

Property Activity Management Plan 2018



Quality Assurance Statement

Tasman District Council 189 Queen Street Private Bag 4 Richmond 7050 Telephone: (03) 543 8400 Fax: (03) 5439524	Version:	1 July 2018
	Status:	Final
	Project Manager:	Mark Johannsen
	Prepared by: AMP Author	Mark Johannsen
	Approved for issue by: Corporate Services Manager	Mike Drummond

Contents

- 1 Executive Summary 4
- 2 Introduction 6
- 3 Strategic Direction 8
- 4 Key Linkages 10
- 5 Levels of Service 12
- 6 Our Customers and Stakeholders 14
- 7 Current and Future Demand 17
- 8 Lifecycle Management 19
- 9 Financials 24
- 10 Sustainability 28
- 11 Risk Management and Assumptions 31
- 12 Asset Management Processes and Practices 36
- Appendix A: Detailed Operating Budgets 40
- Appendix B: Detailed Capital Budgets 44
- Appendix C: Property Assets 46

1 Executive Summary

1.1 What We Do

The Property activity encompasses the provision and maintenance of Council administration offices and Libraries at Richmond, Motueka, Takaka and Murchison, plus Council assets which are not associated with any other Activity Management Plan.

Other council properties are associated with their respective Activity Management Plans. For example halls and recreation centres are part of the Community Facilities AMP and water treatment buildings are part of the Water AMP. This AMP includes the properties associated with Libraries but does not include the Libraries activity which has its own AMP.

1.2 Why We Do It

Council is the owner or custodian of a substantial property portfolio and has identified the need for quality property services and professional expertise within council to meet its ongoing property requirements. Property has a public value and Council's ownership and management ensures the assets are retained for the community.

The property activity is treated as a council overhead. Direct costs identified for a specific council activity are allocated to those accounts.

To provide management of Council Property assets that contributes toward the enhancement of our district at the level of service that the customer wants and is prepared to pay for and in a manner that minimises conflict with the community.

1.3 Levels of Service

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

All Council-owned buildings are safe.	All Council-owned buildings are fit-for-purpose.	Property and building assets that are functionality appropriate and meet the needs of users and customers.
Leases and licenses for Council properties are current and reviewed on time.	Management systems and strategic planning are up-to-date.	Site health and safety is managed effectively.

For the duration of this AMP, Council will focus on maintaining existing levels of service and is not planning to make significant investment in improvements. For further detail, including measures and targets for the levels of service, refer to Section 5.

1.4 Key Issues

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

Table 1: Key Issues

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

1.5 Operational Programme

The operational programme covers all day- to- day activities that are required to manage the activity. We will spend approximately \$8.5 million over the next ten years to operate and maintain our properties efficiently.

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

• Maintenance (routine and reactive)	\$2,730,000
• Cleaning	\$3,084,000
• Rates and Insurance	\$2,003,000
• Employee Expenses	\$241,000
• Legal and Consultancy	\$434,000

1.6 Capital Programme

We plan to invest approximately \$1.4 million over the next ten years to address the key issues. Below is a list of the key projects and investments that are planned in the first 10 years:

• Richmond Library reroofing	Year 1	\$270,000
• Reconfiguration works and general upgrades Richmond Office	Years 1 –10	\$400,000
• Replacement of furniture and fittings	Years 1 –10	\$330,000

1.7 Key Changes

There have been no major changes in this activity since the previous 2015 AMP.

1.8 Key Risks and Assumptions

The Council has made a number of assumptions in preparing this AMP. The most significant assumptions for this activity are:

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 LTP/Annual Plan processes. However, the timing of some projects is highly dependent on some factors which are beyond the Council's ability to fully control such as funding approvals, subsidies, securing the land etc.

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 qualification for subsidies, community funding, development contributions etc.

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.

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.

Land Availability:

The Council has made the assumption that it will be able to purchase land, and/or secure access to land to complete projects within a reasonable timeframe.

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

Council owns, manages and maintains buildings and property assets within the district which support council and community activities. This includes libraries and administration offices, community fire stations and property assets which are not associated with any other AMP such as residential houses purchased for future infrastructure improvements. A facilities management service is provided for libraries and administration offices.

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 Description of Assets & Services

Council property assets comprise:

- Office accommodation including service centres
- Libraries

Property services also manage the maintenance and facilities management of community buildings covered in separate AMPs.

Table 2: Property Asset Valuation Summary (as at 30 June 2016)

Asset-Buildings Only	Asset Depreciated Value (\$)
Housing	1,059,000
Libraries	5,425,000
Offices and Service Centres	11,043,000
TOTAL	17,527,000

A list of the Property Assets is attached as Appendix C.

2.2.1 Main Office

There are sufficient landholdings at the Council main administration complex to provide for projected growth with the Council purchase of the property at 183 Queen Street Richmond. This has provided additional carparking and the premises lease provides for redevelopment of that site if necessary. There are funds provided for a redevelopment of council land holdings at 183 and 189 Queen Street Richmond but any proposal will be subject to approval of a sound business case.

The main Council office complex comprises five structures which are interconnected. The oldest was constructed in 1962 and was seismically strengthened to 80% NBS in 2012. The civic area serves as a backup Emergency Operations Centre for Civil Defence purposes. An emergency generator provides backup power to all electrical systems in the complex except for HVAC systems which is only available in the server room. A solar panel provides hot water to the staff tea room, toilets and showers.

2.2.2 Motueka Service Centre

The Motueka Service Centre building in Hickmott Place provides a modern customer services area, meeting rooms and administration office facilities. It is in good condition overall.

2.2.3 Golden Bay Service Centre

The Golden Bay Service Centre in Takaka was refurbished in 2016. This building is in good condition overall.

2.2.4 Motueka Library

The Motueka Library no longer satisfies the requirements of the community due to space requirements and a lack of carparking. It has seismic capacity of 60% of New Building Standards. Council has approved inclusion of \$3.705 million as Council's contribution for the Draft Long Term Plan Consultation Document and Library Activity Management Plan as follows:

- Year 2 (2019/2020) = \$300,000 for design, consents, etc, for an extension to the existing library or a new Motueka Library or Library/Service Centre hub to be funded from loans.
- Year 3 (2020/2021) = \$3,005,000 from loans for construction of an extension to the existing library or a new Motueka Library or Library/Service Centre hub – plus \$400,000 to come from the Motueka Reserve Financial Contributions account.

2.2.5 Murchison Service Centre and Library

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

2.2.6 Other Assets

No other property assets are being considered for development in this AMP and the properties in the portfolio will be maintained for their existing use or disposed of.

3 Strategic Direction

Council proposes to continue to maintain its buildings to be safe and fit for purpose. We will review buildings that do not meet operational or community needs and provide a business case to support the future needs of the activity.

3.1 Our Goal

To have a portfolio of safe, compliant and functional buildings.

3.2 Contribution to Community Outcomes

Table 3 summarises how the Property activity contributes to the achievement of the Council's Community Outcomes.

Table 3: Community Outcomes

Community Outcomes	Does Our Activity Contribute to the Community Outcome	Discussion
Our unique natural environment is healthy, protected and sustainably managed.	Yes	All Property assets can be managed so that the impacts of any effects do not affect the health and cleanliness of the receiving environment.
Our urban and rural environments are people-friendly, well-planned, accessible and sustainably managed.	Yes	The Property activity can be managed so that the impact of any property development upon the environment is minimised and any future developments have environmental sustainability as an expectation.
Our infrastructure is efficient, cost effective and meets current and future needs.	Yes	Our offices and libraries will be accessible for persons with disabilities and will also provide a safe and welcoming environment.
Our communities are healthy, safe, inclusive and resilient.	Yes	Our buildings provide a healthy and safe environment for users.
Our communities have opportunities to celebrate and explore their heritage, identity and creativity.	No	Covered in other AMPs
Our communities have access to a range of social, cultural, educational and recreational facilities and activities.	No	Covered in other AMPs
Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement	No	
Our region is supported by an innovative and sustainable economy.	No	

3.3 Financial Strategy

The Financial Strategy outlines Council’s financial vision for the next 10–20 years and the impacts on rates, debt, levels of service and investments. It will guide Council’s future funding decisions and, along with the Infrastructure Strategy, informs the capital and operational spending for the Long Term Plan 2018-2028.

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

- Rates Income - limited to \$65 million per annum and targeted rates to \$60 million per annum.
- Rates Increases - limited to a maximum of 3% per annum, plus an allowance for annual growth in rateable properties.
- Debt - net external debt limited to a maximum of \$200 million

Infrastructure expenditure forms a large proportion of Council’s spending being 39% of operational expenditure and 80% of capital expenditure over the next 10 years. Because of this, the Infrastructure Strategy and Financial Strategy are closely linked to ensure the right balance is struck between providing the agreed levels of service within the agreed financial limits. Often these financial limits will influence how Council manages and develops existing and new assets. This is especially so for the next 10 years.

Over the next 10 years, forecast rate income increases and debt levels are projected to be near Council’s limits. Council has had to work hard to prioritise and plan a work programme which addresses key issues while staying within these limits. Given Council’s debt is projected to peak at \$199.6m in Year 2020/21 there is very little scope to add further work programmes in the next five years.

3.4 Key Issues

Table 4: Key Issues

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

3.5 Prioritisation

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

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

- The need to protect public health & safety
- Statutory compliance
- Meeting the needs of tomorrow’s population
- Readiness to implement works
- Co-funding opportunities
- Enabling pleasant community environments
- Benefits and risks
- District distribution
- Strategic fit

Council has taken all of the above into consideration when planning its programme of work. Generally, mandatory requirements such as statutory compliance take priority, and discretionary activities have been programmed second to this.

4 Key Linkages

There are multiple factors that influence how Council manages this activity. They can be internal or external and include legislation, policies, regulations, strategies and standards. This section summarises these key linkages.

4.1 Overview



Figure 1: How the Property Activity relates to other documents

4.2 Key Legislation

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 5: Key Legislation

Legislation	Affect on the River 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.

Legislation	Affect on the River Activity
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.
Te Tiriti o Waitangi – Treaty of Waitangi	The Treaty of Waitangi is an agreement between Māori and the Crown. Under Section 4 of the Local Government Act 2002 local authorities are required to 'recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes'. Further sections of the Act, particularly 77 and 81, detail the scale of requirement for local authorities to seek contributions and involvement from Māori in consultation and decision-making processes.
Building Act 2014	Provides timelines and responsibilities for assessing and remediating earthquake-prone buildings.

4.3 Key Planning, Policies and Strategies

- Fire Safety and Evacuation of Buildings Regulations 1992
- Asbestos Management Procedure 2017
- Earthquake Prone, Dangerous, & Insanitary Buildings Policy 2006

4.4 Bylaws

The following bylaw is of relevance to the activity:

- Trade Waste Bylaw 2005

5 Levels of Service

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.

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

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

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

5.1 Our Levels of Service

Table 6 summarises the levels of service and performance measures for the Council Enterprises and Property activity. Blue shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Unshaded white rows are technical measures that are only included in the Activity Management Plan.

5.2 Level of Service Performance and Analysis

Levels of service have been rationalised in this version of the AMP. They are realistic, appropriate for the function and measurable through Council systems.

Overall no change in the levels of service will occur from existing levels.

Table 6: Levels of Service and Performance Measures

Levels of Service	Performance Measure	Current Performance	Future Performance Targets			
			Year 1	Year 2	Year 3	Year 10
			2018/19	2019/20	2020/21	2028/29
All 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 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 meet 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.	Being measured 2017/18	75% of customers surveyed are satisfied or very satisfied	75% of customers surveyed are satisfied or very satisfied	75% of customers surveyed are satisfied or very satisfied	85% of customers surveyed are satisfied or very satisfied
Leases and licenses for Council properties are current and reviewed on time.	Percentage of leases and licences for Council properties that are current (i.e. have not expired).	50% of leases and licences are current.	50% of leases and licences are current	70% of leases and licences are current	90% of leases and licences are current	100% of leases and licences are current
Management systems and strategic planning are up-to-date.	Activity Management Plan completed for Property and Council Enterprises.	100% compliance – all building facilities are encompassed in an AMP	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

6 Our Customers and Stakeholders

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

6.1 Stakeholders

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

- customers/users of property assets;
- lessees and tenants of the property assets; and
- District residents and ratepayers.

6.2 Consultation

6.2.1 Purpose of Consultation and Types of Consultation

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

The Councils knowledge of customer expectations and preferences is based on:

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

The Council commissions residents surveys on a regular basis (the National Research Bureau Ltd has provided this service since 2008). These NRB Communitrak™ surveys assess the levels of satisfaction with key services, including provision of community facilities, and the willingness across the community to pay to improve services. Other informal consultation is undertaken with community and stakeholder groups on an issue by issue basis, as required. The Council consults with the public to gain an understanding of customer expectations and preferences. This enables the Council to provide a level of service that better meets the community's needs.

6.2.2 Consultation Outcomes

The most recent NRB Communitrak™ survey was undertaken in May 2017. This asked whether residents were satisfied with the District's recreational facilities, multi-purpose public halls and community buildings and public toilets. These results are covered in other AMPs.

Property Services have undertaken a staff survey of accommodation and facilities with the following results:

Table 7: Property Survey 2017

Summary			
Q1 Work Environment Please rate your agreement with the following statements:			Total Responses
I have a comfortable working environment.	Agree Or Strongly Agree	68.11%	185
I feel safe in my work place.	Agree Or Strongly Agree	90.71%	183

Summary			
I work in a secure environment.	Agree Or Strongly Agree	87.36%	182
Q2 Building Maintenance Please rate your agreement with the following statements:			
The building I work in is well maintained.	Agree Or Strongly Agree	72.68%	183
Maintenance issues are dealt with effectively.	Agree Or Strongly Agree	67.93%	184
The lighting in my area is suitable.	Agree Or Strongly Agree	79.89%	184
I am satisfied with the air conditioning system in my area.	Disagree Or Strongly Disagree	46.19%	184
Noise levels within my area are acceptable.	Agree Or Strongly Agree	51.09%	184
Q3 Facilities Management - Cleanliness Please rate your agreement with the following statements:			
I am satisfied with the standard of cleaning in my work area.	Agree Or Strongly Agree	71.51%	186
The communal facilities (toilets, kitchens and showers) are cleaned to a high standards	Agree Or Strongly Agree	58.38%	185
Q4 Facilities Management - Meeting rooms Please rate your agreement with the following statements:			
There are enough meeting rooms in my building.	Agree Or Strongly Agree	42.31%	182
	Disagree Or Strongly Disagree	37.36%	182
The capacity of the meeting rooms in my building meet staff needs	Agree Or Strongly Agree	48.62%	181
Q5 Facilities Management - Kitchens Please rate your agreement with the following statements:			
I regularly use the kitchenette in my area.	Agree Or Strongly Agree	80.00%	170
I regularly use the main kitchen/staff room in my building.	Agree Or Strongly Agree	59.45%	180
Q6 Facilities Management - Toilets Please rate your agreement with the following statements:			
There are enough toilets in my building.	Agree Or Strongly Agree	40.76%	184
	Disagree Or Strongly Disagree	40.22%	184
Converting some existing toilets to unisex toilets would improve accessibility.	Agree Or Strongly Agree	44.69%	179
	Neutral	41.90%	179
Q7 Car parking/bike stands Please rate your agreement with the following statements:			
Council provides enough secure bike stands for staff.	Neutral	54.55%	176

Summary			
Council provides sufficient car/motorbike parking for staff	Disagree Or Strongly Disagree	56.11%	180
I can usually find a parking space near my workplace (within 5 minutes walk).	Agree Or Strongly Agree	58.52%	176
Q8 How do you usually travel to work?			
Car		79.46%	185

7 Current and Future Demand

The ability to predict future demand for services enables 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 Council has planned to implement.

7.1 Demand Drivers

Key activity drivers include the following factors:

- population growth;
- aging population;
- Council prefers to own its offices and libraries; and
- Council will continue to provide offices and library services in Richmond, Murchison, Golden Bay and Motueka.

7.2 Assessing Demand

7.2.1 Growth Model

The purpose of the growth model is to provide predictive information (demand and supply) for future physical development, to inform the programming of a range of services, such as network infrastructure and facilities, and district plan reviews. The model generates residential and business projections for 17 settlement areas and 5 ward remainder areas.

The key demographic assumptions affecting future growth 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 4,420 residents between 2018 and 2028, to reach 55,690.
- Higher growth in Richmond, Motueka, Mapua, Brightwater, and Wakefield for 2018-2028. For 2018-2028, Council has used Statistics New Zealand's high growth projections for Richmond, Brightwater, Wakefield, Motueka, and Mapua/Ruby Bay, and medium growth projections for the rest of the District. Medium growth projections have been used for the whole District for 2028-2048.
- An ageing population, with population increases in residents aged 65 years and over. The median age in the Tasman District in 2013 was 44. This is expected to increase to 53 (high projection) /54.1 (medium projection) by 2043. The proportion of the population aged 65 years and over is expected to increase from 18% in 2013 to 36% (high projection) / 37% (medium projection) by 2043.
- A decline in average household size, mainly due to the ageing population with an increasing number of people at older ages who are more likely to live in one or two person households.

The following provides a summary of the outputs from the growth model that have been determined by using the above input assumptions and parameters.

- Residential growth is measured in the number of new dwellings. Council has estimated demand for 2,955 new dwellings over the next ten years, and a further 3,040 dwellings between 2028 and 2048. This is based on population and household size projections, and also allow for demand for dwellings for non-residents, such as holiday houses or temporary worker accommodation. The growth model projects demand for new dwellings to be an average of 365 a year for Years 1-3 (2018-2021), dropping to 266 a year for 2021-2028. In recent years, Tasman has experienced increased growth in the number of new dwellings, with an average annual increase in the last three years of 365 new dwellings. The average over the last ten years was 291 new dwellings a year.

Business growth is measured in the number of new business lots. Council has estimated demand for 243 new business lots in our settlements over the next ten years, and a further 212 new lots between 2028 and 2048. This is based on a business land forecasting model from Property Economics using medium population projections, national and regional economic trends, employment projections and employment to land ratios.

Factors such as historical significance, community use and ownership, financial performance and future development potential all impact on the requirements for Council property. Where future demand is recognized capital allocation will be made in the LTCCP to accommodate projected growth. Council then develops and maintains property at a level which meets those community needs. Property assets will be regularly reviewed to identify any surplus assets which may be used for alternative purposes or recommended for disposal.

7.2.2 Changes in Technology

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

- general
- wireless networks (impact on cabling and inbuilt systems within facilities;
- environmental sustainability (changes in energy sources, technology and utilising lifecycle costing analyses;
- heating, ventilation and air conditioning (HVAC) delivery systems, demand and customer expectations; and
- information systems changes such as LCD screens producing less heat and impact on HVAC requirements.
- Building Management
- improved energy efficiency, use of photovoltaic cells;
- sustainability initiatives; and
- use of devices to control building systems.
- GIS and GPS
- use of advanced GIS mapping and GPS to assist in planning and management of property assets.

7.3 Demand Management

7.3.1 Introduction to Demand Management

Demand management as a comprehensive, integrated and long term approach seeks to improve the standard of the facilities provided in this AMP and deliver services to match the needs of the users on an affordable basis.

The Council works to provide facilities that are safe and accessible for staff and public. Improving our demand 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 facilities that meet user requirements

7.3.2 Council's Approach to Demand Management

Council will implement the following demand management strategies for the provision and rationalisation of property assets:

- community involvement: Involve property users in developing needs requirements through consultation to ensure 'fit for purpose' buildings are created;
- strategic planning: The Council will monitor and assess changes in population structure and preferences to enable provision to be related to varied and changing needs;
- multiple use: The Council will actively promote the development of flexible, multi-use facilities and the use of open space office environments;
- non-asset solutions: Council will consider the advantages of leasing property instead of purchasing or building and other options such as contracting staff functions to reduce a need for staff to occupy building space; and
- fees and charges: To charge market rentals for the occupation of property and buildings unless there are mitigating factors.

8 Lifecycle Management

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

8.1 Asset Condition and Performance

8.1.1 Asset Condition

Overall the condition of Councils building portfolio is good and our buildings are generally fit-for purpose. All buildings have been inspected for seismic safety and remedial actions have been implemented.

8.2 Operations and Maintenance

8.2.1 Key Maintenance and Operational Themes

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 operations in-house supported by local contractors and consultants.

8.2.2 Maintenance Contracts

The asset management contracts applicable to this AMP 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 and security.

8.2.3 Maintenance Strategies

8.2.3.1 Non-Scheduled Maintenance (Reactive)

Non-scheduled maintenance encompasses callouts and reactive maintenance caused by vandalism and asset failures.

8.2.3.2 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.

8.2.3.3 Planned Maintenance

Planned maintenance is the long term planned items undertaken to maintain an asset to ensure it is able to achieve its target 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 more accurate replacement of components.

8.2.4 Forecast Operations & Maintenance Expenditure

The forecast operations and maintenance costs for the next 10 years are shown in Figure 2. The annual costs

over the life of this plan are predicted to remain relatively constant for the properties listed in this AMP, although this is dependent upon the completion and updating of condition assessments.

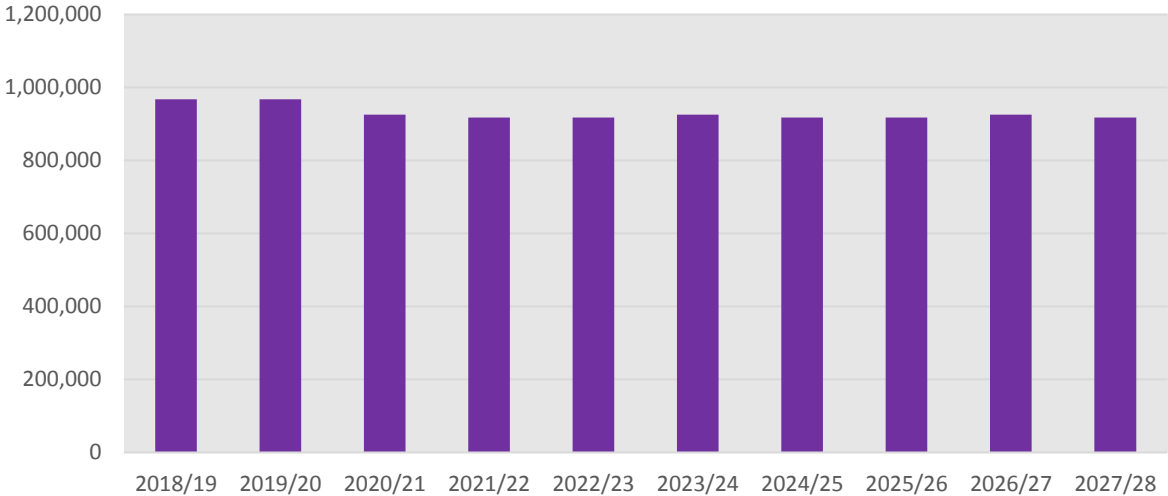


Figure 2: Operations and Maintenance Expenditure Excluding Inflation

8.3 Asset Renewal/Replacement

8.3.1 Key Renewal Themes

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 years.

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.

8.3.2 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 asset operations and asset management 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 for heating and cooling, funds have been set aside on a regular basis to ensure systems are able to be replaced as required.

Currently the renewals programme is based on the asset manager’s knowledge of the property assets in

conjunction with the building occupiers, contractors and consultants inputs.

8.3.3 Delivery of Renewals

Renewals are delivered by suitably experienced contractors procured under Councils Procurement Policy.

8.3.4 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 3 compares 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.

Deferred property renewals are:

- Motueka Library. This building was signalled for redevelopment and expansion to meet current NZ library standards. The work has been deferred until years 2 and 3 of the LTP. The building has a seismic capacity of 60% of New Building Standards (NBS).

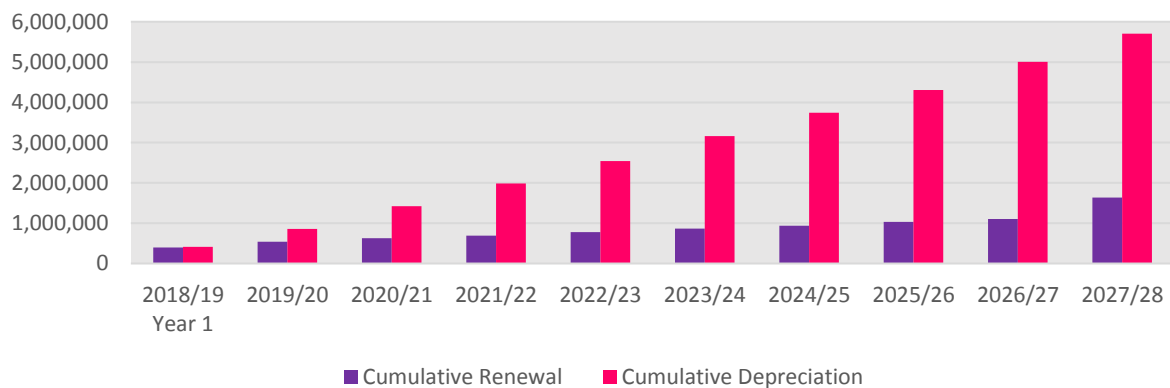


Figure 3: Cumulative Depreciation vs Renewal Including Inflation

8.3.5 Forecast Renewal Expenditure

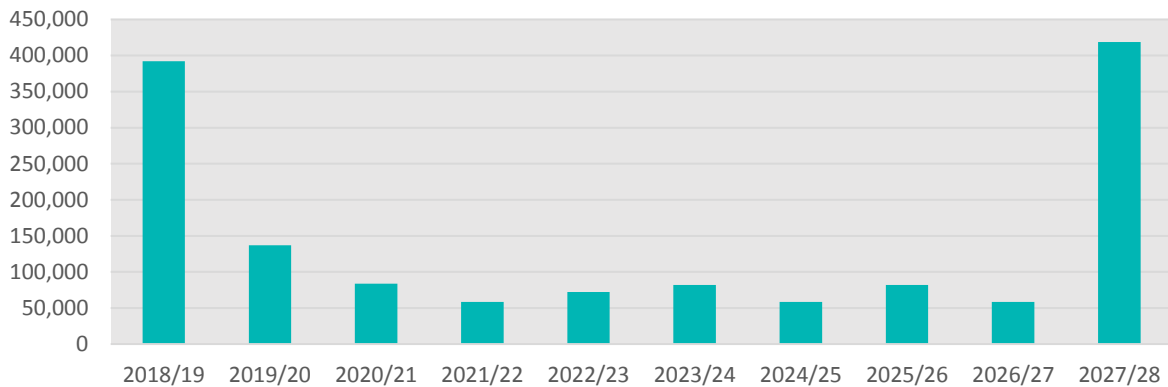


Figure 4: Renewals Expenditure Excluding Inflation

8.4 Asset Development

New capital expenditure is used to create new assets, expand or upgrade existing assets, or increase the capacity of existing assets beyond their original design capacity or service potential. This section summarises future new capital work requirements for this activity. This AMP identifies the only major expenditures in the next three years are for the Richmond Council Offices, \$260,000 and Richmond Library, \$272,000. There are no taxation advantages to be enjoyed by council through not having ownership of its Property Assets used for its offices and libraries and it is Council’s preference to own these assets.

8.4.1 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 Council services increases thus creating a demand for additional workspace.

8.4.2 Key Projects to Support Increasing Levels of Service and Growth

The work projected for the Richmond Office is to enable reconfiguration of the ground floor for the Council Chamber area to accommodate additional numbers of the community at Council meetings and to create open plan offices for the better space efficiency due to staff growth.

8.4.3 Forecast New Capital Expenditure

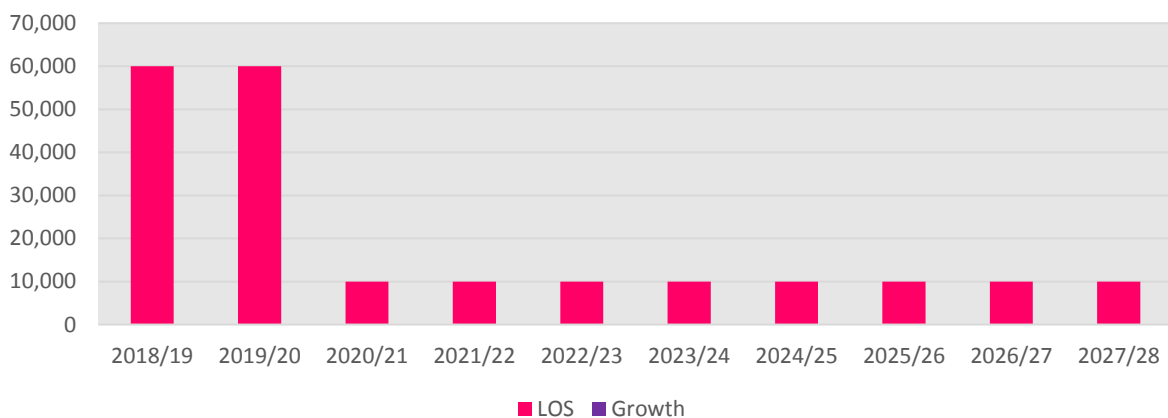


Figure 5: New Capital Expenditure Excluding Inflation

8.5 Asset Disposal

Where demand analysis identifies that a building is surplus to Council and community requirements, disposal options may be explored. Disposal of built assets generally only occurs when they have reached the end of their useful life and/or are not considered safe for ongoing public use and/or the cost of restoring a facility is not cost effective. Disposal options include removal from site, demolition, subdivision and subsequent sale, and sale.

The Council has a policy on significance and engagement pursuant to Section 76AA of the Local Government Act 2002. This policy establishes criteria which could be used to consider the level of significance of issues, proposals or decisions. The individual assets listed in this AMP are not defined as strategic assets, although a decision or proposal that affects the assets and activities within this AMP may be regarded as being highly significant if it meets certain criteria. In other cases a decision or proposal may be considered of low or moderate significance.

Council has not signaled any 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.

9 Financials

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 Council has planned to make over the next 30 years.

9.1 Funding Policy, Fees and Charges

The Property activity is currently funded through a mixture of the following sources shown in Figure 6 below:

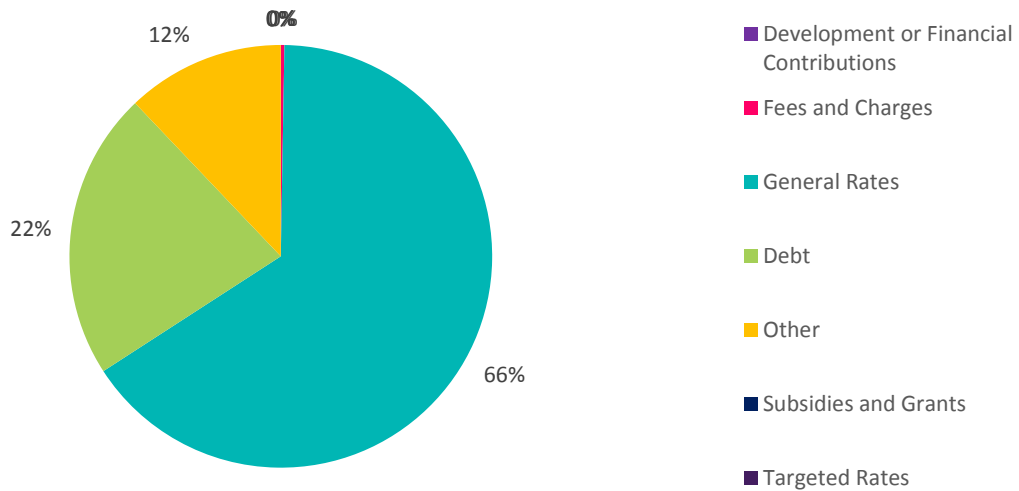


Figure 6: Funding Sources

9.1.1 Financial/Development Contributions

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

9.2 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").

Council requires its 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 2016.

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)

9.2.1 Overview of Asset Valuations

The Property assets were last valued in June 2016. Key assumptions in assessing the asset valuations are described in detail in the valuation report.

The information for valuing the assets was obtained from Council's asset registers, based on excel spreadsheets. The data confidence is detailed in Table 8 below. The confidence grades are based on the following: A - Highly reliable; B – Reliable; C – Uncertain; and D - Very uncertain.

Table 8: Confidence Grades – Financial Data

	Confidence grade	Comments
All activities operations/ maintenance	A	A > Based on a consistent history the current costs are considered to be highly reliable for the next 5 years.
Development	A to D	Generally very reliable for the first 1 to 2 years, then drops to B for years 3 & 4 and then to C for years 5 to 6 and to D for years 7 to 10. While there has been some work put into future growth and demand planning which identify future works, accurate long term development planning is extremely difficult to achieve due to changing demands, issues and priorities.
Disposal	A	Disposal of assets unlikely.
Valuation	A	A > Building assets have been appropriately identified and valued

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 9 below.

Table 9: Property Asset Valuation Summary (as at 30 June 2016)

Asset-Buildings Only	Asset Depreciated Value (\$)
Housing	1,059,000
Libraries	5,425,000
Offices and Service Centres	11,043,000
TOTAL	17,527,000

9.3 Financial Summary

9.3.1 Funding Impact Statement

Council's Funding Impact Statement (FIS) does not apply to this activity as it is treated as an overhead.

9.3.2 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.
- Schedule 13(1) (a) and section 106 of the Local Government Act require 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.
- Schedule 10(2)(1)(d)(i)-(iv) of the Local Government Act requires 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.

9.3.3 Total Expenditure

The estimated expenditure needs for the Property activity has been prepared for the next 10 years.

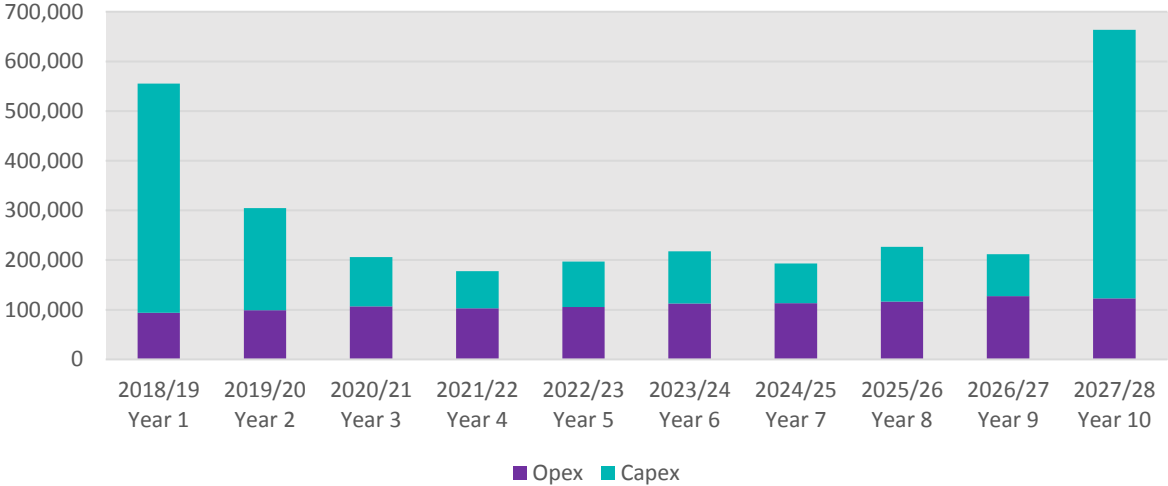


Figure 7: Total Expenditure Year 1 to 10 Including Inflation

9.3.4 Total Income

The estimated income for the Property activity have been prepared for the next 10 years.

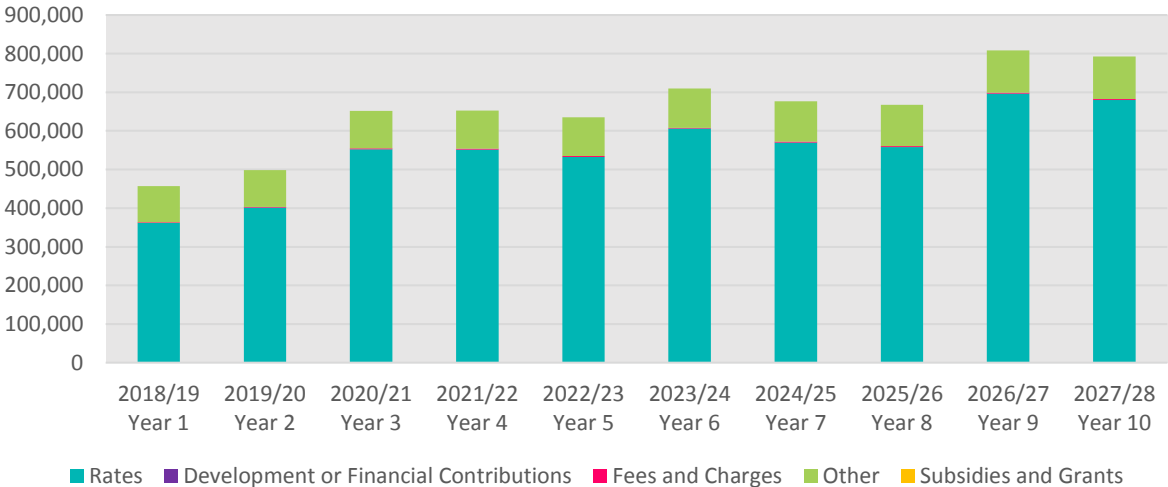


Figure 8: Total Income Year 1 to 10 Including Inflation

9.3.5 Operational Expenditure

The estimated operational expenditure for the Property activity has been prepared for the next 10 years.

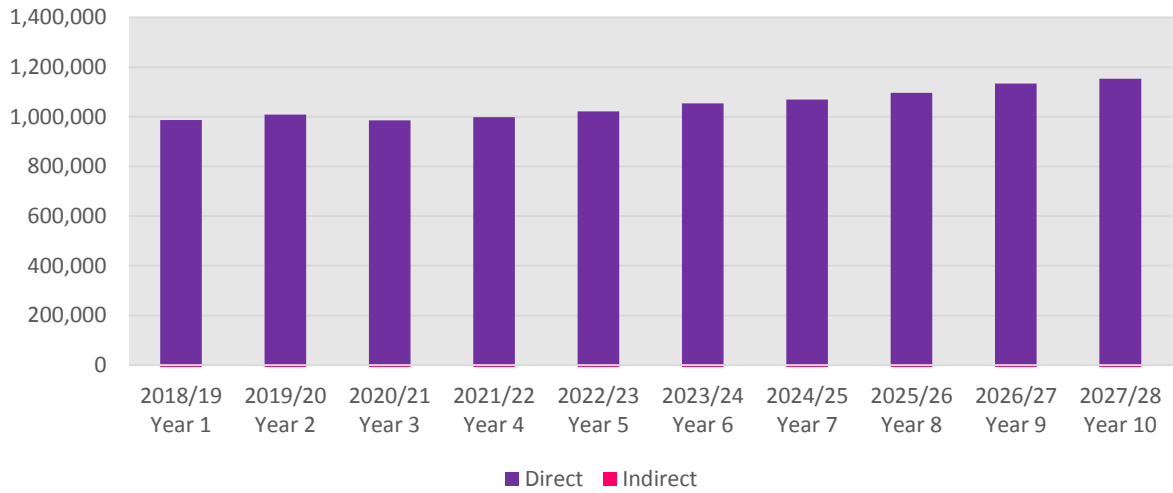


Figure 9: Total Operational Expenditure Year 1 to 10 Including Inflation

9.3.6 Capital Expenditure

The estimated capital expenditure for the Property activity have been prepared for the next 10 years.

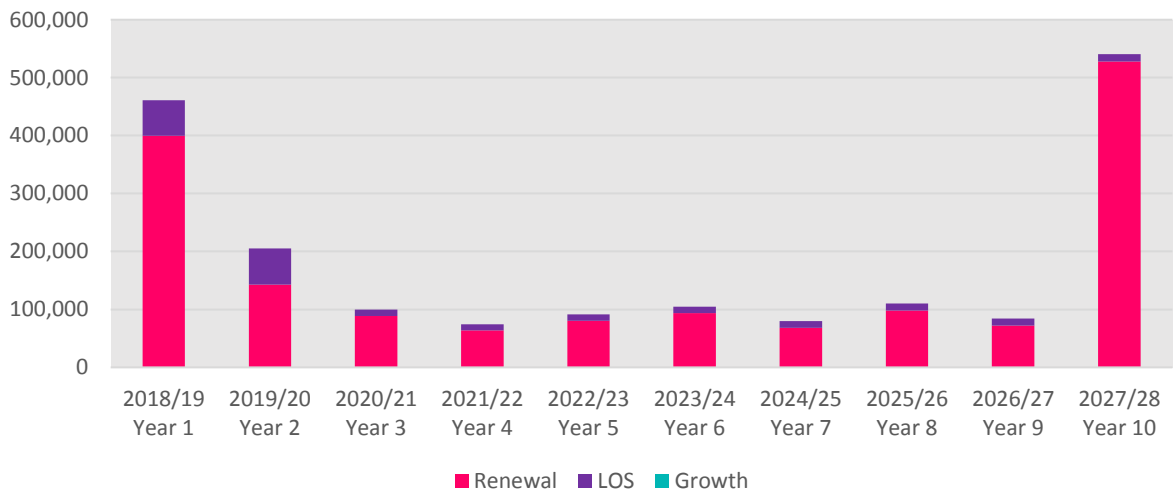


Figure 10: Total Capital Expenditure Year 1 to 10 Including Inflation

10 Sustainability

Sustainability means that we effectively balance the needs of present and future communities. From an asset management perspective, sustainability is critical, as many assets have a long lifespan and must be ‘future-proofed’. Council has a responsibility to manage this activity in a way that supports the environmental, social, cultural and economic wellbeing of current and future generations. This section focuses on social, cultural and environmental sustainability.

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

10.1 Negative Effects

Significant negative effects associated with the Property AMP include:

Table 10: Negative Effects

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.	Council will endeavour to work within existing building envelopes where possible and will look at reconfiguring work spaces to avoid substantial expenditure.
Seismic failure of buildings	Economic – Costs of upgrading buildings which do not satisfy the minimum requirements for earthquake standards.	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.

10.2 Positive Effects

Significant positive effects associated with the Property AMP include:

Table 11: Positive Effects

Effect	Description
Environmental sustainability	Council aims to achieve environmental sustainability whilst managing the properties activity.
Economic efficiency	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 Council.

10.3 Environmental Management

The statutory framework defining what activities require resource consents is the Resource Management Act (RMA) 1991. The RMA deals with the control of use of land. The RMA is administered by the Tasman District Council, a unitary authority through the Tasman Resource Management Plan (TRMP) which sets out the policies, objectives and rules controlling activities to ensure they meet the purpose and principles of the RMA.

Land subdivision proposals, property easements, complying with carparking 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 AMP. Water take and discharge, water levies and coastal occupation permits and land use consents may be required for activities.

10.3.1 Resource Consents

The statutory framework defining what activities require resource consent is the Resource Management Act (RMA) 1991. The RMA is administered locally by Tasman District Council, as a unitary authority, through the Tasman Resource Management Plan (TRMP). The following section discusses key consents that Council holds in order to undertake this activity. Resource consents relating to the Property activity are detailed in Table 12.

Table 12: Register of active resource consents as at 1 September 2014

Consent No	Applicant	Location	Type	Use	Effective Date
020183	Tasman District Council	78 Commercial Street Takaka	Land use	To modify a category 11 heritage building	5/06/2002
010221	Tasman District Council	78 Commercial Street Takaka	Land use	Create a ROW over Pt Sec 18	06/07/2001
120885	Tasman District Council	Takaka Library 3 Junction Street Takaka	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
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

Consent No	Applicant	Location	Type	Use	Effective Date
120504	Tasman District Council	189 Queen Street Richmond	Land use	Relocate existing sign due to construction of new extension	19/07/2012
110760	Tasman District Council	189 Queen Street Richmond	Land use	To drill two bores for geotech investigations for piles	12/10/2011
080465	Tasman District Council	189 Queen Street Richmond	Land use	Construct a 6 metre antenna mast on a building	07/07/2008
060253	Tasman District Council	189 Queen Street Richmond	Land use	Extend mast for weather station by 4m	09/06/2006
050379	Tasman District 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	Tasman District Council	189 Queen Street Richmond	Land use	Alterations and additions to Tasman District Council Richmond Offices	27/09/2004
940118	Tasman District 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	Tasman District Council	189 Queen Street Richmond	Land use	Erect Tasman District Council office complex	06/03/1992
P910038	Tasman District Council	280 Queen Street Richmond	Land use	Library and offices for TDC	26/07/1991

10.3.2 Property Designations

Designations are provided for by the Resource Management Act to identify and protect lands for existing and proposed public works. There are no current designations in place for land covered by this AMP.

11 Risk Management and Assumptions

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

11.1 Our Approach to Risk Management

A risk is any event that has the potential to impact on the achievement of Council's objectives. The potential impact of a risk is measured by a combination of the likelihood it could occur, and the magnitude of its consequences on objectives.

Council adopted a Risk Management Policy in November 2017 and is in the process of improving our risk management processes. The main purpose of these improvements is to support better planning and decision-making, and to increase the chance of achieving Council's objectives.

Council's Risk Management Framework is still being developed but key components will be:

- Risk Categories
- Service delivery
- Financial
- Governance and Leadership
- Strategic
- Reputation
- Legal
- Regulatory
- Health & Safety
- Security
- Business Continuity
- Table of Consequences which help set the Risk Appetite
- Enterprise Risk Register
- Identifying risks
- Measuring likelihood, consequence and severity
- Documenting controls, actions and escalation
- Monitoring and Reporting, including to Senior Management and Audit and Risk Committee as appropriate

Council has adopted an approach to risk management following the Australian/New Zealand Standard ISO 31000:2009 Risk Management – Principles and guidelines.

Refer to Council's Risk Management Policy for further information.

11.2 Activity Risks and Mitigation

In order to identify the key activity risks the asset management team has applied a secondary filter to the outcomes of the risk management framework. This is necessary to overcome the limitations of the framework. To apply this secondary filter the asset management team have used their professional knowledge and judgement to identify the key activity risks.

Table 13: Key Property Risks

Risk Event	Mitigation Measures
Long term unavailability of replacement equipment	<p>Current</p> <ul style="list-style-type: none"> • Redundancy. • Contract conditions. • Monitoring. • Benchmarking • External auditing. <p>Proposed</p> <ul style="list-style-type: none"> • Nothing additional to the above
Earthquake (1:400) causes significant damage	<p>Current</p> <ul style="list-style-type: none"> • Design Standards. • Seismic testing and strengthening. • Business Continuity Planning (BCP). • Evacuation plans. <p>Proposed</p> <ul style="list-style-type: none"> • Review BCP
Failure of utilities.	<p>Current</p> <ul style="list-style-type: none"> • Loss of power • Loss of water • Loss of sewage disposal <p>Proposed</p> <ul style="list-style-type: none"> • Could retrofit some facilities to allow for a generator connectivity.

11.3 Assumptions and Uncertainties

This AMP and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy. In order to make decisions in the face of these uncertainties, assumptions have to be made. Table 14 documents the uncertainties and assumptions that the Council consider could have a significant effect on the financial forecasts, and discusses the potential risks that this creates.

Table 14: Generic Assumptions and Uncertainties

Type	Uncertainties	Assumption	Discussion
Financial	Unless stated it can be unclear whether financial figures include inflation or not, as well as whether GST has been included or not.	That all expenditure has been stated in 1 July 2017 dollar values and no allowance has been made for inflation and all financial projections exclude GST unless specifically stated.	The LTP will incorporate inflation factors. This could have a significant impact on the affordability of each activity if inflation is higher than allowed for. The Council is using the best information practically available from Business and Economic Research Limited (BERL) to reduce this risk.

Type	Uncertainties	Assumption	Discussion
Asset Data Knowledge	The Council has inspection and data collection regimes in place for assets. These regimes do not allow for entire network coverage at all times. The Council's aim is to strike the right balance between adequate knowledge and what is practical.	That the Council has adequate knowledge of the assets and their condition so that planned renewal works will allow the Council to meet the proposed levels of service.	There are several areas where the Council needs to improve its knowledge and assessments, but there is a low risk that the improved knowledge will cause a significant change to the level of expenditure required.
Growth Forecasts	Growth forecasts are inherently uncertain and involve many assumptions. The Council uses Stats NZ projections as the basis for its growth planning but these will vary depending on actual birth and death rates as well as net migration.	That the district will grow or decline as forecast in its Growth Model.	Growth forecasts are used to determine infrastructure capacity and when that capacity will be required. If actual growth varies significantly from what was projected it could have a moderate impact on the Council's plans. If higher, new or additional infrastructure may be required quicker than anticipated. If lower, Council may be able to defer the delivery of new or additional infrastructure.
Project Timing	Multiple factors affect the actual timing of projects e.g.: <ul style="list-style-type: none"> • Consents • Access to land • Population growth • Timing of private developments 	That projects will be undertaken when planned.	The risk of the timing of projects changing is high due to factors like resource consents, third party funding, and land acquisition and access. The Council tries to mitigate these issues by undertaking the investigation, consultation and design phases sufficiently in advance of when construction is planned. If delays occur, it could have an impact on the levels of service and the Council's financing arrangements.
Project Funding	The Council cannot be certain that it will receive the full amount of anticipated subsidy or contribution. It depends on the funder's decision making criteria and their own ability to raise funds.	That projects will receive subsidy or third party contributions at the anticipated levels.	The risk of not securing funding varies and depends on the third party involved. If the anticipated funding is not received it is likely that the project will be deferred which may impact levels of service.
Accuracy of Cost Estimates	Project scope is often uncertain until investigation and design work has been completed, even then the scope can change due to unforeseen circumstances. Even if the scope has certainty there can be changes in the actual cost of work due to market competition or resource availability.	That project cost estimates are sufficiently accurate enough to determine the required funding level.	The risk of large underestimation is low; however the importance is moderate as the Council may not be able to afford the true cost of the project. The Council tries to reduce this risk by undertaking reviews of all estimates and including an allowance for scope risk based on the complexity of the project.

Type	Uncertainties	Assumption	Discussion
Land Access and Acquisition	Land access and acquisition is inherently uncertain. Until negotiations commence, it is difficult to predict how an owner will respond to the request for access or transfer.	That the Council will be able to secure land and/or access to enable completion of projects.	The risk of delays to projects or changes in scope is high due to the possibility of delays in obtaining access. Where possible, the Council undertakes land negotiations well in advance of construction to minimise delays and scope change. If delays do occur, they may affect the level of service that the Council provides.
Legislation Changes	Often Central Government changes legislation in response to events where the need for change is identified. It is difficult to predict what events may occur and the associated response. Election of a new Government also introduces uncertainty as to what policies they will implement.	That there will be no major changes in legislation or policy.	The risk of major change is high due to the changing nature of the Government and its policies. If major changes occur, it is likely to have an impact on the required expenditure. The Council has not planned expenditure to specifically mitigate this risk.
Emergency Reserves	It is impossible to accurately predict when and where a natural hazard event will occur. Using historic trends to predict the future provides an indication but is not comprehensive.	That the level of funding reserves combined with insurance cover will be adequate to cover reinstatement following emergency events.	Funding levels are based on historic requirements. The risk of requiring additional funding is moderate and may have a moderate effect on planned works due to reprioritization of funds.
Network Capacity	The Council uses a combination of as built data, network modelling and performance information to assess network capacity. The accuracy of the capacity assessment is based on the accuracy of asset and performance data.	That the Council's knowledge of network capacity is sufficient enough to accurately programme works.	If the network capacity is higher than assumed, the Council may be able to defer works. The risk of this occurring is low, however it should have a positive impact on the community because the level of service can be provided for longer before requiring additional capital expenditure. If the network capacity is lower than assumed, the Council may be required to advance capital works projects to provide the additional capacity sooner than anticipated. The risk of this occurring is low, however it could have a significant impact on expenditure.

Table 15: Specific Assumptions and Uncertainties

Type	Uncertainties	Assumption	Discussion
Ownership	The Council can chose to own its operational buildings or lease them from other parties.	Council will continue to own its operational property	There is no taxation advantage not to own operational property, so there is no intention to take the risk of having a landlord.
Management	The Council can chose to manage its property in house or through outsourcing.	The provision of property services will continue to be delivered in house.	Council's preference is to manage this in house. There are regular unsolicited approaches to outsourcing.

11.4 Critical Assets

Knowing what is most important is fundamental to managing risk well. By knowing this, Council can invest where it is needed most and it can tailor this investment at the right level. This will avoid overinvesting 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 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 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 contractors 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.

12 Asset Management Processes and Practices

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

12.1 Appropriate Practice Levels

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

In 2017, the Council reviewed its Activity Management Policy and adopted an updated version. The Policy sets out the Council's activity management objectives and appropriate levels of practice. For this activity the Council has determined that the appropriate level of practice is "Core" for the Property and Libraries activities.

12.2 Service Delivery

12.2.1 Activity and Asset Management Teams

The Council has an organisational structure and capability that supports effective asset management planning. Multiple teams across Council are responsible for the different aspects of activity and asset management. The focus of the teams ranges from a strategic focus at the Long Term Plan level which involves a cross-Council team, through to detail/operational focus at the Operational team level. Within the Property Services department, the asset management planning function is managed by the Property team.

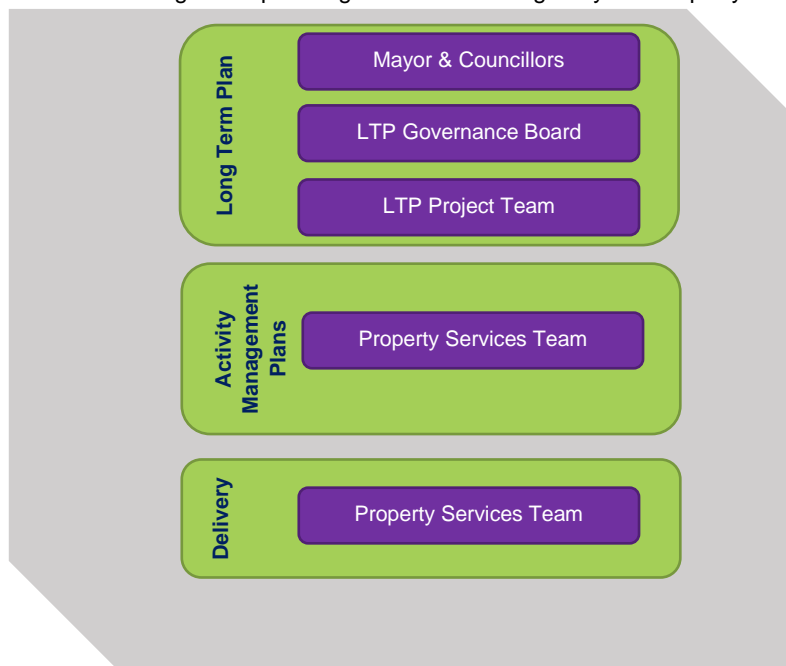


Figure 11: Teams Involved in Activity and Asset Management

12.2.2 Professional Support

The Property Services Department has a need to access a broad range of professional service capabilities to undertake investigation, design and procurement management in support of its capital works programme, as well as support with activity management practice. There is also a need to access specialist skills for design, planning and policy to support the in-house management of the Council's operations and maintenance. To achieve this the Council has a panel of contractors in place. This will be reviewed over the term of this AMP.

12.2.3 Procurement Strategy

The Council has a formal Procurement Strategy that it follows in order to engage contractors and consultants to assist the Property Services department. This is consistent with whole-of-government procurement initiatives. A review of the strategy was commenced in 2017/18.

12.2.4 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 regular reviews, the Act requires the Council to complete an initial review of all functions by August 2017.

No reviews have been completed to date and it is envisaged that service delivery will continue on the current basis for the life of this plan.

12.3 Asset Management Systems and Data

12.3.1 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 optimized life-cycle management. There is a continual push to incorporate all asset data into the core asset management systems where possible; where not possible, attempts are made to integrate or link systems so that they can be easily accessed.

12.3.2 Asset Data

Table 16 summarises the various data types, data source and how they are managed within the Council. It also provides a grading on data accuracy and completeness where appropriate.

Over the next three years efforts will be focused on moving paper-based Council Property records into electronic systems. The primary system for general records will be Silent One. Property Management records involving operational procedures will be captured in the Property Module of MagiQ. This will contain lease details and accounting codes. The use of Confirm reviewed to ascertain what data can be added and the level of recording e.g. to which level condition assessments will be captured.

Table 16: 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 Council Property database within MagiQ and specific asset/building information is in the property files.	2	2
Asset location	Explore Tasman / GIS	GIS holds a layer depicting 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

Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Financial Information	Magiq	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 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
Photos	Network drives / Silent One	Electronic photos of assets are mainly stored on Council's network drives and Silent One	N/A	N/A
Processes and documentation	Promapp	Promapp is process management software that provides a central online repository where 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

Table 17: Data Accuracy and Completeness Grades

Grade	Description	% Accurate
1	Accurate	100
2	Minor Inaccuracies	
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

12.4 Quality Management

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 18 outlines the quality management approaches that support Council's asset management processes and systems.

Table 18: Quality Management Approaches

Activity	Description
Process documentation	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.

Activity	Description
Planning	The Long Term Plan and associated planning process are formalised across Council. There is a LTP project team, LTP governance team, and AMP project team that undertakes internal reviews prior to Council approval stages. Following completion of the AMPs, a peer review is done and the outcomes used to update the AMP improvement plans.
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 Council	All reports that are presented to Council by staff are reviewed and approved by the Senior Management Team prior to release.

12.5 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.

Council identified the key cross activity improvement actions for implementation prior to development of the AMPs for the 2018 to 2028 LTP period. These were:

- update the growth strategy for the changed economic climate;
- review levels of service to ensure they adequately cover core customer values; and
- review and update Council's risk register for each activity.

These actions were all completed and have fed into the development of the current AMP.

Ongoing improvement actions that apply to all AMPs include:

- operations and maintenance: an ongoing review of contracting and internal service agreement strategies will be carried out, to achieve the best balance of risk transfer, cost and performance-based focus;
- risk assessments will be periodically reviewed, to enhance optimised decision-making capability;
- changes in Council direction, legislation and Government policy will be taken into account during AMP reviews; and
- recruitment, retention and development of sufficient and suitably qualified staff.

Appendix A: Detailed Operating Budgets

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2018-48	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028-38	2038-48
2501220201	Property Legal Fees	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
25012203	Pro Management - Consultancy	390,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	130,000	130,000
25012205	Property Valuation 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
25012506	Property Insurance	20,190	673	673	673	673	673	673	673	673	673	673	6,730	6,730
25012517	Pro Management Materials Pur	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
25032202	Pro Commercial Legal Expense	120,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	40,000
25032203	Pro Commercial Consultancy	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
25032508	Pro Commercial Rates & Insur	435,000	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	145,000	145,000
25042508	Property Leases - Rates	429,000	14,300	14,300	14,300	14,300	14,300	14,300	14,300	14,300	14,300	14,300	143,000	143,000
25072401	PRO Housing & Property Mainten	6,000	200	200	200	200	200	200	200	200	200	200	2,000	2,000
25072508	PRO HOUSING RATES	12,000	400	400	400	400	400	400	400	400	400	400	4,000	4,000
25602203	Main Office Consultancy Fees	60,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	20,000
2560220302	Consulting - Main Office Accom Review	100,000	50,000	50,000	0	0	0	0	0	0	0	0	0	0
2560220304	ENERGY AUDIT	590,000	17,000	17,000	25,000	17,000	17,000	25,000	17,000	17,000	25,000	17,000	194,000	202,000
25602401	Main Office Maintenance	3,150,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	1,050,000	1,050,000
25602405	Main Office - Equipment Maint.	210,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	70,000	70,000
25602408	Grounds Maintenance	180,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	60,000	60,000
25602506	Main Office Insurance	3,571,320	119,044	119,044	119,044	119,044	119,044	119,044	119,044	119,044	119,044	119,044	1,190,440	1,190,440
25602507	Elm St Store	1,350,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	450,000	450,000
25602508	Main Office Rates & Water	1,533,000	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	511,000	511,000
25602509	Main Office Cleaning	4,530,000	151,000	151,000	151,000	151,000	151,000	151,000	151,000	151,000	151,000	151,000	1,510,000	1,510,000
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
25612401	Golden Bay SC Maintenance	360,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	120,000	120,000
25612405	Golden Bay SC - Equipment Maint.	9,000	300	300	300	300	300	300	300	300	300	300	3,000	3,000
25612508	Golden Bay SC Rates & Insurance	147,000	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900	49,000	49,000
25612509	Golden Bay SC Cleaning	504,000	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	168,000	168,000
25612517	Golden Bay Prop Materials	15,000	500	500	500	500	500	500	500	500	500	500	5,000	5,000
25622401	Motueka Service Centre Maintenance	432,000	14,400	14,400	14,400	14,400	14,400	14,400	14,400	14,400	14,400	14,400	144,000	144,000
25622405	Motueka SC - Equipment Maint.	12,000	400	400	400	400	400	400	400	400	400	400	4,000	4,000
25622508	Motueka SC Rates & Insurance	125,400	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	11,400	57,000
25622509	Motueka SC Cleaning	585,000	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	195,000	195,000

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2018-48	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028-38	2038-48
25632401	Murchison Service Centre Maint	120,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	40,000
25632508	Murchison SC Rates & Insurance	63,800	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	5,800	29,000
25632509	Murchison SC Cleaning	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
25642401	District Library Maintenance	1,110,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	370,000	370,000
25642405	District Library - Equipment Maint.	24,000	800	800	800	800	800	800	800	800	800	800	8,000	8,000
25642508	District Library Rates & Ins	171,600	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	15,600	78,000
25642509	District Library Cleaning	2,160,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	720,000	720,000
25652401	Takaka Library Maintenance	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
25652405	Takaka Library - Equipment Maint.	9,000	300	300	300	300	300	300	300	300	300	300	3,000	3,000
25652508	Takaka Library Rates & Insurance	108,000	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	36,000	36,000
25652509	Takaka Library Cleaning	765,000	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	255,000	255,000
25662401	Motueka Library Maintenance	510,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	170,000	170,000
25662405	Motueka Library - Equipment Maint.	18,000	600	600	600	600	600	600	600	600	600	600	6,000	6,000
25662509	Motueka Library Cleaning	708,000	23,600	23,600	23,600	23,600	23,600	23,600	23,600	23,600	23,600	23,600	236,000	236,000
25672401	Rich Pound/Build Maintenance	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
25672508	Rich Pound/Build Rates & Ins	134,200	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	6,100	12,200	61,000
25682401	Wakefield Library Maintenance	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
25682508	Wakefield Library Rates/Insu	37,400	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	3,400	17,000
44052101	Staff Training	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
44052102	Staff Uniforms	7,500	250	250	250	250	250	250	250	250	250	250	2,500	2,500
44052104	Recruitment	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
44052106	Property Health and Safety	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
44052109	EAP Services	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
44052110	Professional Memberships	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
44052111	Mileage Reimbursement	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
4405211101	Staff Private Exp Reimbursements	7,500	250	250	250	250	250	250	250	250	250	250	2,500	2,500
44052202	Legal Fees	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
4405220301	Consultancy Fees	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
44052515	Travel	135,000	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	45,000	45,000
44052517	Sundry	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
44052518	Accommodation & Meals	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

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2018-48	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028-38	2038-48
44052519	Seminar / Training	495,000	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	165,000	165,000
44052520	Cellphones	34,500	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	11,500	11,500

Appendix B: Detailed Capital Budgets

ID	Name	Project Driver %			Total Budget	Financial Year Budget (\$)											Total Budget	
		Growth	InclOS	Renewals		2018-48	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028-38	2038-48
2501610606I	Earthquake Strengthening	0	0	100	4,200,000	0	0	0	0	0	0	0	0	0	0	200,000	2,000,000	2,000,000
2501610607	Museum Building - Capital	0	0	100	115,000	12,000	27,000	2,000	2,000	12,000	2,000	2,000	2,000	2,000	2,000	12,000	20,000	20,000
25606101	Main Office - Security Cameras	0	0	100	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
25606102	Op Ppty - Main Office - Cap -Furn/Ftgs	0	0	100	990,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	330,000	330,000
2560610607	DVR & Camera	0	0	100	30,000	0	0	15,000	0	0	0	0	15,000	0	0	0	0	0
25606106R	Op Ppty - Main Office - Bldg C	0	50	50	800,000	120,000	120,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
2561610601	Op Ppty - Gldn Bay - Reseal Carpark	0	0	100	5,000	0	0	0	0	0	0	0	5,000	0	0	0	0	0
2561610604R	Minor Capital Expenditure	0	0	100	55,500	1,500	5,000	1,500	1,500	5,000	1,500	1,500	5,000	1,500	1,500	1,500	15,000	15,000
25626102	Op Ppty - Mot SC Furniture &Fittings	0	0	100	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
25626106R	Op Ppty - Motueka S C - Bldg C	0	0	100	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
25636102	Murchison Serv Cntr - Furn & Fittings	0	0	100	7,000	3,500	0	0	0	0	3,500	0	0	0	0	0	0	0
25636106R	CAPITAL MURCHSION SERVICE CE	0	0	100	3,000	3,000	0	0	0	0	0	0	0	0	0	0	0	0
25646106	Dist Library - Cap -Building	0	0	100	437,000	272,000	5,000	5,000	5,000	5,000	25,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
25656106	Building Capital	0	0	100	3,160,000	0	0	10,000	0	0	0	0	0	0	0	150,000	1,500,000	1,500,000

Appendix C: Property Assets

Table C-1: Category 1 – Operational Buildings

Address	Description	Photo
3 Junction Street, Takaka	Takaka Library	
121 Beach Road, Richmond	Richmond Dog Pound	
103 Main Road, Tapawera	Emergency Centre Tapawera	
3 Spencer Place, Brightwater	Brightwater Fire Station	





Address	Description	Photo
25 Oxford Street, Richmond	Car park 25 Oxford Street Richmond	
49 Main Road, St Arnaud	St Arnaud Fire Station	
269 Sandy Bay-Marahau Road, Marahau	Marahau Fire Station and community hall (Building only)	
14 Fittal Street, Richmond	Records Storage Sheds, Fittal Street Richmond	
78 Commercial Street, Takaka	Golden Bay Service Centre	

Address	Description	Photo
7 Hickmott Place, Motueka	Motueka Service Centre	
12 Pah Street, Motueka	Motueka Library	
92 Fairfax Street, Murchison	Murchison Service Centre and Library	
189 Queen Street, Richmond	Main Council Administration Building	
280 Queen Street, Richmond	Richmond Library	

Address	Description	Photo
2 Whitby Way, Wakefield	Wakefield Library	

Table C-2: Category 2 – Housing

Address	Description	Photo
99 Fairfax Street, Murchison	Residential house	
1/344 Queen Street, Richmond	Residential House (held for road improvements)	
2/344 Queen Street, Richmond	Residential House (held for road improvements)	

Address	Description	Photo
4/346 Queen Street, Richmond	Residential House (held for road improvements)	
1/346 Queen Street, Richmond	Residential House (held for road improvements)	
52 Oxford Street, Richmond	Residential House (held for carpark purposes)	
54 Oxford Street, Richmond	Residential House (held for carpark purposes)	
54A Oxford Street, Richmond	Residential House (held for carpark purposes)	










Address	Description	Photo
54B Oxford Street, Richmond	Residential House (held for carpark purposes)	
81 Headingly Lane, Richmond	Residential House (On land held for stormwater and sewage purposes)	

Table C-3: Category 3 – Miscellaneous Land and Buildings

Address	Description	Photo
Toru Street, Mapua	Licensed Causeway to Leisure Park Mapua	
93 Collingwood-Bainham Main Road	Leased Workshop Collingwood transfer Station	
82 Commercial Street, Takaka	Golden Bay Work Centre lease Takaka CHECK	No photo available

Address	Description	Photo
107 Main Road Tapawera	Former Tapawera Depot – leased	
24 Commercial Street, Takaka	Vacant Shop	
92 Fairfax Street, Murchison	Leased buildings Murchison (old depot)	
Harwood Place, Upper Takaka	Old Upper Takaka Fire Station	
1225 Collingwood-Puponga Main Road	Former dosing strip Pakawau – Land only no buildings	






Address	Description	Photo
47 Waller Street, Murchison	Murchison Information Centre	
50 Harbour Road, Motueka	Motueka Golf Club	
56 Oxford Street, Richmond	Plunket Rooms Richmond	
62 Oxford Street, Richmond	Senior Citizens/Age Concern Rooms Richmond	
Mt Burnett	Broadcast New Zealand Transmitter, Mt Burnett (Civil Defence Transmitter)	No photo available
9A Cambridge Street, Richmond	Leased Office building	

Table C-4: Category 4 – Facilities not in this AMP

Location	Description
Various Sites	Generators
Various Sites	Carparks
Various Sites	Chattels within facilities

Table C-5: Summary of Property Assets This summary could be included in table B1 under each category before the asset descriptions

Category	Asset Type	Description
Category 1 Operational buildings	(a) Council Offices (b) Libraries and Offices (c) Fire Stations (d) Pound	<p>These properties have mainly council only use and incorporate facilities needed for council to undertake its obligations to the community.</p> <p>(a) Tasman District operates out of a main office located at 189 Queen Street Richmond. It was substantially altered and extended in 2012.</p> <p>(b) Council owns and operates Libraries in Richmond, Motueka, Takaka and Murchison, (a joint service centre). And community Libraries in Mapua and Wakefield. Two standalone office are located in Takaka and Motueka with a third located with the Murchison Library.</p> <p>(c) Council owns four community fire stations used to provide Rural Fire Services located in Brightwater, Marahau, Ngatimoti, St Arnaud and Marahau.</p> <p>(d) Council has a pound located in Fittall Street Richmond</p>
Category 2 Housing		Council has one house located adjacent to and on the same title as pensioner housing in Murchison on land vested by the crown. It also owns houses in Oxford Street and Queen street Richmond set aside for future car parking and road widening requirements.
Category 3 Miscellaneous property	(a) Community buildings (b) Leased property (c) Property not associated with any other AMP	<p>(a) These include the Richmond Senior Citizens, Age Concern and Plunket rooms, Richmond Information Centre, the Broadcasting New Zealand transmitter on Mt Burnett, Richmond Information Centre and Tapawera Emergency Centre.</p> <p>(b) These facilities include a contractors yard in Murchison, a former contractors yard in Tapawera and Collingwood, a commercial premise in Takaka, buildings occupied by the Work Centre trust in Takaka and the Mapua causeway.</p> <p>(c) These properties are mostly small parcels of land which are considered uneconomic to sell.</p>
Facilities not included in AMP		Facilities not included in the AMP include: Generators, chattels within the facilities and car parking.

Table C-6: Detail of Property Assets

ID	Ownership	Asset Category	Asset Type	Asset Details	Address	Notes
31002	Leased	Miscellaneous	Causeway	Causeway To leisure park Sealed access strip	End of Toru St Mapua	Licensed to Leisure Park owners
50430	TDC	Housing	Ownership Flat		2/344 Queen St	Tenanted
50435	TDC	Housing	Ownership Flat		4/346 Queen St	Tenanted
50432	TDC	Housing	Ownership Flat		1/346 Queen St	Tenanted
50412	TDC	Housing	House		52 Oxford Street	Tenanted
50411/14	TDC	Housing	Ownership Flat		54A Oxford Street	Tenanted
50411/14	TDC	Housing	Ownership Flat		54B Oxford Street	Tenanted
50603	TDC	Housing	House and paddocks		81 Headingly Lane	Tenanted
51302	TDC	Operational Buildings	Richmond Library		282 Queen St Richmond	
51302	TDC	Operational Buildings	Richmond Library	Seal & layout	282 Queen St Richmond	
21501	TDC	Housing	Dwelling	Verandah	101 Fairfax St Murchison	Tenanted
50503	TDC	Miscellaneous	Senior Citizens Club	Deck / access ramps/shelter	Oxford St Richmond	Carpark separately valued as an Infrastructural asset
50503	TDC	Miscellaneous	Age Concern building	At same site as Senior Citizens Club	Oxford St Richmond	
12505	TDC	Miscellaneous	Information Centre Buildings	Information centre sealing and Landscaping	Willow St Takaka	Information Centre Building is not owned by TDC.
12103	TDC	Miscellaneous	Old Upper Takaka Fire Station	Shed	Harwood Place Upper Takaka	
		Miscellaneous	Broadcast NZ transmitter box	Transmitter box Mt Burnett	Mt Burnett, Golden Bay	
10710	TDC	Miscellaneous	Workshop	Former Landfill & Depot	Collingwood-Bainham Rd	Former Refuse landfill is part

ID	Ownership	Asset Category	Asset Type	Asset Details	Address	Notes
						of Solid Waste AMP
12508	TDC	Operational Buildings	Library	New Library	3 Junction St Takaka	Car park area valued as infrastructural asset
50010	TDC	Miscellaneous		Building	Fittal St Richmond	
50010	TDC	Operational Buildings	Old Staff Room	Old Shed, dog hut & dangerous goods store	Fittal St Richmond	
50010	TDC	Miscellaneous	Pump Station	Pump Station	Fittal St Richmond	
50010	TDC	Miscellaneous	Portacom Building	Portacom Building	Fittal St Richmond	
50010	TDC	Operational Buildings	Fence gate	upgraded 2013	Fittal St Richmond	
50010	TDC	Operational Buildings	Dog Pound	Dog Pound	Fittal St Richmond	
50010	TDC	Operational Buildings	Pound/storage	Concrete Slab 3/2014	Fittal St Richmond	
22506	TDC	Operational Buildings	Emergency Centre	Emergency Centre	103 Main Rd Tapawera	
12509	TDC	Miscellaneous	Building	G B Workcentre Trust site	82 Commercial St Takaka	Carpark area valued separately as an infrastructural asset
22505	TDC	Miscellaneous	Garages, Office	Tapawera Depot	107 Main Rd Tapawera	
32509	TDC	Operational Buildings	Fire Station	Seal & paving	6 Spencer Place Brightwater	Sewer Pump Station separately valued in Infrastructural /Asset register Land leased from Brightwater engineers
52504	TDC	Miscellaneous	Plunket Rooms	Verandah, porch, timber ramp & deck	56 Oxford St Richmond	
52504	TDC	Miscellaneous	Plunket Rooms	Shed	56 Oxford St Richmond	
52504	TDC	Miscellaneous	Plunket Rooms	Playground Equipment	56 Oxford St Richmond	
52504	TDC	Miscellaneous	Plunket Rooms	Concrete Paving / Layout	56 Oxford St Richmond	

ID	Ownership	Asset Category	Asset Type	Asset Details	Address	Notes
50603	TDC	Miscellaneous	Dwelling and outbuildings	Garage/deck/stables/shed	81 Headingly Lane	Land for drainage
50505	TDC	Operational Buildings	New car park	Fencing Sealed car park	25 Oxford St Richmond	
22103	TDC	Operational Buildings	Fire Station	St Arnaud Fire Station	Main Rd St Arnaud	Land leased from Crown
42101	TDC	Operational Buildings	Marahau Fire Station	Marahau Fire Station	Main Rd Marahau	land is leased from private owner
50720	TDC	Operational Buildings	Record storage sheds	Refuse Transfer Station Site	Fittal St Richmond	Improvements separately valued as Infrastructure Asset
10001	TDC	Operational Buildings	Takaka Service Centre	Porch Offices	78 Commercial St Takaka	Oldest part of building valued as a heritage asset Carpark area valued separately as infrastructural asset
10001	TDC	Operational Buildings	Takaka Service Centre	Offices	78 Commercial St Takaka	Oldest part of building valued as a heritage asset Carpark area valued separately as infrastructural asset
10001	TDC	Operational Buildings	Takaka Service Centre	Garage, Carport	78 Commercial St Takaka	Oldest part of building valued as a heritage asset Carpark area valued separately as infrastructural asset
10001	TDC	Operational Buildings	Takaka Service Centre	Impairment recognised 30/6/13	78 Commercial St Takaka	
40008	TDC	Operational Buildings	Motueka Service Centre	Verandah	7 Hickmott Place Motueka	Maori carving separately valued as heritage asset Carpark area separately valued as infrastructural asset
40008	TDC	Operational Buildings	Motueka Service Centre	Layout / Social Area	7 Hickmott Place Motueka	
40008	TDC	Operational Buildings	Motueka Service Centre	Dangerous Goods Store	7 Hickmott Place Motueka	

ID	Ownership	Asset Category	Asset Type	Asset Details	Address	Notes
41780A	TDC & Pts leased	Operational Buildings	Pt Memorial Park-Hall/Library	Verandah	Pah St Motueka	TDC is half owner of the land. Kindy Tennis Club & Senior Citizens Buildings are not TDC property. Carpark area separately valued as aninfrastructural asset
20001	TDC	Operational Buildings	Fulton Hogan Workshop, Office/staff Amenities & Store	Service Centre & Depot	92 Fairfax St Murchison	Service Centrer/Library Building separatelyvalued as Heritage asset
20001	TDC	Miscellaneous	NZ Post Store (ex fire station)	Service Centre & Depot	92 Fairfax St Murchison	
20001	TDC	Miscellaneous	Store (ex Powerhouse)	Service Centre & Depot	92 Fairfax St Murchison	
20001	TDC	Miscellaneous	Truck Store	Service Centre & Depot	92 Fairfax St Murchison	
20001	TDC	Operational Buildings	Murchison Service Centre & Depot	Sealed carpark & drive	92 Fairfax St Murchison	
50000	TDC	Operational Buildings	Main TDC Office Complex	Terrace & deck	189 Queen St Richmond	Carpark separately valued as Infrastructural asset
50000	TDC	Operational Buildings	Main TDC Office Complex	Bike shelter	189 Queen St Richmond	Carpark separately valued as Infrastructural asset
50000	TDC	Operational Buildings	Main TDC Office Complex	Canopy	189 Queen St Richmond	Carpark searatelyp valued as Infrastructural asset
50000	TDC	Operational Buildings	Main TDC Office Complex	upgrade 2011/2013 Layout, courtyard	189 Queen St Richmond	Carpark separately valued as Infrastructural asset
50000	TDC	Operational Buildings	Main TDC Office Complex	P/S costs Oct 2013	189 Queen St Richmond	
50000	TDC	Operational Buildings	Main TDC Office Complex	Wiring modification Nov 13	189 Queen St Richmond	
31310	TDC	Operational Buildings	Wakefield Library/Restroom	Library / Restrooms	Edward St Wakefield	War memorial separately valued as heritage Asset

ID	Ownership	Asset Category	Asset Type	Asset Details	Address	Notes
12506	TDC	Miscellaneous	Leased building	Old fire station	24 Commercial Street Takaka	
30406	TDC	Miscellaneous	Land	Stopped Road	Pig Valley, Wairoa Gorge	
10456	TDC	Miscellaneous	Land	Old Gravel Reserve	Glenview Road Takaka	
10402	TDC	Miscellaneous	Land	Stopped Road	East Takaka Road	
20405	TDC	Miscellaneous	Land	Stopped Road	Baton Valley	
30401	TDC	Miscellaneous	Land	Stopped Road	Waiwhero Road	
30405	TDC	Miscellaneous	Land	Old Quarry site	Wairoa Gorge Road	
40410	TDC	Miscellaneous	Land	Old Quarry site	Takaka Hill Road	
22504	TDC	Miscellaneous	Land	Stopped Road	411 Motueka Valley Highway	
22514	TDC	Miscellaneous	Land	Stopped Road	Matiri Valley	Badcock
22501	TDC	Miscellaneous	Land and building	Old pound	101 – 103 Fairfax St Murchison	Crown reserve. Shed leased.
42501	TDC	Miscellaneous	Leased land and buildings	Old Catchment depot	79 Lyndhurst Drive, Motueka	
40005	TDC	Miscellaneous	Leased property	Golf course	50 Harbour Road Motueka	
40401	TDC	Miscellaneous	Land	Stopped Road	Holdaway Road Braeburn	
22503	TDC	Miscellaneous	Land	Information Centre site	47 Waller Street Murchison	
12501	TDC	Miscellaneous	Land	Old Pound site	Pakawau	
32556	TDC	Miscellaneous	Land	Old Pound site	Teapot Valley	
41727	TDC	Miscellaneous	Land	Part Old Motueka Land fill	Old Wharf Road Motueka	Part used for recreation