions, maintenance strategies and investment decisions (in conjunction with Facilities and Enterprise activities).

9.5 Earthquakes and land instability

Tasman lies within a seismically active zone, with both the Alpine Fault and Waimea Flaxmore fault system traversing the south-eastern part of Tasman. The Alpine fault is the most active, with the probability of this rupturing within the next 50 years in the order of 30%.

9.6 Responding to Climate Change

9.6.1 Mitigation

Mitigation is about reducing greenhouse gas (GHG) emissions and enhancing carbon sinks and the Council is committed to emissions reduction targets for its own activities in line with government targets.

9.6.2 Adaptation

Adaptation is the process of responding to current and future climate related impacts and risks. To manage these impacts and risks, Council is following the Ministry for the Environment guidance and is using the Dynamic Adaptive Pathways Planning (DAPP) approach. This means managing our assets in a way that makes them more resilient, or in some instances, it may mean moving those assets.

How the Council delivers its services will play a key role in meeting emissions reduction targets and building community resilience.

The Council is working with Nelson City Council on a regional climate change risk assessment, which will build a comprehensive picture of how climate change will impact the region.

How climate change impacts our assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts. As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 6.

- In 2019, the Council adopted the 'Tasman Climate Action Plan' (Action Plan). The Action Plan is the Council's initial response to the urgent need to take action on climate change, to build climate resilience and reduce greenhouse gas emissions.
- The Action Plan sets out goals, targets and actions relating to three key themes:
- Mitigation – how we can reduce greenhouse gas emissions from the Council's activities.
- Adaptation – ways we can respond to our changing environment, including positive opportunities.
- Leadership – how we can lead by example, advocate, and encourage others to take action.

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

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

Goals will be measured against targets and achieved by implementing the actions set out in the Action Plan. Targets and actions of direct relevance to this activity are listed below. Several other actions are also relevant (e.g. those relating to information provision and leadership goals) - see the online version of the Action Plan for details: www.tasman.govt.nz/climate-change.

To reduce Carbon, the Council is in the process of reconfiguring its fleet to 60% Battery Electric Vehicles (BEV) in 2024. It will achieve this within existing budgets by reviewing fleet capitalisation and improving utilisation.

9.7 Potential Negative Effects

Schedule 10 of the Local Government Act 2002 requires an outline of any significant negative effects that an activity may have on the local community. Potential negative effects associated with the Property Services activity are outlined in Table 6.

Table 6: Negative Effects replace examples below with relevant examples for your activity

Effect	Description	Mitigation Measures
Cost of providing for growth	Economic – Costs of upgrading or extending Council buildings to cater for growth can place a financial burden on ratepayers.	The Council will endeavour to work within existing building envelopes where possible and will look at reconfiguring workspaces to avoid substantial expenditure.
Seismic failure of buildings	Economic – Costs of upgrading buildings, which do not satisfy the minimum requirements for earthquake standards.	The Council has assessed the buildings which it considers may be a seismic risk and will consider mitigation measures on a case-by-case basis. There are still other buildings to be assessed.
Impact to historic and wahi tapu sites.	Cultural: Physical works may have an adverse effect on sites.	Consultation prior to works. Record of known heritage sites.

9.8 Potential Positive Effects

Potential positive effects are outlined in Table 7 .

Table 7 : Positive Effects replace examples below with relevant examples for your activity

Effect	Description
Environmental sustainability	The Council aims to achieve environmental sustainability whilst managing the properties activity.
Economic efficiency	The Council's management of the Property AMP using best practice and competitive tendering aims to provide economic efficiency (i.e., best value for money) for ratepayers.
Community value	The employment of skilled and experienced staff in the Property activity and skilled contractors and consultants ensures that the community is provided with an assurance of fairness and reasonableness in their dealings with the Council.

9.9 Environmental Management

The statutory framework defining what activities require resource consent is the Resource Management Act (RMA) 1991 and subsequent amendments. The RMA is administered locally by the Council, as a unitary authority, through the Tasman Resource Management Plan.

Land subdivision proposals, property easements, complying with car parking requirements for building developments, site coverage, boundary setbacks and land use are all matters, which may need to be addressed with the properties listed in this Activity Management Plan. Water take and discharge, water levies and coastal occupation permits and land use consents may be required for activities.

Table 8: Register of Active Resource Consents as of 1 January 2024

Consent No	Applicant	Location	Type	Use	Effective Date
020183	Council	78 Commercial Street Tākaka	Land use	To modify a category 11 heritage building	5/06/2002
010221	Council	78 Commercial Street Tākaka	Land use	Create a Right of Way over Pt Sec 18	06/07/2001
120885	Council	Tākaka Library 3 Junction Street Tākaka	Land use	To undertake a boundary adjustment	19/07/2012
000510	Murchison Information Centre	47 Waller Street, Murchison	Land use	Extend the information centre	25/01/2001
120912	Two Degrees Mobile Limited	7 Hickmott Place, Motueka	Land use	To attach three telecommunications antennas to an existing telecommunication facility and to operate and maintain the telecommunication facility in a Commercial Zone. The antennas will contravene daylight admission	07/12/2012
120646	Two Degrees Mobile Limited	7 Hickmott Place, Motueka	Land use	Co-location of 2 Degrees telecommunications on existing Telecom tower that does not meet the daylight recession plane.	07/09/2012

Consent No	Applicant	Location	Type	Use	Effective Date
110245	Vodafone New Zealand Ltd	7 Hickmott Place, Motueka	Land use	Installation of a telecommunications cabinet and the attachment of additional antennas to existing 33m lattice tower.	13/04/2011
060665	Telecom New Zealand Ltd	7 Hickmott Place, Motueka	Land use	Outline plan for addition of antennae to the existing Microwave Station at Hickmott Place	13/10/2006
970038	J V Contracting LTD	79 High St North, Motueka	Land use	To erect a sign	16/04/1997
120504	Council	189 Queen Street Richmond	Land use	Relocate existing sign due to construction of new extension	19/07/2012
110760	Council	189 Queen Street Richmond	Land use	To drill two bores for geotechnical investigations for piles	12/10/2011
080465	Council	189 Queen Street Richmond	Land use	Construct a six metre antenna mast on a building	07/07/2008
060253	Council	189 Queen Street Richmond	Land use	Extend mast for weather station by 4m	09/06/2006
050379	Council	189 Queen Street Richmond	Land use	Erect a 4m mast for a weather station on top of a 10m high building	10/08/2005
040934	Council	189 Queen Street Richmond	Land use	Alterations and additions to Tasman District Council Richmond Offices	27/09/2004

Consent No	Applicant	Location	Type	Use	Effective Date
940118	Council	189 Queen Street Richmond	Land use	Building alterations	08/07/1994
8/80/3	Waimea County Council	189 Queen Street Richmond	Land use	Waimea County Council office extensions	26/06/1980
P90042	Council	189 Queen Street Richmond	Land use	Erect Tasman District Council office complex	06/03/1992
P910038	Council	280 Queen Street Richmond	Land use	Library and offices for the Council	26/07/1991

9.9.1 Resource Consent Reporting and Monitoring

An ongoing programme required of “consent renewals” for those components of the Council’s activities, as well as a monitoring programme for compliance with the conditions of permitted activities or resource consents. Consent renewals have been programmed in the Capital programme. Use of the Council’s monitoring databases allows the programming for consent renewal including renewal prior to expiry.

9.9.2 Auditing

Regular inspections and condition reports of key sites are completed and recorded to ensure the Council’s maintenance contractor is operating in accordance with a number of key performance indicators including performance measures required under any consent conditions or other legislative requirements.

9.9.3 Environmental Reporting and Monitoring

In addition to audit assessments, non-compliance incidents are recorded, notified to the Council’s Compliance Monitoring team and mitigation measures put in place to minimise any potential impacts.

9.9.4 Council’s Annual Report

The extent to which the Council has been able to meet all of the conditions of each permit is reported in its Annual Report.

9.9.5 Property Designations

Designations are a way provided by the RMA of identifying and protecting land for future public works.

There are no current designations in place for land covered by this Activity Management Plan.

10 Asset Management Processes and Practices

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

10.1 Appropriate Practice Levels

The Office of the Auditor General (OAG) uses the International Infrastructure Management Manual (IIMM) as the benchmark against which New Zealand councils measure their activity management practices. There are five maturity levels in the IIMM; Aware, Basic, Core, Intermediate and Advanced. The IIMM sets out what the requirements are for each level against each area of the activity management system.

In 2023, the Council reviewed its Property Activity Management Policy and adopted an updated version. The Policy sets out the Council's activity management objectives and appropriate levels of practice. For the Property Services activity the Council has determined that the appropriate level of practice is to confirm the objectives and responsibilities of activity management to core levels of maturity, with 'Core' level of practice for demand forecasting, asset register data and asset condition.

10.2 Service Delivery Reviews

10.2.1 Activity and asset management teams

The Council has an organisational structure and capability that supports effective asset management planning. Multiple teams across the Council have responsibility for the different aspects of activity and asset management. The focus of the teams ranges from a strategic focus at a Long Term Plan/Infrastructure Strategy level, which involves a cross-Council team, through to a focussed delivery of the capital projects programme and a detailed, operational focus at the Operational team level.

The activity management planning function is managed by the Strategic Planning team, Operations are the responsibility of the Utilities and Transportation teams, while Projects and Contracts are managed by the Programme Delivery team.

The Infrastructure Planning team prepares the update of the activity management plans and oversees implementation of the improvement plan. The draft plans are reviewed internally and released for consultation, then amended as required and adopted by Council for implementation.

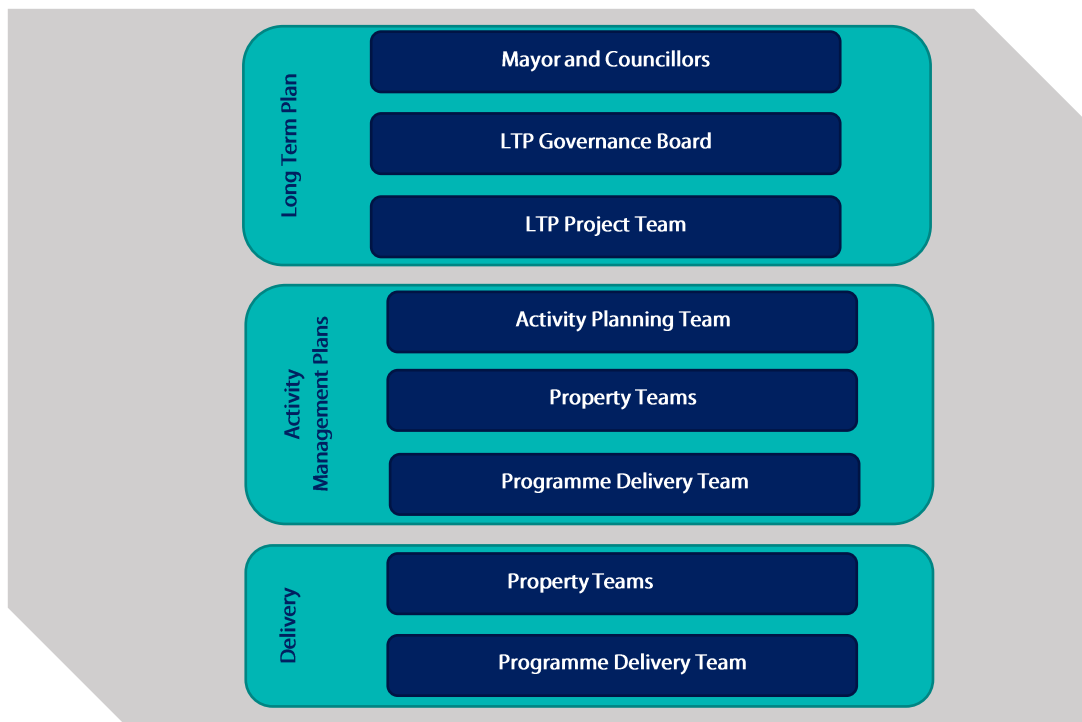


Figure 11: Teams Involved in Activity and Asset Management

10.2.2 Staff Training

The Council allows for continued development of staff to ensure that best practice is maintained and that the Council retains the skills needed to make improvements in asset management practices.

10.2.3 Professional Support

The Council has a need to access a broad range of professional service capabilities to undertake investigation, design and procurement management in support of its significant capital works programme, as well as support with activity management practice. There is also a necessity on a as-needed basis to access specialist skills for design, planning and policy to support the in-house management of the Council's networks, operations and maintenance.

10.2.4 Procurement Strategy

The Council has a formal Procurement Strategy that it follows in order to engage contractors and consultants to assist the Council. This strategy has been prepared in part to meet NZ Transport Agency's requirements for expenditure from the National Land Transport Fund, and it considers the procurement environment that exists within the Tasman District. It is due for review to remain aligned with Council's strategies. It principally focuses on Engineering Services activities but is framed in the NZ Transport Agency procurement plan format, which is consistent with whole-of-government procurement initiatives.

10.2.5 Service Delivery Reviews

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

In addition to the Section 17A reviews, the Council is reviewing its current capability and capacity against the requirements of the future programmes of work set out in its activity management plans. To enhance the department's ability to deliver the capital and operational works programme the following actions are to be undertaken:

- a review of the capital programme for the next five years to better understand project complexities and delivery requirements.
- Investigate a new project management system to track and report project delivery progress.
- Increase the number of Project Managers to enable the project delivery requirements.

10.3 Asset Management Systems and Data

10.3.1 Information Systems and Tools

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

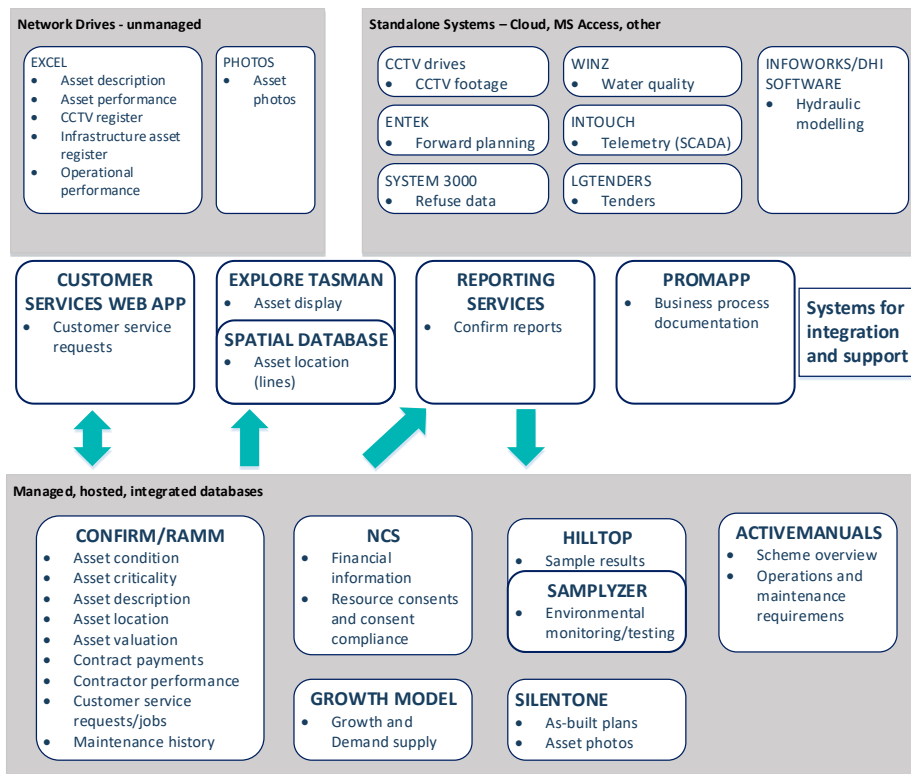


Figure 12: Council's Information Systems and Tools (Note: the Digital Improvement Programme is currently updating this information).

10.3.2 Asset Data

A Condition survey for all facilities (ideally every three years), including an estimate of the components that need replacement, is critical for planning and budgeting. Condition assessments are yet to be undertaken for many properties and is due to be completed by the end of 2025. SPM Assets will be performing these condition assessments. SPM Assets provides a system that greatly simplifies best practice asset management. Beginning with the collection of condition and building performance data, the tool then provides a finely detailed analysis of asset performance and provides for the allocation and prioritization of asset-related projects.

These condition surveys are fundamentally based on the identification, measurement, and assessment of the condition of agreed components, to establish ongoing lifecycle requirements.

Table 9: Grading Guideline

Element	1. Very good	2. Good	3. Moderate	4. Poor	5. Very poor
Estimated proportion of life consumed	Up to 45%	Between 45% to 90%			90% to 100%
Structure	Sound structure.	Functionally sound structure.	Adequate structure, some evidence of foundation movement, minor cracking.	Structure functioning but with problems due to foundation movement. Some significant cracking.	Structure has serious problems and concern is held for the integrity of the structure.
External	Fabric constructed with sound materials, true to line and level. No evidence of deterioration or discolouration.	Showing minor wear and tear and minor deterioration of surfaces.	Appearance affected by minor cracking, staining, or minor leakage. Indications of breaches of weather proofing. Minor damage to coatings.	Fabric damaged, weakened or displaced. Appearance affected by cracking, staining, overflows or breakages. Breaches of weatherproofing evident. Coatings in need of heavy maintenance or renewal.	Fabric is badly damaged or weakened. Appearance affected by cracking, staining, overflows, leakage or damage. Breaches of waterproofing. Coatings badly damaged or non-existent.
Internal			Appearance affected by minor cracking, staining, or minor leakage, some dampness or mildew. Minor damage to wall/ceiling finishes.	Fabric damaged, weakened or displaced. Appearance affected by cracking, staining, dampness, leakage, or breakages. Breaches of weatherproofing evident. Finishes of poor quality and in need of replacement.	Fabric is badly damaged or weakened. Appearance affected by cracking, staining, leakage, or willful damage. Breaches of waterproofing. Finishes badly damaged and in need of replacement.
Services	All components operable and well maintained.	All components operable.	Occasional outages, breakdowns or blockages. Increased maintenance required.	Failures of plumbing, electrical and mechanical components commonplace.	Plumbing, electrical and mechanical components are unsafe or inoperable.
Fittings	Well secured and operational. Sound of function and appearance.	Operational and functional. Minor wear and tear.	Generally operational, Minor breakage.	Fittings of poor quality and appearance, often inoperable and damaged.	Most are inoperable or damaged.
Maintenance	Well maintained and clean.	Increased maintenance inspection required.	Regular and programmed maintenance inspections essential.	Frequent maintenance inspections essential. Short term element replacement/rehabilitation.	Minimum life expectancy, requiring urgent rehabilitation or replacement.
Customers	No customer concerns.	Deterioration causes minimal influence on occupational uses. Occasional customer concerns.	Some deterioration beginning to be reflected in minor restrictions on operational uses. Customer concerns.	Regular customer complaints.	Generally not suitable for use by customers.

The grading guidelines, shown in the above table, have been used to assess the data reliability for Council assets.

Data is saved in the SPM asset management system and maintained by the Property activity. This information will be uploaded into Council’s “Confirm” database. The SPM Asset Management database provides comprehensive life cycle analysis that is based on unit rates / base and remaining lives and provides robust reporting for the assets that have recently been condition graded. Having this information available to staff will provide a higher degree of accuracy of cost for component renewals.

Fleet management analysis is carried out utilising empirical data from E-Roads. Around 3 years information was used to optimise Council’s fleet in 2023-24 in order to improve utilisation, safety and reduce carbon emissions.

Table 10: Data Types and Information Systems

Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Asset condition	SPM	Data will be saved in the SPM asset management system. Data will be updated and maintained by Property activity, in a way that is consistent with Council's Confirm database.	4	4
Asset criticality	Activity Management Plan	See section 11.4 Asset Risks – Critical Assets	2	2
Asset description	Property files / MagiQ	Land is recorded in the Council Property database within MagiQ and specific asset/building information is in the property files.	2	2
Asset location	Local Maps (GIS)	GIS holds a layer depicting the Council-owned properties.	2	2
Asset valuation	Finance Spreadsheet	Valuation of assets done regularly.	2	2
Contract payments	MagiQ	All maintenance and capital works contract payments are done through MagiQ purchase orders.	N/A	N/A

Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Customer Service Requests	Customer Services Application	Customer calls relating to asset maintenance are captured in the custom-made Customer Services Application.	N/A	N/A
Financial Information	MagiQ	The Council's corporate financial system is MagiQ, a specialist supplier of integrated financial, regulatory and administration systems for Local Government.	N/A	N/A
Capital and maintenance planning	SPM	Programmes for the Council's activities are developed.	2	N/A
Maintenance history	MagiQ	Maintenance costs can be manually extracted from this system.	2	2
Photos	Network drives / Digital Office and Record Information System (DORIS)	Electronic photos of assets are mainly stored on the Council's network drives and DORIS.	N/A	N/A
Processes and documentation	Promapp	Promapp is process management software that provides a central online repository where the Council's process diagrams and documentation are stored.	2	3

Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Resource Consents and consent compliance	MagiQ	Detail on Resource Consents and their compliance of conditions (e.g., sample testing) are recorded in the MagiQ Resource Consents module.	2	2
Tenant management	MagiQ	Move to a more capable system such as ReLease to allow automating invoicing, rent reviews and facilitate communications.	2	2
Fleet Management	E-Roads	Detail on compliance for usage, bookings and vehicle management	1	1

Table 11: Data Accuracy and Completeness Grades

Grade	Description	% Accurate
1	Accurate	100
2	Minor Inaccuracies	+/- 5
3	50 % Estimated	+/- 20
4	Significant Data Estimated	+/- 30
5	All Data Estimated	+/- 40

Grade	Description	% Complete
1	Complete	100
2	Minor Gaps	90 – 99
3	Major Gaps	60 – 90
4	Significant Gaps	20 – 60
5	Limited Data Available	0 – 20

10.4 Critical Assets

Knowing what's most important is fundamental to managing risk well. By knowing this, the Council can invest where it is needed most, and it can tailor this investment to the right level. This will avoid over investing in assets that have little consequence of failure and will ensure assets that have a high consequence of failure are well managed and maintained. For each asset, the criticality has been assessed against the following five criteria:

- a) Number of people that would be affected if the asset failed.
- b) Asset failure would prevent/impair use of a critical facility.
- c) Ease of access/complexity of repair.
- d) Asset failure has potential for environmental/health/cultural impacts.
- e) Asset failure has potential to initiate cascading failures and/or asset has interdependencies with other assets.

Based on the above, asset criticality has been assessed for all assets across the district and mapped spatially in a GIS viewer. The vulnerability of critical assets to natural hazards has been identified through the overlay of natural hazards information such as coastal inundation and sea level rise, stormwater and river flooding, fault lines, tsunami risk and liquefiable soils.

The asset criticality framework will help to ensure that the appropriate level of effort is being made to manage, maintain and renew them, and will extend to ensuring that the Council has adequate asset data to enable robust decisions to be made regarding the management of those assets.

For property, this is knowing Tasman's critical assets and lifelines. These typically comprise the main offices/service centres in each main centre for use as emergency operations facilities.

The Main Office at 189 Queen Street Richmond is a critical property asset. The complex supports the majority of the Council's staffing complement with the exception of libraries. The Council's risk management strategy in relation to this asset is:

- To maintain and ensure compliance with up-to-date Health and Safety Plans for all staff and contractors and manage the contractor's response to new health and safety issues.
- To monitor the condition of the plant on a regular basis and maintain compliance with relevant quality standards.
- That a regular maintenance programme is maintained.
- To monitor potential hazards on a regular basis, and to take appropriate action to reduce possible risks by eliminating, mitigating, or isolating the hazard as soon as any potential hazard is identified.
- To monitor the structural aspects of the complex and ensure that it is maintained in a safe and sound condition; and
- To ensure backup electrical generating capacity is available during power outages and that regular generator tests are carried out.

10.5 Quality Management

The Council has not implemented a formal Quality Management system across the organisation. Quality is ensured by audits, checks and reviews that are managed on a case-by-case basis. Table 10.5 below outlines the quality management approaches that support the Council's asset management processes and systems.

Table 12: Quality Management Approaches

Activity	Description
Process documentation	The Council uses Promapp software to document and store process descriptions. Over time, staff are capturing organisational knowledge in an area accessible to all, to ensure business continuity and consistency. Detailed documentation, forms and templates can be linked to each activity in a process. Processes are shown in flowchart or swim lane format, and can be shared with external parties
Planning	The Long Term Plan (LTP) and associated planning process are formalised across the Council. There is a LTP project team, LTP governance team, and Asset Management Plan (AMP) project team that undertakes internal reviews prior to the Council approval stages. Following completion of the AMPs, a peer review is done, and the outcomes used to update the AMP improvement plans.
Programme Delivery	This strictly follows a gateway system with inbuilt checks and balances at every stage. Projects cannot proceed until all criteria of a certain stage have been completely met and formally signed off.
Subdivision Works	Subdivision sites are audited for accuracy of data against the plans submitted. CCTV is performed on all subdivision stormwater and wastewater assets at completion of works and again before the assets are vested in the Council. If defects are found, the Council requires that they are repaired before it will accept the assets.
Asset Creation	As-built plans are reviewed on receipt for completeness and adherence to the Engineering Standards and Policies. If anomalies are discovered during data entry, these are investigated and corrected. As-built information and accompanying documentation is required to accompany maintenance contract claims.
Asset Data Integrity	Monthly reports are run to ensure data accuracy and completeness. Stormwater, water, wastewater, coastal structures, solid waste and streetlight assets are shown on the corporate GIS browser, Explore Tasman, and viewers are encouraged to report anomalies to the Activity Planning Data Management team.
Operations	Audits of a percentage of contract maintenance works are done every month to ensure that performance standards are maintained. Failure to comply with standards is often linked to financial penalties for the contractor.

Activity	Description
Levels of Service	Key performance indicators are reported annually via the Council's Annual Report. This is audited by the Office of the Auditor General.
Reports to the Council	All reports that are presented to the Council by staff are reviewed and approved by the Senior Management Team prior to release.

11 Improvement Planning

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

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

Assessment of our Activity Management Practices

11.1 Assessment of our Activity Management Practices

In 2021 the Council undertook an asset management maturity review and targets were developed in consultation with Waugh Infrastructure Management Ltd.

The maturity levels were based on the International Infrastructure Management Manual descriptions to maturity.

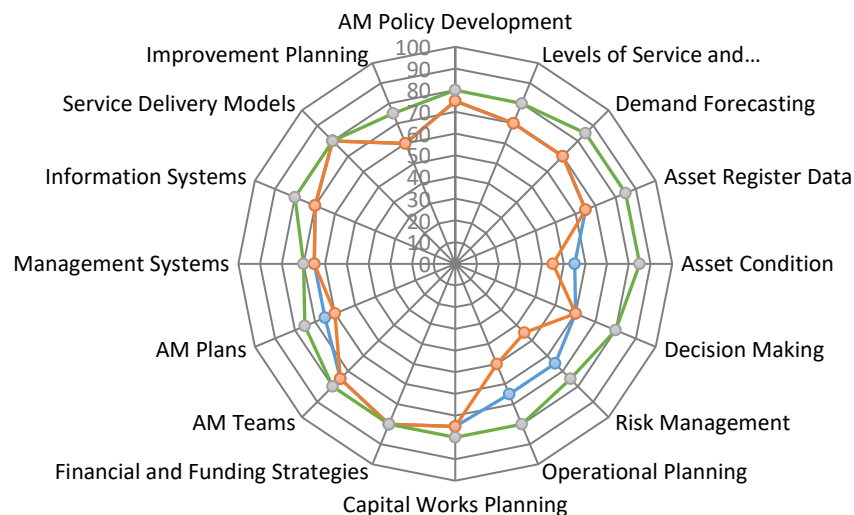


Figure 13: Property Services Maturity Levels

Figure 13 shows that focus areas for improvements were Asset Register Data, Asset Condition, Decision Making, Risk Management, and Operational Planning. Improvements have been incorporated and previously identified gaps have been addressed. Further improvements will be needed to be implemented over the next couple of years to meet the target and actions have been included in the Improvement Plan.

11.2 Peer Reviews

The Council staff reviews and prioritises the feedback received in the peer review reports and incorporates improvements in the AMP where possible.

11.3 Improvement Plan

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

- identification of improvements;
- prioritisation of improvements;
- establishment of an improvement programme;
- delivery of improvements; and
- ongoing review and monitoring of the programme.
- Complete condition surveys of all council owned properties
- Align condition surveys
- RC info and tracked.

All improvements identified are included in a single improvement programme encompassing all activities. In this way opportunities to identify and deliver cross-activity or generic improvements can be managed more efficiently, and overall delivery of the improvement programme can be monitored easily.

11.3.1 Summary of Recent Improvements

Based on the peer review and internal evaluations and reviews, the Council has made improvements to its activity management plan and specific asset management processes.

Some of the Council's key achievements in the asset management processes over the previous three years include:

- asset criticality framework has been implemented for the critical infrastructure;
- developers and Council officers are operating in accordance with the Nelson Tasman Land Development Manual.

Table 13: General Activity Management Improvement Item

Improvement Item	Further Information	Need for Improvement	Priority	Status	Expected Completion Date	Cost/Resource Type
Provide data confidence ratings for groups of assets within the valuation for each activity.		In the valuation reports data confidence is only assessed across the activity and not for the different types of asset groups. It is likely that data confidence varies considerably between buried assets and above ground assets and this is not reflected in the reports.	Medium	Not started	June 2025	Consultants and staff time Budget \$33,500 in 2019/2020
Consider how levels of service options are presented to the community	Consider how to better engage the community in agreeing appropriate levels of service through specific work streams (e.g. Risk, Resilience, and Recovery Planning).	Engagement is required to determine an appropriate level of service	Medium	Not started	2024	Staff time

Improvement Item	Further Information	Need for Improvement	Priority	Status	Expected Completion Date	Cost/Resource Type
Capture and track maintenance data	Historical costs should be analysed to calculate forward budgets	Improve the consistency and confidence when planning operations and maintenance budgets	Medium	Not started	Ongoing	Staff Time
Property asset condition surveys	Analysis of likely capital and maintenance costs	Improve budgeting and planning. Aligns with community needs	High	Ongoing	2025	Consultants (SPM)

Appendix A: Asset Data

Table 14: Asset Data Types and Information Systems

Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Asset criticality	Activity Management Plan	See section 11.4 Asset Risks – Critical Assets	2	2
Asset description	Property files / MagiQ	Land is recorded in the Council Property database within MagiQ and specific asset/building information is in the property files.	2	2
Asset location	Local Maps (GIS)	GIS holds a layer depicting the Council-owned properties.	2	2
Asset valuation	Finance Spreadsheet	Valuation of assets done regularly.	2	2
Contract payments	MagiQ	All maintenance and capital works contract payments are done through MagiQ purchase orders.	N/A	N/A
Customer Service Requests	Customer Services Application	Customer calls relating to asset maintenance are captured in the custom-made Customer Services Application.	N/A	N/A
Financial Information	MagiQ	The Council’s corporate financial system is MagiQ, a specialist supplier of integrated financial, regulatory and administration systems for Local Government.	N/A	N/A
Capital planning	MagiQ	Programmes for the Council’s activities are compiled in MagiQ.	N/A	N/A
Maintenance history	MagiQ	Maintenance costs can be manually extracted from this system.	2	2

Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Photos	Network drives / Digital Office and Record Information System (DORIS)	Electronic photos of assets are mainly stored on the Council's network drives and DORIS.	N/A	N/A
Processes and documentation	Promapp	Promapp is process management software that provides a central online repository where the Council's process diagrams and documentation are stored.	2	3
Resource Consents and consent compliance	MagiQ	Detail on Resource Consents and their compliance of conditions (e.g., sample testing) are recorded in the MagiQ Resource Consents module.	2	2

Appendix B: Operating Budgets

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
			2024-54	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	3030/31	2031/32	2032/33	3033/34	2034-44
25012202	PRO MGMT LEGAL FEES	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
2501220201	PROPERTY LEGAL FEES	1,780,066	55,750	55,811	54,061	53,836	53,892	53,836	53,836	53,892	53,836	53,836	618,740	618,740
25012203	PRO MANAGEMENT - CONSULTANCY	627,009	21,621	21,621	21,621	21,621	21,621	21,621	21,621	21,621	21,621	21,621	194,589	216,210
25012205	PROPERTY VALUATION FEES	105,806	5,405	5,405	5,405	5,405	5,405	5,405	5,405	5,405	5,405	5,405	24,516	27,240
25012517	Materials/Sundry	137,156	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	38,916	43,240
25032401	PRO Commercial Maintenance	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
25032505	Electricity	21,000	700	700	700	700	700	700	700	700	700	700	7,000	7,000
25032508	PRO COMMERCIAL RATES & INSUR	291,900	9,730	9,730	9,730	9,730	9,730	9,730	9,730	9,730	9,730	9,730	97,300	97,300
25042507	PRO MISC LEASES	78,200,000	0	0	0	0	0	0	0	3,400,000	3,400,000	3,400,000	34,000,000	34,000,000
25042508	Property Leases - Rates	574,950	19,165	19,165	19,165	19,165	19,165	19,165	19,165	19,165	19,165	19,165	191,650	191,650
25072203	PRO HOUSING & PRO CONSULTANC	105,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,000	35,000
25072401	PRO Housing & Property Mainten	75,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000	25,000
25072508	PRO HOUSING RATES	21,000	700	700	700	700	700	700	700	700	700	700	7,000	7,000
25602203	Main Office Consultancy Fees	840,000	0	0	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000	300,000
25602401	Main Office Maintenance	6,900,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	2,300,000	2,300,000
25602405	Main Office - Equipment Maint.	90,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	30,000
2560240707	4 Wensley Maintenance	360,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	0	0	0	0
25602408	Grounds Maintenance	40,500	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	13,500	13,500
2560250506	Mall Electricity	181,980	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	0	0	61,390	61,390
2560250507	4 Wensley Electricity	59,200	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	0	0	0	0
25602507	Elm St Store	1,621,620	54,054	54,054	54,054	54,054	54,054	54,054	54,054	54,054	54,054	54,054	540,540	540,540
2560250706	Mall Rent	1,428,820	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000	0	0	442,410	442,410
25602508	MAIN OFFICE RATES & WATER	1,650,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	550,000	550,000
2560250806	Mall Rates & Water	160,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0
2560250807	4 Wensley Rates & Water	48,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	0	0	0	0
25602509	MAIN OFFICE CLEANING	6,811,200	227,040	227,040	227,040	227,040	227,040	227,040	227,040	227,040	227,040	227,040	2,270,400	2,270,400
2560250906	Mall Cleaning	459,460	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	129,730	129,730
2560250907	4 Wensley Cleaning	600,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
25602517	Main Office Materials	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
2560251706	Mall Sundry/Materials	46,860	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	0	0	10,630	10,630
25612401	GOLDEN BAY SC MAINTENANCE	840,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	280,000	280,000
25612508	GOLDEN BAY S C RATES & INSUR	163,950	5,465	5,465	5,465	5,465	5,465	5,465	5,465	5,465	5,465	5,465	54,650	54,650
25612509	GOLDEN BAY SC CLEANING	480,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	160,000	160,000
25622401	Motueka Service Centre Mainten	660,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	220,000	220,000
25622508	MOTUEKA S C RATES & INSURANC	180,330	6,011	6,011	6,011	6,011	6,011	6,011	6,011	6,011	6,011	6,011	60,110	60,110
25622509	MOTUEKA S C CLEANING	585,180	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	187,590	187,590
25632401	Murchison Service Centre Maint	246,560	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	68,280	68,280
25632508	MURCHISON S C RATES & INSURA	99,330	3,311	3,311	3,311	3,311	3,311	3,311	3,311	3,311	3,311	3,311	33,110	33,110
25632509	MURCHISON S C CLEANING	111,896	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	34,056	37,840

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget		
		2024-54	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	3030/31	2031/32	2032/33	3033/34	2034-44	2044-54	
25642401	District Library Maintenance	1,830,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	610,000	610,000
25642508	DISTRICT LIBRARY RATES & INS	248,156	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	74,916	83,240
25642509	DISTRICT LIBRARY CLEANING	2,310,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	770,000	770,000
25652401	Takaka Library Maintenance	1,560,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	520,000	520,000
25652508	TAKAKA LIBRARY RATES & INSUR	214,800	7,160	7,160	7,160	7,160	7,160	7,160	7,160	7,160	7,160	7,160	7,160	71,600	71,600
25652509	TAKAKA LIBRARY CLEANING	701,357	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	204,327	227,030
25672508	RICH POUND/BUILD RATES & INS	156,745	5,405	5,405	5,405	5,405	5,405	5,405	5,405	5,405	5,405	5,405	5,405	48,645	54,050
25682508	Wakefield Library Rates/Insu	59,922	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	16,542	18,380
25712401	Maintenance Motueka New Library	393,792	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	68,112	75,680
25712508	Rates Motueka New Library	131,617	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	29,187	32,430
25712509	Cleaning Motueka New Library	1,500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000
44052101	Staff Training	474,512	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	130,032	144,480
44052102	Staff Uniforms	13,410	447	447	447	447	447	447	447	447	447	447	447	4,470	4,470
44052104	Recruitment	90,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	30,000
4405210501	Property Serv Reward & Recognition	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
44052106	Property Health and Safety	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
44052109	EAP Services	60,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	20,000
44052110	Professional Memberships	90,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	30,000
44052305	GST on FBT	14,639	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	-171	-190
44052515	Travel	60,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	20,000
44052517	Sundry	45,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000
44052518	Accomodation & Meals	75,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000	25,000
44052519	Seminar / Training	105,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,000	35,000
44052520	Cellphones	75,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000	25,000

Appendix C: Detailed Capital Budgets

ID	Name	Project Driver %			Total Budget	Financial Year Budget (\$)											Total Budget	
		Growth	IncLOS	Renewals		2024-54	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	3030/31	2031/32	2032/33	3033/34	2034-44	2044-54
25606102	Op Ppty - Main Office - Cap - Furn/Fttgs	0	0	100	546,221	0	0	0	0	0	0	0	0	0	0	0	390,158	156,063
25606103	EV Charge points	0	0	100	270,000	90,000	90,000	90,000	0	0	0	0	0	0	0	0	0	0
25606104	Fleet optimisation	0	0	100	17,657,258	473,712	416,210	171,106	200,353	619,368	509,612	389,010	320,006	109,503	688,018	6,880,180	6,880,180	
25606106	Main Office - Building	0	0	100	188,739	50,000	23,123	23,123	23,123	23,123	23,123	23,123	0	0	0	0	0	
2560610605	Main Office Refit	0	0	100	1,846,504	146,504	0	0	0	0	0	1,700,000	0	0	0	0	0	
2560610608	Climate Change capital works	0	0	100	550,553	0	0	0	0	0	0	0	0	0	0	275,277	275,277	
2560610620	Property capex post condition rep	0	0	100	900,000	150,000	150,000	150,000	150,000	150,000	150,000	0	0	0	0	0	0	
25606106R	Op Ppty - Main Office - Bldg C	0	50	50	331,043	0	0	0	0	0	0	0	0	0	0	236,459	94,584	
2561610604R	GBSC Minor Capital Expenditure	0	0	100	56,828	32,000	0	0	0	0	0	0	0	0	0	17,734	7,094	
25626102	Motueka SC Furniture & Fittings	0	0	100	49,656	0	0	0	0	0	0	0	0	0	0	35,469	14,188	
25626106	Motueka SC - Building	0	0	100	300,544	0	300,544	0	0	0	0	0	0	0	0	0	0	
25636102	Murchison Serv Cntr - Furn & Fittings	0	0	100	4,404	4,404	0	0	0	0	0	0	0	0	0	0	0	
25646106	Richmond Library - Building	0	0	100	607,929	11,011	266,586	11,011	11,011	11,011	11,011	33,033	11,011	11,011	11,011	110,111	110,111	
25656106	Takaka Library - Building	0	0	100	22,022	0	0	11,011	0	0	11,011	0	0	0	0	0	0	