



# QUEENSTOWN LAKES DISTRICT COUNCIL

## COMMUNITY FACILITIES ASSET MANAGEMENT PLAN 2015-2030

*FEBRUARY 2015*

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## INTRODUCTION

This asset management plan (AMP) explains how the Queenstown Lakes District Council (QLDC) manages Community Facilities. It forecasts the likely maintenance, renewals, and new capital needs and costs for the next 15 years – currently this is in detail for the first three years and in outline form (top down) for the balance.

The principal outputs from the exercise are:

- a description of QLDC community facility assets
- an explanation of the QLDC's intended future 'levels of service' and the performance measure and targets against which actual performance will be adjudged;
- a proposed work programme for the next 15 years (the first three in detail and the balance in outline form; and
- the identification of actions the Council needs to take to improve its business performance (i.e. continuous improvement) and a prioritised plan for doing so.

The AMP has been prepared based on what QLDC believe is required to adequately maintain and renew in a 'whole of life' manner, the community facilities portfolio. Any changes in funding levels required by the community through the long-term plan (LTP) process will be captured in the LTP and used to inform subsequent annual revisions of the AMP. Changes to the planned investment programmes will be documented and described in alignment with QLDCs Risk Management Framework. This process will ensure the implications of changes in funding (increases or decreases) are clearly understood and captured in a consistent method, each year.

## PURPOSE

The purpose of this asset management plan is as follows;

1. Ensure that the asset management requirements (maintenance and renewal requirements identified during any condition assessments) are appropriately funded, prioritised and scheduled.
2. Form the baseline document to work with the governance bodies to identify any other capital or maintenance requirements to meet community needs (for locally funded facilities).
3. To plan for the management of assets in a fit for purpose and safe manner.
4. To understand the relationship between physical assets and the role of these assets in the delivery of Levels of Service (LoS) to the community in the form of Community Outcomes.
5. Ensure that maintenance and renewal of assets are appropriately scheduled and funded.

## SCOPE OF THE ASSET MANAGEMENT PLAN

QLDC owns and operates a substantial community facilities portfolio comprising of approximately 106 facilities with a total asset value of approximately \$470M. The activity includes:

**DIRECT COMMUNITY FACILITIES:** - provide suitable venues for the community to meet for leisure, recreation, and sport, cultural, social and educational activities. These include Libraries, Community Halls, Community Swimming Pools and Gymsnasiums.

**WATERWAYS FACILITIES:** consists of QLDC owned waterways infrastructure like boat ramps, outdoor swimming pontoons and jetties.

**OPERATIONAL:** consist of depots used for Council day to day activities such as storage, vehicle parking and workshops. They also include rural fire stations owned by QLDC.

ADMINISTRATIVE: are made up of land and buildings used for staff to deliver Councils services, and a physical place for Council customers and stakeholders to visit. Building locations are influenced by proximity to a suitable labour force, key functional stakeholders and customers.

The Council uses a mix of owned and leased building spaces across the region to achieve its service requirements. QLDC has accommodation for approximately 290 staff.

REGULATORY: - include QLDC dog pounds, car impounds, car parks and the community CCTV surveillance network.

COMMERCIAL: - properties held in the context of the Council's general strategic objectives which either produce a positive commercial return or are being operated to at least cover their costs (breakeven). The Council's investments in the Wanaka Airport, camp grounds and residential housing fall within this category.

## QUEENSTOWN LAKES DISTRICT CONTEXT

Queenstown Lakes District Council (QLDC) was established in 1989 as a local authority (having the functions, responsibilities and powers of a territorial authority). The Queenstown Lakes District replaced the former Lakes County, Queenstown Borough, Vincent County and Arrowtown Borough Councils. QLDC operates within the area operated by the Otago Regional Council.

### GEOGRAPHIC CONTEXT

The Queenstown-Lakes District has a land area of 8,705 km<sup>2</sup> not counting its inland lakes (Lake Hāwea, Lake Wakatipu, and Lake Wanaka). The region has an estimated resident population of 29,500 (January 2014 estimate). The total area of the district (including lakes) is 9,357 km<sup>2</sup>.

Queenstown (Māori: Tahuna) is the largest centre in Central Otago, and the second largest in Otago after Dunedin. According to the 2013 census, the usually resident population of the Queenstown urban area (including Fernhill, Frankton and Kelvin Heights) is 15,000, an increase of 15% since 2006.

Queenstown is a resort town in Otago in the south-west of New Zealand's South Island. It is built around an inlet called Queenstown Bay on Lake Wakatipu, a long thin Z-shaped lake formed by glacial processes, and has spectacular views of nearby mountains such as The Remarkables, Cecil Peak, Walter Peak and just above the town; Ben Lomond and Queenstown Hill.

Wanaka was originally settled during the gold rush of the 19th century and is the second largest town in the district. It is situated at the southern end of Lake Wanaka, adjacent to the outflow of the lake to the Clutha River. It is the gateway to Mount Aspiring National Park. Wanaka is primarily a resort town but has both summer and winter seasons and is based around the many outdoor opportunities. Owing to the growing tourism business and the increasing number of retirees in Wanaka, large growth is occurring, with a population increase of up to 50% in the past 10 years.

Other towns in the district include Arrowtown, Kingston, Glenorchy, Lake Hawea, Makaroroa and Luggate. The district is now known for its commerce-oriented tourism, especially adventure and ski tourism.

The district is one of the coldest places in New Zealand with an average temperature of 10.7°C ranging from -10°C to 35°C with ground frosts over 130 days per year. The clear winter days with a low average rainfall of 636mm per year create a unique climate within New Zealand.

The natural environment of the Lakes District consists of a variety of systems including rivers, lakes, basins, wetlands, bush remnants, uplands, mountains and shorelines. This combination plays a significant role in the quality of life in the Lakes District by providing recreation, economic, residential, conservation and servicing opportunities.

Figure 1 Queenstown Lakes Urban Areas 2014



#### DEMOGRAPHIC CONTEXT

The Queenstown Lakes District is experiencing a period of significant population growth. This places increased pressures on the three waters services in terms of capacity and extents. The district is a recognised tourism destination that supports economic growth across the southern part of the South Island. As such, the district is attractive to local and international investment in housing, services and visitor related activities.

Resident population growth in the District has typically been around 4.1% per year since 1996, while dwelling growth has been around 3.6% per year. This rate of growth is high when compared to most other towns in New Zealand.

Under the council's medium growth population projections the District's population is expected to increase by 64% from 30,700 in 2015 to 50,300 in 2045. Over the next 30 years it is expected that there will be 19,600 additional residents and 8,700 additional dwellings in the district.

## THE HIGH LEVEL STRATEGIC APPROACH

A key goal for the management of the community facilities assets is to maintain the existing portfolio to a good standard in a prudent and cost effective manner, and to plan effectively for the future. This AMP is the repository for combining management, financial, building and technical practices to ensure that the level of service required by the community is provided at the lowest long-term cost to the community.

The Community Facilities AMP documents how the service delivered supports the achievement of the community outcomes and provides financial forecasts (investment plans) and activity information which serves as the basis of the Long-Term Plan (LTP). It is intended that future Asset Management Plans will point specifically to individual projects represented in 30 Year Social Infrastructure Strategies.

The Council's current high level strategic approach for satisfying the forecasted demand is summarised in Table 1.

*Table 1 The High Level Strategic Approach*

### COMMUNITY FACILITIES RENEWAL STRATEGY

QLDC is currently developing a community facilities strategy which will provide for the progressive refurbishing, retrofitting and redecorating of assets at a rate that maintains the standard and value of the portfolio as a whole. Required levels of expenditure on the cyclic asset replacement programme will vary from year to year over the next 15 years, and will reflect:

- the condition/performance profile of the assets;
- the age profile of the assets;
- the on-going maintenance demand;
- the differing economic/useful lives of individual assets

### IDENTIFYING STRATEGIC ASSETS

Under the provisions of the Local Government Act 2002, Council cannot transfer ownership or control of a strategic asset, unless it has first consulted with the community and included the proposal in its operative LTP. The Council will review the existing asset portfolio, in accordance with its property policies, to identify these assets as well as assets that are no longer meeting the needs of the community.

### OVERALL

- To be fully aware of property condition through up to date planned maintenance surveys and development of a 30 year building maintenance plan;
- To take a planned approach to property maintenance and to shift the focus of maintenance closer to a best practice ration of 60% (Planned) – 40% (Responsive);
- To develop a comprehensive action plan and forward schedule for managing building compliance and statutory requirements;
- Ensure the purpose for which the community facilities are held remains valid and the facilities continue to be fit for purpose through annual portfolio reviews;
- To improve whole of life costing in managing community assets;
- Ensure the roles of all parts of the organisation involved in managing the community facilities portfolio are well-defined to ensure efficient management and clear accountability.

## SIGNIFICANT ASSUMPTIONS

An assumption is:

*“Something that is not necessarily true but which is put forward and taken to be true for the purposes of identifying the future likely cost of maintaining and developing the community facilities portfolio”*

Assumptions have to be made when QLDC doesn't have precise facts upon which to make a required decision.

It is very important that the assumptions be listed and clearly stated because:

- a) they are critical to development of the intended future management approach; and
- b) readers of the plan need to be able to understand the philosophy that underpins the chosen direction and calculation of the forecasted costs.

The Council considered the following assumptions when preparing this AMP. (*Reference: Local Government Act 2002, Sub clause 10(17)*)

*Table 2 Significant Assumptions*

- No provision has been made in this AMP for annual inflation and future cost escalations. The figures are in dollars of today and are GST exclusive
- Operating expenses do not include insurance fees nor utilities (ie. electricity, gas supply)
- All legacy asset management documents outlining operating expenses and capital investment prior to year 2014/15 has assumed to have been completed
- Government legislative, regulatory, or policy changes will not significantly increase council costs
- Minimal costs will be carried forward from year to year – all projects will be paid for in the year in which they are programmed
- No unforeseen significant asset failures or environmental events have been budgeted for
- There will be no significant increase in the number or community facility assets that will be vested in the Council over the planning period.

No.	Assumption	Likelihood of the assumption eventuating	Comments – Including the likely impact of each assumption
2.1	<b>No Provision Has Been Made In This AMP For Annual Inflation and Cost Escalation. The figures are also GST exclusive.</b>	Low	<p>If prices increase as a result of inflation or cost escalation the financial forecasts will have to increase.</p> <p>The likelihood of this assumption eventuating is low because it is probable that inflation or cost escalation will occur to (varying degrees) annually.</p>

No.	Assumption	Likelihood of the assumption eventuating	Comments – Including the likely impact of each assumption
2.2	<b>Subdividers and Developers Will Contribute Towards the Council's Costs By Paying Development Contributions At The Levels and Times Forecasted</b>	Medium	<p>If subdivision and other development (growth) doesn't occur at the rate (or in the manner forecasted) or if the Council is prevented by legislative change from collecting development contributions in the manner and at the levels that it currently does this will impact on the amount of funding from that source that is envisaged. If that happens proposed new capital projects funded either wholly or in part from that source may have to be reprogrammed.</p> <p>The likelihood of this assumption eventuating is medium because:</p> <ul style="list-style-type: none"> <li>(a) It is always very difficult to accurately predict when development will occur and its financial impacts; and</li> <li>(b) The Government is proposing changes to local Councils' power to charge development contributions – the potential effect of which hasn't yet been provided for in this AMP.</li> </ul>
2.3	<b>An Extraordinary Major Storm (or other natural hazard) event Won't Occur</b>	Medium	<p>No provision has been made in this AMP for the cost of repairing damage caused by a storm or other natural hazard (or climate change) event occurring.</p> <p>If a storm or other natural hazard event does occur the Council will have to fund its share of the cost of any damage by either deleting or reducing other work programmes or raising additional loan or rate funding.</p> <p>The likelihood of this assumption eventuating is medium because there is a reasonable risk that at least one major storm event causing extraordinary damage will occur.</p>



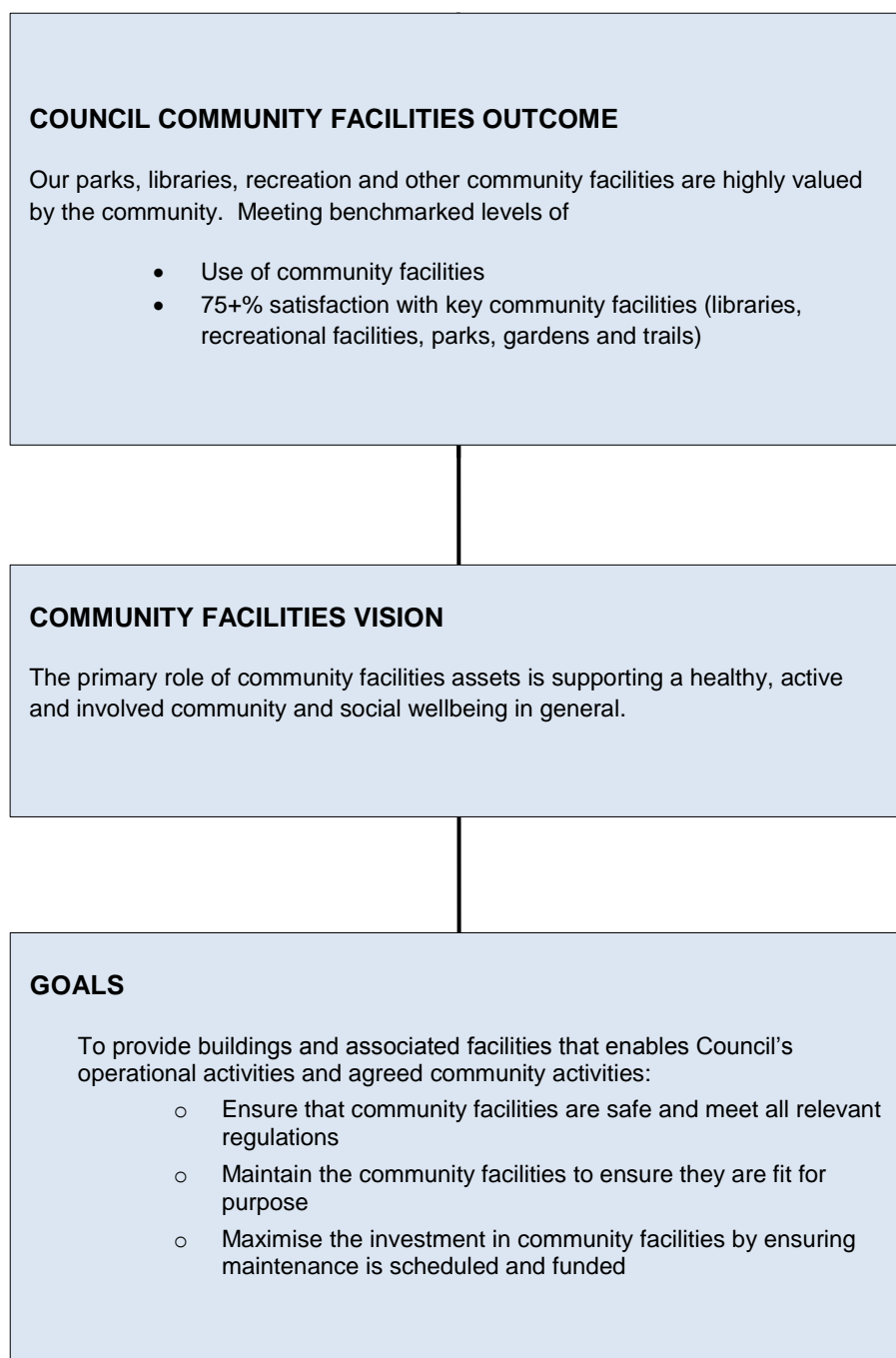
No.	Assumption	Likelihood of the assumption eventuating	Comments – Including the likely impact of each assumption
2.4	<b>Government Legislative, Regulatory, or Policy Changes Won't Cause Higher Council Costs</b>	Medium	<p>If Government legislative, regulatory or policy changes cause higher Council Community Facilities costs either additional funding will have to be provided or savings made by deleting or otherwise amending the proposed work programmes.</p> <p>The likelihood of this assumption occurring is medium because there is always the possibility of Government changes financially impacting the Council's work.</p>
2.5	<b>No Unforeseen Significant Asset Failures Will Occur (Or Other Unexpected Costs Be Incurred)</b> <p>That there are no unforeseen significant asset failures (other than for storm damage), or no additional work identified as being urgent or which the QLDC is financially liable for, that is in addition to that already planned (e.g. bridge surveys don't identify additional urgent remedial works or a major slip occurs).</p>	High	<p>In preparing this AMP the QLDC has endeavoured to make reasonable financial provision for all foreseeable needs and obligations. There is always a possibility however that additional non-programmed costs will be incurred because:</p> <ul style="list-style-type: none"> <li>(a) an unscheduled work need (including a need caused by a large land development project of which QLDC was unaware or did not expect) arises; or</li> <li>(b) of some sort of legal dispute.</li> </ul> <p>The likelihood of this assumption eventuating is high because QLDC's knowledge about the networks likely future needs is very good.</p>

**Note:** If the 'likelihood of the assumption' eventuating is 'high' it is probable that the assumption as stated will occur. If it is 'low' there is a significant chance the assumption as stated won't be the case. If the rating is 'medium' the assumption may or may not be correct. There is a reasonable chance that it won't be – not necessarily to a major extent, but to at least some degree.

## COMMUNITY OUTCOME, VISION AND GOALS

Table 3 lists the community facilities vision and goals – and shows how these are linked to the Council's Community Outcomes and its Community Facilities Performance Targets.

*Table 3 Community Outcome, Vision and Goals*



## STAKEHOLDERS AND CONSULTATION

### STAKEHOLDERS

The QLDC's stakeholders are:

*'any party having an interest in anything at all that the QLDC is or isn't doing relating to the provision and management of an effective and efficient community facilities portfolio for, the Queenstown-Lakes District.*

Table 4 Key Stakeholders

STAKEHOLDERS
<ul style="list-style-type: none"> <li>• Queenstown Lakes District Community</li> <li>• Elected Members</li> <li>• Visitors – overseas and national</li> <li>• Otago Regional Council</li> <li>• Utilities Companies</li> <li>• Local businesses</li> <li>• Key contractors</li> <li>• Local Ratepayer and Resident Associations</li> <li>• Community Boards</li> <li>• Audit New Zealand</li> <li>• Internal QLDC departments ie. Finance, Knowledge Management, Customer Services</li> </ul>

## CONSULTATION - PUBLIC SATISFACTION WITH COMMUNITY FACILITIES SERVICES

The Council regularly surveys residents and ratepayers to obtain their feedback. The Community Facilities results from the most recent survey (reference 'Queenstown Lakes District Council – Annual Residents and Ratepayers Satisfaction and Opinion Survey by Research First (September 2013)) are summarised in the following figures.

NB. Public Toilets, Sports Grounds and Playgrounds from the table below are not included in this Community Facilities AMP.

Figure 2 Satisfaction with Infrastructure Services - Streets

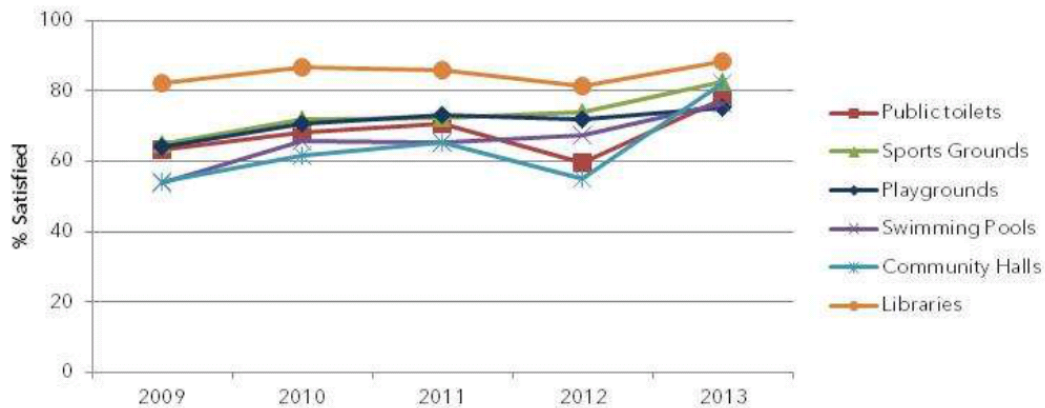


Figure 3 Quality of Swimming Pools: Level of Satisfaction, by Location

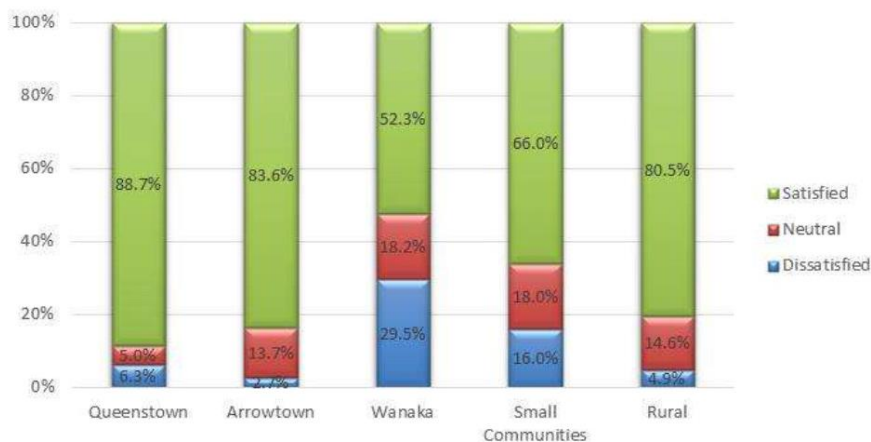


Figure 4 Quality of Community Halls: Level of Satisfaction, by Location



Figure 5 Quality of Libraries: Level of Satisfaction, by Location



Figure 6 Quantity of Libraries: Level of Satisfaction, by Location

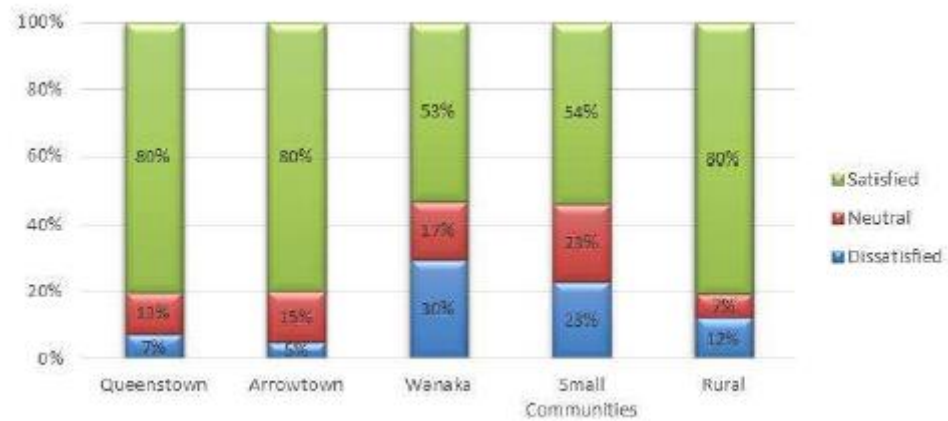
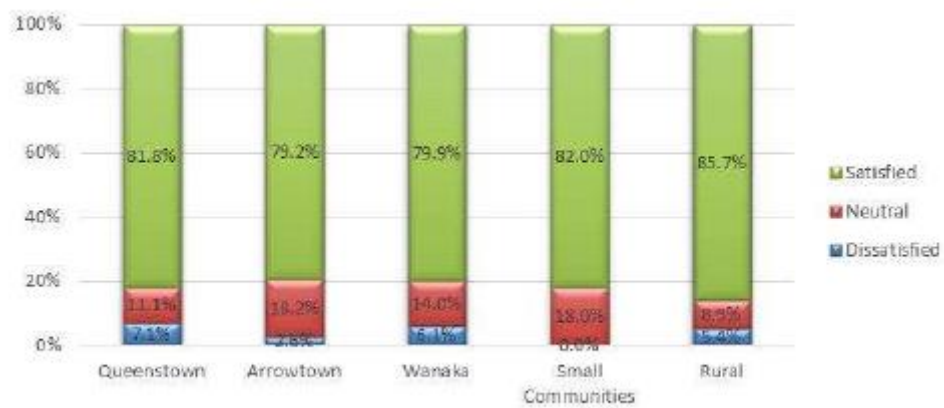


Figure 7 Quantity of Community Halls: Level of Satisfaction, by Location



## LEGISLATIVE FRAMEWORK AND LINKAGES

The following tables list the key national and Council documents that govern/guide management of the Community Facilities activity in QLDC.

*Table 5 Community Facilities Legislative and National Documents*

Ref	Title
1	The Local Government Act 2002 and amendments
2	The Building Act 2004
3	The Reserves Act 1977
4	The Public Works Act 1987
5	The Fire Services Act 1975
6	The Public Library Standard 2004
7	The Litter Act 1979
8	The Dog Control Act 1996
9	The Fencing Act 1987
10	The Trespass Act 1880
11	The Occupiers Liability Act 1962
12	The Building Regulations Act 1992
13	The Civil Defence Emergency Management Act 2002
14	The Public Bodies Contracts Act 1959
15	The Resource Management Act 1991
16	The Health and Safety in Employment Act 1992
17	The Property Law Act 2007
18	NAMS International Infrastructure Management Manual – International Edition 2011 and Updates.
19	NAMS New Zealand Infrastructure Asset Valuation and Depreciation Guidelines Edition 2.0 2006
20	ISO 55000 Asset Management Standard

Ref	Title
21	AS/NZS ISO 31000:2009 Risk Management Principles and Guidelines
22	AS/NZS 3500.2:2003 Plumbing and Drainage – Sanitary Plumbing and Drainage
23	AS/NZS 3000:2007 Electrical Installations (Australian/New Zealand Wiring Rules)
24	NZS 4512:2003 Fire Detection and Alarm Systems in Buildings

Table 6 Council Strategy, Policy and Community Facilities Planning Documents

Ref	Title
1	QLDC's Long Term Plan, Annual Plans and Annual Reports
2	The QLDC's District Plan
3	Emergency Management Plan 2013-2016
4	Annual Residents' and Ratepayers' Satisfaction and Opinion Survey (to Research First)
5	Asset Management Systems Statement
6	Risk Management Framework
7	QLDC's Delegations Register
8	"Queenstown Lakes District – Projections for Resident Population, Dwellings and Rating Units to 2065" – by Rationale April 2014.
9	QLDC's Policies Manual: <div> <div>Corporate Procurement Policy</div> <div>Risk Management</div> <div>Community facilities Pricing Policy</div> <div>Finance</div> <div>Property Acquisitions and Disposals Policy</div> </div>
10	CCTV Contractor reports
11	QLDC Insurance and Valuation Database
12	Watershed Asset Condition reports
13	QLDC Library Review report

## FUTURE DEMAND

### THE QUEENSTOWN LAKES COMMUNITY ENVIRONMENT

Not to be confused with 'Demand Management', 'Future Demand' is:

*"The extent to which the various services provided by the community facilities portfolio are likely to be required in the future"* (It is not possible to accurately forecast future asset and funding requirements unless/until this is known).

Matters that must be considered when identifying the likely future demand for the facilities, in addition to the normal annual maintenance requirements, include (but aren't necessarily limited to):

- the extent to when the continuing rate of resident and visitor population growth will require new, upgraded and changed facilities in order to be able to satisfactorily provide for the accompanying growth;
- the extent to which current and future facilities users and others may have changing expectations and require services that are different to those that are being delivered now;
- the extent to which current and future facilities users may require (and be prepared to pay for) a higher (or lower) level of service than that which is being provided now;
- the extent to which, and the type of, new land development (and land redevelopment) that is likely to occur within the planning period, and the extent of new or upgraded assets that that is going to require.
  - Where?
  - When?
  - Type of demand (e.g. residential, commercial, light or heavy industrial)?
- the extent to which existing assets may be now considered to have shorter useful lives than has hitherto been appreciated;
- the extent to which existing assets may be able to be used for a longer period than earlier predicted because of surplus capacity or because of a longer than expected useful life;
- whether or not there are (or are likely to be) any new legislative or regulatory requirements that will require a changed level of service to be provided or some sort of new regulatory compliance requirements;
- any ideas that the QLDC has itself whereby, in return for capital expenditure, or the adoption of demand management options, it believes it would be able to deliver the services more effectively and efficiently; and
- whether or not there are any factors (e.g. climate change or potential health and safety risks) that might give rise to a demand for additional, changed, or increased levels of service, or to the necessity to extend, upgrade, alter or demolish any of the assets during the planning period.

### THE QUEENSTOWN-LAKES COMMUNITY

The title 'Queenstown Lakes' conjures a picture of profound world-class scenic beauty, population and tourism growth and ice and snow.



## FORECASTED POPULATION, VISITORS', DWELLINGS' AND RATING UNITS' GROWTH

The future population etc. growth the Council is planning to provide services for is the medium growth scenario in the report entitled "Queenstown Lakes District – Projecting for Resident Population, Dwellings and Rating Units to 2065" by Rationale (April 2014)

Table 7 Growth Predictions – Medium Growth Scenario (ref QLDC Growth Projection, Rationale 2014)

Output	2013	2015	2025	2045	2065	10 years (2015 - 2025)			30 year avg annual growth (2015- 2045)
						Growth	Avg annual growth	Avg annual growth rate	
Usually Resident Population	<b>29,500</b>	30,700	37,300	50,300	63,200	6,600	660	2.0%	650
Total Visitors (average day)	<b>16,900</b>	17,100	19,700	22,500	25,000	2,600	260	1.4%	180
Total Visitors (peak day)	<b>63,800</b>	65,800	78,200	98,900	120,100	12,400	1,240	1.7%	1,100
Total Dwellings	<b>15,700</b>	16,300	19,300	24,900	31,000	3,000	300	1.7%	290
Total Rating Units	<b>21,700</b>	22,400	26,500	33,200	40,700	4,100	410	1.7%	360

## FUTURE COMMUNITY FACILITIES DEMAND

The key 'future demand' drivers that the QLDC has had to take into account when preparing this AMP are in Table 8:

Table 8 Future Demand

	2015	2025	2045
• Population (the usually resident population will increase from)	30,700	37,300	50,300
• Visitors/Tourism (the average number of visitors per day will increase from)	17,100	19,700	22,500
• Dwellings (the number of dwellings will increase from)	16,300	19,300	24,900
• The Existing Assets	The necessity to ensure the existing community facilities assets are operated, maintained and renewed to best meet the needs of the community		

## LEVELS OF SERVICE (LOS), PERFORMANCE MEASURES AND TARGETS

### INTRODUCTION

The first step in the formulation of 'Levels of Service' (LoS) is to identify the 'Service Areas' - those aspects of the community facilities portfolio that QLDC's stakeholders value, or which are essential for its efficient and effective management. QLDC has formulated its Community Facilities LoS under seven service area headings:

- (a) Health and Safety;
- (b) Risk Management (other than risks that fall under the other six headings). Includes Reputation and Security;
- (c) Asset Provision, Development, Renewal and Maintenance (i.e. Asset Stewardship);
- (d) Conservation, Environmental Protection and Enhancement (i.e. Environmental Stewardship);
- (e) Service Quality (including Aesthetics, Reliability, Responsiveness and Capacity);
- (f) Compliance (including Training, Record Keeping / Data Management and Reporting); and
- (g) Financial (Economic – Value for Money).

'Levels of Service' **describe the outcomes** that are expected to result, **or the outputs** that are intended to be provided, for each the above 'Service Areas'.

'Performance Measures' are **the means** by which the organisation is able to identify **the extent** to which the intended 'Level of Service' has been achieved.

'Performance Targets' are the **specific quantifiable results** (in relation to a 'Performance Measure') that the organisation is aiming to achieve.

Table 9 The Performance Hierarchy

<b>EXAMPLE</b>
<b>Service</b> – <i>Community Halls</i>
<b>Service Area</b> – <i>Service Quality</i>
<b>Level of Service</b> – <i>Are efficient to run</i>
<b>Performance Measure</b> – <i>The facility is managed within +1% of annual budget</i>
<b>Target</b> – <i>The facility is managed within &gt;1% of annual budget in 2016/17.</i>

There will always be a number of performance measures for each service area, and there may also be a number of targets for each performance measure.

#### HOW LEVELS OF SERVICE (LOS) MANAGED

- (a) Because the current LoS at any time is always the sum total of the most recent actual results against the performance targets the concentration is on the performance targets.
- (b) The system has been designed to enable the public, the QLDC Councillors and management to quickly see at a glance, at any time, **how 'the whole' activity is performing**. But more than that the aim has been to establish an overall control list of all key matters that the Council's Managers should be attending to as a matter of routine if optimum Community Facilities outputs and outcomes are to be achieved. In some cases the targets are very precise. In others – for example, most of the technical standards, the intention is to simply cause Managers to regularly question current performance and ask themselves if that area of the Council's work is being managed as responsibly (effectively and efficiently) as it should be.

#### PERFORMANCE TARGETS

Table 10 (on the next page) lists the QLDC's Community Facilities performance targets. (Local Government Act 2002, Schedule 10 (4))

Table 10 Levels of Service, Performance Measures and Targets

Service Area	Performance Measure	2014/2015	Baseline	2015/16	2016/17	2017/18
<b>The Council provides services and facilities that users, residents and ratepayers say they are satisfied with.</b>	Percentage of community services and facilities users who are satisfied with: a. Sports facilities b. B. Libraries c. C. parks d. D. Community venues and facilities	New measure	-	85%	85%	85%
<b>The Council provides pools and gyms that are clean, safe and enjoyable places to visit.</b>	Percentage of residents who are gym members (based on the Wakatipu population within the age range 15-69)	New measure	11.35%	12.5%	12.5%	12.5%
<b>The Council provides pools and gyms that are clean, safe and enjoyable places to visit.</b>	Percentage of residents who use their local pool at least once a month for: a. Alpine Aqualand b. B. Wanaka pool (based on Wakatipu population and Wanaka population)	New measure	a. 15% b. 8%	a. 15% b. 8%	a. 15% b. 8%	a. 15% b. 8%
<b>The Council provides pools and gyms that are clean, safe and enjoyable places to visit.</b>	Net direct cost per pool admission (Alpine Aqualand) **	New measure	\$2.09 (media benchmarked cost (\$2.08))	To perform in top 50% of pools nationally	TBA	TBA
<b>The Council provides pools and gyms that are clean, safe and enjoyable places to visit.</b>	Number of serious incidents per 10,000 pool admissions (Alpine Aqualand and Wanaka Pool)	New measure	0.17 (2014 Yardstick facilities benchmark report)	<0.17% or within the top 50% of pools nationally	<0.17% or within the top 50% of pools nationally	<0.17% or within the top 50% of pools nationally
<b>The Council provides facilities and venues for community activities and events.</b>	Average occupancy rate of community facilities (Queenstown Events Centre (incl. indoor & outdoor courts, playing fields, ovals ad meetings rooms), Lake Hayes Pavilion, Queenstown Memorial Centre, Arrowtown Community Hall, Wakatipu grounds, Lake Wanaka Centre, Wanaka parks and sports fields	New measure	60%	>60%	>65%	>70%
<b>The Council provides facilities and venues for community activities and events.</b>	Variance from budget on property expenditure (commercial and community) for: a. Capital expenditure b. Operational expenditure	New measure	-	a. Range of 0% and -10% b. Range of 0% and -5%	a. Range of 0% and -10% b. Range of 0% and -5%	a. Range of 0% and -10% b. Range of 0% and -5%

The Council provides library facilities for the community to access a wide range of resources for information, leisure and cultural enjoyment.	Percentage of residents who are library members and borrow at least once per month (average across all library facilities)	New measure	16%-	>20%	>20%	>20%
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Note:

- The above performance targets are stated here in **summary form**. A more detailed explanation of each target **and the performance scoring criteria for each** will be developed.
- Unless otherwise stated the performance period to which every performance measure/performance target relates is the previous financial year.
- \*\* The net direct operating cost is calculated from the direct operating costs (energy, staff, chemicals, water supply, building maintenance, plant and equipment maintenance) minus the operating revenue received from admissions. This figure is then divided by the total number of admissions. It excludes capital, depreciation and interest costs.

## ACCOUNTABILITY – REPORTING RESULTS




Performance results will be reported to the CEO and the Executive Management Team throughout the year in the form shown in Table 11.

Table 11 Performance Reporting

Code	Service Area	Performance Measure	Current
1.1	<b>Health and Safety</b>	<ul style="list-style-type: none"> <li>All halls have safety equipment inspected at least annually, all halls have current WOF. "Safe" means meeting Fire and Building Act requirements.</li> </ul>	
2.1	<b>Risk Management</b>	<ul style="list-style-type: none"> <li>No unforeseen risk events.</li> </ul>	
5.1	<b>Service Quality (including Aesthetics, Reliability, Responsiveness and Capacity)</b>	<ul style="list-style-type: none"> <li>Number of complaints against community facilities.</li> <li>Pools and gyms - Quarterly survey of 350 casual users taken across a couple of days. Details TBC</li> <li>halls/centres - monthly measurement and detail to be agreed. Does not include commercial bookings (community usage only)</li> <li>libraries - Monthly TBA</li> <li>The library buildings are available for opening at the designated hours.</li> <li>No more than one unplanned closure per community facility per year as a result of building condition.</li> </ul>	
6.5	<b>Compliance (Including Training, Record Keeping, Data Management and Reporting)</b>	<ul style="list-style-type: none"> <li>Improvement Plan programme up to date.</li> </ul>	
7.1	<b>Financial (Economic Value for Money)</b>	<ul style="list-style-type: none"> <li>The community facilities activity is managed within +1% of annual budget.</li> <li>Percentage of properties at break even or better.</li> </ul>	

Note: The purpose of reporting in this abbreviated way is to force Community Facilities managers to review the total business function regularly and to keep the CEO and Council Senior Executive Managers informed about areas in which problems are being, or potentially may be, experienced (i.e. increased accountability).

Key:

-  No issues – expect the end of year target to be achieved.
-  Some problems – but relatively minor. May affect, although not significantly, achievement of the end of year target.
-  Serious problems – the planned end of year target isn't going to be achieved unless \_ \_ \_

## ASSET DETAILS AND DATA CONFIDENCE

The community facilities asset categories are listed in Table 12.

Table 12 identifies how confident the QLDC is in the quality of the asset information -although the scoring there may indicate the data quality is better than it really is.

Table 12 Asset Detail

<b>Direct Community Facilities</b>	
Community venues	5
Swimming pools	3
Gymnasiums	1
Libraries	5
Halls	4
<b>Waterways Facilities</b>	
Boat Ramps	7
Jetties/wharves	6
Pontoons	5
Floats	300
Buoys	120
Navigation lights	10
<b>Operational</b>	
Council depots	4
Fire station buildings	9
Emergency centres	3
<b>Regulatory</b>	
Dog pounds	2
Car pounds	2
Community CCTV security systems	22
<b>Administrative</b>	
QLDC Offices	2
<b>Commercial</b>	
Car parks	1
Residential housing	12
Elderly housing	9
Building with commercial tenants	5
Airports (excludes Queenstown Airport)	1
Holiday parks	5
<b>Other Facilities</b>	<b>15+</b>

## CRITICAL ASSETS

Critical assets are those assets with a high consequence or catastrophic failure.

They are often found as part of a network, in which, for example, their failure would significantly compromise the performance of the entire network to a significant proportion of the population.

Critical assets should be formally identified as such in an asset information system so that their significance can influence planning. Because of their importance, their management needs special consideration.

Options include reducing effect of their failure (for example, by having a back up asset), or reducing the likelihood of failure (for example, by not running them at full capacity).

Identifying critical asserts is closely aligned with managed risk.

The Community Facilities Critical Assets are:

- Queenstown Events Centre
- Queenstown Memorial Hall
- Civic Office, Gorge Rd
- Civic Office, Ardmore St
- Lake Wanaka Centre

## STRATEGIC ASSETS

Strategic assets are those assets that are important to the long-term goals of Council, a failure of one of those assets will be detrimental to realising those goals.

Any decision relating to the sale or transfer or sale of shareholding of any listed strategic assets is a significant matter and will trigger the Special Consultation Process. To clarify:

- i. Any decision that transfers or changes ownership or control of strategic assets to or from the Council is a significant matter.
- ii. The sale or transfer of shareholding of any of the listed assets will trigger the Special Consultation Process.
- iii. Long term lease of strategic assets (other than land).

QLDC lists its strategic assets in the Significance & Engagement Policy.



## DATA CONFIDENCE

*“Asset management starts with identifying and quantifying the assets and gathering information about their age and condition.”*

Source: New Zealand Office of the Controller and Auditor General (OAG) – “Managing Public Assets” – June 2013.

### KEY

Confidence Grade	Description
<b>Highly Reliable</b>	Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment.
<b>Reliable</b>	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings; for example the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
<b>Uncertain</b>	Data is incomplete or unsupported, or extrapolated from a limited sample.
<b>Very Uncertain</b>	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Table 13 Overall Confidence of Asset Data

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain
Direct Community Facilities		✓		
Waterways Facilities			✓	
Operational				✓
Regulatory			✓	
Administrative		✓		
Commercial		✓		
Other Facilities				✓

Table 14 Overall Data Completeness

Asset Type	10 %	20 %	30 %	40 %	50 %	60 %	70 %	80 %	90 %	100%
Direct Community Facilities							✓			
Waterways Facilities						✓				
Operational	✓									
Regulatory					✓					
Administrative								✓		
Commercial						✓				
Other Facilities	✓									

Table 15 Asset Condition

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain
Direct Community Facilities		✓		
Waterways Facilities			✓	
Operational				✓
Regulatory			✓	
Administrative		✓		
Commercial		✓		
Other Facilities				✓

Table 16 Asset Performance

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain
Direct Community Facilities		✓		
Waterways Facilities		✓		
Operational		✓		
Regulatory	✓	✓		
Administrative		✓		
Commercial		✓		
Other Facilities				✓

## ASSET DETAILS

### MAJOR FACILITIES

#### Background

QLDC currently owns and operates 5 Major Community Facilities being Lake Hayes Pavilion, Lake Wanaka Centre, Queenstown Events Centre, Queenstown Memorial Centre and the Arrowtown Athenaeum Hall.

Asset	Description
<b>Lake Hayes Pavilion</b>	<p>Main building erected circa 1972 however the building has been recently renovated and is in good condition. Store shed on site erected circa 1980.</p> <p>Comprises hall, kitchen, toilets, offices, store, show arena with macro fencing – 26 car parks, bus park and vehicle maneuvering area, brick paving, gravel paths, fencing and schist bollards around arena.</p> <p>Main building consists of concrete foundations and floor, concrete block walls and feature schist walls, aluminium joinery, long run coloursteel roofing, gas hot water.</p>
<b>Lake Wanaka Centre</b>	<p>Erected circa 2001 the Lake Wanaka Centre comprises concrete slab foundations and flooring, part concrete walls, part timber frame with hardibacker cladding, part stacked schist stone cladding and eurotray roofing.</p>
<b>Queenstown Events Centre</b>	<p>Main building erected circa 1997. Events centre shares building with Alpine Aqualand.</p> <p>Exterior sheds and garages erected circa 1997 - 2010</p> <p>Concrete floor, part parquet floor overlay, concrete tilt slab to part, coloursteel, fibrous cement, cedar weatherboard, timber, titan board and stone cladding, part timber frame, part steel portal frame, part metal frame, corrugated coloursteel roofing.</p> <p>Events Centre comprises: Lobby, men's and ladies changing rooms and toilets, passages, sports hall, store rooms, conference room, first floor function room, conference room, kitchen and toilets, stadium seating, covered walkway.</p>
<b>Queenstown Memorial Centre</b>	<p>Erected circa in 1959 the Queenstown Memorial Centre consists of concrete foundations, walls roughcast over concrete, timber and aluminium joinery, galvanized iron roofing. Comprises basement, basement store, hall, first floor conference, first floor hall mezzanine, and verandah.</p> <p>There were additions built to the Centre circa 1998 and it was extensively upgraded and refurbished in 2013 including a glass,</p>

	steel and block extension to the foyer, new carpets, interior and exterior painting earthquake-strengthening, soundproofing, new heating and ventilation plant and full refurbishment of the deck, foyer, main hall and stage areas.
<b>Arrowtown Athenaeum Hall</b>	Erected circa 1932 the hall was partially rebuilt in 1992. It is constructed of concrete foundations, concrete and timber floor, concrete block, plaster and weatherboard walls, coloursteel roofing.  The building contains the main hall, storage and public toilets to the rear.

### Operations and Maintenance

Operations and Maintenance responsibility for Major Facilities is currently broken down as follows:

Facility Type	Operational Responsibility	Maintenance Responsibility	O&M Expenditure p/a	Revenue p/a
Major Facilities	QLDC Operations Team	QLDC Operations Team. APL responsible for building WOF's only.	\$1,999,622	\$475,721

In 2013 QLDC engaged external consultancy firm Watershed to develop Asset Condition Reports for all 5 Major Facilities. These reports cover all assets with a value of \$500 or more and include items ranging from kitchen fixtures, specialist sporting equipment and lighting and heating systems to tables and chairs and IT equipment. These reports have been used to inform the Financial Projects provided below.

These reports have a specific focus on plant and equipment and do not include a number of general building maintenance items like interior and exterior painting, carpeting and window furnishings.

A list of these additional general maintenance items is currently being developed by QLDC. A series of inspections will take place in 2014-15 for inclusion in the 12 monthly AMP review.

## Renewals

Projected renewals for Major Facilities are outlined in the renewals table below.

There are currently limited renewals projects scheduled in the 2015/16 financial year.

Asset	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Lake Hayes Pavilion	\$0	\$0	\$7,000	\$30,000	\$0	\$18,500	\$0	\$101,000	\$0	\$0	\$5,498.18	\$5,706.51	\$5,562.79	\$5,722.53	\$5,310.70
Lake Wanaka Centre	\$116,000	\$37,600	\$114,150	\$0	\$23,600	\$117,900	\$0	\$12,800	\$8,000	\$6,050	\$89,659.59	\$93,056.94	\$90,713.26	\$93,318.10	\$86,602.42
Queenstown Events Centre	\$185,000	\$12,600	\$66,000	\$96,500	\$218,100	\$77,350	\$18,800	\$100,300	\$350	\$112,900	\$51,839.97	\$53,804.27	\$52,449.19	\$53,955.28	\$50,072.36
Queenstown Memorial Centre	\$0	\$30,000	\$5,750	\$800	\$34,200	\$17,800	\$65,000	\$43,900	\$0	\$600	\$4,516.36	\$4,687.49	\$4,569.44	\$4,700.65	\$4,362.36
Arrowtown Athenaeum Hall	\$123,000	\$31,000	\$26,600	\$0	\$21,500	\$68,900	\$0	\$15,960	\$0	\$500	\$20,893.08	\$21,684.75	\$21,138.61	\$21,745.61	\$20,180.68
AMP Improvement	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$3,927.27	\$4,076.08	\$3,973.42	\$4,087.52	\$3,793.36
<b>TOTAL</b>	<b>\$429,000</b>	<b>\$116,200</b>	<b>\$224,500</b>	<b>\$132,300</b>	<b>\$302,400</b>	<b>\$305,450</b>	<b>\$88,800</b>	<b>\$278,960</b>	<b>\$13,350</b>	<b>\$125,050</b>	<b>\$176,334</b>	<b>\$183,016</b>	<b>\$178,407</b>	<b>\$183,530</b>	<b>\$170,322</b>

## New Capex

New Capex projects in the forward programme for Major Facilities are outlined in the table below.

Projects	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Arrowtown Atheneum Hall - Air Conditioning and Heating Upgrade									\$146,034						
Arrowtown Atheneum Hall												\$2,000,000	\$2,000,000		
Queenstown Events Centre – Extension to Main Hall Stage 1				\$972,845	\$4,377,802	\$4,377,802									
Queenstown Events Centre – four covered courts							\$543,922	\$4,895,298							
QEC – Two squash courts				\$367,900											
QEC - Relocate turf shed			\$60,150												
Lake Wanaka Centre															\$5,000,000
Lake Wanaka Centre							\$250,000								
Queenstown Memorial Centre				\$150,000											
Lake Hayes Pavillion													\$500,000	\$2,500,000	
New Council Offices															\$250,000
Lake View Centre (Convention)															\$300,000
Lake Hayes Pavilion - Heating Upgrade	\$76,480														
Wanaka sports facilities building - Stage 1	\$1,191,530	\$5,361,885	\$5,361,885												
<b>TOTAL</b>	<b>\$1,268,010</b>	<b>\$5,361,885</b>	<b>\$5,422,035</b>	<b>\$1,490,745</b>	<b>\$4,377,802</b>	<b>\$4,377,802</b>	<b>\$793,922</b>	<b>\$4,895,298</b>	<b>\$146,034</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$5,550,000</b>

## AQUATIC FACILITIES AND GYMNASIUM

### Background

QLDC operates three pools in the Southern Lakes - Alpine Aqualand near Queenstown, Wanaka Community Pool and in summer only, Arrowtown Memorial Pool. QLDC's only Council owned gymnasium Alpine Health and Fitness is part of the Alpine Aqualand building.

QLDC also provides funding grants to assist with the running of community swimming pools at Glenorchy and Hawea Flat.

Asset	Description
<b>Alpine Aqualand / Alpine Health and Fitness Queenstown</b>	<p>The Alpine Aqualand / Alpine Health and Fitness Centre is co-located with the Queenstown Events Centre.</p> <p>The building was erected as an extension to the existing Events Centre circa 2008 with Alpine Aqualand immediately available and the Alpine Health and Fitness Centre opening later in 2009.</p> <p>The Centre is an indoor facility and comprises Reception, gym and mezzanine area, 5 pools, 2 hydro slides, offices and plant rooms. The facility is open year round.</p>
<b>Wanaka Community Pool</b>	<p>Built in the 1990's the Wanaka Pool was originally a community owned and operated pool funded from community fundraising. Due to increasing operation and maintenance costs the pool was transferred to Council in 2008.</p> <p>This is an indoor complex consisting of a 25 metre inground heated pool of concrete and tile construction.</p> <p>Male and female change areas are available which contain showers, toilets, baby change tables and hairdryers. There is also one self-contained accessible change room available for use which has wheelchair access and contains a hand rail, toilet and basin. A chair hoist and hand rails are available for entering the pool.</p> <p>The facility is open year round and is housed in a single level building of concrete block construction with a coloursteel roof and matching spouting and powdercoat aluminium joinery.</p> <p>A \$345,000 refurbishment of the pool took place in 2010 including a new heating system powered by a woodchip-fed boiler, an air-conditioner system to reduce condensation, anti-slip water-resistant paint for the floor, and insulation covers for the pool.</p>
<b>Arrowtown Memorial Pool</b>	<p>Arrowtown Memorial Pool was built after WWII and opened circa 1957. The complex consists of a 33 metre solar heated concrete in ground swimming pool changing rooms and toddlers pool.</p> <p>The Arrowtown pool is open annually from December to February.</p>

## Operations and Maintenance

Operations and Maintenance responsibility for the Aquatic Facilities and the Gymnasium is currently broken down as follows:

Facility Type	Operational Responsibility	Maintenance Responsibility	O&M Expenditure p/a	Revenue p/a
Aquatic Facilities and Gym	QLDC Operations Team	Operations Team – Plant and Equipment  QLDC Operations Team	\$3,484,972	\$2,137,646

All the services provided at the Aquatic Centres and Gymnasium are operated by the Council. The three swimming pools are managed by the Parks and Reserves Manager.

It is the responsibility of operational staff to keep the facility clean and tidy. Operations staff also has a checklist to regularly check the facilities and building for routine maintenance issues.

External audits of all QLDC aquatic facilities are provided annually by Pool Safe which provides industry standards for things like water quality, health and safety and emergency procedures.

External contractors are used for general maintenance activities. Cyclic maintenance comprises:

- Annual essential maintenance and cleaning programme requiring facility shutdown at the Queenstown and Wanaka Facilities;
- Annual essential maintenance and cleaning programme for Arrowtown Pool conducted during off season;
- Quarterly gym equipment maintenance;

There is currently a 12 month contract in place with Life Fitness for maintenance of all gym equipment. There are also regular suppliers of services including HVAC, Electrical and Pump servicing. A review is required to ensure contracts are in place and remain current for all regular services and implementation of new agreements where required.



Plant manuals were provided for Alpine Aqualand by FPC Limited when the plant was commissioned. These are held in hard copy in the poolside office. Plant manuals for Wanaka and Arrowtown are also held in hard copy.

Prior to 2013 the Aquatic Facilities and Gymnasium were operated externally by Lakes Leisure. As a result a number of key operating documents and manuals are not held electronically on QLDC systems with many being held in hard copy only. An electronic central repository needs to be created for these documents to ensure they are readily available to existing and new staff.

In 2013 QLDC engaged external consultancy firm Watershed to develop Asset Condition Reports for Alpine Aqualand, Alpine Health and Fitness and Wanaka Swimming Pool. These reports cover all plant with a value of \$500 or more with 6 monthly inspections also provided by Watershed. These reports have been used to inform the Financial Projects provided below.

These reports have a specific focus on plant and equipment and do not include a number of general building maintenance items like interior and exterior painting, carpeting and window furnishings. A list of these additional general maintenance items is currently being developed by QLDC. A series of inspections will take place in 2014-15 for inclusion in the 12 monthly AMP review.

## Renewals

Projected renewals costs per year are outlined in the renewals table below. Key Aquatic Facilities and Gymnasium renewals projects in 2015/16 include:

- Alpine Aqualand Circulation Pump Replacements
- Replacement of Alpine Health and Fitness Exercise Equipment

Facility	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
<b>Alpine Aqualand / Alpine Health &amp; Fitness</b>	\$67,850	\$26,250	\$210,650	\$34,900	\$286,250	\$262,010	\$59,050	\$92,000	\$20,000	\$669,400	\$184,501	\$202,085	\$201,133	\$219,603	\$212,198
<b>Wanaka Community Pool</b>	\$4,800	\$6,000	\$11,200	\$14,500	\$26,800	\$20,000	\$1,000	\$26,150	\$0	\$0	\$11,739	\$12,377	\$12,507	\$12,286	\$10,673
<b>Arrowtown Pool</b>	\$0	\$2,250	\$7,500	\$0	\$3,000	\$44,560	\$0	\$52,000	\$2,000	\$55,000	\$18,479	\$20,282	\$21,702	\$24,114	\$26,460
<b>AMP Improvement</b>	\$0	\$20,000	\$0	\$20,000	\$0	\$0	\$20,000	\$0	\$20,000	\$0	\$8,889	\$7,654	\$8,505	\$7,228	\$8,031
<b>TOTAL</b>	<b>\$72,650</b>	<b>\$54,500</b>	<b>\$229,350</b>	<b>\$69,400</b>	<b>\$316,050</b>	<b>\$326,570</b>	<b>\$80,050</b>	<b>\$170,150</b>	<b>\$42,000</b>	<b>\$724,400</b>	<b>\$223,608</b>	<b>\$242,398</b>	<b>\$243,847</b>	<b>\$263,230</b>	<b>\$257,361</b>

### New Capex

New capex projects in the forward program for Aquatic Facilities and Gymnasium are outlined in the table below.

Projects	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Wanaka Community Pool Upgrade	\$2,100,000														
QEC Reurbishment										\$2,000,000	\$2,000,000				
Arrowtown Pool									\$2,000,000						
<b>TOTAL</b>	<b>\$2,100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## LIBRARIES

### Background

The Council considers libraries to be an essential part of the community's resource. They promote education and the exchange of information and ideas. (LTP) There are five QLDC owned library buildings in the District; the main library which is based in

Queenstown and one each in Wanaka, Arrowtown, Glenorchy and Kingston. QLDC also leases office space for the Lake Hawea Library.

The Makarora School library is also available to the public. QLDC has no involvement in the maintenance of that facility.

Asset	Description
<b>Queenstown Library</b>	<p>The Queenstown Library forms part of the Gorge Road Civic Building complex which also houses the district's main administrative office building and the Council Chambers where the QLDC and Committee meetings take place. This building is also the primary District Emergency Operations Centre.</p> <p>The building was constructed was purchased by Council in the late 1990's at which time it was extensively renovated. The building consists of concrete foundations basement and ground floor, columns and beams, walls part concrete block, part concrete, part timber frame plaster clad, aluminium joinery and coloursteel roofing.</p>
<b>Wanaka Library</b>	<p>Erected circa 2003 the Wanaka Library is a purpose built facility comprising concrete slab foundations and flooring, part concrete walls, part timber frame with hardibacker cladding, corrugated iron roofing.</p>
<b>Arrowtown Library</b>	<p>Erected circa 1984 the Arrowtown Library consists of concrete foundations and floor, timber frame, weatherboard and plaster walls, timber joinery, coloursteel roofing.</p>
<b>Glenorchy Library</b>	<p>The Glenorchy Library was first established in 1891 on the site of the Rees Valley School, about half way between Henny's house and Hus's deer yards at the top of Valpy's Hill. In 1952 the building was moved into town to the site on Islay Street</p> <p>In 1996 a new multi-purpose community building on the section next door opened and the library is now housed in one part of this building along with the Museum and the medical rooms. The building consists of concrete flooring, timber</p>

	<p>frame, weatherboard and stone clad, aluminium joinery, coloursteel roofing.</p> <p>The old library remains as a historical building maintained by QLDC. It is constructed of timber piles, timber frame roughcast and weatherboard clad, corrugated iron roof and timber joinery.</p>
<b>Kingston Library</b>	<p>"Library erected circa 1920. Toilets erected circa 1970".</p> <p>Library (former school building): Concrete piles, timber floor, timber frame, weatherboard clad, corrugated iron roof, timber joinery</p> <p>Toilets: timber piles, pycopine floor, timber frame, fibre cement board clad, corrugated iron roof, internal linings of hardboard.</p>

### Operations and Maintenance

Operations and Maintenance responsibility for the Libraries is currently broken down as follows:

Facility Type	Operational Responsibility	Maintenance Responsibility	O&M Expenditure p/a	Revenue p/a
Libraries	QLDC Operations Team	APL	\$1,700,981	\$57,593

APL conducts 2 monthly visual condition and maintenance assessments on library buildings with planned maintenance and renewals scheduled in a forward maintenance plan.

APL also arranges for WOF's to be conducted on QLDC libraries as required.

## Renewals

Projected renewals costs per year are outlined in the renewals table below.

Significant Library renewals projects in 2015/16 include interior painting of Wanaka Library, exterior re-paint of Glenorchy Library/Community Centre and borer treatment for the old Glenorchy Library.

Asset	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Queenstown Library	***** Note Queenstown Libraries Renewal costs are included in the renewals budget for the Civic Building*****														
Wanaka Library	\$20,000	\$10,000	\$15,000	\$42,000	\$100,000	\$20,000	\$15,000	\$60,000	\$5,000	\$0	\$29,667	\$31,852	\$33,724	\$32,805	\$25,339
Arrowtown Library	\$0	\$0	\$0	\$15,000	\$7,500	\$11,000	\$0	\$0	\$0	\$10,000	\$4,833	\$5,370	\$5,967	\$4,963	\$4,682
Glenorchy Library / Community Centre	\$6,000	\$7,000	\$4,000	\$15,000	\$0	\$2,000	\$6,000	\$10,000	\$0	\$0	\$4,889	\$4,654	\$4,727	\$3,586	\$3,984
Old Glenorchy Library	\$1,000	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$556	\$617	\$130	\$145	\$161
Kingston Library	\$0	\$0	\$10,000	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000	\$4,444	\$4,938	\$4,376	\$4,862	\$3,736
AMP Improvement	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>TOTAL</b>	<b>\$32,000</b>	<b>\$22,000</b>	<b>\$39,000</b>	<b>\$77,000</b>	<b>\$127,500</b>	<b>\$38,000</b>	<b>\$26,000</b>	<b>\$75,000</b>	<b>\$10,000</b>	<b>\$30,000</b>	<b>\$49,389</b>	<b>\$52,432</b>	<b>\$53,925</b>	<b>\$51,361</b>	<b>\$42,901</b>

### New Capex

New capex projects in the forward program for Libraries are outlined in the table below.

Projects	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Wanaka Library										\$ 200,000					
Arrowtown Library											\$ 200,000				
Kingston Library												\$ 200,000			
Glenorchy library													\$ 200,000		
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>

## COMMUNITY HALLS

### Background

There are 4 Community Halls in the District (excluding the Arrowtown Athenaeum Hall discussed above) that Council owns and pays for the operations and maintenance costs of. Community halls remain in rural areas of the district with halls located at Glenorchy, Hawea Flat, Luggate and Cardrona.

Changes in the makeup and activities of rural communities' presents a challenge to ensure that funding is used in the most appropriate manner for the benefit of those communities.

Asset	Description
<b>Glenorchy Hall</b>	The Glenorchy Hall was erected circa 1954. Toilet extensions and verandah were completed circa 1996. The building consists of Concrete foundation and piles, concrete and timber floor, coloursteel walls and roof and aluminium joinery.
<b>Hawea Flat</b>	Erected circa 1957 the Hawea Flat Hall comprises concrete foundations, timber flooring and frame, iron exterior cladding and roofing.
<b>Luggate</b>	Erected circa 1954 the Luggate Hall comprises concrete foundations, timber flooring, timber frame, exterior cladding of roughcast and iron roofing.
<b>Cardrona Hall</b>	The Cardrona Hall shares the same site as the Cardona Church which together are landmark buildings in Cardrona. The Cardrona Hall was constructed in 1879 as the local school. It's was gifted as a community hall in the 1950's and remains in the same condition apart from the bell tower which is now missing. The building comprises a mixture of stone and concrete foundations, timber and stone piles, timber flooring, timber frame, timber weather board exterior cladding and iron roofing.

### Operations and Maintenance

Operations and Maintenance responsibility for Community Halls is currently broken down as follows:

Facility Type	Operational Responsibility	Maintenance Responsibility	O&M Expenditure p/a	Revenue p/a
Community halls	Committee	APL	\$49,487	\$1,400

A number of community halls are run by a committee who are responsible for managing bookings and cleaning? Hall bookings are also taken by APL and cleaning scheduled as required by level of usage.

APL conduct 2 monthly visual condition and maintenance assessments on Community Halls with planned maintenance and renewals scheduled in the forward maintenance plan.



## Renewals

Projected renewals costs per year are outlined in the renewals table below.

Significant Community Hall renewals projects in 2015/16 include heating and decking upgrades at Glenorchy Community Hall and supper room heating upgrades in the Luggate Community Hall.

Asset	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Glenorchy Community Hall	\$12,000	\$5,000	\$15,000	\$25,000	\$8,000	\$0	\$7,000	\$0	\$0	\$5,000	\$7,222	\$7,469	\$6,632	\$4,592	\$4,213
Hawea Flat Community Hall	\$0	\$40,000	\$20,000	\$20,000	\$6,000	\$15,000	\$15,000	\$10,000	\$0	\$10,000	\$15,111	\$12,346	\$11,495	\$10,550	\$11,056
Luggate Community Hall	\$5,000	\$0	\$12,000	\$15,000	\$10,000	\$20,000	\$20,000	\$15,000	\$0	\$10,000	\$11,333	\$12,593	\$12,658	\$12,398	\$12,665
Cardrona Community Hall	\$0	\$6,000	\$10,000	\$10,000	\$15,000	\$0	\$0	\$0	\$0	\$21,000	\$6,889	\$6,988	\$6,653	\$6,281	\$5,312
AMP Improvement	\$40,000	\$0	\$0	\$0	\$15,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$4,444	\$4,938	\$5,487	\$6,097	\$5,107
<b>TOTAL</b>	<b>\$57,000</b>	<b>\$51,000</b>	<b>\$57,000</b>	<b>\$70,000</b>	<b>\$54,000</b>	<b>\$40,000</b>	<b>\$47,000</b>	<b>\$30,000</b>	<b>\$5,000</b>	<b>\$51,000</b>	<b>\$45,000</b>	<b>\$44,333</b>	<b>\$42,926</b>	<b>\$39,918</b>	<b>\$38,353</b>

## New Capex

Details of the new capex projects in the forward program for Community Halls are outlined in the capex table below.

Projects	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Hawea Hall Extension	\$200,000														
Glenorchy Community Hall										\$ 300,000					
Hawea Flat Community Hall												\$ 400,000			
Luggate Community Hall										\$ 250,000					
Cardrona Community Hall											\$350,000				
<b>TOTAL</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$550,000</b>	<b>\$350,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## ADMINISTRATIVE OFFICES

### Background

There are two key QLDC administration buildings in the district that are the public interface with QLDC. The Civic Building at 6 Gorge Rd, Queenstown and the Service Centre at 47 Ardmore St, Wanaka. Both of these buildings are owned by QLDC.

Management of these buildings plays an important part in supporting QLDC's service delivery to the community over a wide range of activities. These buildings between them accommodate over half the staff employed by Queenstown Lakes District QLDC.

QLDC also has staff accommodated in leased office space in Shotover Street Queenstown and Reece Crescent Wanaka as well as Operations staff located in the Events Centre.

Asset	Description
<b>Civic Building</b>	<p>The Civic Building at 6 Gorge Rd, Queenstown is the main administrative office building and also contains the QLDC Chambers where the QLDC and Committee meetings take place. This building is also the primary District Emergency Operations Centre.</p> <p>The building was constructed circa 1995 and consists of concrete foundations basement and ground floor, columns and beams, walls part concrete block, part concrete, part timber frame plaster clad, aluminium joinery and coloursteel roofing.</p>
<b>Ardmore Street</b>	<p>The Service Centre in Ardmore Street, Wanaka is the other main QLDC point of contact for the public in the district. This building is also equipped to act as a smaller primary Emergency Operations Centre as required.</p> <p>Erected circa 1994 the building comprises concrete slab foundations and flooring, timber frame, hardibacker cladding, iron roofing.</p>

## Operations and Maintenance

Operations and Maintenance responsibility for Administrative Offices is currently broken down as follows:

Facility Type	Operational Responsibility	Maintenance Responsibility	O&M Expenditure p/a	Revenue p/a
Administrative	Commercial Team and Transition Manager	APL	\$789,667	N/A

APL provides facilities maintenance services for all Council office buildings.

Following the 2013 organisational review it is proposed vacate the current leased office at Reece Crescent, Wanaka with staff to be relocated to the Ardmore Street office, which is being renovated to accommodate them at a budgeted cost of \$150,000 (provided for in the 2014-15 Annual Plan). Options are also being explored around locating Wanaka Customer Services Staff in the Wanaka Library as opposed to the Ardmore Street office.

## Renewals

Projected renewals costs per year are outlined in the renewals table below. Significant Administrative Offices renewals projects currently scheduled for 2015/16 include interior repainting of both offices and replacement of carpets in the Civic building.

Facility	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Civic Building	\$55,000	\$20,000	\$0	\$77,500	\$30,000	\$0	\$20,000	\$20,000	\$50,000	\$0	\$24,167	\$24,630	\$27,366	\$21,796	\$20,884
Ardmore Street	\$16,500	\$20,000	\$10,000	\$10,000	\$18,000	\$15,000	\$5,000	\$16,000	\$0	\$0	\$10,444	\$9,383	\$9,314	\$9,238	\$8,264
AMP Improvement	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>TOTAL</b>	<b>\$76,500</b>	<b>\$45,000</b>	<b>\$15,000</b>	<b>\$92,500</b>	<b>\$53,000</b>	<b>\$20,000</b>	<b>\$30,000</b>	<b>\$41,000</b>	<b>\$55,000</b>	<b>\$5,000</b>	<b>\$39,611</b>	<b>\$39,012</b>	<b>\$41,680</b>	<b>\$36,034</b>	<b>\$34,149</b>

**New Capex** - There are currently no new capex projects in the forward program for Administrative Offices.

## COMMERCIAL

### Background

A broad range of assets fall into this category however commercial properties are most commonly held on the basis that they provide QLDC with a positive commercial return, because they are needed to enable future infrastructure projects or because they are considered to provide a positive outcome for the community whilst being self-sustaining i.e. they do not require ratepayer subsidisation.

Asset	Description
<b>Car Parks</b>	QLDC owns one commercial car park in Queenstown located on Church Street. The building is a multistory underground parking facility currently operated by Wilson's Parking under management agreement with Council. The current management agreement requires renewal. Calls for interested parties are to be put to the market in the 2014/15 financial year.
<b>Residential Housing</b>	QLDC maintains 12 residential housing properties throughout the district located in Queenstown, Arrowtown and Wanaka. A number of these are held by QLDC on the basis that they are required for future infrastructure upgrades.
<b>Elderly Housing</b>	Council maintains nine elderly housing units in Wanaka (5) and Arrowtown (4).  Over the past few years Council has progressively upgraded the heating, insulation, kitchen and bathrooms in its elderly housing stock. This investment is now complete with the exception of one unit in Wanaka.
<b>Commercial Tenancies</b>	QLDC currently owns 5 buildings being operated as commercial tenancies. 1 in Stanley Street Queenstown and 4 in Buckingham Street Arrowtown.
<b>Airports</b>	Wanaka Airport is located on a flat elevated river terrace to the east of the Clutha River. The airport has two runways. The main runway (11/29) has a 1200m paved length and is 30 m wide and there is an additional grass runway parallel to the NE side of the main sealed runway.  The Airport has a number of established commercial and private facilities on leased sites within the airport  QLDC has recently purchase an airstrip at Glenorchy, the management strategy for this airport is currently being developed.
<b>Holiday Parks</b>	The Queenstown Lakes District Council owns five camping grounds in Queenstown, Arrowtown and Wanaka (Queenstown Lakeview Holiday Park, Arrowtown Born of Gold Holiday Park, Wanaka Lakeview Holiday Park, Albert Town Camp Ground and Glendhu Bay Lakeside Holiday Park).  Council also leases land to private interests to operate camping grounds at Frankton, Lake Hawea, Lake Wanaka Outlet and Luggate.

## Operations and Maintenance

Operations and Maintenance responsibility for Commercial Property Facilities is currently broken down as follows:

Facility Type	Operational Responsibility	Maintenance Responsibility	O&M Expenditure p/a	Revenue p/a
<b>Commercial</b>	Housing and Commercial Tenancies are managed by APL  Car Parks, Airports and Holiday Parks are externally managed.	Housing and Commercial Tenancies are managed by APL  Car Parks, Airports and Holiday Parks are externally managed.	\$6,009,807	\$622,000

QLDC Commercial Property is primarily managed by APL. Historically a number of properties have also been managed by various areas internal to QLDC. Staff turnover has resulted in a number of these properties no longer being pro-actively managed. The Commercial Team is working with internal staff and APL to identify properties that have fallen between the cracks and establish clear lines of responsibility moving forward.

QLDC is working to ensure that its commercial property portfolio is managed in a manner that ensures cost recovery (where achievable) so as to avoid subsidisation by ratepayers. QLDC will review its commercial property portfolio over the next 6 months and establish performance metrics and regular reporting to achieve this.

Properties that are identified as a financial liability (e.g. the maintenance costs are sufficiently high that they outweigh the benefits of holding the property) will be reported to Council.

Management of the Wanaka Airport and QLDC Camp Grounds outsourced to private management companies. Council has delegated the overall management of the Wanaka Airport to a committee of Councillors – the Wanaka Airport Management Committee (WAMC), with day to day operation being delegated to Queenstown Airport Corporation (QAC). Detail on the Management of the Wanaka Airport can be found in the Wanaka Airport Master Plan.

Management Agreements are in place with CCR Limited to operate QLDC owned Holiday Parks on behalf of QLDC.

A review of the management structure for Holiday Parks is currently underway with a decision on whether to put in place a revised management structure expected in June 2014.

## Renewals

Projected renewals costs per year are outlined in the renewals table below.

Significant Commercial renewals projects in 2015-16 include:

- Earthquake assessment on 44 Stanley Street (Malaghan Building)
- Bora treatment and repaint on 4 x Arrowtown commercial tenancies
- Minor maintenance and painting of residential housing properties
- Interior and exterior painting of elderly housing properties

Facility	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Car parks	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Residential Housing	\$38,000	\$38,000	\$38,000	\$18,000	\$43,000	\$43,000	\$43,000	\$43,000	\$23,000	\$0	\$32,111	\$31,457	\$30,730	\$32,144	\$30,938
Elderly Housing	\$45,000	\$0	\$40,000	\$0	\$0	\$25,000	\$25,000	\$20,000	\$20,000	\$0	\$14,444	\$16,049	\$13,388	\$14,876	\$16,529
Commercial Tenancies	\$75,000	\$0	\$2,000	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$2,444	\$2,716	\$2,796	\$3,106	\$1,229
Wanaka Airport	*****Refer to Wanaka Airport Master Plan*****														
Holiday Parks	*****Renewals data for Camp Grounds is not included in this AMP*****														
AMP Budget	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>TOTAL</b>	<b>\$163,000</b>	<b>\$43,000</b>	<b>\$85,000</b>	<b>\$23,000</b>	<b>\$68,000</b>	<b>\$73,000</b>	<b>\$73,000</b>	<b>\$68,000</b>	<b>\$48,000</b>	<b>\$5,000</b>	<b>\$54,000</b>	<b>\$55,222</b>	<b>\$51,914</b>	<b>\$55,126</b>	<b>\$53,696</b>

### New Capex

Details of the new capex projects in the forward program for Community Property Facilities are outlined in the capex table below.

Projects	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Wanaka Airport	\$609,136	\$1,810,187	\$2,751,930	\$786,059	\$288,078	\$298,155	\$308,700	\$420,248	\$328,795	\$338,974	\$349,179	\$359,299	\$344,062	\$347,879	\$350,105
Glenorchy Airport											\$ 200,000				
<b>TOTAL</b>	<b>\$609,136</b>	<b>\$1,810,187</b>	<b>\$2,751,930</b>	<b>\$786,059</b>	<b>\$288,078</b>	<b>\$298,155</b>	<b>\$308,700</b>	<b>\$420,248</b>	<b>\$328,795</b>	<b>\$338,974</b>	<b>\$549,179</b>	<b>\$359,299</b>	<b>\$344,062</b>	<b>\$347,879</b>	<b>\$350,105</b>



## WATERWAYS FACILITIES

### Background

Council provides a range of recreational boating and waterway's facilities so the community can safely utilise waterways for recreation and commercial activity.

Asset	Description
<b>Boat Ramps</b>	There are 7 QLDC owned boat ramps located on Lake Wakatipu at Glenorchy, Kingston, Frankton Marina, Bayview and Sunshine Bay, 2 on Lake Wanaka at Roys Bay and Glendu Bay and on 1 on Lake Hawea township. Most ramps are of concrete construction with an average lifespan of approximately 100 years.
<b>Jetty/Wharf</b>	There are 6 QLDC owned jetties/wharves located on Lake Wakatipu at Glenorchy, Queenstown Bay, Kingston, Bayview, Sunshine Bay and Bobs Cove, 3 on Lake Wanaka in Roys Bay and at Ruby Island and 1 on Lake Hawea township.
<b>Pontoon</b>	There are currently QLDC owned pontoons located at Roys Bay Wanaka, Main Beach Queenstown, Lake Hayes, Lake Hawea and Glenorchy. The Pontoons at Lake Hayes and Queenstown are of Alloy construction with remaining of Plastic construction.
<b>Other</b>	QLDC also maintains approximately 300 x swim lane floats, 60 x 5 knot buoys, 60 x hazard buoys, 8 x solar navigation lights and 2 x electric navigation lights.

### Operations and Maintenance

Operations and Maintenance responsibility for Waterways Facilities is currently broken down as follows:

Facility Type	Operational Responsibility	Maintenance Responsibility	O&M Expenditure p/a	Revenue p/a
Waterways Facilities	APL manages public leases and rights to occupy. Waterways regulations are enforced by the QLDC Harbour Master	APL	\$146,537	\$146,537

APL manages long term leases of Waterways Facilities i.e. Main Queenstown Pier.

Generally maintenance of facilities subject to a long term lease is the responsibility of the lessee. APL also manages short term rights for public use of these facilities for public and private events i.e. Winterfest /Photography sessions etc.

[illegible]

### New capex

Details of the new capex projects in the forward program for Waterways Facilities are outlined in the capex table below.

Projects	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Wakatipu							\$50,000							\$50,000	
Wanaka												\$ 50,000			
Hawea													\$30,000		
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$30,000</b>	<b>\$50,000</b>	<b>\$0</b>

## REGULATORY

### Background

QLDC currently operates 2 Dog Containment Facilities (pounds) in the district one located at Shotover Delta in Queenstown and one on Ballantyne Road at Wanaka. There are also 2 car impound lots located at Gorge Road, Queenstown and Ballantyne Road, Wanaka.

Council also funds the operation of CCTV in Queenstown, Arrowtown and Wanaka. This is an important tool in preventing crime and assisting our community and other agencies e.g. police.

Asset	Condition
<b>Dog Pounds</b>	<p>The Queenstown facility is an older facility with some capacity issues identified during peak periods. This facility has been identified as requiring significant upgrade and or replacement within the next 3-5 years.</p> <p>The Wanaka facility was constructed in 2012 and is considered to have sufficient capacity for the foreseeable future. The facility is comprised of a concrete floor, timber framing, cedar weatherboard on the exterior, double glazed aluminium windows, corrugated iron colour steel roof with Interior lined with treated ply and MDS.</p>
<b>Car Impounds</b>	<p>QLDC maintains basic car impound facilities in both Queenstown and Wanaka. The Queenstown Facility is located On Gorge Road and the Wanaka Facility on Ballantyne Road.</p>
<b>CCTV</b>	<p>QLDC owns and maintains a CCTV network with Cameras initially installed in Wanaka in 2011 and in Queenstown in 2012. The Arrowtown CCTV network was originally established by the Arrowtown Village Association in the early 2000's with the system now being maintained by QLDC.</p> <p>There are 22 CCTV cameras in Arrowtown, 17 in Queenstown and 7 in Wanaka.</p>

### Operations and Maintenance

Operations and Maintenance responsibility for Regulatory Facilities is currently broken down as follows:

Facility Type	Operational Responsibility	Maintenance Responsibility	O&M Expenditure p/a	Revenue p/a
Regulatory	QLDC Legal and Regulatory Team	APL with the exception of CCTV which is outsourced externally.	\$20,000	\$0

## Renewals

Projected renewals costs per year are outlined in the renewals table below.

Regulatory renewals projects in 2015-16 include:

- Wanaka Dog Pound Fence upgrade and exterior re-stain

Facility	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Wanaka Dog Pound	\$4,000	\$3,000	\$2,000	\$0	\$4,000	\$10,000	\$0	\$10,000	\$0	\$30,000	\$6,556	\$6,951	\$7,501	\$8,334	\$8,816
Queenstown Dog Pound	\$0	\$10,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,778	\$1,975	\$528	\$587	\$652
Wanaka Car Impound	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$1,667	\$1,852	\$2,058	\$2,286	\$2,540
Queenstown Car Impound	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$1,667	\$1,852	\$2,058	\$2,286	\$2,540
CCTV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$1,000	\$1,111	\$1,235	\$1,372	\$1,524
AMP Budget	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>TOTAL</b>	<b>\$9,000</b>	<b>\$18,000</b>	<b>\$22,000</b>	<b>\$5,000</b>	<b>\$9,000</b>	<b>\$45,000</b>	<b>\$5,000</b>	<b>\$18,000</b>	<b>\$8,000</b>	<b>\$38,000</b>	<b>\$18,667</b>	<b>\$18,741</b>	<b>\$18,379</b>	<b>\$19,865</b>	<b>\$21,072</b>

## New Capex

Details of the new capex projects in the forward programme for Regulatory Facilities are outlined in the capex table below.

Projects	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Queenstown Dog Pound. Cell upgrade to meet best practice.			\$5,000										\$20,000		
Queenstown Dog Pound provision of water supply (following relocation of Gun Club).			\$10,000												
Queenstown Dog Pound heating lighting upgrade				\$6,000											
Car Pounds									\$20,000			\$5,000			
Dog Pounds												\$20,000			\$10,000
CCTV									\$20,000			\$25,000	\$20,000		\$10,000
Queenstown Dog Pound demolition and new purpose built facility at another location							\$300,000								
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$20,000</b>

## OTHER FACILITIES

### Background

Council also holds a range of smaller facilities that do not fall into a specific category.

These include:

#### Community Tenancies

- Old High School Block A
- Old High School Block B
- Wanaka, 22 Brownston St
- Arrowtown, Suffolk St
- Old Ticketing Office, Frankton Marina, Queenstown
- Hawea Flat, 552 Camp Hill Road
- Isle St, Queenstown
- 53 Man St, Queenstown
- Arrowtown Community Rooms

#### Vacant Properties

- Old St John Wanaka, Rear, 47 Ardmore Street, Wanaka
- Potters Shed, Wanaka Showgrounds, Ardmore Street, Wanaka
- 63 Ballarat St

#### Other

- Pidgeon Island Hut
- Old Camp Store
- Old Glenorchy Library
- Kawarau Bridge

## **Renewals**

Projected renewals costs per year are outlined in the renewals table below.

Regulatory renewals projects in 2015-16 include:

- Sewer line replacement Old High School Block AandB
- Upgrade toilets 22 Brownston Street Wanaka
- Earthquake improvements Isle Street Queenstown
- of 53 Man St, Queenstown
- Upgrades to Pidgeon Island Hut
- Removal of chimneys
- Demolition / relocation of Old Camp Store

Facility	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Old High School Block A	\$5,000	\$25,000	\$5,000	\$5,000	\$50,000	\$15,000	\$0	\$5,000	\$0	\$0	\$11,667	\$10,185	\$10,761	\$11,401	\$7,113
Old High School Block B	\$5,000	\$22,000	\$5,000	\$5,000	\$20,000	\$0	\$25,000	\$0	\$0	\$0	\$8,556	\$7,062	\$7,291	\$7,545	\$6,161
Wanaka, 22 Brownston St	\$20,000	\$0	\$4,000	\$4,000	\$10,000	\$6,000	\$0	\$0	\$0	\$0	\$2,667	\$2,963	\$2,848	\$2,720	\$1,911
Arrowtown, Suffolk St	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$2,222	\$2,469	\$2,743	\$3,048	\$1,165
Arrowtown, 8 Hertford Street	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Williams Cottage 21 Marine Parade Queenstown	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Old Ticketing Office, Frankton Marina, Queenstown	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hawea Flat, 552 Camp Hill Road	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Isle St, Queenstown	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
53 Man St, Queenstown	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Old St John Wanaka Rear, 47 Ardmore Street, Wanaka	\$0	\$15,000	\$10,000	\$2,000	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$4,111	\$2,901	\$2,112	\$2,125	\$1,806
Potters Shed, Wanaka Showgrounds, Ardmore Street, Wanaka	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pidgeon Island Hut	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Old Camp Store	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
63 Ballarat St	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$556	\$617	\$686	\$762	\$847
Arrowtown Community Rooms	\$0	\$0	\$0	\$5,000	\$15,000	\$30,000	\$5,000	\$0	\$0	\$0	\$6,111	\$6,790	\$7,545	\$7,827	\$7,030
AMP Budget	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>TOTAL</b>	<b>\$83,000</b>	<b>\$67,000</b>	<b>\$29,000</b>	<b>\$26,000</b>	<b>\$125,000</b>	<b>\$61,000</b>	<b>\$35,000</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>\$10,000</b>	<b>\$40,889</b>	<b>\$37,988</b>	<b>\$38,986</b>	<b>\$40,429</b>	<b>\$31,032</b>



### New Capex

Details of the new capex projects in the forward programme for Other Facilities are outlined in the capex table below.

Projects	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
<b>Security</b>			\$5,000										\$5,000		
<b>Insulation</b>					\$10,000				\$10,000					\$10,000	
<b>Accessibility Upgrades</b>											\$5,000		\$5,000		\$5,000
<b>Kawarau Bridge</b>				\$132,000										\$275,000	\$275,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$132,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$285,000</b>	<b>\$280,000</b>

## FINANCIAL SUMMARY

### ASSET VALUES

The Council revalues the Community assets every three years. Tables 17 and 18 summarise the assets as valued by QLDC Valuations 31<sup>st</sup> January 2014.

Table 17 Asset Values

Asset Description	Replacement Cost	Depreciated Replacement Cost
Direct Community Facilities	\$62,142,885	\$50,157,450
Waterways Facilities	\$1,448,685	\$792,750
Operational	\$3,331,755	\$2,800,350
Regulatory	\$218,400	\$211,050
Administrative	\$6,366,570	\$4,903,500
Commercial	\$41,027,304	\$29,923,370
Uncategorised		\$1,442,700
<b>Total</b>	<b>\$114,535,599</b>	<b>\$90,231,170</b>

The above figures are considered to be uncertain for all asset categories except uncategorised - in respect of which the degree of confidence has been assessed as 'very uncertain' based on the following definitions, but see the reservation expressed at the end of the first paragraph in Appendix I.

Table 18 Valuation Confidence

<b>A – Highly Reliable</b>	Data based on sound records, procedure, investigations and analysis which is properly documented and recognised as the best method of assessment.
<b>B – Reliable</b>	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings.
<b>C – Uncertain</b>	Data based on sound records, procedures, investigation and analysis which is incomplete or unsupported, or extrapolation from limited sample for which grade A or B data is available.
<b>D – Very Uncertain</b>	Data based on unconfirmed verbal report and/or cursory inspection and analysis.

## MAINTENANCE STRATEGY AND EXPENDITURE FORECAST

This expenditure covers both planned and unplanned maintenance and operation (including management overheads). The work is undertaken on behalf of the Council by approved contractors. It is the day to day work to keep the Council's buildings operating, running smoothly and complying with statutory requirements.

The QLDC Community Facilities Portfolio is managed both in-house by its Operation and Legal and Regulatory teams and QLDC's external property manager APL. Preventative maintenance programmes and capital and renewal works are carried out by a supplier panel of external trade services and project managed by APL (with the exception of waterway's facilities and CCTV).

Operations and Maintenance responsibility for the QLDC's Community Facilities portfolio is currently broken down as follows: Operations and Maintenance of the Community Facilities Portfolio falls into 2 distinct categories:

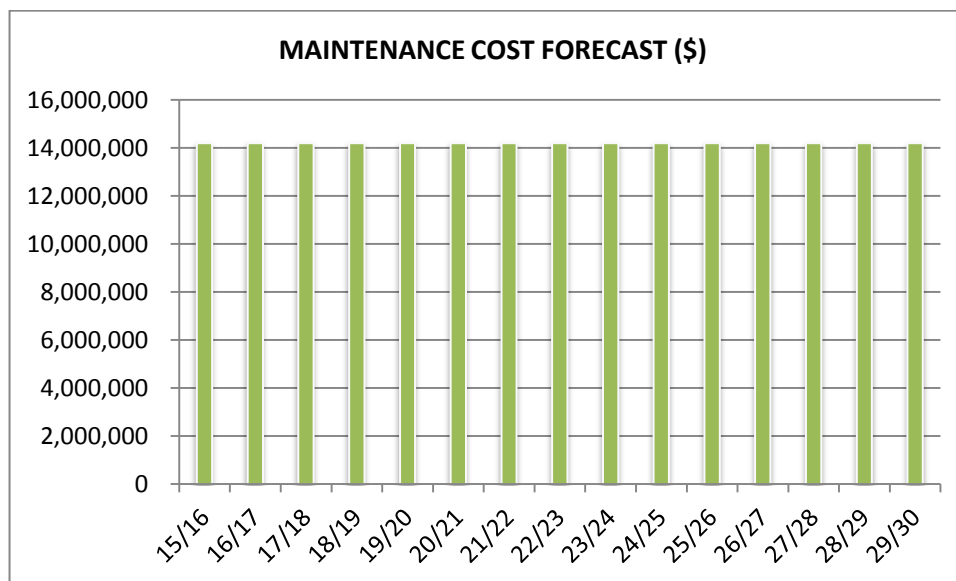
1. **Planned (Proactive) Operations and Maintenance:** This is prearranged inspections and maintenance work undertaken to maintain statutory compliance and prevent asset failure such as regular building maintenance inspections.
2. **Unplanned (Reactive) Maintenance:** This is action to correct faults and failures as required. For example repairing storm damage, leaking roofs and windows.

A key challenge for QLDC is determining the most cost effective mix of planned and unplanned maintenance in order to minimise the total lifecycle cost of community assets.

### FINANCIAL FORECAST – MAINTENANCE

The forecasted maintenance financial requirements for the next 15 years are in Figure 8.

Figure 8 Maintenance Expenditure Forecast



## RENEWALS STRATEGY AND EXPENDITURE FORECAST

This budget is used for refurbishing, retrofitting and redecorating to restore an asset to its original level of service such as redecorating and replacing kitchen/bathroom components in residential housing. Renewals expenditure forecasts should cover the cost of asset renewal throughout its whole lifecycle until the asset is disposed of.

Failure to maintain an adequate cyclic renewal programme will be reflected in a decline in the overall standard of the network of assets where the actual programme falls below the cumulative budget target, the shortfall will be reflected in depreciation of the overall value of the network, resulting in lower Levels of Service and the increasing need for reactive maintenance.

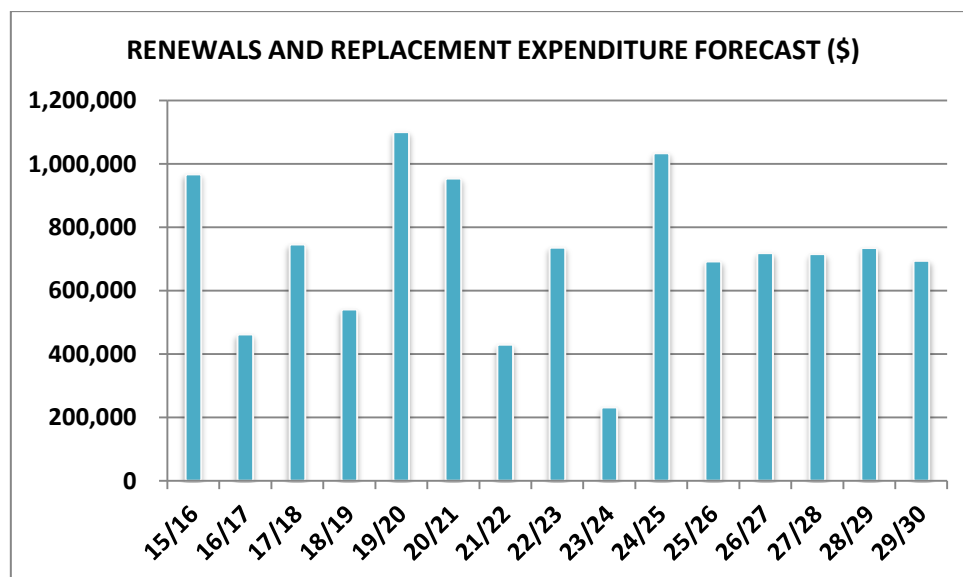
QLDC is currently developing a Community Facilities Renewal Strategy which will provide for the progressive refurbishing, retrofitting and redecorating of assets at a rate that maintains the standard and value of the network as a whole. Required levels of expenditure on the cyclic asset replacement programme will vary from year to year, and will reflect:

- the condition/performance profile of the assets;
- the age profile of the assets;
- the on-going maintenance demand;
- the differing economic/useful lives of individual assets comprising the overall system of assets.

#### FINANCIAL FORECAST – RENEWALS

The forecasted renewals requirements for the next 15 years are in Figure 9.

*Figure 9 Renewals and Replacement Expenditure Forecast*



## NEW CAPITAL (CREATION, ACQUISITION & ENHANCEMENT) STRATEGY AND EXPENDITURE FORECAST

The New Capex budget covers work that extends or upgrades an existing asset beyond its current capacity or performance in response to changes in usage or customer expectations.

It can include:

- Creating a new asset that did not previously exist.
- Work that improves or enhances an asset beyond its original size or capacity, for example upgrading the Dog pound and increasing its size and capacity.

### Major Capital Projects

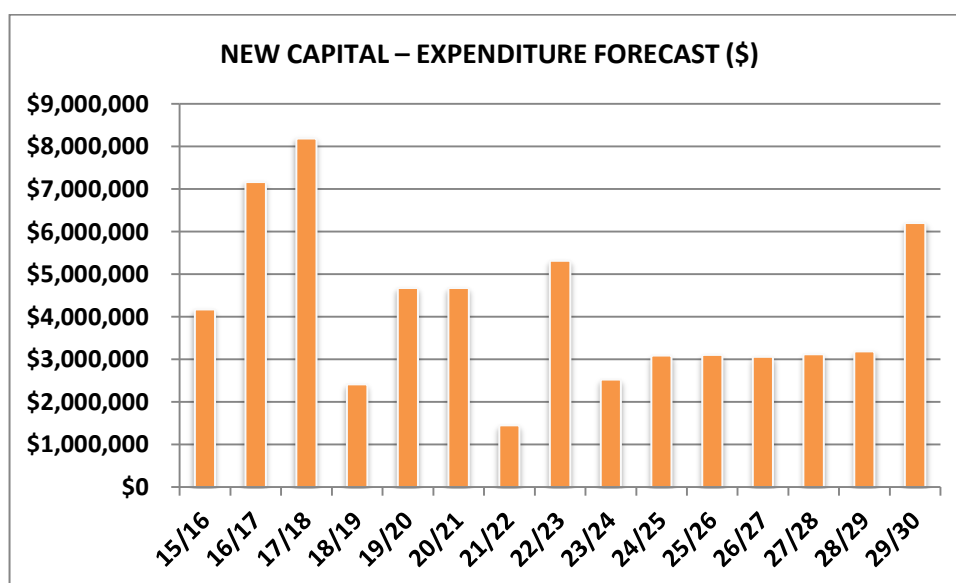
There are a number of Capital Works projects in the forward plan. Key projects include extensions to the Queenstown Event Centre campus, development of the new Wanaka sports facilities building and upgrading of the Wanaka Community Pool.

The major property renewal and new capex projects currently in the forward plan are outlined below:

### FINANCIAL FORECAST – NEW CAPITAL

The forecasted new capital requirements for the next 15 years are in Figure 10.

Figure 10 New Capital Expenditure Forecast



## ASSET DISPOSAL AND ACQUISITION STRATEGY AND EXPENDITURE FORECAST

Disposal is the retirement or sale of assets whether surplus or superseded by new or improved systems.

The QLDC may from time to time dispose of some of its property holdings, excluding land currently held for parks, reserves, community or infrastructural purposes. Disposal of any Council owned property will be in accordance with Council's Property Sale and Acquisition Policy 2014.

In September of each year, an annual property review will be presented to Council to confirm the need to retain property and determine if a property is surplus or underperforming.

Property will be reported to Council for disposal (or reinvention) if:

1. The property is a financial liability (e.g. the maintenance costs are sufficiently high that they outweigh the benefits of holding the property).
2. Where part of a site is attractive to an interested party (e.g. adjoining landowner has signalled an interest in purchasing the land) and the part concerned is not required for Council/community use.
3. Where part of a site is attractive to an interested party (e.g. encroachment of an adjoining landowner). However, in this case, Council may consider increasing the purchase price to reflect the absence of Council being a willing seller. Alternatively the Council may choose to charge the encroaching party market rent for use (encroachment) of Council land.
4. A property classified as part of the 'commercial' portfolio (designated to generate a positive return and offset rates) is not able to break even for at least more than two years.

From time to time QLDC will also acquire new property. This will most often be to facilitate new or expanding community infrastructure.

Non-ownership options for property are preferred (such as joint ventures or leasing) unless the Council service or objective is shown to be achieved more cost effectively through ownership.

## ASSET AND FINANCIAL MANAGEMENT SYSTEMS AND PRACTICES

Council's overall approach to the management of all of its infrastructure assets is described in the paper "Asset Management System – Working Draft – Version 1-C April 2014". That document summarises the interrelated or interacting elements of the Council that establish asset management policies and objectives and the processes needed to achieve those objectives.

The more detailed asset and financial management systems the QLDC uses are described in Table 19.

*Table 19 Asset and Financial Management Systems*

Database	Comment
GIS (Geographic Information System)	Electronic aerial photography and property information (QLDC).
RFS (Request for Service)	A record of customer complaints (KBase).
CS-VUE	Inventory of resource consents issued by the Otago Regional Council held by QLDC.
Financial Model	Predictive model for expenses, revenue, debt, depreciation, asset value and surpluses
NCS Accounting System	General ledger, asset valuation, budgeting and historical cost records.
Project Financial Control (PFC)	A cost control tool for the management of projects. Includes purchase order management and detailed reporting.
Data Warehouse	A large database designed to link all AM data into one place for ease of reporting.
TRIM	A records management system.
SharePoint	SharePoint offers web-based document collaboration to manage multiple inputs from stakeholders.
Tech One	A proposed asset repository for capturing all property and plant information. (Insurances, Warrants of Fitness, Inspections, Equipment etc...

## RISK MANAGEMENT (INCLUDING OCCUPATIONAL HEALTH AND SAFETY)

### 'RISK' AND 'RISK MANAGEMENT' DEFINED

A 'risk' is:

*'the possibility of an event occurring that will have an adverse impact on achievement of the QLDC's objectives.'*

The relative significance of every risk is measured in terms of the likely degree of the impact and the likelihood of the event occurring.

'Risk Management' is:

*'The process by which the Council:*

- *identifies, assesses and prioritises each risk;*
- *identifies and takes the action required to reduce the Council's exposure to each risk; (and)*
- *takes action during and after an unplanned risk event (i.e. during the recovery period) and identifies and implements ways to avoid or reduce the possibility of a repetition (or the adverse consequences of a repetition).'*

### RISK MANAGEMENT FRAMEWORK

The Council has reviewed and updated its Risk Management Framework in accordance with ISO 31000. The Risk Management Framework has been rolled out across the Council at a corporate level and is in the process of being imbedded at an operational level. The Council has also established an Audit and Risk Committee. The role of this committee is to provide guidance on the effectiveness of the Councils risk management framework, internal controls, legislative and regulatory compliance, external audits and financial reporting.

Community Facilities risks are listed in an 'Infrastructure and Asset Risk Register that is also in the process of being updated.

### RISKS' MANAGED

Table 20 lists significant risks (including the significant financial risks), that are either already, or which may potentially be, listed in the updated risk register. (Reference: Local Government Act 2002 – Schedule 10 (17)).

*Table 20 Potential Significant Community Facilities Risks*

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Failure (through poor forward planning and/or insufficiently specified land development controls or an inability to fund) to have sufficient facilities to meet the demand when it is required.</li> <li>• The Council provides facilities assets in order to meet a forecasted subdivision/development demand that doesn't eventuate either at all or within the timeline envisaged or occurs in a different form – resulting in unnecessary expenditure, and 'stranded' or inappropriately designed infrastructure.</li> <li>• Insufficient funding to be able to meet the specified/required levels of service (Council).</li> <li>• Changing/unreasonable/unaffordable customer demands and expectations.</li> <li>• Changes in the marketplace affecting the availability and cost of goods and services, contractors and consultants – excessive tender prices/no tenders.</li> <li>• Damage caused to facilities by natural hazard events (including climate change).</li> </ul> |
|--|



- Unforeseen asset collapse or failure (including the physical failure or incurring of additional whole-of-life costs as a result of alternative maintenance and renewal solutions adopted in an attempt to reduce annual costs).
- Government legislative or regulatory changes (e.g. The proposed change to the Council's current powers to charge Development Contributions).
- A fatal accident occurs due to the standard of the facilities (or due to the QLDC's management, or lack of management, of the portfolio).
- The QLDC isn't (or isn't sufficiently) reimbursed when an insurance loss occurs – because of a lack of understanding of the extent and/or conditions of its insurance cover/inadequate insurance cover (or after the receipt of an insurance payment isn't able to recover from the event quickly).
- Substandard contractor performance.

## PROCUREMENT - SERVICE DELIVERY

### PROCUREMENT STRATEGY

The Council's procurement approach for Community Facilities is described in the Corporate Procurement Policy.

### CURRENT CONTRACT ARRANGEMENTS

The Council has outsourced most of its Community Facilities service delivery functions.

#### **Operations and Maintenance Contracts**

A combination of Supplier Panels and Single supplier contracts are progressively being put in place for key operations and maintenance. To date contracts are in place for the following:

- Cleaning Administrative Buildings
- Cleaning Public Toilets
- Plumbing Services
- Painting Services
- Handyman Services
- Electrical / HVAC Services
- Grounds Maintenance
- Building WOF's
- Minor Building Works

Further work is planned in the near future to consolidate contracts for cleaning services. + Panel of Providers for Waterways Maintenance.

### LEASES AND LICENSES

QLDC currently manages approximately 300 leases, licences and tenancies over residential, industrial, commercial and rural land owned by Council. This also includes buildings and structures on Council land.

Leases and Licenses are provided to formalise the long term occupation of land managed by the Council and outline the basic rights and responsibilities of the parties (such as insurance and maintenance responsibilities). They also provide the lessee or licensee with security and certainty over the use and development of any assets created on the Council's land.

**Community Leases** - The Council leases land and/or buildings at a subsidised rental to a wide range of community and recreation groups (groups) to promote healthy lifestyles and facilitate community networks.

While this assists the Council in achieving desired community outcomes, Community Leases generally imposes a cost on the community both in terms of maintenance and administrative costs. There is also a loss of income compared to the land being leased on the open market on a market-based rental.

It's important to ensure that cost benefit analysis is regularly completed to ensure community funding is achieving the right balance.

**Commercial Leases** – The Council also leases land and/ or buildings that are not required for the time being for service delivery or infrastructure purposes. Each of these properties is held for varying timeframes and purposes (e.g. housing).

Commercial Property services will be provided by Council in a manner that ensures cost recovery (where achievable) so as to avoid unreasonable cross-subsidisation by other ratepayers.

## IMPROVEMENT PLAN/GAP ANALYSIS

### THE IMPROVEMENT PLANNING PROCESS

The most important aspect of the whole AMP process is identification of the QLDC's weaknesses and of the opportunities for future business improvement – **and then actually 'doing something to solve them'**.

*"Any plan is of absolutely no value at all if the work it identifies as being necessary isn't subsequently carried out".*

At every annual update of this AMP (in July each year) the extent to which items listed in this Improvement Plan have been achieved will be assessed. If the progress is less than was intended the extent to which that is the case (and 'why') will be quantified and reported to the CEO (together with a recommendation concerning the remedial action that needs to be taken to address the work that hasn't been done (that should have been) and to ensure the problem doesn't reoccur.

Together with:

- management of the risks listed in the Risks' Register and
- achievement of all of the performance targets listed in Table 10;

resolution of all of the 'issues' listed in the Improvement Plan is the key business driver for the whole Community Facilities activity.

The following table provides a summary of asset management improvement projects. The first and most important improvement is to develop a comprehensive improvement plan including costing and allocation of resources. This will enable consideration of appropriate funding streams for each item. The items for improvement are listed from highest to lowest priority.

Ref No	Issue
1	<b>Council Policy Manual</b> - Review all Community Facilities policies in the Council's Policy Manual to ensure they continue to be relevant to/appropriate for the current situation.
2	<b>Inspection Schedules</b> - Review, compile and create alerts for all inspection schedules required across all assets
3	<b>Asset Management Policy and Strategy</b> – Prepare and adopt an asset management policy and asset management strategy.
4	<b>Review and develop Council policy</b> relating to seismic upgrading of Council buildings.
5	<b>Resource Consents Issued by QLDC</b> - Prepare a summary list of all Community Facilities Resource Consents issued by the QLDC. If any have expired (or are due to expire) and need to be renewed lodge the necessary applications.
6	<b>Resource Consents Issued by the Otago Regional Council</b> – Identify if ORC Resource Consents (having expired in 2013 and 2014) need to be renewed.
7	<b>Additional Property Designations</b> - In conjunction with the proposed review of the District Plan ascertain if additional property designations are required to protect the Council's Community Facilities interests.

8	<b>Develop a planned</b> risk-based programme of building condition inspections to be completed progressively on all assets (excluding plant and equipment).
9	<b>Asset Utilisation Assessment</b> – Collection of QLDC Library and other Community Facilities utilisation data to create performance measures.
10	<b>30 Year Strategy Development</b> – Document the Council's Community Facilities strategy – what its high level approach to the provision and management of Community Facilities for Queenstown-Lakes is.
11	<b>Performance Targets and Performance Monitoring and Reporting:</b> <ul style="list-style-type: none"> <li>• Complete the performance targets in Table 10.</li> <li>• Develop the performance scoring criteria for each target.</li> <li>• Implement an integrated system for monitoring and reporting performance against the performance targets at not less than quarterly intervals.</li> <li>• Ensure action is taken promptly throughout the year when the performance results are not as they should be.</li> </ul>
12	<b>Data Accuracy and Completeness</b> – Prepare a prioritised programme for the improvement of data quality (condition, risk and utilisation).
13	<b>Asset Condition Assessment</b> – Review and make recommendations on the appropriateness of the asset condition data storage systems and assessment processes.
14	<b>Critical Assets</b> – Identify the Community Facilities critical assets and prepare a management plan for each.
15	<b>Development Contributions – Council Policy</b> - Check the correctness of the Council's Development Contributions Policy for Community Facilities and the way in which it is being applied.
16	<b>Development Contributions – Proposed Legislative Changes</b> - When the Local Government Amendment (No 3) Bill is enacted ascertain its development contributions' impacts (if any) for Community Facilities).
17	<b>Depreciation Confidence</b> - If the 'data completeness and accuracy' review (See No 1.7.1) identifies significant discrepancies in the asset data ascertain if this has implications for the depreciation calculations (and as a result, the annual rate requirement).
18	<b>Implement Tech One system</b> – integrate existing data in the new asset repository as well as creating workflow and processes for capturing all RFS data against assets. Alerts to be set up for all scheduled review dates (WOF's, consents, inspections etc.). All future capital projects to be captured.
19	<b>Further Develop the Financial Forecasts (Top Priority)</b> - Before 30 September develop the financial forecasts to achieve an affordable 30 year, year by year, whole-of-life strategy, sufficient for inclusion in the long-term plan.
20	<b>Align Financials</b> – work with the Finance team to align Annual Plan and Long Term Plan budgets to the separate Asset Management Plan portfolios.
22	<b>Community Facilities Debt Policy</b> - Review the Council's debt policy to make it clear when external and internal debt will be used to fund the Community Facilities activity.
22	<b>Land Purchase and Disposal</b> - Maintain an up-to-date schedule of all land purchase requirements and ensure all required properties are purchased well before requirement date.
23	<b>Staff Structure Chart</b> – Insert a Staff Structure Chart in
24	<b>Asset Management and Financial Management Systems and Practices</b> - Update the explanation of the Council's asset management systems and practices
25	<b>Insurance Cover</b> - Review the community facilities insurance arrangements etc. to ensure the Council has adequate and appropriate policies.
26	<b>Risk Management Policy</b> - In accordance with the Councils Risk Management Framework, develop and maintain a detailed community facilities risk register, including mitigation activities and risk owners.

27	<b>Occupational Health &amp; Safety</b> – Explain how the Council manages its Occupational Health & Safety obligations.
28	<b>Procurement Strategy</b> – Review the Procurement Strategy.
29	<b>Contracts' Compliance Register</b> – Update the Contracts' Compliance Register.
30	<b>Work Contracts</b> - Ensure future arrangements for the provision of Professional Services, and Maintenance are decided well before the existing contracts expire.
31	<b>Continuous Improvement</b> – Prioritise and cost all items listed in this Improvement Plan.
32	<b>Monitor and report on AMP</b> improvement activities to ensure they remain focused and delivering the required outcomes.
33	<b>Update the AMP following adoption of the LTP</b> - Update this AMP annually to better enable consistency with the LTP and the Annual Plan, as well as increasing internal planning capability and process robustness.
34	<b>Build repository</b> of Waterways assets – including signage
35	<b>Finalise</b> list of additional maintenance requirements not covered by watershed reports and develop maintenance plan to 2030.
36	<b>All Aquatic Facilities and Gymnasium</b> contracts to be recorded in QLDC contracts register.
37	<b>Creation of central repository</b> for all operating manuals and documentation relating to operations and maintenance of the Aquatic Facilities and Gymnasium.
38	<b>Collection</b> of QLDC Library Facility utilisation data to create performance measures.
39	<b>Collection</b> of usage data from Hall committees.
40	<b>Decision on Wanaka Potters Shed.</b> To be kept or removed.
41	<b>Review existing arrangements with services providers</b> for the Aquatic Facilities and Gymnasium to ensure contracts are in place and remain current for all regular services. Ensure new agreements are entered into where required.

## AMP REVIEW AND UPDATING

This AMP is updated annually – in July, in time for it to be used for preparation of the next year's Annual Plan and is comprehensively reviewed every three years. However it has been designed not just as a plan 'to sit on a shelf' but **as an integrated management system that is to be used and adhered to daily**. All relevant Council staff are expected to be continuously sending updated information and their ideas for its improvement to the Asset Manager.