



Kaipara District Council

Open Spaces and Facilities

Strategic Activity Management Plan

2021-2031

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This document has been prepared by Kaipara District Council.

QUALITY STATEMENT

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1 INTRODUCTION

Ka tīmata pēnei. Mai Waipoua ki Pouto ki te Tai Hauāuru. Mai Pouto ka whakawhiti atu i te raki o te moana nui o te Kaipara ki Oruawharo. Mai Oruawharo ki te Mangawhai, mai Mangawhai ki Tangiteroria. Mai Tangiteroria ka whakahokia te ihu o tāku waka ki Waipoua. Koia nei nga kokonga o te rohe o te Kaunihera o Kaipara e tū nei.

Kaipara te oranganui e.

The Kaipara district extends from coast to coast. It incorporates both the Mangawhai Harbour and northern half of the Kaipara Moana (the Kaipara Harbour), as well as kauri forests, the shifting sands of Ripiro Beach, extensive river flats and an expanse of rolling hill country. The district captures a diversity of landscapes, environments and, consequently, a diversity of reserves and open spaces. These range from playing fields to local playgrounds, cemeteries, seaside picnic spaces, wilderness coastal areas, riparian strips, iconic rock formations and some larger bush reserves.

1.1 OPEN SPACES ACTIVITY

Council manages and maintains a diverse range of open space and facilities assets, including public open space for aesthetic, passive and active uses, public cemeteries, campgrounds playgrounds, coastal structures to access the rivers or coast, as well as public toilets to meet the needs of visitors and the traveling public.

'Reserve' generally means a parcel of land that has been gazetted as a reserve pursuant to the Reserves Act 1977 (the Act). There are seven different classifications of reserves under the Act. What this means is that Council must meet some general requirements regarding the administration and management of all reserves and also some specific requirements depending on the type of classification of the reserve.

Council also owns or manages various areas of publicly accessible land that are not gazetted as reserves but that are owned and managed for a variety of purposes, including recreation, amenity and preservation. These types of areas are called 'open spaces'. Often such areas are various types of parks but there are also other kinds of spaces used by the community for social and leisure activities, so 'open spaces' includes all of these. The combination of open spaces and reserves make up Council's open space network (the Network).

Types of reserves and open spaces include:

- Foreshore and esplanade reserves and strips
- Neighbourhood parks
- Bush areas
- Playgrounds
- Sport fields
- Walking tracks
- Golf courses
- Cemeteries
- Wetlands
- Civic spaces such as village greens and urban streetscapes.

Coastal facilities

- Toilets
- Wharves
- Jettys
- Boat ramps.

Working with partners

Council works in partnership with Iwi throughout the district which includes co-governance of some premier reserves, and projects. Cultural Impact Assessments, Environmental Impact Assessment and Archaeological Assessment are important steps for Council and Iwi in any project undertaking.

Council is not the only provider of open spaces in the district. The Department of Conservation (DOC) oversees the provision of various reserves and conservation areas, including large wilderness areas in Pouto and the Waipoua Forest. Other open spaces include those that are operated by other entities, including community groups, schools and sports clubs. These are often supported by Council through funding mechanisms.

The Open Spaces Team has responsibility for the provision of facilities that are fit for purpose, affordable and meet the community's current and future needs.

Our reserves and open spaces are an important asset to the community. They provide spaces for recreation; competitive sports, informal play and outdoor pursuits, as well as walking and cycling links between urban areas and ecological corridors through the countryside. They can offer ecological services such as protecting water quality, providing flood control, enhancing biodiversity and carbon sequestration. Reserves and open spaces also contribute to the amenity of urban streetscapes and the countryside and can protect areas of cultural significance.

Council's reserves and open spaces assets have been developed over time in response to community aspirations, needs and demands. These assets ensure the whole community has opportunities to access a range of facilities and open spaces for physical activities, leisure and recreation or simply for the enjoyment of their intrinsic values.

1.2 WHAT WE DO

We actively maintain a network of parks and reserves throughout Kaipara district. Within our Council-owned or managed parks and reserves, we operate four cemeteries. We also support community run cemeteries, provide over 30 public toilets within civic areas and reserves across the district; and oversee community run campgrounds and the Kai Iwi Lakes Campground. We maintain and manage Council-owned coastal assets/facilities, including the proposed wharves as part of the Kaipara Kickstart project.

Through the Reserves Act 1977 (the Act), the Resource Management Act 1991 (RMA) and the Local Government Act 2002 (LGA), Council has several roles relating to reserves and open spaces:

- Provider/owner - the provision, development and maintenance of parks and reserves is a core component of Council's business.
- Partnerships - Council can participate in partnerships of varying scales with other landowners that provide access to open spaces and can further enhance the Network. Council also partners with community groups to provide some services and facilities.

-
- Management - Council develops reserve management plans that outline the purpose, management and development requirements for reserves it administers. In some cases, Council also manages or administers land that is in crown ownership.
 - Protection - Council uses legislation such as the Act, the LGA and the RMA to protect and preserve our network from inappropriate use and development.
 - Advocacy - through strategic documents, plans and information, Council can advocate the importance of reserves and open spaces to the community.
 - Research and planning - ongoing research and planning is required to ensure that network meets community needs both now and for future generations and to ensure council plans are responsive to people's changing needs and preferences. Planning also involves monitoring the district's growth and population characteristics, assessing this information, and amending strategies and plans if necessary.

Council has a responsibility to ensure the health and wellbeing of its communities. It does this in a number of ways, one of which is to provide open space areas that cater to an assortment of individual and group activities both formally and informally. Open space areas and facilities that support public use within these areas are vital to the social and physical wellbeing of our communities. Council is a major provider of the wider network of open spaces within the district to cater for physical exercise, visual amenity and environmental protection and is a central part of Council's work and a valuable community asset.

Council also has a duty to protect and enhance the natural environment within the district. With effective management, open spaces provide environmental benefits including natural landscapes, increased infiltration through permeable surfaces, enhanced air quality and shade. Biodiversity and ecological values can also be improved through native plantings and pest control.

1.3 PURPOSE OF PLAN

The purpose of this Strategic Activity Management Plan (SAMP) is to summarise Council's strategic and long-term management approach for the provision and maintenance of reserves and open spaces assets.

Kaipara district has been experiencing rapid residential growth and an increase in visitor numbers in recent years. This growth places additional pressure on the network but also provides an opportunity to acquire land and funds from developers.

Without a strategic direction, there is a risk that land acquisition and the development of new facilities and amenities will not best meet the needs of our communities. Some of our open spaces and reserves have high natural values and are home to a variety of ecosystems including dune lands, wetlands, streams, riparian margins, native bush and lakes. These natural areas provide habitat for our native biodiversity and protect ecosystem services that are essential for a healthy environment. They also serve to protect the district's iconic landscape. These values need to be protected, enhanced, and celebrated to ensure future generations can learn about and enjoy them.

The SAMP provides discussion of the key elements affecting management of Council's reserve and open spaces assets. This document should be read in conjunction with the Infrastructure Strategy 2021, and with lifecycle plans for each asset group, and the Kaipara District Council Activity Management Overview, which provides the background for the asset management activities.

The SAMP sits within a wider planning framework which guides the management of the district's network. Each component within the framework has a different scope and focus.

Other policy and planning instruments also have implications for the management of Council's reserves and open spaces. These include, but are not limited to:

- Spaces and Places Plan (in development)
- The Kaipara Walking and Cycling Strategy
- Mangawhai Community Plan
- Kaipara District Council Property Sale and Acquisitions Policy
- Kaipara District Council Development Contributions Policy
- Kaipara Smoke Free Policy
- National Policy Statements
- Northland Regional Policy Statement
- Northland Regional Plan
- Northland Regional Council Pest and Marine Pathway Management Plan 2017-2027.

1.4 RESERVES AND OPEN SPACES VISION AND OBJECTIVES

The reserves and open spaces vision is:

"To protect and enhance a diverse, well-connected network of reserves and open spaces that reflect the unique nature, and future needs of Kaipara."

The key objectives are:

Objective 1: Developing and implementing relevant planning documents for existing and new reserves and open spaces.

Categories

Reserves and open spaces are grouped into the following categories to support effective management for each of these areas:

- Premier Park
- Sports Park
- Neighbourhood
- Cemetery
- Kaipara Moana
- Ripiro Beach
- Rural

The purpose of grouping existing and future reserves and open spaces into categories is multi-faceted. It recognises the diversity of the district's open spaces and what type of community needs exist for open spaces. This also provides a basis for an overview of the network to allow for the identification of both gaps and possible duplications in the network.

The seven categories provide an overall structure for the development of management plans for individual reserves to be grouped together; based on their use, character, and common management needs, to allow for more efficient and effective planning and management activities.

Grouping reserves into management categories is a common approach to managing an extensive and diverse network. Council has considered the New Zealand Recreation Association's (NZRA) categories, in developing Kaipara's categories:

Premier Park

A premier park provides a unique experience that people will travel to and spend more time at. These parks are usually larger and meet the needs of both residents from across the district, and visitors to the region as they provide a unique experience or point of difference to other parks. People make a special trip just to get there, often driving past other reserves and open spaces on the way.

Premier parks may enjoy a particularly advantageous location (such as incorporating a significant natural feature), have extensive recreational opportunities, or contain significant heritage values. Premier parks or reserves are likely to receive the majority of use from visitors and they are to be designed managed and funded with this in mind, to provide a high level of service.

A premier park would typically have:

- Networks of walking circuits and trails
- Destination and/or multiple play spaces and specialised recreation facilities
- Distinct natural or heritage features
- Multiple places for gatherings and socialising such as BBQ and picnic facilities
- An individual reserve management plan (RMP) or master plan.

Kaipara District Council currently operates three premier parks: Kai Iwi Lakes (Taharoa Domain) Pou Tu o Te Rangi/Harding Park and Mangawhai Community Park. As all three parks are managed by their own governance committees, service levels will be defined on a case-by-case basis through the recommendations of the committees and informed by their individual RMP or master plan.

Sports Park

Sports Parks provide playing fields or other facilities for sports, including netball courts, equestrian facilities, or stock-car racing tracks. This category specifically recognises those facilities which provide for competition level sport and service the wider district or region, as well as their local communities and are maintained to an appropriate standard for the relevant sports code.

Sports parks sometimes also provide other neighbourhood recreational facilities such as playgrounds as ancillary activities, but the primary function is to accommodate organised sporting activities.

Sports Park Examples include:

- Northern Wairoa Memorial Park
- Dargaville Speedway
- Ruawai Sports Grounds
- Papanui A & P Showgrounds
- Kaiwaka Sports Complex

-
- Hakaru Domain
 - Mangawhai Golf Course.

Council will investigate the need for any additional sports parks that may need to be established within the next 10 years. This recognises the rate at which the population is growing, and the associated pressure this is placing on existing facilities.

Neighbourhood

Neighbourhood reserves and open spaces are primarily for the use of the local residential community. They may provide an open grass area suitable for informal recreation and social and leisure activities as well as other complementary values such as landscape amenity and playgrounds.

Some neighbourhood reserves and open spaces may contain buildings, such as community halls, used for local community and recreation functions.

A neighbourhood park typically provides the following experiences:

- Multiple kick-around or play spaces
- Socialising areas, including picnic and BBQ facilities
- Walking and cycling links.

These parks have a high standard of provision and often these park types have the most multi-use potential. Neighbourhood reserves and open spaces should be located in prominent positions within a suburb/neighbourhood and have easy access, particularly cycling/walking access.

In many cases, neighbourhood parks have been developed in esplanade areas to enhance connection to and enjoyment of the coast.

Neighbourhood Examples include:

- Selwyn Park, Dargaville
- Paparoa Village Green
- Maungaturoto Playground
- Kaiwaka Settlement Road or playground.

Cemetery

In addition to their primary functions of providing space for interment, mourning and remembrance, cemeteries can provide amenity and ecological values as well as passive recreation opportunities.

This category excludes Old Mount Wesley Cemetery as this is included in Pou Tu o Te Rangi/Harding Park as well as privately owned cemeteries such as those owned and managed by Churches or Marae.

Council cemeteries include:

- Mt Wesley
- Redhill
- Arapohue
- Tokatoka
- Mangawhai

-
- Kaiwaka
 - Tutamoe.

Kaipara Moana

Council owns or administers many esplanade reserves and strips and other land along the shores of the Kaipara Moana and the rivers of the district. These areas are often in remote and rural locations, sometimes only accessible via private land or by boat. For these areas, Council's primary management focus is on ecological and biodiversity matters. These areas have a high value in providing ecological linkages, nesting habitat for native birds and indigenous vegetation. In addition, they provide a valuable buffer between activities on the land and the aquatic environment.

Some of the reserves and open spaces in this category provide for recreational activities such as fishing, eeling and duck shooting. These locations often include public infrastructure such as stopbanks and drainage work, and these can provide opportunities for walking, cycling and equestrian trails.

This category does not include harbour or river edge reserves and open spaces which are in urban (residential and commercial) areas and have a strong recreation element. Instead, reserves matching these criteria are included in the neighbourhood category.

Ripiro Beach

This category covers those reserves and open spaces which adjoin Ripiro Beach. This separate category is required to ensure appropriate and consistent planning for, and management of, sand dunes and beach protection actions. Generally, reserves and open spaces in this category will remain undeveloped in order to preserve their existing natural states.

The management focus for these reserves and open spaces will be protecting and enhancing scenic and ecological values, while offering opportunities for appropriate outdoor recreation.

Rural

This category addresses reserves and open spaces in rural areas, which do not fall into any of the other categories. They tend to be larger sites, often capturing large blocks of countryside providing amenity and high ecological values together with informal recreation opportunities. These include land bequeathed to Council because of its high natural values as well as former local purpose quarry and landfill reserves. The character of these sites varies, including outstanding natural landscapes, farmland, rocky bluffs, and native bush. Recreation opportunities may include mountain biking, horse riding, rock climbing, walking, and hiking.

Often a high level of protection and restoration is appropriate for rural reserves and open spaces. Rural Examples include:

- Maungaraho Rock
- Whenuanui Domain
- Hamlyn's Bush
- Mapau Domain
- Naumai Domain
- Omana War Memorial Local Purpose Reserve

- Omaru River Conservation Area
- Turiwiri Bush Scenic Reserve
- Tutamoe Domain Recreation Reserve.

Provision guidance

The categories further help Council meet its goals through providing a framework for acquiring new reserve and open space land from greenfield developments.

Council has the ability to require a contribution from new developments, either in land or in cash, towards improving the reserves and open spaces network. This recognises that new developments bring more people to the district and these new residents create increased demand for reserves and open spaces.

In such cases, the categories framework can be used to guide what type of contribution will be requested. As proposals are being assessed for these developments, Council can ensure that the proposed land will add value to the open space network. This is also a time to identify opportunities to fill gaps in the network, connecting new reserves to existing trails and reserves, and to transport networks. The following provision guidelines provide direction on the types, and in some cases amount, of public open space that should be provided in new greenfield developments.

Table 1: Provision guidance

Type	Provision Guidance
Premiere Park	No guidance provided. Opportunities to acquire and develop additional Premier Parks are rare and will be dealt with on a case-by-case basis. Where appropriate, financial contributions from developers will be used to further enhance the three existing Premier Parks.
Sports Park	Sports Parks can be of a variety of different kinds and include golf courses, speedways and equestrian event grounds as well as playing fields. New Sports Parks will need to be of a kind which meets the community's needs and not duplicate existing facilities. The need for new sports parks and facilities will be informed by studies such as the Northland Active Recreation and Sport Strategy currently being developed by Sport Northland.
Neighbourhood	All residents in urban areas should live within walking distance of a Neighbourhood park, located in a central/prominent location within a development or neighbourhood to maximise accessibility. Preference is for sites with relatively flat terrain to allow for a wide range of activities. Overly elongated, narrow, or irregular shapes with dead ends should be avoided. Esplanade sites where they help the community to connect with the coast are encouraged. Crime Prevention Through Environmental Design (CPTED) principles should be given effect to when acquiring and designing new open spaces. Multiple access points and walking and cycling connections should also be provided.
Cemetery	No guidance provided. Any future cemetery provision will be guided by other planning and land acquisition provisions.

Type	Provision Guidance
Kaipara Moana and Rivers	<p>Council will seek to acquire more land surrounding the Kaipara Harbour and rivers of the district as opportunities present themselves. The amount, type and location preferences will depend on characteristics of the area such as:</p> <ul style="list-style-type: none"> • triggers for esplanade reserve or strip requirements • opportunities to protect or improve harbour and river environments including both landscape and ecological values • opportunities to link to nearby walkways and cycleways • opportunities to provide access to the foreshore or waterway • opportunities to link to nearby open spaces.
Ripiro Beach	<p>Council will seek to acquire more land adjoining Ripiro Beach as opportunities present themselves. The amount, type and location preferences will depend on characteristics of the area such as:</p> <ul style="list-style-type: none"> • opportunities to protect the coastal environment including both landscape and ecological values • opportunities to link to nearby walkways and cycleways • opportunities to provide access to the coast • opportunities to link to nearby open spaces.
Rural	<p>No guidance required. Council has no current plans to acquire more rural reserves and open spaces. Opportunities which may arise will be considered on their merits, however Council's preference is generally to request financial contributions from developers instead of land in this category.</p> <p>Instead of protecting natural features and habitats by acquiring land, Council can instead require such areas to be covenanted as part of subdivision consent requirements.</p>

Objective 2: Identifying priority location or activity based land acquisition and divestment approaches.

Council will consider opportunities to acquire land from developers at the time of subdivision.

In some instances, Council will also consider acquiring properties directly, where they are unlikely to become available through development, but where the acquisition will support the goals of the Council.

Decisions on acquiring land will be guided by:

Table 2: Land acquisition guidance

Topic	General Guidance	Preferences
General approach	<p>Council will generally focus its resources on developing its existing reserves and open spaces over the acquisition of further properties. This recognises the existing extensive network of land already administered by Council, much of which is largely undeveloped</p>	NA

Topic	General Guidance	Preferences
Reserve and open space categories	Land acquisitions will be guided by the relevant provisions contained within the categories	See categories and provision guidance
Creating effective walking and cycling linkages	Kaipara District Council's Walking and Cycling Strategy and any future associated guidelines and/or mapping exercises that provide further definitions and direction on preferred pedestrian and cycle links	Land adjoins a river, lake, harbour or the coast Land provides good access/linkages to and between streets and other open space areas, including beaches
Creating riparian buffer zones around the Kaipara Moana and the District's rivers and waterways	Decisions will be guided by any future mapping or planning documents to support the consideration of appropriate esplanade reserves and covenanted land	Land adjoins or provides access to a river, lake, harbour or the coast
Protection of heritage, ecological and cultural areas	Where heritage, ecological or cultural features exist, these should be both protected and celebrated where possible Methods other than land acquisition (e.g. Heritage New Zealand, QEII covenants) should be explored as a priority over purchase	Land or sites of cultural, historic, or ecological significance are identified through appropriate planning and policy instruments (including, but not limited to, the Kaipara District Plan) Creation of ecological corridors to significant natural areas or other identified habitats in the vicinity
Urban streetscapes and civic spaces	Large-scale greenfield developments should include consideration of appropriate civic spaces and urban streetscape provisions, Stormwater management, Detention ponds, grass swales etc.	Civic spaces should reflect the scale of new urban centres

In certain circumstances Council will decide to sell land that has been deemed surplus to requirements. The funds raised from such sales can be used to acquire other land or develop facilities to support meeting the goals of the Council. Decisions on divesting land will be guided by:

Table 3: Divestment guidance

Topic	General Guidance	Preferences
General approach	<p>Regular assessments of Council’s land holdings will determine:</p> <ul style="list-style-type: none"> those areas of land that do not contribute to the envisaged network of reserves and open spaces; and whether the land is deemed not to be of use for community purposes in the present or foreseeable future. <p>These assessments will be undertaken based on the criteria provided in the next column.</p> <p>Council will engage with Mana Whenua and local communities in respect to any Council property which is being considered for sale.</p>	<p>The ecological, cultural, historical, or other significance of the land</p> <p>The presence of any assets or infrastructure on that land</p> <p>The likely use to which the land will be put after sale and the impacts of this use on the local community</p> <p>The value of the land if sold</p> <p>Liabilities, such as weed control, in respect to retaining the land</p> <p>The value of retaining the land for other purposes, such as grazing or afforestation.</p>

Objective 3: Collaborating with community and agency partners to connect and enhance Kaipara’s reserves and open space network.

This objective recognises that Council is not the only provider of quality open spaces within the Kaipara district, and is also reliant on other providers. Council will continue to support and develop links and partnerships to enhance the open spaces network in the district. DOC manages large parcels of conservation land to meet a range of recreational and environmental needs, and these often provide our communities with access to more remote and rugged recreational opportunities. Kaipara district is also fortunate to already have a number of community groups, clubs and partners that work to provide recreation and ecological enhancement services across the district. These include community associations, sports clubs, and environmental groups; volunteers who put in many hours and make a huge contribution to the success of the district’s open space network.

Examples of their work include:

- Track and trail construction
- Restorative native planting
- Town beautification projects
- Fundraising and installation of community facilities.

Council will also work closely with Sport Northland, Mana Whenua, the Ministry of Education, and sports clubs to align and improve the recreational facilities in the district. Partnering with community groups to open new walking and cycling trails and to establish riparian planting is an aspirational action of this objective.

In some cases, it can be beneficial for Council to lease public land for commercial uses, particularly grazing, forestry or the operating of a campground. Such cases typically arise where:

- The land is not currently needed for community purposes and leasing it for financial gain provides the greatest benefit to ratepayers; and/or

- The lessee provides services which are beneficial to the community or the upkeep of the land e.g. grazing. Council will generally seek to formalise commercial use of public land through a lease agreement rather than a license to occupy.

1.5 RISKS AND ISSUES

The Reserves and Open Space asset is subject to various risks in the ordinary course of business. The most significant of these are:

- If levels of funding are reduced the ability of the organisation to maintain and enhance current levels of service may be compromised
- The frequency and severity of extreme weather events may result in greater damage to Council administered public open space
- As additional assets are added/vested this will increase maintenance costs
- Damage to assets and consequential health and safety risks to users, staff, and Contractors
- Asset failure as a result of limited lifecycle data, meaning unexpected replacement timeframes and costs.
- There is a perception of a lack of facilities in some areas
- We rely on community-owned and/or managed sports parks. The only Council-owned and managed facility is Memorial Park in Dargaville
- As we develop new facilities and new land is vested through development this has the effect of increasing operational expenditure, if this is not allowed for then maintenance of facilities may suffer causing additional costs to bring these facilities back to a useable state
- Community volunteers play a big role in the care and development of our parks and reserves. The new Health and Safety at Work Act 2015 may add additional cost to services done by volunteers and may affect the amount of work they can do.

1.6 POTENTIAL NEGATIVE EFFECTS

Reserves and open spaces can be affected by traffic, parking congestion and noise from formal and informal activities. They are mostly seasonal or limited to short periods, and are associated with holidays, events or sporting codes. We manage them under our District Plan rules, bylaws and resource consents for development projects.

Activity	Effect	Mitigation
Working in culturally sensitive sites	Potential damage to sites	Archaeological assessments, planning and research
Chemical spraying	Impacts on soil conditions Accidental spraying of native plants due to weather conditions	Reduce spraying by more mechanical edge control Spray in appropriate weather conditions i.e. low wind.
Construction	Impacts on environment	Using appropriate materials, processes, and planning of works. Resource Consent requirements

1.7 WHAT WE WILL DELIVER

Council's strategic objectives for open spaces and reserves are:

- a) Update RMPs for the three priority parks Kai Iwi Lakes (Taharoa Domain), Pou Tu o Te Rangi/Harding Park and Mangawhai Community Park.
- b) Progress projects identified in the Mangawhai Harbour and Coastal Reserves, Memorial Park and Omnibus RMPs.
- c) Develop infrastructure to support visitors to our district such as freedom campers.
- d) Implement the Mangawhai Community Plan:
 - i Improved walkway and linkages to and along the Mangawhai harbour including an all-tide track from Heads to Village.
 - ii Develop and implement a Landscape Amenity Plan for the township including a review of the maintenance of main reserves.
 - iii Prepare and implement development plans for Lincoln Street, Robert Street, Kainui and Pearson Street esplanade reserve areas.
 - iv Review Mangawhai walkways and develop and implement an agreed hierarchy and maintenance levels.
 - v Develop and implement a town signage plan including town entrances, parks and walkways.
 - vi Undertake car parking improvements at Mangawhai Heads Recreation Reserve.
 - vii Redevelop Wood Street shopping precinct.
- e) Improve maintenance of Council-owned walkways and promotion of the district's walkways.
- f) Encouraging and supporting communities to develop new facilities on Council land through Development Agreements and Licence to Occupy (LTO) arrangements and Capital Grants.
- g) Implement Dargaville Town Plan projects (yet to be defined).

Our programme to deliver these objectives over the LTP period is:

Table 4: Asset Management Programme

Description	When
<ul style="list-style-type: none"> • Review current terms of O&M Contract, tender and award new contract. • Pahi Toilet replacement • Mangawhai Coastal walkway • New Master plan for Mangawhai Community Park • Te Kopuru Pump Track • McLean Park 	2021/2022
<ul style="list-style-type: none"> • Ancient Kauri Trail • Deliver a new playground • Lincoln Downs Mountain Bike Park (Browns Road) • MAZ Skate Bowl 	2022/2023

Description	When
<ul style="list-style-type: none"> • Dargaville Toilets • Coastal structures: renewals • Park upgrades district-wide • Playground renewals 	2023/2024
<ul style="list-style-type: none"> • Renew Parks Maintenance contract • Playground renewals • Toilet renewals • Community Infrastructure upgrades/renewals • Hard surface renewals • Carpark sealing 	2024/2031

Other planned Improvements include:

- Develop infrastructure to support visitors to our district
- Improve maintenance and promotion of walkways
- Hard surface (car park/accessway) renewal programme
- Ensure all wastewater systems (toilets and campgrounds) are compliant and fit for purpose and upgrade if required
- Implement the toilet renewal programme
- Upgrade and/or renew one playground per year
- Implement initiatives identified in Community Action Plans
- Implement Reserve Management Plans (RMPs); and
- Ongoing review of service levels and consequential contract amendments.

2 THE ASSETS

The major asset groups covered by this Plan are:

Table 5: Key assets

Asset Description		Quantity
Playgrounds		16
Public toilets / changing rooms		33
Cemeteries	Council managed	4
	Community managed	4
Walkways		6,042m
Open space	Gardens	62
	Gardens – area	11,009m ²
	Parks – maintained	97
	Parks – green space/area mown	594,953m ²
Coastal structures	Boat ramps	8
	Groynes	4
	Impact piles	3
	Sea walls	25
	Wharf	3
Campgrounds	In-house	1
	Community	4

Green Space – Reserves and Open Space includes areas associated with townships, town centres, civic space, streetscape, coastal and beach areas as well as parks. A total area of 118ha is actively managed, made up of 103 separate areas with 45ha mown.

Groynes – There are four separate consents for groynes across the district with 28 groynes total.

Asset condition

National Parks and Recreation Assets Condition Grading Standards (PRAMS) is a nationally recognised standard condition grading schedule for Parks and Recreational Assets. The condition grading schedules have been developed from standards used by various local authorities and are intended to provide a standard definition for condition grading assessments. The assessment of asset condition is an essential part of asset management planning. Asset condition assessments are undertaken to determine:

- Where the asset is in its lifecycle
- The remaining effective life of the asset
- The rate of deterioration of the asset
- When asset replacement will be required
- The risk of failure
- Financial projects and
- Frequency of inspections required to manage risk of failure.

3 DEMAND MANAGEMENT

The demand trends are outlined in the KDC Activity Management Overview. This activity plan focuses on Council's response to those trends.

3.1 COUNCIL'S APPROACH TO DEMAND MANAGEMENT

The objective of demand management planning is to actively seek to modify customer demands for services, in order to maximise utilisation of existing assets or to reduce or defer the need for new assets or services, including non-asset solutions. Future scenarios need to be investigated. Examples of new and improved services to meet customer demand include:

- Maximising the use of existing facilities and monitoring when events are on so that they do not interfere with each other
- Tracking change in trends to modify facilities as appropriate
- Actively seek collaboration with the community to maximise activities and support the wellbeing of the community
- Demand management strategies provide alternatives to the creation of new assets in order to meet demand and look at ways of modifying customer demands in order that the utilisation of existing assets is maximised and the need for new assets is deferred or reduced
- Demand management is practiced continuously to maintain the total demand at reasonable and sustainable levels. The five key components of demand management when promoted as a package or strategy rather than in isolation can dramatically reduce the demand on the network.

The key components with examples are provided in the following table:

Table 6: Demand components

Demand Component	Recreation example
Legislation or Regulation	Manage facilities in line with legislation e.g. playground compliance with relevant New Zealand standards
Education	Educating the community around the activities that are available as alternatives to mainstream activities (i.e. baseball compared with rugby)
Incentives	Provide incentives for new clubs, sports, less used time slots etc.
Operation	Maximise use of existing facilities, including shared facilities
Demand Substitution	Promote alternative sports codes, provide maps for alternative less used reserves and walkways

4 PROPOSED LEVEL OF SERVICE AND PERFORMANCE MEASURES

4.1 CUSTOMER'S NEEDS

Kaipara District Council is the main provider of reserves and open space assets in the district. What services are provided by Council depends on what customers value or need. Our key customers and what they value are broadly defined below:

- Community: the community in general, visitors and neighbours of the facilities wanting an appealing environment and wanting to participate in various activities
- Parks and reserves users: sports clubs, boat owners, beach and foreshore users e.g. families, picnickers, walkers/runners, dog walkers wanting a comfortable environment with appropriate amenities such as seating, parking and toilet facilities
- Businesses: businesses in general and concessionaires, tourist operators and event organisers wanting a visually appealing environment, access for tourists and opportunities to hold events
- Elected Members: representing the interests of the community
- Iwi: recognition of special status and consultation on cultural aspects
- Environmental impacts: making sure we don't have a negative impact on the environment
- Other Stakeholders: Department of Conservation (DOC), Regional Council, special interest groups wanting systems and procedures which meet statutory obligations or involvement in decision-making; and
- Internal Customers: such as roading, stormwater and land drainage wanting co-operation to manage areas of overlap and understanding of conflicting needs.

Annual Customer Surveys – Since 2000 Council has undertaken an annual survey of residents. This survey provides an insight into community perceptions and interpretations of Council services. It includes questions about two reserves and open space services being satisfaction with parks and public toilets. The survey also ranks Council against the performance of other local government organisations. Undertaking the annual survey also provides valuable historical information to determine whether Council is improving or not on the LoS being provided to customers.

Community aspirations and feedback from these sources is summarised below:

a) More reserves and open space facilities

- Improved pedestrian safety, increased car parking and development of public space particularly Mangawhai
- Upgrading toilets to ensure they are accessible, are safe to use, fit for purpose and meet consent conditions
- Car parking to support centralising sports facilities (Sportsville)
- Improved walkway and linkages to and along the Mangawhai harbour
- Working with communities to develop their public places (Sense of Place in townships); and
- Encouraging and supporting communities to develop new facilities on Council land through Development Agreements and Licence to Occupy (LTO) arrangements and Capital Grants.

- b) Increased wishes for improved LoS in terms of:
- Maintenance of reserves and open space
 - Consideration of Contract for Service arrangements with local communities, and
 - Providing services and infrastructure for short stay visitors.
- c) Changing management and operating LoS in terms of:
- Opening and closing access to some reserves and open space facilities to reduce vandalism
 - Reviewing gardens, developing a hierarchy and town themes and re-focusing in key locations (town centres, key facilities and town entrances).
 - Reducing or formalising vehicle access to certain reserves and open space areas and
 - Formalising existing use of sports/open space areas and facilities with clubs or organisations through LTO/lease arrangements.

4.2 LEVELS OF SERVICE

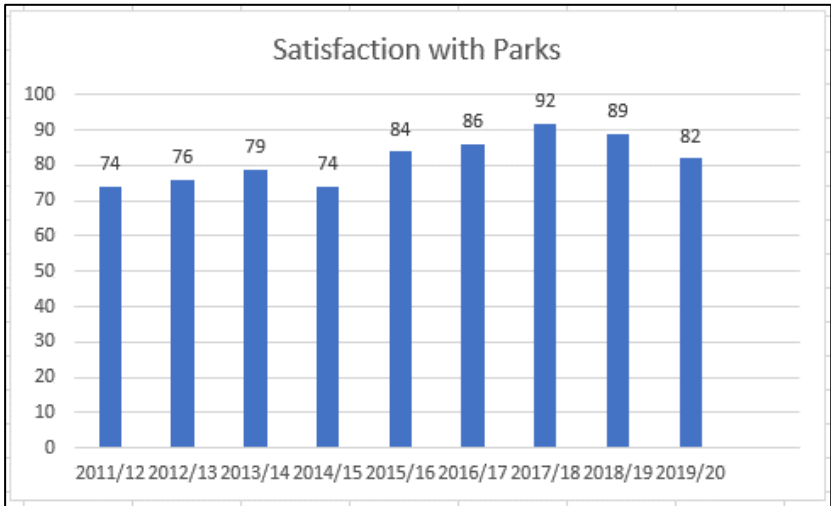
The LoS customer focused and are included in the LTP. An extension of the LoS and performance measures to include the more technical measures associated with the management of the activity has commenced with the inclusion of the non-financial performance measures.

Table 7: LoS and performance measures

Measuring performance				
What we measure	LTP Year 1 Target 2021/2022	LTP Year 2 Target 2022/2023	LTP Year 3 Target 2023/2024	LTP Year 4-10 Target 2024/2031
Percentage of residents who are very satisfied or satisfied with their local parks and sports fields. Measured by: Residents Survey	85%	86%	87%	87%
Percentage of residents who are very satisfied or satisfied with the district's public toilets. Measured by: Residents Survey	≥70%			
Compliance with parks maintenance contract specifications monthly audits.	90%			
Parks maintenance contract: number of health and safety audits per month.	Contractor: 4 Council: 1			
Compliance with Resource consent conditions. Wastewater/Water take consents.	No abatement notices received			

Customer performance measures that are included in the annual resident's survey have given a good indication of the public's perceptions and interpretations of Council services in terms of parks and public toilets which are areas of high interest to the public.

Figure 1: Residents satisfaction with parks



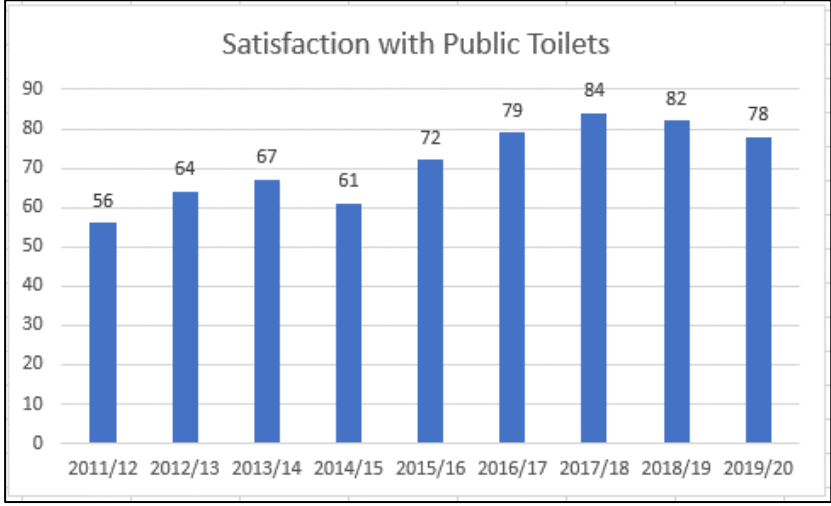
Over the last three years open parks have seen a continued high level of satisfaction with (82-92%), this reflects continued LoS improvements and improved mowing and maintenance contract specifications, and development of key parks.

The main reasons residents were not satisfied with Council-controlled local parks or sports fields in the district were:

- Lack of/poor maintenance and/or untidy; and
- Need upgrading/improvements.

There were no notable differences between Wards and socio-economic groups in terms of those residents not very satisfied with Council controlled parks or sports fields.

Figure 2: Residents satisfaction with public toilets



In terms of public toilets over the last three years has seen a continued high level of satisfaction with public toilets (78-84%)

The main reasons residents were not satisfied with public toilets were:

- They need to be cleaned more
- Need upgrading/improving/in poor condition; and
- Dirty/need cleaning more often.

Level of service gaps

Based on these LoS drivers the following changes in LoS are proposed over the 10 years of this SAMP:
Improve customer expectations:

- a) Toilets are accessible, safe to use and fit-for-purpose - implement a toilet renewal programme.
- b) Playgrounds are fit-for-purpose and safe.
- c) Parks carpark/accessway are well maintained.
- d) Walkways are well maintained.
- e) Sports fields are fit-for-purpose e.g. adequate changing rooms, parking, drainage and toilets.
- f) Gardens are focused in key locations (town centres, key facilities and town entrances).
- g) Communities work in partnership with Council to develop their public places.

Legislative requirements

- a) Ensure all wastewater and water systems (toilets and campgrounds) are compliant and fit-for-purpose.
- b) Implement an Activity Management Improvement Plan (AMIP).
- c) Ensure playgrounds meet the playground standards; upgrade and/or renew one playground per year.

Council's strategic objectives

- a) Update RMPs for the three priority parks Kai Iwi Lakes (Taharoa Domain), Pou Tu Te Rangi Harding Park, Mangawhai Community Park.
- b) Progress projects identified in the Mangawhai Harbour and Coastal Reserves, Memorial Park and Omnibus RMPs.
- c) Develop infrastructure to support short stay visitors to our district.
- d) Implement the Mangawhai Community Plan:
 - Improved walkway and linkages to and along the Mangawhai harbour including an all-tide track from Heads to Village
 - Develop and implement a Landscape Amenity Plan for the township including a review of the maintenance of main reserves
 - Prepare and implement development plans for Lincoln Street, Robert Street, Kainui and Pearson Street esplanade reserve areas
 - Review Mangawhai walkways and develop and implement an agreed hierarchy and maintenance levels
 - Develop and implement a town signage plan including town entrances, parks and walkways
 - Undertake car parking improvements at Mangawhai Heads Recreation Reserve
 - Redevelop Wood Street shopping precinct.
- e) Implement the Walking and Cycling Strategy
 - Develop an iconic cycleway project (Dargaville to Donnelly's Crossing)
 - Support community-led projects that align with the Strategy; and
 - Improve maintenance of Council owned walkways and promotion of the district's walkways.
- f) Encouraging and supporting communities to develop new facilities on Council land through Development Agreements and Licence to Occupy (LTO) arrangements and Capital Grants.
- g) Implement Dargaville Town Plan projects (yet to be defined).

5 MAINTENANCE AND OPERATING STRATEGY

5.1 MAINTENANCE AND OPERATIONS

Operations covers the day to day running of the Reserves and Open Space activity to achieve the agreed level of service e.g. mowing, edge control, weeding, cleaning of toilets, playground inspection, burials, litter removal.

Maintenance is what is required to keep the Reserves and Open Space assets in good working order such as replacing damaged equipment or repairing minor structures such as furniture, signs. Maintenance falls into two broad categories as follows:

- Proactive - Proactive inspection and maintenance works planned to prevent asset failure; and
- Reactive - Reactive action to correct asset malfunctions and failures on an as-required basis and particularly includes repairs and maintenance in response to vandalism activities.

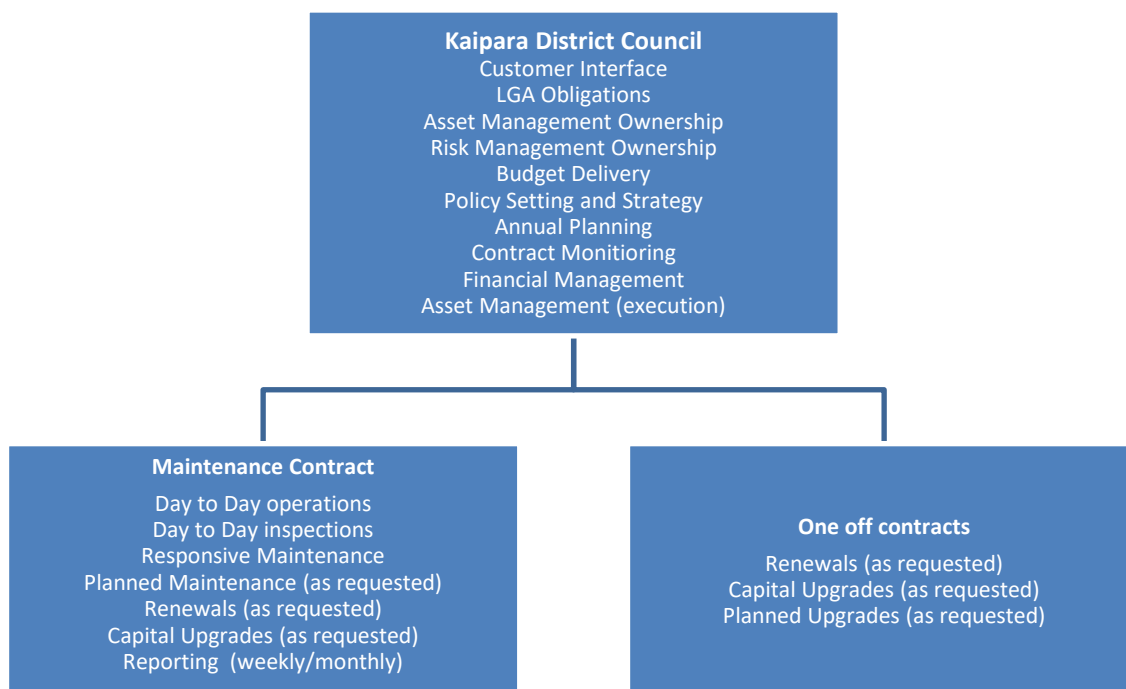
Service delivery arrangements

Council's Parks Maintenance contractor undertakes operational strategies to programme and carry out reactive and preventative maintenance. The contract is a mix of routine works, ordered and day works. Council has Infrastructure Officers and a Parks Lead that oversee the maintenance and operations contract, provide field support, monitor the contractor's activities, undertake formal auditing and provide community liaison across the district.

Community groups maintain some assets or provide services under a Contract for Service framework such as Pahi Toilets, Kelly's Bay campground, Baylys Beach walkways.

Council's Parks maintenance contractor is responsible for delivery of maintenance of parks, reserves, cemeteries and litter control, burials, maintenance and cleaning of public toilets/changing sheds, the inspection and repair of playgrounds, maintenance of gardens, hedges and trees. Council has a contract with them consisting of a range of schedules that provide specifications for services.

Roles and Responsibilities



Reactive and preventative maintenance

Operations and maintenance on Council's assets are completed to the specified LoS. This includes the maintenance of parks, reserves, cemeteries and litter control in parks and reserves, burials, maintenance and cleaning of public toilets and changing sheds, the inspection and repair of recreation facilities, maintenance of gardens, hedges and trees. Council's operational actions for Reserves and Open Space activity include:

Table 8: Maintenance activities

Purpose	Asset operations and maintenance	Description
Reactive Response	Unplanned operations	Unplanned operations provide services in response to customer or service faults. This includes additional cleans toilets, illegal dumping.
Preventative Response	Planned operations (day to day operations)	Planned operations on Reserves and Open Space assets to ensure their continued service and maximised functionality. This includes weekly inspections of parks and playgrounds.
Preventative Response	Peak period operations	With a large influx of visitors over the peak summer period, Council's contractor must ensure public toilets are coping with the demand by increasing frequency of visits.
	Ongoing monitoring	Continuous monitoring of the Reserves and Open Space assets is critical for ensuring the contract specifications are delivered, there are no public risks from faults or hazards and damaged assets are identified.
	Resource consents monitoring	The operations of some Reserves and Open Space assets require compliance with resource consents. This requires conditions to be audited and date collected and provided to the consent authority annually.
	Wastewater compliance	Regular auditing of wastewater systems ensures their continuous operations and the risk to the environment is minimised. Auditing is carried out annually.
	Condition surveys	Planned condition surveys are undertaken to understand the deterioration of assets and plan for any works to address defects found.

When programmed inspections are undertaken by the maintenance contractor, the act of inspection may initiate a series of responses based on the observations of the contractor. These could include:

- Routine maintenance.
- Responsive maintenance based on observation/condition.
- Planning of a preventative maintenance response based on a prediction of failure; and
- Reporting for upgrading or renewal to KDC.

Maintenance types

Table 9: Maintenance types

Assets	Description
Reactive	Reactive maintenance is typically initiated by RFS or a failure of asset as in public toilet fault.
Cyclical	Cyclical maintenance is initiated through planned inspections such as weekly playground inspections.
Routine	Routine maintenance is initiated through contractor inspections or Council audits. This includes activities such as top-up of cushion fall or wash down of buildings.

6 EXPENDITURE FORECASTS

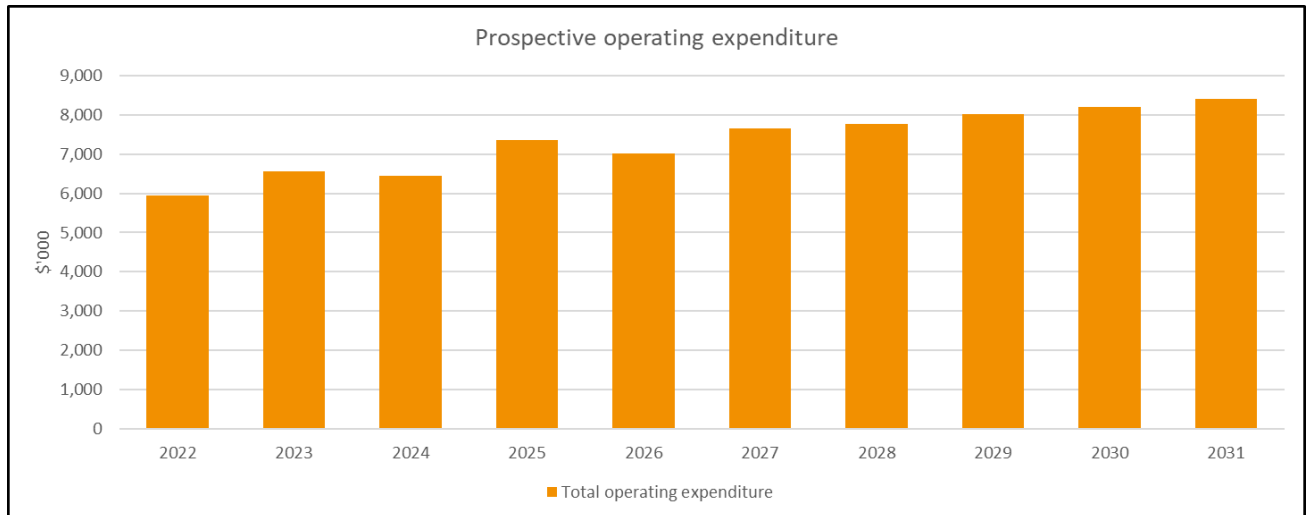
6.1 OPERATIONS AND MAINTENANCE EXPENDITURE

The 10-year forecast for operations and maintenance expenditure are shown in Figure 10 below. The forecast expenditure information is based on the LTP 2021/2031 financial forecast, which provides a relative degree of confidence in the values reported.

Table 10: OPEX forecasts

For the year ended:	Annual Plan	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
30 June	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Prospective Funding Impact Statement											
Activity selection: Community Activities, All, All											
Operating funding											
Sources of operating funding											
General rates, uniform annual general charges, rate penalties	4,512	4,811	5,536	5,495	7,062	6,965	7,916	7,936	8,274	8,548	8,746
Targeted rates	331	350	360	370	381	392	403	415	427	439	452
Subsidies and grants for operating purposes	43	52	52	52	52	52	52	52	52	52	52
Fees and charges	1,081	1,226	1,189	1,223	1,081	1,113	1,207	1,239	1,275	1,312	1,369
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding	5,967	6,439	7,137	7,141	8,576	8,522	9,577	9,643	10,028	10,351	10,620
Application of operating funding											
Payments to staff and suppliers	4,878	4,690	5,157	4,998	5,645	5,355	5,765	5,869	6,084	6,205	6,398
Finance costs	50	40	53	48	111	126	184	177	188	189	182
Internal charges and overheads recovered	890	1,213	1,349	1,400	1,598	1,543	1,720	1,726	1,755	1,814	1,833
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding	5,817	5,943	6,558	6,445	7,354	7,024	7,668	7,772	8,027	8,207	8,413
Surplus (deficit) of operating funding	149	496	579	695	1,221	1,498	1,909	1,870	2,001	2,144	2,206

Figure 3: Prospective OPEX forecasts



6.2 CAPITAL EXPENDITURE

The 10-year forecast for capital expenditure is shown in the Table 11 below:

Table 11: CAPEX forecast

For the year ended: 30 June	Annual Plan 2020-2021 \$'000	Budget 2021-2022 \$'000	Budget 2022-2023 \$'000	Budget 2023-2024 \$'000	Budget 2024-2025 \$'000	Budget 2025-2026 \$'000	Budget 2026-2027 \$'000	Budget 2027-2028 \$'000	Budget 2028-2029 \$'000	Budget 2029-2030 \$'000	Budget 2030-2031 \$'000
Prospective Funding Impact Statement											
Activity selection: Community Activities, All, All											
Capital funding											
Sources of capital funding											
Subsidies and grants for capital expenditure	0	950	387	0	0	0	0	0	0	0	0
Development and financial contributions	500	1,389	1,885	1,940	1,976	2,037	2,085	2,132	2,188	1,986	2,044
Increase (decrease) in debt	43	236	50	2,571	337	2,417	-294	89	380	-436	-470
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding	543	2,575	2,322	4,511	2,312	4,454	1,791	2,221	2,567	1,550	1,574
Applications of capital funding											
Capital expenditure - to meet additional demand	1,121	440	1,578	3,412	1,858	1,445	1,583	895	410	546	176
Capital expenditure - to improve the level of service	506	1,970	174	2,471	942	2,764	458	745	766	288	296
Capital expenditure - to replace existing assets	345	528	276	284	1,382	614	401	293	787	310	318
Increase (decrease) in reserves	-1,279	133	872	-960	-648	1,129	1,258	2,158	2,606	2,550	2,990
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding	693	3,071	2,901	5,206	3,534	5,952	3,700	4,091	4,568	3,693	3,781
Surplus (deficit) of capital funding	-149	-496	-579	-695	-1,221	-1,498	-1,909	-1,870	-2,001	-2,144	-2,206
Funding Balance	0	0	0	0	0	0	0	0	0	0	0

The budgets above were based on the following asset needs:

Figure 4: CAPEX by type

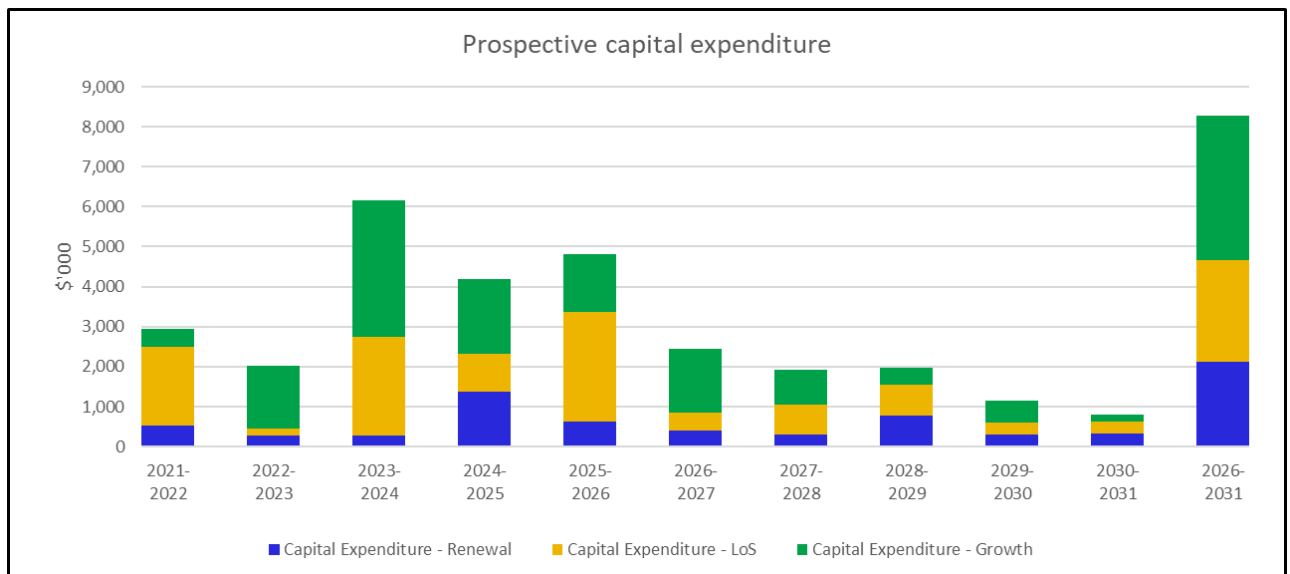


Table 12: 10 Year CAPEX project list

Primary driver	Community	LTP Project name	Expected timing	Total	
Growth	Kaiwaka	Kaiwaka - Rangiora Road park development	2021/22 - 2023/24	\$240,000	
	Taharoa Domain	Kai Iwi Lakes - Campground	2021/22	\$150,000	
	Mangawhai		Browns Road Mountain Bike track	2021/22 - 2022/23	\$900,000
			Stage 1 Walkway Sellars reserve to Wintle Street	2021/22	\$50,000
			Coastal Tracks	2021/22	\$50,000
			Mangawhai Coastal Walkway	2022/23 - 2029/30	\$3,350,000
			Lincoln Downs mountain bike park	2022/23	\$750,000
			Wood Street Development Toilets	2024/25	\$200,000
			Mangawhai Community Park	2024/25 - 2027/28	\$990,000
	District-wide		Track upgrades	2025/26 - 2031/32	\$525,000
			Mclean Park upgrade	2021/22	\$100,000
New playgrounds			2023/24 - 2030/31	\$300,000	
LoS	Kaiwaka	Kaiwaka bush Kauri Path	2022/23	\$550,000	
	Dargaville	Memorial Park drainage	2021/22	\$500,000	
		Selwyn Park drainage	2022/23	\$320,000	
		Selwyn Park improvements	2022/23	\$60,000	
	Mangawhai	MAZ Skate Bowl	2021/22	\$800,000	
		Alamar Carpark	2021/22	\$500,000	
		Mangawhai Coastal Walkway	2021/22-2027/28	\$7,500,000	
	Te Kopuru		Te Kopuru parks	2025/26-2026/27	\$100,000
			Environmental Protection and Enhancement	Annual	\$500,000
	District-wide		Carpark sealing	2022/23 - 2028/29	\$1,550,000
	Harding Park		Premier Parks - Pou Tu o Te Rangī	2024/25 - 2030/31	\$620,000
Taharoa Domain		Premier Parks - Kai Iwi Lakes (Taharoa Domain)	2024/25 - 2030/31	\$1,000,000	
Renewal	Dargaville	Dargaville toilet replacements	2023/24	\$420,000	
	Pahi	Pahi toilet replacements	2021/22	\$250,000	
	District-wide		Parks hard surface renewals	Annual	\$560,000
			Parks infrastructure renewals	Annual	\$1,000,000
			Playground renewals	Annual	\$410,000
			Parks wastewater renewals	2025/26 2028/29	\$200,000
			Coastal structure renewals	2026/27 2028/29	\$200,000
			Total	\$24,645,000	

Renewal Expenditure

In the Reserves and Open Space area the strategy for replacement has historically been based upon a working knowledge of the assets and a professional judgement on the viability and integrity of the asset to be either maintained or replaced by Council. Decisions to replace assets have historically been made by the need to retain the status quo LoS.

Part of Council’s Reserves and Open Space staff work involves looking at numbers, age and location of its different asset groups and determining the need for renewal of the asset before replacement is required.

A move to a Reserves and Open Space asset management database inventory system for assets combining location, condition, materials and lifecycle information has seen a more comprehensive planning and decision-making process evolve, meaning more robust decisions being made and a more systematic approach as asset knowledge improves, being employed by and allow for depreciation planning in renewal of assets.

Council currently has limited data regarding lifestyle assumptions for its Reserves and Open Space assets. Data collection has been noted as a priority in the AMIP. Once a condition assessment of assets has been undertaken and data collection systems implemented Council will be in a better position to know where the assets are in their lifecycle and plan renewal/replacement. The current assumptions are illustrated in the following table.

Table 12 Asset lives

Reserves and Open Space asset life assumptions		
Asset type	Expected life (years)	Average remaining life (years)
Walkways		n/a
Play equipment	10	11
Outdoor furniture	5	n/a
Bins	5	n/a
Signs	5	n/a
Carparks	20	n/a

Lifecycle activities

- Council’s Reserves and Open Space asset contains many facilities and services that, from the time they are installed or developed, start to age with use and reduce in performance on delivering service.
- For Council to ensure its Reserves and Open Space asset is managed at the level expected by the community and legislation it is important to understand what asset Council has, its condition and lifecycle profile.
- All assets regardless of what they are, have a lifecycle. Council is improving the understanding of the lifecycle of its assets. This information is being used for forecasting of maintenance, budgets, and refurbishment of the asset and replacement timing.
- Council’s Playground Audit undertaken in 2020 built on information previously collated and there is now sound knowledge of this asset group.
- A Condition Assessment of toilets was carried out in 2019 and this has provided sound knowledge of this

asset group.

- Collection of fixed assets in the Reserves and Open Space asset group began in early 2016 and continued in 2020 and is deemed to be 90% complete with knowledge of types of structures, materials, condition and location being collated and added to the AssetFinda data base.
- Coastal asset data was collected in 2014. This was reviewed in 2017 to confirm Council-owned assets. Forecasting of maintenance budgets does not include community-owned assets; and
- Collection of data will continue so as to improve management of the assets and this will be recognised in the Activity Management Improvement Plan (AMIP).

6.3 LEVEL OF SERVICE EXPENDITURE

The key assumptions of Council are described below. The following are the key risks that underlie the forecast financial assumptions:

- On the whole, Kaipara's community open spaces are adequate to meet the levels of growth forecast for the district.
- Service levels are generally assumed to remain the same.
- The cost of new and replacement assets will rise in line with inflation.
- The south-eastern area is prone to population fluctuations with increasing demand for services over the summer holiday period.
- Community activities will be affected by changing age demographics in the district; and
- With the expected population growth LoS will increase due to extra demand and usage which are key asset assumptions

7 RISK MANAGEMENT (INCLUDING HEALTH AND SAFETY)

A risk evaluation exercise across the whole of the Reserves and Open Space asset to determine the types of risk events and then evaluation of the risks against the probability and consequences for each event, should that event occur, has not been conducted. It is identified as part of the AMIP.

In some cases, with Reserves and Open Space assets, the treatment may simply be a change to operational procedures or, in other cases, may involve major improvement works or changes to infrastructural construction standards. The treatment for a risk either involves reducing or mitigating the likelihood of the event occurring or otherwise mitigating the consequences should it occur. In many cases the occurrence of the risk event cannot be mitigated. This is particularly true for naturally occurring events, for example a flood. The consequences of an event of this type can be evaluated and mitigation measures adopted.

8 CONTINUOUS IMPROVEMENT

8.1 OVERVIEW

The AMPs have been developed as a tool to help Council manage their assets, deliver LoS and identify the expenditure and funding requirements of the activity.

Continuous improvements are necessary to ensure Council achieves the appropriate (and desired) level of AM practice, delivering services in the most sustainable way while meeting the community's needs.

Council has demonstrated its commitment to AM improvement over the last few years and wishes to meet core requirements as defined by the Office of the Auditor-General for the Water Supply AMP.

8.2 AM IMPROVEMENT PLAN

Key areas to achieve improved core asset management activities and delivery of Council's Reserves and Open Space are listed under six main themes as identified in the following table (these directly link to the Improvement Plan and Monitoring section of the AMP and the projects identified):

Table 13: Asset knowledge improvements

Asset knowledge	Strategic planning processes	Asset capital processes
<ul style="list-style-type: none"> Asset hierarchy/identification Physical data - attributes and location Operations and maintenance records Condition assessment Performance/capacity monitoring Lifecycle cost Asset age/lives; and Valuations/accounting 	<ul style="list-style-type: none"> Demand analysis Failure prediction Risk assessment Renewal processes Customer service level reviews; and Long term financial planning 	<ul style="list-style-type: none"> Project identification prioritisation CAPEX evaluation Contract monitoring and Control Construction, design and standards Asset handover; and Asset rationalisation disposal

Table 14: Operations and maintenance processes

Operations and maintenance processes	Information systems	Organisational and commercial
<ul style="list-style-type: none"> Operations and Maintenance Policy Strategy Operations and Maintenance Manuals Emergency Response Plans Contract Monitoring and Control; and OPEX analysis/review 	<ul style="list-style-type: none"> Asset register Plans and records Financial system Maintenance management functions Capacity modelling Spatial Information Systems (GIS) Customer management system Project management System Integration; and Availability/user friendliness 	<ul style="list-style-type: none"> Activity Management Review and improvement Commercial polices (contracting); and Corporate commitment

The priority areas are improving asset knowledge and information systems for storing this knowledge. Until this is complete it will be difficult to determine lifecycle costs, valuations or renewal profiles.

8.3 IMPROVEMENT PLAN PROGRAMME

The overall objectives for the AMIP programme are as follows:

- improve Council's asset management maturity for high value and high-risk asset groups, in particular coastal structures and public toilet asset groups
- Build internal asset management capability with the Parks and Community Team
- Achieve medium level of asset management practice for the 2024 Reserves and Open Space Asset Management Plan (AMP)
- Enable the AMP to become a live document within Council
- AMP adequately prepared with the underlying information for the community activity to support the LTP 2021/2031 process
- Key information and projects / programmes are to be substantially completed or well underway by June 2021 to allow adequate time to analyse and internally debate Council's investment programmes and services
- AMP refined to reflect Council's latest thinking and priorities. The revised AMP programme is detailed below including status (underway, not started or not programmed to start), priority (high or medium) and assigned responsibility.