

# Open Space Strategic Asset Management Plan 2015-2025



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# Foreword



I am pleased to present the first Open Space Strategic Asset Management Plan (OSSAMP). Creating strategic asset management plans for parks and open spaces has provided the opportunity for Auckland Council to develop integrated and coordinated asset planning across departments allowing us to form an overview for the Parks Community and Lifestyle theme.

## **Why is it important?**

The Open Space Strategic Asset Management Plan outlines our direction and priorities for land assets that play a significant role in delivering a vibrant and attractive city, which competes as a visitor destination on the world-wide stage while promoting a sense of identity, pride and belonging in our local communities.

## **What's different?**

Working together to develop the plan has allowed us to gain greater knowledge and understanding of our assets and provided an opportunity to better leverage the scale of our asset network, with the aim of producing the best outcomes for Auckland.

This strategic asset management plan has been an ambitious task which is not only a first for Auckland Council but New Zealand.

By creating one strategic asset management plan that pulls together a high level overview of seven operational asset management plans, the OSSAMP helps Council continue to develop and optimise our asset management capabilities that aligns to international best practices in an effort towards making Auckland the world's most liveable city and deliver Aucklanders great value for money.

**Ian Maxwell, General Manager**  
**Parks, Sport and Recreation**

# 1. Introduction

## 1.1 About this plan

The Parks, Community and Lifestyle (PCL) theme covers community services, **parks and open space**, recreation and leisure activities. The theme-based approach promotes working across departments to achieve integrated and coordinated planning, delivering efficiency and ensuring strategic alignment and prioritisation.

## 1.2 Key principles

Consistent with the Asset Management Framework (2011), the Asset Planning Standard (2014) and other objectives as will be discussed and/or referenced throughout this document, the value propositions and planning strategies within this OSSAMP are based on the following key principles:

1. Effectively maintain, improve and optimise our existing portfolio in the first instance before acquiring more assets by:
  - Implementing an effective asset renewal regime
  - Harmonisation of levels of service provision across asset portfolios and geographic location
  - Ensuring that the provision of assets meet local boards and the communities actual needs
  - Monitor trends in participation to identify the needs of new, growing and emerging recreation and sport activities and review facility and network plans to meet these new demands<sup>1</sup>
2. Take a holistic, coordinated and evidence based approach to planning by:
  - Ensuring a consistent process for asset planning before allocation of funding and resources
  - Disposing of underperforming assets no longer meeting community needs
  - Aligning future provision to spatial prioritisation areas
  - Improving value realised from the entire useful life of an asset using a whole of life value approach
3. Focus investment on developing fit for purpose, integrated and connected community facilities by:
  - Ensuring assets are fit-for-purpose for their defined activity including lifting levels of service (only where appropriate to higher utilisation)
  - Identifying the opportunities where possible for flexible, integrated and connected facilities
4. Consider non-asset solutions and partnerships by:
  - Exploring opportunities to leverage and support partnerships with other providers.
  - Refer to Section 6.2.1 for further discussion.

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<sup>1</sup> Sport & Recreation Strategic Action Plan

## 1.3 What this plan covers

This SAMP is organised into 7 sections and covers the following:

No.	Section	Description
1	Introduction	Provides an overview of what assets are covered in this OSSAMP and the key outcomes provided by these assets.
2	Why this plan was developed	Purpose and key principles of the OSSAMP and context within the council strategic framework
3	The assets this plan covers	Overview of assets within the OSSAMP network
4	Growth and demand	Describes our key considerations, what they mean for predicting growth and demand and the impact of these on our assets.
5	Levels of service	Includes background on how Levels of Service have been defined in the past and proposes a new consistent approach.
6	How we will manage parks and open space and their assets for the future	<ul style="list-style-type: none"> <li>• Provides an overview on the current state of our assets and the intended future state</li> <li>• Outlines the lifecycle management of our assets and the strategies to move from our current state to future state.</li> </ul>
7	Financials	Shows the planned expenditure for capital and operational spending for the 10 year period of the Auckland Council's Long Term Plan and forecast for the next 30 years.

Table 1 What this plan covers

# 2. Why this plan was developed

## 2.1 Fit with the Long-Term Plan

Through the development of the Long Term Plan 2015-2025 (LTP) current business activities within Auckland Council were broken down into the following seven broad activity segments to ensure alignment with the Auckland Plan.

- Auckland Development
- Economic and Cultural Development
- Environmental Management and Regulation
- Governance and Support
- Parks, Community and Lifestyle
- Transport
- Water Supply and Wastewater.

The diagram below illustrates where the Open Space Strategic Asset Management Plan (OSSAMP) sits within the wider context of asset planning within the PCL theme. This theme is split into two asset planning areas; Parks & Open Space and Community Facilities. The Draft Parks and Open Space Strategic Action Plan (POSSAP) and the Community Facilities Network Plan (CFNP) provide the strategic direction for the theme, through alignment with broader Council strategy. The SAMPs are tactical plans guiding planning principles and priorities for the asset network, which inform and guide the renewal and maintenance programmes. See Appendix 8.6 Legislative Requirements for full list of policies and strategies.

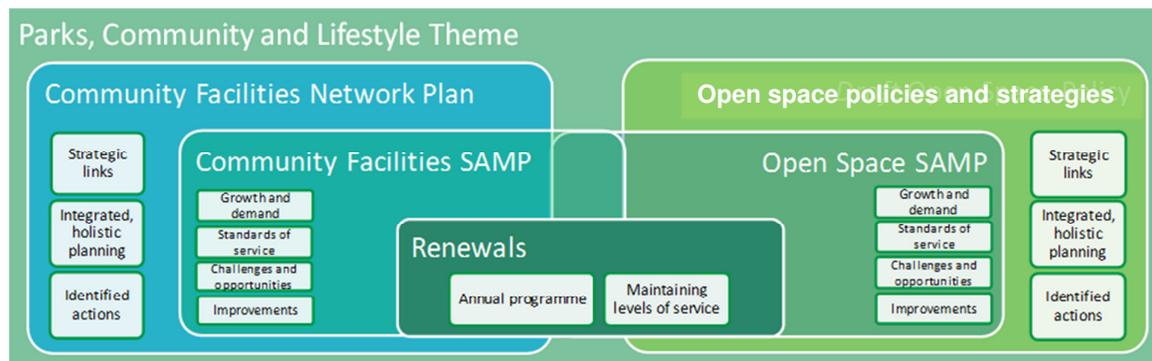


Figure 1 PCL theme<sup>2</sup>

### 2.1.1 The Auckland Plan

The parks and open space network plays a significant role in the organisation by providing a cohesive and connected network of public space that supports delivery of the organisation-wide outcomes identified in the Auckland Plan.

This strategic asset management plan links the Auckland Plan outcomes, targets, action plan priorities and statutory obligations of Council to the following four broad themes:

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<sup>2</sup> Refer Parks, Sports and Recreation and Local and Sports Parks Asset Management Plans Section 2.3 Legislative requirements

- More Aucklanders More Active, More Often
- Auckland – A Great Living Environment
- Being Responsive to Maori
- Fulfilling our key statutory obligations



Figure 2 Plans supporting the Auckland Plan

See 2.4.2 Opportunities for further discussion on other document references and direction.

The following table shows other supporting documents:

Title	Description of document	Status
Parks and Open Space Acquisition Policy	This document outlines Auckland Council's policy about how it will acquire land for parks and open space. It also explains when Auckland Council may consider disposing of existing areas of parks and open space.	Adopted 2014
Parks and open space Strategic Action Plan	This plan sets out a 10 year direction for Auckland's parks and open spaces and explains how they will contribute to the Auckland Plan	Adopted 2013
Sport and Recreation Strategic Action Plan	Sector wide 10 year plan for Auckland's sport and recreation sector that focuses on getting Aucklanders more active, more often.	Adopted 2014
Closed Landfill Asset Management Plan (CLAMP)	This plan covers the 10 year direction for Closed Landfill planning	Draft V1 December 2014

Table 2 Supporting documents

### 2.1.2 Organisational context

Auckland Council strives to become a world-class organisation that is able to deliver its vision and value for money for Aucklanders. Value for money implies highly efficient and effective asset management practices which include the planning, delivery and monitoring functions.

The implementation of the Open Space Strategic Asset Management Plan will ensure the parks and open space network is:

- Effectively managed at both strategic and operational levels with a clear line of sight between these levels
- Managed to ensure assets are protected for future generations and their value maintained through efficiencies and asset optimisation.

Council must have sustainable strategies for managing its parks and open spaces to help address the four well-beings outlined in the Local Government Act 2002, and to ensure continuing provision of quality, affordable services within available resources.

The value propositions within this Open Space Strategic Asset Management Plan, consistent with the Asset Planning Standard (2014), are based on the following key principles:

- Effectively maintain our current portfolio in the first instance before creating acquiring more assets by:
- Implementing an appropriate asset renewal regime
- Harmonisation of levels of service provision across asset portfolios and geographic location
- Realise opportunities for flexible, multi-purpose open spaces where possible and desirable.

Optimise existing asset performance and utilisation through:

- Disposing of underperforming assets no longer meeting community needs
- Ensuring assets are fit-for-purpose for their defined activity including lifting levels of service (only where appropriate to higher utilisation).

Take a holistic and evidence based approach to planning by:

- Ensuring a consistent process for asset planning before allocation of funding and resources
- Considering non-asset solutions and partnerships at every opportunity
- Ensuring that the provision of assets meet local boards and the communities actual needs
- Aligning future provision to spatial prioritisation areas improving value realised from the entire useful life of an asset using a whole of life value approach.

### 2.1.3 Business Context

There are a number of key business drivers impacting on public open space. There are also common levers available to change service levels or costs and impacting on the relationship between costs and service levels.

In general, similar drivers apply across much of the parks and open space portfolio. For most areas there are few opportunities to drive revenue. Some exceptions include:

- Cemeteries and Crematoria
- Holiday Parks
- Regional Parks baches

The opportunity to reassess the portfolio and remove or replace underperforming assets stands out as a key lever for all council assets. Some levers, however, are more relevant to particular types of facility. This strategic asset management plan brings these drivers and levers into focus and, through the lifecycle management approaches outlined in Section 7, enables them to be used to optimise the portfolio to support optimal service delivery.

## Approach

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

The key elements of asset management are:

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

A formal approach to the management of assets is essential in order to provide services in the most cost-effective manner, and to demonstrate this to customers, investors and other stakeholders.<sup>3</sup>

Auckland Council aims for financial prudence, transparency and accountability. Through the identification of trade-offs between desired levels of service, risks and affordability, councillors and managers are able to make informed decision of the most appropriate way to address future growth and demand on assets..

The implementation of the Open Space Strategic Asset Management Plan will ensure that service delivery in parks and open space is supported by an asset portfolio that is:

- Effectively managed at both the strategic and operational levels
- Reviewed and challenged to deliver rationalisation and efficiency savings
- Managed to ensure assets are protected for future generations and value maintained.

## 2.2 Purpose

Purpose: To improve strategic alignment and provide a coherent and integrated approach to managing Parks and open space to realise opportunities from efficient and improved asset performance.

In particular, this plan:

- Incorporates parks and open space from all council-owned departments
- Identifies limitations with content of this plan, and initiatives to address them, through the improvement plan
- Signals the risks and consequences of current financial and planning constraints
- Is intended to be a current, living document – to remain accurate, reflect business activities and promote progress on the identified improvement initiatives

When combined with the Community Facilities Strategic Asset Management Plan (CFSAMP) and supporting documents such as the Parks And Open Space Strategic Asset Management Plan (POSSAP) and Community Facilities Network Plan (CFNP), this SAMP represents all council assets that relate to the parks, community and lifestyle theme.

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<sup>3</sup> Source: IIMM 2011

## 2.3 Challenges and opportunities

The ways Auckland will change over the next 30 years present challenges and opportunities for planning, developing and managing our parks and open spaces. A fast growing city inevitably means more people will use our parks and open spaces and undertake a wider range of activities.

The key challenge for Auckland is to provide for our growing population's social and recreation needs while ensuring the special features and intrinsic values of our parks and open spaces are protected.<sup>4</sup>

We have identified the following challenges and opportunities that relate specifically to demand for, and how we provide for it.

### 2.3.1 Challenges and opportunities by key theme

There are several key challenges facing parks and open space infrastructure:

- We need to identify if there are parks and open space assets that are no longer meeting community needs and could be divested or repurposed
- Auckland is growing and becoming more diverse and the parks and open space network should be flexible enough to respond to changing community needs.
- Overall there is a need to improve the financial sustainability of the parks and open space network to reduce the overall cost of provision
- We need to consider if there are other potential providers across Auckland which need to be considered as part of parks and open space future provision.

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<sup>4</sup> Source: Parks Open Space Strategic Action Plan

The following sections look at delivery challenges and opportunities for parks and open space themes, business requirements and areas of focus:

Theme	Challenge	Opportunity/consequence
More Aucklanders more active, more often	The world's most liveable city needs to invest in and deliver a network of parks and open space facilities to support the development of strong and healthy communities and to radically improve urban living. However there are challenges that must be acknowledged.	Creation, maintenance, obsolescence/decommission strategies, where they exist, are not consistent  Network, performance and utilisation modelling is yet to be developed.
Auckland – A great living environment	<p>Auckland's housing shortage</p> <p>Impacts of climate change:</p> <p>Our changing lifestyles</p> <p>Finding a balance between encouraging increasing use, and maintaining the key</p>	<p>Increase supply of housing in Auckland through SHA's leading to increasing pressure on acquisition and parks and open space provision.</p> <p>Additional land acquisition increases ongoing acquisition costs and competition for parks and open space.</p> <p>A compact city approach will increase the cost of parks and open space acquisition</p> <p>More frequent adverse weather events causing coastal erosion and damage to parks balanced with increased desire for access to coastline for recreational activities</p> <p>Increased prevalence of pests during warmer winters impacting environmental values of parks and open space</p> <p>Adventure and lifestyle sports and recreation, increasing demand for longer experiences – kayak trails, walks, cycleways, and adventure and recreation tourism.</p> <p>Creates demand, expectation and also opportunity for Auckland as destination gateway. Experiencing sport and recreation through events - increasing number of event driven activities e.g. 5km, 10km walks, triathlons, Hillary Trail event requests, multisport events, Mud Runs</p> <p>An example of this is managing use of parks and open space with controlling the spread of Kauri dieback</p>

Theme	Challenge	Opportunity/consequence
	<p>environmental values of parks and open space</p> <p>Increased likelihood of motorised sports</p>	<p>disease.</p>
<p>Open space pressure points</p>	<p>Closed landfills</p>	<p>Increasing demand for land increases pressure to develop land adjacent to and on closed landfills.</p> <p>Increased use of these sites as public open spaces is encouraged provided the health, safety and environmental risks are managed.</p> <p>Refer to LSP AMP for further information.</p>
	<p>Cemeteries and Crematoria</p>	<p>Cemetery burial capacity is expected to be reached in:</p> <ul style="list-style-type: none"> <li>• 2019 for Waikumete Cemetery and North Shore Memorial</li> <li>• 2025 for Manukau Memorial Gardens and Purewa Cemetery.</li> </ul> <p>Cemetery ash plot capacity is expected to be reached in:</p> <ul style="list-style-type: none"> <li>• 2018 for Waikumete Cemetery and North Shore Memorial, excluding the undeveloped southern area of North Shore Memorial Park including this area, North Shore Memorial Park should have sufficient ash plot capacity until 2042.</li> <li>• 2035 for Manukau Memorial Gardens and Purewa Cemetery</li> <li>• Auckland Council currently assumes a 1:4 demand ratio for ash plots to burial plots.</li> </ul> <p>Refer to Cemetery and Crematoria AMP for further information.</p>
	<p>Rental accommodation</p>	<p>Closure of private coastal campgrounds has meant that there has been an increase in demand for affordable camping and accommodation opportunities on parks</p>

Theme	Challenge	Opportunity/consequence
Parks and open space provision	<p>Growth and increased urbanisation of CBD as well as housing growth areas across the Auckland region</p> <p>Rapidly increasing visitation to 1 million visitors annually places increased pressure on resources and creates car parking capacity issues</p> <p>Ecological and natural heritage areas will also need to be protected from issues associated with the increased usage of parks</p> <p>The way Aucklanders participate in sport and recreation is changing</p>	<p>Demand for parks and open space will increase as the population grows.</p> <p>Land will become more expensive as more of it is developed. Work with Council family on the wider Land Strategy for Auckland.</p> <p>Partnership and other community initiatives to provide alternative recreation opportunities.</p> <p>Environmental protection is a requirement under the RMA.</p> <p>There is a greater desire for more participation in sport and recreation activities that fit around busy lives, with less of a focus on club and organized activities than there has been in the past.</p> <p>Enabling opportunities for Aucklanders to be more active relies significantly on the work of volunteers.</p> <p>The services and activities which operate within the parks and open space network are generally ratepayer funded.</p> <p>Traditionally parks and open space in this network have fulfilled either a passive or active sport/recreation purpose. The investment council makes has not always been aligned to the needs of new and growing sporting codes and recreation activities.</p> <p>Refer to LSP AMP for further information.</p>
Business and service provision/delivery	Budget constriction means renewals and new works must be deferred	<p>Deferred works and aging assets being 'sweated' increase maintenance costs and risk of asset failure</p> <p>No robust, consistent network view or budget streams across the business activities that contribute to the theme, including:</p>

Theme	Challenge	Opportunity/consequence
		<ul style="list-style-type: none"> <li>• Coastal</li> <li>• Greenways</li> <li>• Local and sports parks</li> <li>• Regional Parks</li> <li>• Closed Landfill</li> <li>• Other parks and open space providers within the council corporate and CCO organisation.</li> </ul>
Being Responsive to Māori	High visitation numbers to some of the more iconic maunga (e.g. Maungawhau and Owairaka) means that there is high demand on assets and services balanced against need to ensure that ecological and natural heritage areas are protected.	<p>Working towards UNESCO World Heritage Status for the Auckland Volcanic Field by 2020.</p> <p>New co-governance model for council and Mana Whenua. (The settlement concluded August 2014 vested 13 maunga in the Tamaki Collective and co-governed with Council via the Maunga Authority).</p>
Fulfilling Statutory Requirements	There is a shortage of burial land in active cemeteries.	See Open space pressure points above for further information and refer to Cemeteries and Crematoria AMP for detailed discussion.
	Increasing pressure to develop more Closed Landfill sites into parks and open space areas.	<p>These must comply with Health and Safety and other regulations before public access can be granted.</p> <p>See Open space pressure points above for further information and refer to Closed Landfill AMP for detailed discussion.</p>

Table 3 Challenges and opportunities

### 2.3.2 Challenges and opportunities by specific areas of focus

The following examples demonstrate several challenges and opportunities (trade offs) in areas of focussed effort:

Focus	Challenge source	Opportunity
The Southern Initiative	What does the Auckland Sport and Strategic Action Plan say?	<p>Develop innovative ways to address inequities identified through assessing the equity of access to facilities, funding and differing participation costs for different activities, codes and population groups.</p> <p>Work with the Southern Initiative to develop recreation and sport priorities to deliver on this transformational action from the Auckland Plan.</p>
Sports field capacity	What does the Parks and Strategic Action Plan say?	<p>Increase the capacity of the sports field network to provide for current and future demand.</p> <p>Identify opportunities to develop partnerships with external providers.</p>
Greenways/walkways	What does the Parks and Open Space Strategic Action Plan say?	<p>Develop our network of walkways and cycleways through parks and open spaces to implement connections identified in greenways plans.</p> <p>Develop the network of walkways, trails, bridleways and cycleways across Auckland and around the coast.</p> <p>Refer to LSP AMP for further information.</p>
Coastal Access	What does the Auckland Sport and Strategic Action Plan say?	Identify key actions to improve access and facilities for water-based recreational activities and sport.
Working with others	What do the Parks and Open Space Strategic Action Plan and Auckland Sport and Strategic Action Plan say?	<p>Investigate partnership opportunities with potential providers of open spaces such as schools, infrastructure providers and private sports facilities.</p> <p>Support a range of volunteer programmes to facilitate community participation in the management, maintenance and enhancement of our parks and open spaces.</p> <p>Work with the Ministry of Education, School Boards of</p>

Focus	Challenge source	Opportunity
		<p>Trustees and school clusters to form better partnerships to improve access to existing recreation and sport assets and align planning for future provision of community facilities.</p> <p>Promote and prioritise investment into partnerships to provide multisport and multi-use recreation and sport facilities.</p> <p>Develop and implement a volunteer action plan for the sector, including schools and aligning to parks and open spaces volunteer programmes.</p>
Commercial Sector	What does the Auckland Sport and Strategic Action Plan say?	Lead an investors' forum to coordinate and leverage investment into projects and initiatives.

Table 4 Specific areas of focus

## Identified risks, issues and improvement initiatives for this section

Issues identified with our current state have been linked to our key principles as outlined in Section 1.2 Key principles. Improvement initiatives have been itemised in Appendix 8.2.5 Open Space Improvement Plan. Risks have been identified (and linked to the Improvement initiatives where applicable) in Appendix 8.3.3 Risk Registers.

# 3. The assets this plan covers

## 3.1 What the assets provide

To become the world's most liveable city, our vision for the network of parks and open space assets is to be:

*Vibrant and welcoming places at the heart of where and how people connect and participate.*

Parks and public open spaces help achieve the outcomes in the *Auckland Plan*. They do this by contributing to Auckland Plan Outcomes and Transformational Shifts as shows in the following table:<sup>5</sup>

Auckland Plan Outcome or Transformational Shift	Outcome Measure(s)	How We Contribute	Other Groups Contributing
Strategic direction 1: Auckland's people  Create a strong, inclusive and equitable society that ensures opportunity for all Aucklanders	All parks and reserves, children's play areas and other public space identified in bylaws will be smoke free by 2025.		Local and Sports Parks team
Strategic direction 2: Auckland's Māori  Enable Māori aspirations through recognition of Te Tiriti O Waitangi (The Treaty of Waitangi) and customary rights.	Key target - Increase the number of reciprocal decision-making processes and arrangements which promote shared governance over matters of significance to iwi from 1 to 16 by 2040	Work with Mana whenua to identify, protect and manage waahi tapu and other places of significance within the parks and open space network.  Work with Mana whenua to tell stories of Maori cultural heritage throughout our parks and open spaces network, including through place names, interpretation, artwork and memorials.	Ngā Tūpuna Maunga team
Strategic direction 5: Auckland's recreation and sport  Promote individual and community wellbeing through participation and excellence in recreation and sport.  Key targets:	Grow the recreation and sport contribution to Auckland's economy from \$1.6 billion in 2008/9 to \$3.2 billion by 2040  Increase the number of education facilities open for community use by 2040  Increase the number of hours that people volunteer in recreation and sport from 12 million hours to 14	Maintain access to land, not necessarily created for recreation and sport, as this poses challenges to some sporting codes such as orienteering and other outdoor recreation activities.  Support and undertake initiatives to enhance the biodiversity value of our parks, open spaces and waterways through partnerships with mana whenua, planting programmes, community groups and volunteer programmes.	Local and Sports Parks team  Recreation and Partnership team

<sup>5</sup> Auckland Plan 2015

Auckland Plan Outcome or Transformational Shift	Outcome Measure(s)	How We Contribute	Other Groups Contributing
	million hours by 2040.		
Strategic direction 7: Acknowledge that nature and people are inseparable	Value our natural heritage Sustainably manage our natural resources Treasure our coastline, harbours, islands and marine areas Build resilience to natural hazards	Recognise and promote: <ul style="list-style-type: none"> <li>Natural heritage as part of sustainable rural land management</li> <li>Opportunities for conservation of natural heritage on public open space and private land.</li> </ul> Manage significant landscapes, landscape character, natural character and natural features, to protect, manage and expand public open space areas so they can be enjoyed by everyone.  Protect coastal areas, particularly those with high values – including special natural character, significant marine habitats and recreational importance.	Local and Sports Parks team Ngā Tūpuna Maunga team Coastal Management Services Team
Strategic direction 12: Auckland's physical and social infrastructure - Plan, deliver and maintain quality infrastructure to make Auckland liveable and resilient	Maintain and extend an integrated network of quality open spaces across the region that meet community needs and provide a diverse range of recreational opportunities by 2040	Develop and improve accessibility of open spaces, facilities, harbours and waterways to encourage physical activity as part of everyday life and provide for a range of safe and sport uses.	Auckland Transport team Local and Sports Parks team

**Table 5 Transformation**

They help achieve the ultimate service delivery outcomes identified in those plans, by contributing to:

- The quality of life of Aucklanders, visitors and asset users
- Auckland Council's desire to become an eco-city
- Auckland's unique and sustainable natural environment.

And ensuring that:

- Auckland's ecological well-being is maintained by protecting its habitat and biodiversity
- Auckland's natural environment, including its significant heritage features, is sustainably managed for current and future generations
- Residents and visitors can lead healthy and active lifestyles, and take part in recreational activities.
- Providing prudent stewardship of public assets
- Ensuring the financial sustainability of its service delivery (and managing the assets used to deliver those services)
- Pragmatically managing significant community demand

- Upholding the strong public good element in the services.<sup>6</sup>

To be fit for these purposes, we aim to provide parks and open spaces that are:

- Accessible – universally accessible
- Best placed – easy to find and get to, and well-placed to serve their communities and catchment
- Flexible – able to respond and adapt to the changing needs of the community, and support increased participation
- Functionality – designed to accommodate their intended range of functions and activities, using outdoor environments to support participation
- Local character – contribute to place-making by reflecting the character of the community in their design and supporting assets
- Quality – well-maintained, safe and provide an enjoyable customer experience
- Sustainable – balance the needs of present and future generations, enhance the cultural, ecological and heritage environment, and deliver value for money for ratepayers and users.

Parks and open spaces are public venues, for people of all ages, backgrounds and cultures to access, use and enjoy. Some of the many activities that take place in them are:

- Formal sport, recreation, health and wellbeing programmes
- Informal activities, such as community barbecues, weddings and parties
- Community activities, such as festivals, school and community events
- Public amenities.

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<sup>6</sup> Source: PSR information

## 3.2 Overview of the assets

The Open Space Strategic Asset Management Plan outlines council's approach to providing, maintaining and managing council's public open space. The following plans inform the OS SAMP by providing direction for major investment to address fit-for-purpose issues, gaps, growth and demand. They also help to inform where renewals funding should be focused:

Auckland has an extensive network of parks and open space made up of wide variety of land holdings. This plan covers the following parks and open space activities that contribute to the outcomes included in the Parks, Community & Lifestyle (PCL) Theme in the 2015 Long Term Plan.

### 3.2.1 Contained in this Plan

Group	Service Area	Quantity
Parks, Sports and Recreation	Cemeteries	30
	Local and Sports Parks	4,000 approx including: Approx. 200 sports parks
	Regional Parks and Botanic Garden	26 1
	Volcanic Cones	14
Infrastructure & Environmental Services	Closed Landfills	194 (as at November 2014)

Table 6 Contained in this plan<sup>7</sup>

See Section 3.3 for further information and details of the asset types within these Service Areas.

### 3.2.2 Contained in the Community Facilities Plan

The parks and open space network also houses various customer and service delivery buildings as shown in the table below. These are covered in the Community Facilities Strategic Asset Management Plan.

Group	Service Area	Quantity
Parks, Sports and Recreation	Parks service/operational buildings	441
	Public toilets/changing sheds	511 (Local Parks) 120 (Regional Parks)
	Pools and Leisure	40 Pools and Leisure centres
Property Group/ACPL	Community centres and houses	48
	Venues for hire	132

<sup>7</sup> PSR Renewals Tool April 2015

	Community and recreation lease buildings	
Auckland Transport	Public Conveniences (Streetscapes / Town Centres)	126

Table 7 Contained in the CFSAMP<sup>8</sup>

Including other parks and open space such as Waterfront Auckland, Street trees and gardens and Town Centres is a future improvement, listed in Appendix 8.2 Improvement Planning. For this OSSAMP iteration, refer to Regional Facilities, Waterfront Auckland and Auckland Transport Asset Management Plans for further information.

### 3.3 Critical assets

Critical assets are those where failure can have a significant impact on achieving council's objectives. These assets can be safety, environment or performance critical and can relate to legal or statutory requirements.<sup>9</sup>

Using that definition, the major assets identified by open space operational managers as critical assets are:

- Adequate land to allow for burial, recreational, conservation and preservation use is critical to open space provision
- Playgrounds
- Coastal assets and structures with fall heights greater than 1.5m and/or which are subject to environmental events. These include:
  - Jetties
  - Wharves
  - Pontoons
  - Retaining Walls
  - Seawalls.

See Appendix 8.2.9 for full breakdown of high risk/poor condition Coastal Assets renewals requirements and proposed capital projects.

More work is required to identify asset criticality. We will do this by applying the criticality assessment and consulting with open space business owners. Specific breakdown of assets deemed critical to each lifecycle grouping may be considered as a future improvement.

Council inter-departmental teams are working together to develop a regionwide approach for the management of coastal assets. These and any other assets deemed to be a coastal asset are being prioritised for inspection and renewals 2015-16. <sup>10</sup> See CFSAMP for discussion on critical buildings assets.

See Appendix 8.3.5 Resilience for details on asset criticality within the context of civil emergencies.

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<sup>8</sup> Property Group SAP RE and SPM records March/April 2015

<sup>9</sup> Source: ISO55000

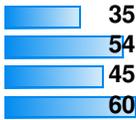
<sup>10</sup> Regional Strategy and Policy Committee - coastal update - 20150604

### 3.4 Our current and changing network

One of the objectives of this Plan is to create and maintain an asset portfolio that contains an optimal mix of assets in the parks and open space network to deliver levels of service outcomes efficiently and effectively.

The primary focus for the planning and development of the parks and open space network is to provide access to a diversity of high-quality open spaces that provide the experiences described in the distribution section of the guidelines.<sup>11</sup>

A high level overview of the assets that make up the current parks and open space network is shown in the table below:<sup>12</sup>

	Provision by Local Board			Summary
Cemeteries	<b>Local Board</b>	<b>Number of facilities</b>	<b>Provision per 1000 people</b>	<p>30 active cemeteries across the region and covers approximately 290 hectares.</p> <p>Provision averages one cemetery per 1000 people across the region with an average of 5.5 ha per cemetery.</p> <p>Uneven distribution across the region is due to legacy network provision. See Section 2.4.1 Open space pressure points for discussion on cemetery burial capacity challenges.</p>
	Albert-Eden	0	-	
	Devonport-Takapuna	0	-	
	Franklin	10	0.15	
	Great Barrier	2	1.75	
	Henderson-Massey	0	-	
	Hibiscus and Bays	0	-	
	Howick	0	0.01	
	Kaipatiki	0	-	
	Mangere-Otahuhu	0	0.01	
	Manurewa	1	-	
	Maungakiekie-Tamaki	1	0.01	
	Orakei	0	-	
	Otara-Papatoetoe	0	0.02	
	Papakura	1	0.04	
	Puketāpapa	0	-	
	Rodney	11	0.24	
Upper Harbour	1	0.02		
Waiheke	1	0.12		
Waitakere Ranges	2	0.04		
Waitemata	0	-		
Whau	0	-		
	<b>Total 30</b>	<b>Average 1</b>		
Closed Landfills	<b>Number of</b>	<b>Provision per</b>		<p>Closed Landfill includes the following sites::</p> <ul style="list-style-type: none"> <li>• 194 closed landfills, 75% of which are under Council's open spaces.</li> <li>• 18 sites with active gas or leachate control systems</li> <li>• 40 sites with discharge consents.</li> </ul> <p>Provision is by catchment area, with the highest provision in South (34%) and the lowest in North (18%) across the region.</p> <p>Refer to Appendix 8.5 for map showing location of the sites.</p>
				
	<b>Total 194</b>	<b>Average 0</b>		

<sup>11</sup> Source: Adopted interim open public space provision guidelines August 2014

<sup>12</sup> Source: PSR Renewals Tool May 2015

Provision by Local Board		Summary																																																																					
Local Parks	<table border="1"> <thead> <tr> <th>Local Board</th> <th>Number of facilities</th> <th>Provision per 1000 people</th> </tr> </thead> <tbody> <tr><td>Albert-Eden</td><td>84</td><td>-</td></tr> <tr><td>Devonport-Takapuna</td><td>120</td><td>-</td></tr> <tr><td>Franklin</td><td>199</td><td>0.15</td></tr> <tr><td>Great Barrier</td><td>54</td><td>1.75</td></tr> <tr><td>Henderson-Massey</td><td>231</td><td>-</td></tr> <tr><td>Hibiscus and Bays</td><td>237</td><td>-</td></tr> <tr><td>Howick</td><td>247</td><td>0.01</td></tr> <tr><td>Kaipatiki</td><td>160</td><td>-</td></tr> <tr><td>Mangere-Otahuhu</td><td>128</td><td>0.01</td></tr> <tr><td>Manurewa</td><td>132</td><td>-</td></tr> <tr><td>Maungakiekie-Tamaki</td><td>101</td><td>0.01</td></tr> <tr><td>Orakei</td><td>115</td><td>-</td></tr> <tr><td>Otara-Papatoetoe</td><td>116</td><td>0.02</td></tr> <tr><td>Papakura</td><td>138</td><td>-</td></tr> <tr><td>Puketapapa</td><td>70</td><td>-</td></tr> <tr><td>Rodney</td><td>199</td><td>0.24</td></tr> <tr><td>Upper Harbour</td><td>218</td><td>0.02</td></tr> <tr><td>Waiheke</td><td>125</td><td>0.12</td></tr> <tr><td>Waitakere Ranges</td><td>233</td><td>0.04</td></tr> <tr><td>Waitemata</td><td>91</td><td>-</td></tr> <tr><td>Whau</td><td>137</td><td>-</td></tr> <tr> <td><b>Total</b></td> <td><b>3135</b></td> <td><b>Average 2</b></td> </tr> </tbody> </table>	Local Board	Number of facilities	Provision per 1000 people	Albert-Eden	84	-	Devonport-Takapuna	120	-	Franklin	199	0.15	Great Barrier	54	1.75	Henderson-Massey	231	-	Hibiscus and Bays	237	-	Howick	247	0.01	Kaipatiki	160	-	Mangere-Otahuhu	128	0.01	Manurewa	132	-	Maungakiekie-Tamaki	101	0.01	Orakei	115	-	Otara-Papatoetoe	116	0.02	Papakura	138	-	Puketapapa	70	-	Rodney	199	0.24	Upper Harbour	218	0.02	Waiheke	125	0.12	Waitakere Ranges	233	0.04	Waitemata	91	-	Whau	137	-	<b>Total</b>	<b>3135</b>	<b>Average 2</b>	<p>The Local and Sports Parks portfolio contains approximately 4,000 premier, neighbourhood, local and sports parks covering around 13,438 hectares:</p> <ul style="list-style-type: none"> <li>• 364 Esplanade Reserves</li> <li>• 4 Holiday Parks</li> <li>• 2479 Local Parks</li> <li>• 1 Neighbourhood Parks</li> <li>• 91 Premier Parks</li> <li>• 48 Reserves</li> <li>• 133 Undeveloped Land</li> <li>• 16 Inactive cemeteries.</li> </ul> <p>Current park types as above are legacy network naming conventions. Aligning these to the new framework in the Draft interim open space provision guidelines is a future improvement, tabled in Appendix 8.2 Improvement Planning.</p> <p>Distribution is from legacy network provision. Refer to Sections 4.4.1 Using the current network and 4.4.2 Future provision for further discussion.</p>
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Provision by Local Board			Summary
Local Board	Number of facilities	Provision per 1000 people	<p>The Tūpuna Maunga network is made out of 14 Maunga covering approximately 310 hectares spread across southern sector, central and northern sector. The types of asset utilised include:</p> <ul style="list-style-type: none"> <li>• Iwi and European heritage sites</li> <li>• Geological and archaeological sites</li> <li>• Built facilities</li> <li>• Signs, fences, seats, bins etc</li> <li>• Green assets: grass/ grazing areas, native and memorial trees</li> <li>• Vehicle access and parking</li> <li>• Pedestrian tracks and bicycle access.</li> </ul>
Albert-Eden	3	0	
Devonport-Takapuna	1	0	
Franklin	0	-	
Great Barrier	0	-	
Henderson-Massey	0	-	
Hibiscus and Bays	0	-	
Howick	1	0	
Kaipatiki	0	-	
Mangere-Otahuhu	1	0	
Manurewa	0	-	
Maungakiekie-Tamaki	3	0	
Orakei	1	0	
Otara-Papatoetoe	0	-	
Papakura	0	-	
Puketāpapa	2	0	
Rodney	0	-	
Upper Harbour	0	-	
Waiheke	0	-	
Waitakere Ranges	0	-	
Waitemata	0	-	
Whau	0	-	
Regional	0	-	
Total 12		Average 0	

Table 8 Our current and changing network

Parks asset classes are listed as follows and discussed in more detail in specific PSR AMPs.<sup>13</sup>

Asset type	Count
Coastal Assets	1,379
Courts	815
Monuments & Sculptures	453
Park Equipment	21,9989
Park Furniture	33,372
Park Roads & Carparks	11,405
Parks Structures	8,490
Paving & Hard Surfaces	9,241
Play Spaces	9,741
Sports Fields	10,604
Utilities	12,987
Water Features & Water Bodies	629

Table 9 Parks asset types

Closed Landfill asset classes are listed as follows and discussed in more detail in the Closed Landfill AMP.

<sup>13</sup> Source: PSR Renewals Tool July 2015

Area	Pump station	Stormwater lines	Leachate lines	Ponds	Fencing	Gas alarm system	Water monitoring wells	Gas wells	Cap	Others
Regional	4	1	4	2	3	0	4	4	4	0
North	2	5	3	4	4	1	8	1	8	1
West	4	2	3	1	1	3	4	2	5	0
Central	0	0	1	0	0	0	0	4	0	0
South	2	2	2	1	3	0	3	1	7	0
<b>Total</b>	<b>12</b>	<b>10</b>	<b>13</b>	<b>8</b>	<b>11</b>	<b>4</b>	<b>19</b>	<b>12</b>	<b>24</b>	<b>1</b>

Figure 3 Closed Landfill asset types

In addition, we have a number of non-asset based service delivery partnerships with external organisations.

Service Area	Summary
Sport and Recreation Partnerships	<ul style="list-style-type: none"> <li>• Manage 15 funded relationships with a value of \$2 million</li> <li>• Manage 4 facility partnerships grants schemes with a value of \$4 million</li> <li>• Lead delivery of 5 partnership CAPEX projects with a combined value of \$24 million including Millennium swimming pool development</li> <li>• Lead the implementation of partnership programmes attracting external generally central government funding including the Sport Partnerships Project and the Sport Beyond School project.</li> <li>• Contribute to educational programmes and promotion of opportunities.</li> </ul>

Table 10 Service area summary – partnerships

## Identified risks, issues and improvement initiatives for this section

Issues identified with our current state have been linked to our key principles as outlined in Section 1.2 Key principles. Improvement initiatives have been itemised in Appendix 8.2.5 Open Space Improvement Plan. Risks have been identified (and linked to the Improvement initiatives where applicable) in Appendix 8.3.3 Risk Registers.

# 4. Current and future demand

## 4.1 Factors that affect demand

The parks and open spaces covered in this strategic asset management plan are accessible to all members of the public. Demand for parks and open space services and assets is influenced by:

1. Population growth and/or density of residential development, for example in the Special Housing Areas, townhouses, infill housing and apartments, resulting in more people using parks and open space (4.1.1)
2. Demographics show an increasingly diverse population, mean parks and open space will need to cater for a wider range of activities and users (4.1.2)
3. Sustainability of ecological and environmental areas managing pollution, climate change and biodiversity and preserving features of Auckland's unique landscape (4.1.3)
4. Auckland Council has a responsibility to plan for and invest in the resilience of its infrastructure (4.1.4)
5. Infrastructure factors based on land use changes (4.1.5)
6. Changes in user expectations due to lifestyle and leisure trends (4.1.6)
7. Other factors such as (4.1.7):
  1. Greenways are high profile projects that are used to promote healthy living and better connected communities. There is growing international experience that greenways can deliver a wide range of economic, environmental, social and cultural benefits.
  2. Auckland's 21 Local Boards make a significant contribution to the six transformational shifts<sup>14</sup> identified in the Auckland Plan, in particular, to "radically improve the quality of urban living".<sup>15</sup>
  3. There are a number of heritage assets in the parks and open space network. These generally remain in the portfolio long term.
  4. Maori outcomes through treaty settlements and co-governance arrangements
  5. Priority growth development of greenfield and future urban areas, requiring new networks of parks and open space to be established in these areas.
  6. Council is adopting standards to mitigate seismic risk in council owned buildings and structures
  7. Growth in tourism leading to more international and domestic visitors.
  8. Sports field capacity projected shortfall by 2025.<sup>16</sup>

We need to take the factors above into account to optimise current use of existing assets to manage demand through the following means:

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<sup>14</sup> Dramatically accelerate the prospects of Auckland's children and young people; strongly commit to environmental action and green growth; move to outstanding public transport within one network; radically improve the quality of urban living; substantially raise living standards for all Aucklanders and focus on those most in need; significantly lift Maori social and economic well-being.

<sup>15</sup> *Section C: The Journey to 2040, Te Umautanga 2040*. The Auckland Plan (2012). <http://theplan.theaucklandplan.govt.nz/the-journey-to-2040/>

<sup>16</sup> *Sports Field Demand and Supply 2014 Final* November 2014

- Tracking change in trends in order to optimise utilisation/performance of existing assets (4.2)
- Cooperating with other organisations and the community to provide non-asset solutions (see Table 16, refer to Local and Sports Parks AMP for further detail)
- Influencing demand and pricing Eg. Sportsfield and holiday accommodation booking costs.

#### 4.1.1 Population

Auckland's population is expected to experience significantly population growth, with our population projected to grow to over 716,000 during the next 30 years. This level of growth will place significant pressure on the existing infrastructure and create demand for new infrastructure.<sup>17</sup>

#### 4.1.2 Demographics

There are patterns to where older people reside across Auckland, with the highest proportions of elderly in the Orakei, and Hibiscus and Bays local board areas. These patterns are likely to continue as the population ages. A corollary to this is that some local board areas have, and will continue to have, relatively youthful populations, for example Henderson–Massey and Manurewa.

Auckland is also highly ethnically-diverse with approximately 35 per cent of the 2013 population born overseas. As with age distribution, there is also significant variation in ethnic distribution across the region. An example of this is illustrated in the figure below.

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<sup>17</sup> Auckland Council Long Term Growth Data September 2014

These demographic factors will have implications for the quantity, type and location of community facilities that will be sought throughout Auckland over the long term.

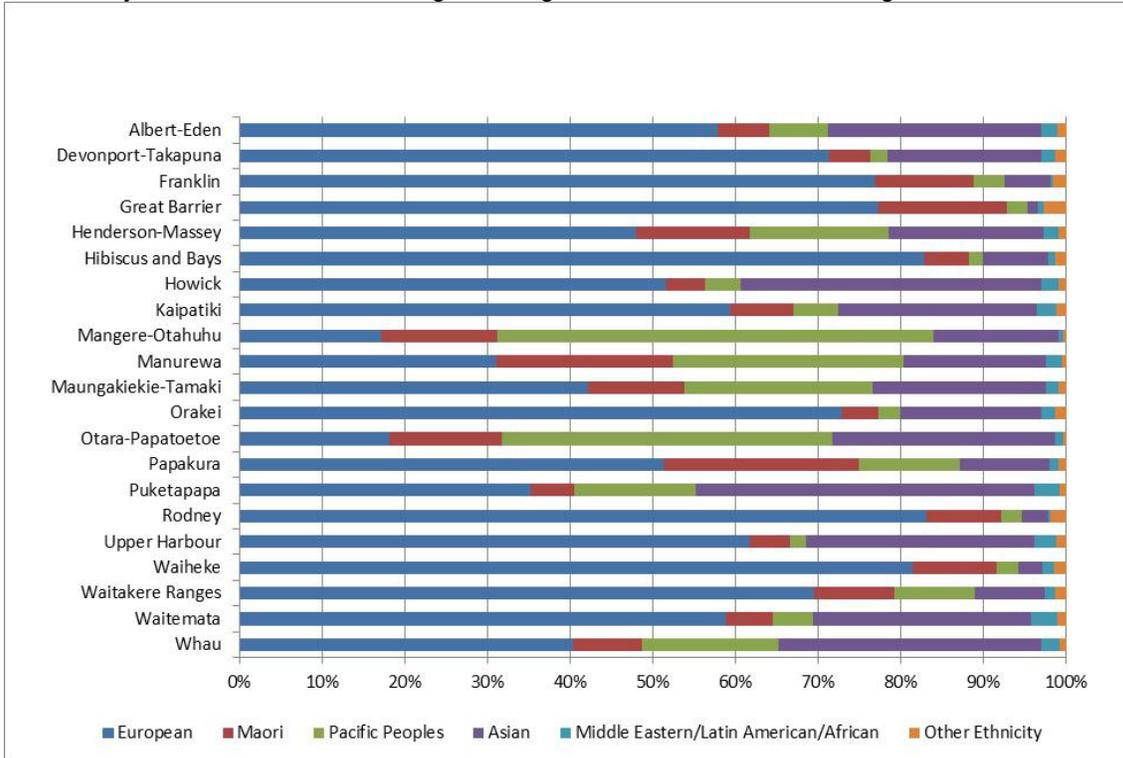


Figure 4 Auckland population breakdown by ethnicity

### 4.1.3 Sustainability

Sustainable development means that the decisions and actions of an entity effectively balance the needs of present and future customers. Ensuring the interrelated components of environmental, economic, social, and cultural wellbeing are considered essential for the Council to take a sustainable development approach. The assets contained in this Plan directly contribute to the long term targets shown below in the figure below:

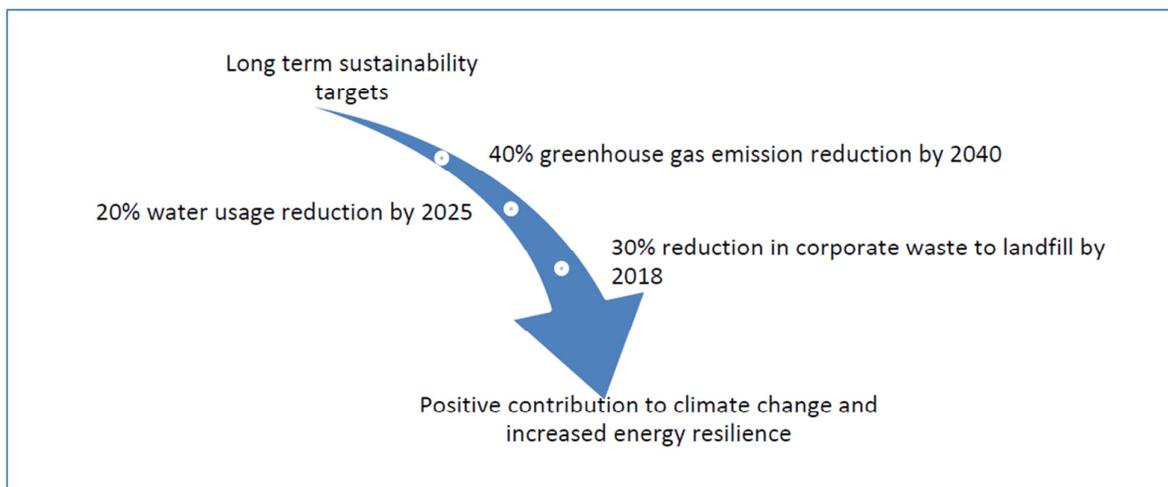


Figure 5 Long term sustainability targets

The policy context for Auckland's response to climate change is set through directive 8.5 of the Auckland Plan:

“Identify the opportunities and risks associated with climate change. Increase the resilience of Auckland's communities, natural resources and built environments and their ability to adapt to the impacts of climate change. Take a cautious risk-based approach where there is uncertainty on the effects of climate change, and monitor and adapt to environmental change over time”.<sup>18</sup>

Inherent in this strategic direction are three principal responses: a risk-based approach, a precautionary approach, and adaptive management. See Appendix 8.3 Risk management for details of current risk management.

Historically, the construction and use of assets in the parks and open space network has not considered our carbon footprint. This can be managed by replacing environmental options to traditional solutions and building future spaces according to 'green' principles. This has been a weak driver in the past but it will strengthen in the future as council seeks to build a reputation of turning sustainable development from an aspirational goal into business-as-usual practice.

Council has developed a set of six principles to support the 'eco city' approach and the creation of healthy neighbourhoods. The 'eco city' approach represents a strong commitment to conserving resources, minimising waste, and preserving biodiversity and the natural habitat to enhance liveability and generate new sustainable economic opportunities. The eco city concept is consistent with traditional Māori and Tikanga understanding around sustainable living. Having a strong focus on the natural environment is also closely linked with the idea of a greener urban and rural economy.

#### 4.1.4 Resilience

Infrastructure failure can result from network failures, such as the 1998 Auckland city centre power outage caused by the failure of a cable, or due to the impacts of natural hazards as highlighted by the Canterbury earthquake sequence. The vital role that infrastructure plays in our community means Auckland Council has a responsibility to plan for and invest in the resilience of its infrastructure.

See section 5.2.3 for Council's approach to seismic risk and Appendix 8.3.6 Resilience for further information.

#### 4.1.5 Infrastructure

A key purpose of this strategy is to set out how we are going to manage the major drivers of demand for Auckland's infrastructure over the next 30 years within a constrained funding environment. The major drivers are led by Auckland's growth, demographic change, service level expectations, environmental sustainability, resilience and the condition of existing assets as illustrated below:

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<sup>18</sup> Chapter 8: Auckland's Response to Climate Change, *Te Whakarite a Tamaki Makaurau Mo Nga Whakarereke Tanga o Nga Ahua Huarere*. The Auckland Plan (2012): <http://theplan.theaucklandplan.govt.nz/aucklands-response-to-climate-change/>

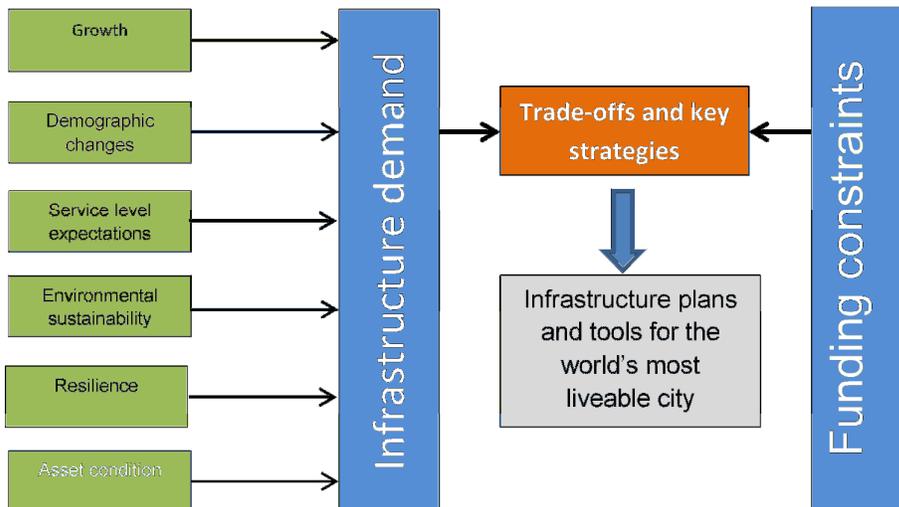


Figure 6 Infrastructure demand<sup>19</sup>

Infrastructure assets have long-term impacts as many of their life spans are greater than the 30 year term of this strategy. Many also are transformational in nature in that they are likely to influence the form of our city in addition to the way it functions. Parks and open space play a very important role as they integrate residential housing, workplaces, leisure, recreation and community services to provide a mix of activities that contribute to building resilient, healthy and vibrant communities. As they have powerful influence on Auckland's current urban form in terms of where housing and businesses are located, and how future growth can be accommodated, it is critical that the right decisions are made on what facilities is actually needed, where and when.

Refer to Infrastructure Strategy for in depth discussion.<sup>19</sup>

#### 4.1.6 User expectation

Use of Council's parks and open space network depends on whether facilities meet user's expectations. Performance and monitoring needs to assess the assets against key principles are outlined in Section 2.3.

A number of key performance measures in relation to the parks and open space network will be used to help in assessing the most cost-beneficial measures to achieve these outcomes, including:

- Repair & maintenance costs in relation to replacement cost
- Renewal costs in relation to replacement cost
- Capital costs in relation to growth and demand, including Levels of Service and network improvements.

#### 4.1.7 Other factors

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<sup>19</sup> Source: Infrastructure strategy May 2014

## **Greenways**

The term 'greenways' describes a holistic approach to enhancing urban connectivity. There is growing international experience that greenways can deliver a wide range of economic, environmental, social and cultural benefits.

Greenways are high profile projects that are used to promote healthy living and better connected communities. Thirteen local boards have created, or are in the process of creating Greenways Plans and several of these are already being implemented.<sup>20</sup> Refer to LSPAMP for further information.

## **Local Board Priorities**

To create the world's most liveable city, Auckland needs strong, resilient, and inclusive communities. Local boards make an integral contribution to this vision by engaging and empowering people to participate in local decision making and providing a range of activities, events, and services that build community cohesion and meet the needs of their communities. This Plan will incorporate Local Board priorities as part of its implementation plan.

Local boards have a crucial role in leading community development, place making, nurturing social capital, and working collaboratively with key stakeholders. They shape, influence and oversee programmes and assets in their areas to meet local needs and preferences. The local boards' understanding of community needs and preferences is important to the Long Term Plan process. While approaches might vary between Local Boards, the overarching focus on the Auckland Plan's transformational shifts is shared.

## **Heritage**

Heritage features in parks and open space range from pre-European habitation sites and historic homesteads to remnants of Second World War defence facilities. Refer to CFSAMP for information on heritage buildings within the PCL theme.

Heritage assets include the maunga within the Volcanic Cones Activity portfolio and other areas of cultural, historical and/or archaeological significance such as Takaparawhau (Bastion Point/Michael Joseph Savage Memorial) and Te Auaunga (Oakley Creek) are generally complex sites to manage, with many stakeholders and interested parties.

These are managed collaboratively by various council departments, iwi governance (discussed in Section 2.5.3), and other external parties such as Heritage NZ.

## **Maori Outcomes – Valuing Te Ao Māori**

This Plan will reflect work with Māori and respond to their needs and aspirations with the appropriate asset and non-asset solutions as a means to live Māori social and economic well-being. The Maori Responsive Framework has been developed to support the application of these priority Māori outcome areas and deliver on wider Tiriti/Treaty obligations of the organisation to increase visibility of the funding allocation towards priority Māori Outcomes.

The Parks, Sports and Recreation departments took part in the pilot to develop a department Māori Responsiveness Plan, 'Te Waka Oranga', using Auckland Council's Māori Responsiveness Framework, with similar plans for other council departments and Council Controlled Organisations to be developed. There are a number of existing or anticipated joint working arrangements with mana whenua for parks and open space in Auckland. These are generally established through settlement legislation.

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<sup>20</sup> Greenways Report Final May 2015

These arrangements can range from formal co-governance arrangements to agreements setting out how iwi will be involved in management and decision making.

See the Parks, Sports and Recreation Asset Management Plan for further details.

### Priority Growth Areas

Population growth in Auckland based on the medium growth scenario shows wide variation by Local Board. The Local Boards with highest projected growth are Papakura (22%), Upper Harbour (20%), Waitemata (19%), and Franklin (18%). Three of these local boards currently have relatively low population density so these growth rates will not necessarily translate into large increases in demand for parks and open space (see map below).

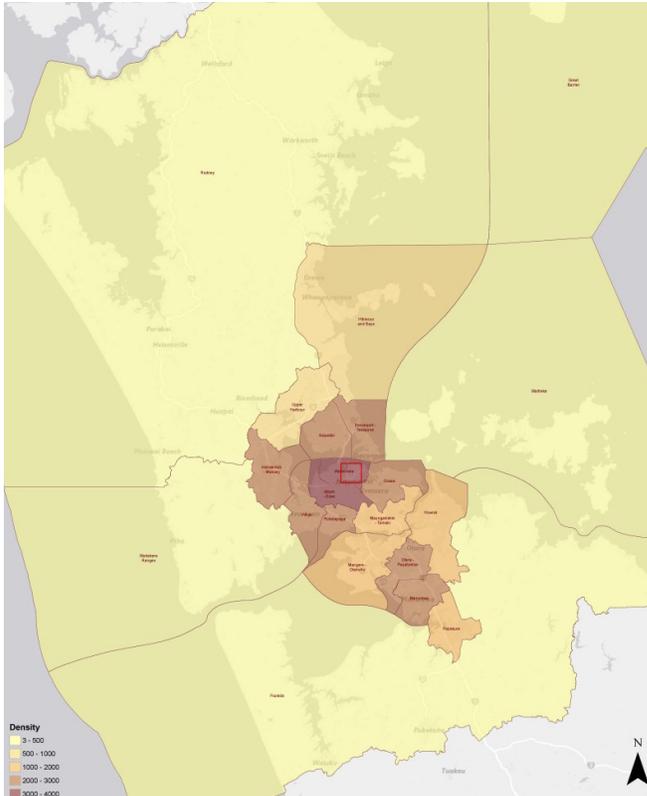


Figure 7 Auckland growth model<sup>21</sup>

The Auckland Plan, supported by the Unitary Plan, indicates that much (60-70%) of Auckland's future growth will be accommodated through urban intensification. As a result, an increasing number of homes will have limited private space (particularly outdoor space), resulting in an increasing demand for parks and open space.

Community awareness of environmental sustainability is also expected to increase, requiring appropriate changes in parks and open space design. However, given the nature and varying demands for parks and open space, it is challenging to assess its usage. However, obvious increases in usage of parks and open space puts pressure on such assets as:

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<sup>21</sup> Source: Auckland Growth Model 2014.2, Research and Investigations & Monitoring Auckland Council

- Car parking spaces for open public areas
- Bach escape and camping services for Regional Parks.
- Sports fields utilisation for Local and Sports Parks
- Pressure to develop on closed landfill sites
- Diminishing burial land particularly in the northern and western parts of Auckland. This is also a concern that will need addressing in a very near future.

Refer to specific PSR and Closed Landfill Asset Management Plans for analysis of population growth, capacity and levels of provision. A future improvement is to break this down to Local Board level.

One of the key components of the Auckland Plan is the need to integrate and sequence infrastructure provision with land development and the growth of Auckland. The priority growth areas in the next ten years are:

- City Centre
- Inner West Triangle
- Greater Tamaki
- Otahuhu – Middlemore (TSI)
- Manurewa – Papakura Corridor (TSI)
- NORSGA Stage 1
- Greater Takapuna
- Pukekohe – Wesley
- Manukau Metro (TSI)
- Flatbush.

The current parks and open spaces within close proximity to these areas is shown in the figure below and summarised in the table:

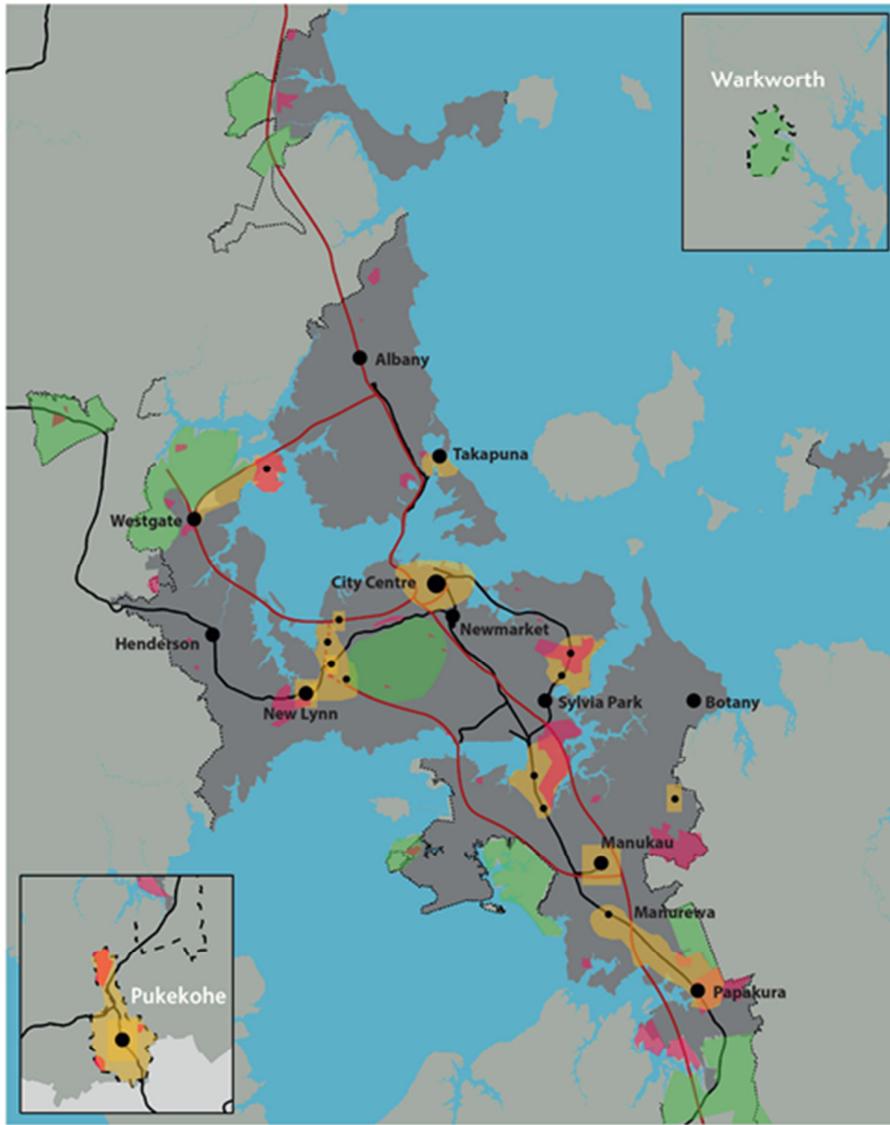


Figure 8 High density growth areas<sup>22</sup>

Priority Areas	Botanic Garden	Cemeteries	Local Parks	Sports Parks	Regional Parks	Volcanic Cones	Closed Landfill
CBD	0	0	5	1	0	0	TBA
Flat Bush	0	2	221	24	0	3	TBA

<sup>22</sup> Source: Auckland Growth Model 2014.2, Research and Investigations & Monitoring Auckland Council

Priority Areas	Botanic Garden	Cemeteries	Local Parks	Sports Parks	Regional Parks	Volcanic Cones	Closed Landfill
Greater Takapuna	0	0	120	1	0	1	TBA
Greater Tamaki	0	1	101	12	1	3	TBA
Inner West Triangle	0	0	221	24	0	3	TBA
Manukau Centre	0	2	116	14	0	0	TBA
Manurewa-Takanini-Papakura	1	2	270	20	0	0	TBA
NORSGA	0	1	218	6	0	0	TBA
Otahuhu-Middlemore	0	1	128	16	1	1	TBA
Pukekohe-Wesley (Paerata)	0	10	199	25	10	0	TBA

Figure 9 High density growth areas<sup>23</sup>

## Seismic Risk

Council is adopting investment standards aimed at mitigating the structural and seismic risk in council owned buildings. These standards apply to buildings which council staff, contractors, tenants or members of the public regularly occupy, and so apply to all buildings in the parks and open space network. In addition, a recent amendment to the Building Act requires council (among other things) to undertake initial seismic assessments (ISA) for all facilities (essentially excluding only single residential units) within five years from the date of the amendment, then to act to address any seismic issues where a building is found to be at less than 33% of the standard expected of a new building (NBS).

Open Space Strategic Asset Management Planning will implement the policy standard current being developed by Auckland Council to address seismic risk for structures in the parks and open space network where council is the owner or responsible for maintenance, and where council staff, contractors, tenants, or members of the public regularly visit.

## Visitors

Expenditure by international visitors made up \$1.96 billion and the remaining \$1.37 billion was contributed by domestic visitors. The Auckland Plan states:

*“A successful visitor economy requires a rich social fabric and unique attractions that appeal to locals and visitors alike. These elements play an important role in informing the city’s brand and delivering on its promise.”*<sup>24</sup>

<sup>23</sup> Shape Auckland.co.nz, PSR Renewals tool April 2015

<sup>24</sup> Parks and Open Space Committee minutes May 2015

## Sports Field Capacity

Sportsfield capacity is determined based on a number of factors such as hours of use, field size and length of game. From the Sportsfield Field Capacity Development programme study, current field capacity shortfall is estimated to be 772 hours per week, comprising a shortfall of 144 hours at weekends (mainly for competition) and 628 hours per week on weekdays (mainly for training).

The projected 2025 shortfall is estimated to be 1682 a week based on 10% reduction in weather related closures.<sup>25</sup> Refer to LSP AMP for further information.

## 4.2 Current use

The table below provides a summary of our users, levels of utilisation and satisfaction of open space assets:

Refer to specific asset management plans for more detail on utilisation.

Asset Group	User Profile	Utilisation
Cemeteries	Mourners and bereaved Informal recreation and casual parks visitors Age profile is similar to Auckland age profile All ethnicities	It is difficult to determine visits of casual parks users, however, peak usage times are during the summer months, between October and April
Local Parks	Includes Holiday Parks and Camp grounds Informal recreation and casual parks visitors Holiday makers Tourists Age profile is similar to Auckland age profile Ethnicity unknown	Overall, holiday accommodation is between 80- 95% booked during available periods The total number of bookings varies between venues. It is difficult to determine visits of casual parks users; however, peak usage times are during the summer months, between October and April.
Sports Parks	Formal recreation parks users (particularly sports clubs) Age profile is similar to Auckland age profile Ethnicity unknown	Overall, Sports Parks fields are between 80- 95% booked during available periods The total number of bookings varies between venues. Peak usage times are between October and April for summer code sports and between May and September for winter code.

<sup>25</sup> *Quantifying the Supply and Demand for Winter Sports Fields in the Auckland Region* September 2014 Final, *PRS Committee SFCD Review* November 2014

Asset Group	User Profile	Utilisation
Regional Parks and Botanic Garden	Includes Regional Parks baches Informal recreation and casual parks visitors Holiday makers Tourists Age profile is similar to Auckland age profile Ethnicity unknown	Overall, holiday accommodation is between 80- 95% booked during available periods Demand for camping has risen from 38% in 2012 to 41% in 2014 The total number of bookings varies between venues. Peak usage times are between October and April for summer Between the 2006 and 2013 census the number of visits to regional parks has increased by 20.4% whereas the regional population grew by 8.5% over the same period
Volcanic Cones	Informal recreation and casual parks visitors Holiday makers Tourists Age profile is similar to Auckland age profile Ethnicity unknown	Overall, Sports Parks fields are between 80- 95% booked during available periods The total number of bookings varies between venues. It is difficult to determine visits of casual parks users; however, peak usage times are during the summer months, between October and April.
Closed Landfill	N/A	N/A
Street gardens and trees	N/A	N/A

Table 11 Current use

### 4.3 Barriers to use

The Draft Community Facility Use and Non-use: Results from the New Zealand Attitudes and Values Study is a preliminary report that analyses the New Zealand Attitudes and Values Study. In its draft form, the report presents un-weighted summary statistics.

Although the study concentrates primarily on community facilities (refer to CFSAMP), the most common reason given, across all the facility types, was a lack of interest or need to use them. Insufficient time was another common reason given for not using parks (48 per cent).

These results indicate a need to improve, or potentially, stop providing the services these assets offer, and to review whether opening times (which apply to gated parks) align with when potential users may want to use them.<sup>26</sup>

## 4.4 Managing provision

Current network provision and distribution is discussed in Section 3.3 Our current and changing network. Current activity indicators are combined as follows:

Indicator	Measure
Number of local and sports parks per 1000 people	2 parks
Hectares of cemeteries per head of population	0.00016ha
Hectares of local and sports parks per 1000 people	6.5ha
Number of regional and specialist parks per head of population Including Botanic Garden, Volcanic Cones and Cemeteries	0.03 parks
Catchment population average by Local Board	73,761 average
Average number parks and open space within a geographical area (Local Board)	159 average

Table 12 Current provision activity indicators<sup>27</sup>

However, due to the increasingly constrained funding environment, the growth in demand for parks and open space must be primarily managed through greater utilisation of existing assets.

Acquisition will only be progressed if all other options have been investigated using the POSSAP, Open Space Acquisition Policy, Draft interim open space provision guidelines and any other future provision requirement as described in the Draft interim open space provision guidelines.

The following table shows a brief overview of some key experiences the open space network which will influence its distribution and location:<sup>28</sup>

Experience	Description	Provision
Neighbourhood park	An area of open space that provides a basic recreation. Experience for nearby residents.	0.3ha open space in greenfield developments within a 400m walk (high density areas) to 600m walk (other urban residential zones)
Suburb park	An area of open space that provides a variety of recreation experiences for residents from across a suburb.	3ha open space. Access within a 1000m walk (high density areas) to 1500m walk (other urban residential areas)
Sub-regional	A large area of open space consisting of a variety environments and provides	Often greater than 30ha.

<sup>26</sup> Draft Community Facility Use and Non-use: Results from the New Zealand Attitudes and Values Study 2015

<sup>27</sup> PSR Renewals Tool May 2015

<sup>28</sup> Draft interim open space provision guidelines May 2014 vPRS..pdf

Experience	Description	Provision
park	a range of informal recreation experiences.	No target travel distance.
Civic space	Predominantly hard surface places for meeting, socialising, play and events located within Auckland's urban centres.	Local centre - small civic space such as plaza or square <1000m <sup>2</sup> Town centre - Multiple small civic spaces <1000m <sup>2</sup> and/or a medium civic space 1500-2000m <sup>2</sup> Metropolitan Centres - Multiple small civic spaces/Multiple medium civic spaces and/or a large civic space 3000-4000m <sup>2</sup>
Local and sports parks	Open space that accommodates facilities for organised sport. Includes sports fields, hard courts, club facilities and associated infrastructure.	3ha per 2000 households.
Connections	Open space should be distributed to create a contiguous network of recreational, cycling, walking and ecological connections.	Provision will depend on particular characteristics of an area, such as location of green infrastructure corridors within greenfield developments, through streetscape design or contiguous areas of open space.  20m esplanade reserve or strip will typically be required adjacent to coastal water bodies.

Table 13 Experience provision guidelines

Further information can be found in the Local and Sports Parks Asset Management Plan.

#### 4.4.1 Using the current network

The strategies to enhance provision without further acquisition include:

- Proactively managing sportsfield bookings to achieve optimal use
- Prioritising renewals to achieve a safe and user-friendly parks and open space network which consistently delivers to agreed service levels
- Developing more Closed Landfill sites as parks to increase provision/capacity
- Reconfiguring parks and open space layout to maximise use
- Utilising new technologies to provide additional capacity within the existing network. Eg. Replacing soil sports fields with sandcarpet and/or artificial turf systems.

#### 4.4.2 Future provision

Provision frameworks for parks and open space are covered in the Parks and Open Space Acquisition Policy<sup>29</sup> and the Draft interim open space provision guidelines<sup>30</sup>. These frameworks will guide the identification of gaps in the network and the types of spaces required to deliver fit for purpose assets. The intent for the future is to deliver integrated and connected parks and open space.

<sup>29</sup> Parks and Open Space Acquisition Policy: ACQUISITION CRITERIA page 16

<sup>30</sup> Draft interim open space provision guidelines May 2014 Section: Description of Open Space

The acquisition criteria are as follows:

1. Meeting community needs now and in the future
2. Connecting our parks and open spaces
3. Protecting and restoring Auckland's unique features and meanings
4. Improving the parks and open spaces we already have.

The diagram below shows how the POSSAP links its four areas of focus to the policy criteria.

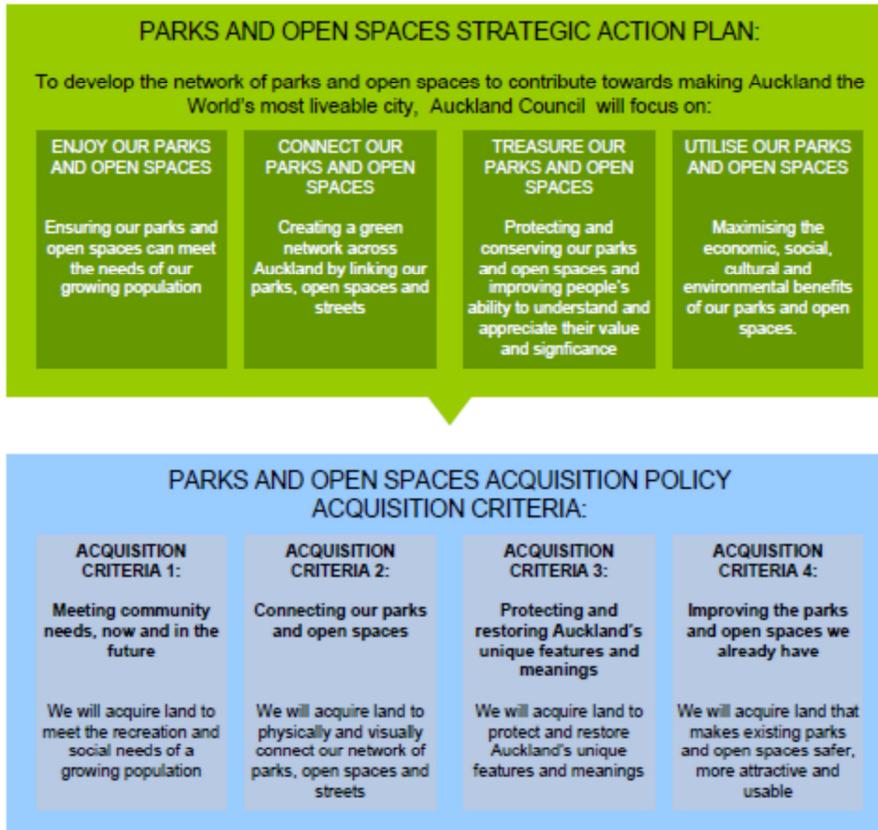


Figure 10 Strategic focus and acquisition criteria

If the demand for additional parks and open space further exceeds what is currently available within the parks and open space network, then various other solutions can be considered in order to add more capacity by:

Action	Benefits
Investigating options to increase cemeteries capacity	Cater for increasing demand
Investigating options to increase sports field capacity	Cater for increasing demand
Extending Greenways connections	Connecting parks and open space networks across the region
Acquiring new areas of generic parks and open space for public use	Increase capacity, particularly in identified growth areas or where opportunities arise eg. Purchase of Colin Maiden Park in 2014
Purchase land adjoining to existing parks	Increase capacity

Table 14 Additional capacity actions

## Identified risks, issues and improvement initiatives for this section

Issues identified with our current state have been linked to our key principles as outlined in Section 1.2 Key principles **Error! Reference source not found.** Improvement initiatives have been itemised in Appendix 8.2.5 Open Space Improvement Plan. Risks have been identified (and linked to the Improvement initiatives where applicable) in Appendix 8.3.3 Risk Registers.

# 5. How we measure asset performance

## 5.1 Levels of Service

To achieve the standards of service our customers are seeking, the council articulates how it expects its parks and open space assets to perform through levels of service statements, and their associated performance measures.

There are currently 65 levels of service statements related to parks and open space assets in the PCL Theme. These are in the following table. The majority of these are related to customer satisfaction of service delivery and asset provision.

Business unit	Levels of service statements	Performance measures
Cemeteries	9	13
Local and Sports Parks	13 (inc. 2 for Coastal assets)	30 (inc. 3 for Coastal assets)
Regional Parks and Botanic Garden	28 (inc. 2 for Coastal assets)	36 (inc 3 for Coastal assets)
Volcanic Cones	11	18
Closed Landfill	4	7
Total	65	104

Table 15 Levels of service

Levels of service and provision dependent on where assets are situated and the population they serve, including the lifestyle preferences of a city, urban, or rural environment. There are currently 104 performance measures for levels of service in the parks and open space network.

Two LoS and 3 performance measures are identified as specifically pertaining to Coastal Assets, which are discussed further in Section 6.3 Critical assets:

Asset group	Satisfaction
Cemeteries	Visitor satisfaction with the quality of their visit showed that 78.5% were Satisfied or Very Satisfied with the cemetery they visited, down from 83.0% in 2012 and 80.5% in 2011. 78.9% of these visitors were Satisfied or Very Satisfied with chapels and function rooms, down from 86.0 in 2012 and up from 73.2% in 2011. <sup>31</sup>
Local Parks	No formal satisfaction surveys have been carried out since 2012. However, demand remains high during peak season and no complaints recorded.

<sup>31</sup> Cemeteries AMP V2 150504

Asset group	Satisfaction
Regional Parks and Botanic Garden	<p>Visitor satisfaction with the quality of their visit to scores between 96% and 97% in surveys conducted since transition to Auckland Council.</p> <p>However, visitor satisfaction with the parks facilities has measured consistently lower at between 82% and 84% since 2011.</p> <p>Causes of dissatisfaction on the parks, most frequently refer to toilets, car parking, signage and picnicking facilities, such as barbeques, picnic tables and seats, drinking water and shade and shelter.</p> <p>However, demand remains high during peak season and no complaints recorded.<sup>32</sup></p>
Volcanic Cones	<p>No formal customer satisfaction surveys have been carried out since 2012. However, Maunga Authority mana whenua iwi research indicates that in 2014 83% of Mana Whenua felt strongly that council needed to improve the quality of care of our volcanic features. This shows an increase of dissatisfaction since the 2013 result of 62%.<sup>33</sup></p> <p>However, demand remains high during peak season and no customer complaints recorded.</p>
Closed Landfill	N/A
Street gardens and trees	N/A

Table 16 Current service satisfaction

The measures will also help the analysis of whether the asset ownership is preferable to other options, such as outsourcing, partnership arrangement or non asset solutions.

## 5.2 Asset performance criteria

Asset performance determines how well an asset accomplishes a given delivery requirement. Measurements of performance are qualitative or quantitative based on actual performance against a set standard or target.

The overall performance of an asset is generally measured using four key criteria:

Performance measure	Descriptor
Functionality	Ability to meet service delivery and customer requirements
Utilisation	Frequency of customer usage
Condition	Physical state of the asset

32 Source: Regional Parks and Botanic Garden AMP v5.3 150525

33 Source : Ngā Tūpuna Maunga AMP v5.3 150525 using Council research on Manawhenua 2014

Performance measure	Descriptor
Financial performance	Cost to operate, maintain and renew

Table 17 Asset performance criteria

## 5.2.1 Functionality

Key functionality attributes help us understand and measure how well an asset is performing against service delivery and customer requirements.

The attributes below require further development to set appropriate targets and measures for each asset group to consistently measure functionality improvements overtime and with regularity. However, at present, they offer guidance as to what is required of a facility to be considered functional and therefore fit for purpose.

We aim to provide parks and open spaces that are:

- Accessible – universally accessible and affordable for all
- Best placed – easy to find and get to, and well-placed to serve their communities and catchment
- Flexible – able to respond and adapt to the changing needs of the community, and support increased participation
- Functionality – designed to connect communities and support recreational outcomes as stated in the POSSAP <sup>34</sup>
- Local character – contribute to place-making by reflecting the character of the community in their building fabric and design
- Quality – well-maintained, safe and provide an enjoyable customer experience
- Sustainability – balance the needs of present and future generations, minimise their impact on the cultural, ecological and heritage environments, and deliver value for money for ratepayers and users. Examples include kauri dieback protection programme, coastal assets mitigation and dune restoration.

## 5.2.2 Utilisation

Utilisation data for parks and open space is captured through

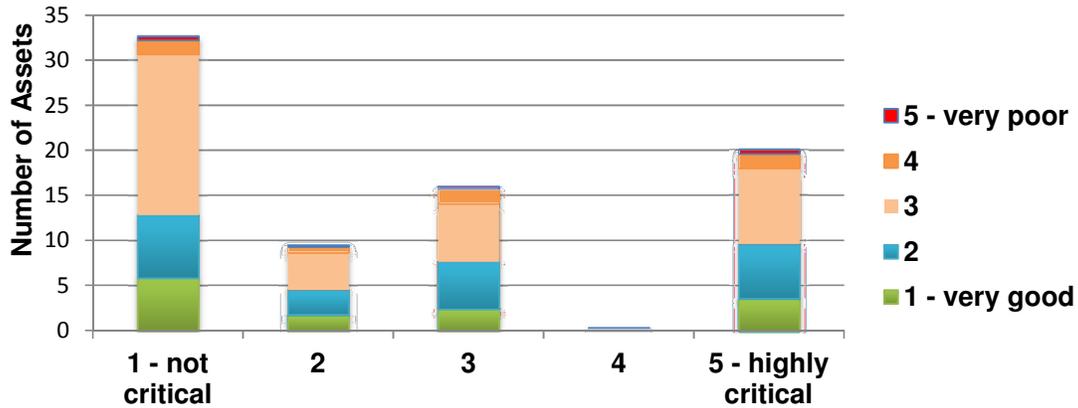
- Local and sports parks – sports parks booking system, holiday parks booking system
- Cemeteries and Crematoria – cemeteries booking system
- Regional Parks – booking systems (Baches and camping grounds) and customer satisfaction surveys.
- Botanic Garden – customer satisfaction surveys.

Implementing consistent usage data is a future improvement. See Appendix 8.2.5 Open Space Improvement Plan for initiatives to address this as part of improving our asset performance management.

## 5.2.3 Condition profile

The approach to renewals of parks assets focus on minimising risk and optimising the economic life of an asset. Replacing a structure before the end of its useful life increases the cost of providing a given level of service. Renewals of high critical assets in a very poor or poor condition will occur before another that is less critical that is in the same condition. See specific asset management plans for further details.<sup>35</sup>

### Condition by asset criticality



36

Figure 11 Asset condition/criticality

#### 5.2.4 Financial performance

Our current portfolio requires continued investment to ensure our assets can meet current and future capacity, are fit for purpose, resilient, of a suitable standard and are cost efficient. However, delivering efficiencies is not solely about cutting costs, but identifying opportunities for doing more for less. Refer to Section 7 for Financial overview.

This means we take a long-term view and consider impacts over the next 30 years and beyond.

For our existing assets, this also means that instead of only focusing on the best time to renew or replace and dispose of assets, we develop:

- Plans that consider how these assets work together as part of an integrated network
- Operational plans that maintain and extend asset life where required.<sup>35</sup>
- Renewals programming is based on assets assessed as being in condition 4 (poor) and 5 (very poor)
- Capacity and growth studies need to be considered from a network perspective. Future improvement will take into consideration network, community and political requirements such as growth areas, Greenways development, Local Board priorities and community expectations.

<sup>35</sup> Refer to Parks, Sports and Recreation, Cemeteries and Crematoria, Local and Sports Parks, Regional Parks the Gardens, Tupuna Maunga asset management plans.

<sup>36</sup> Infrastructure strategy Appendix 1- Assumptions(RT) May 2015

Refer to Section 7 Financial overview for more information of operational and capital expenditure.

### **5.3 Proposed Baseline Service Standards – Renewals**

The Proposed Baseline Service Standard identifies, in measurable terms, the minimum asset condition profile of an asset required to deliver the service (in line with the impact of asset failure) and minimum performance grade (in line with the expected quality of service).

This is an improvement led by the Community Facilities team and will be considered as a possible future improvement for Parks and Open Space. Refer Community Facilities Strategic Asset Management Plan for further information.

### **Identified risks, issues and improvement initiatives for this section**

Issues identified with our current state have been linked to our key principles as outlined in Section 1.2 Key principles. Improvement initiatives have been itemised in Appendix 8.2.5 Open Space Improvement Plan. Risks have been identified (and linked to the Improvement initiatives where applicable) in Appendix 8.3.3 Risk Registers.

# 6. How we manage our assets

## 6.1 Key decisions we make about assets

Having a good understanding of how the council's community facilities perform, which we get through measuring and monitoring their performance. (See Section 5 How we manage asset performance), enables us to make informed decisions about how best to manage those assets. These include decisions about whether assets should be renewed, replaced, upgraded or disposed of.

The decisions that we make to manage assets throughout their lifecycles aim to:

- Optimise the council's return on its investment in the assets
- Deliver agreed levels of service for the assets
- Meet anticipated demand for service from the assets.

### 6.1.1 Optimising return on investment

Optimising the council's return on its investment involves:

- Considering the total costs of providing and maintaining an asset over its entire lifecycle
- Achieving the best outcomes from assets, in the context of long-term funding constraints.

### 6.1.2 Delivering agreed levels of service

It is not possible to deliver the optimal programme of services from the council's parks and open space assets in the current constrained financial environment.

To manage this, planners and decision-makers share information, so that the implications of delivering a lesser programme are understood and managed.

We also plan holistically across all the different groups of community facilities, and aim to ensure that the council's strategic goals influence all of our decisions.

### 6.1.3 Meeting anticipated demand for service

The factors that affect demand for service from the council's community facilities assets, and the methods we use to cater for this demand are discussed in Section 4 Current and future demand.

## 6.2 Approaches we use to manage assets

Council uses various approaches to make decisions about and manage all parks and open space provision within the PCL theme throughout their lifecycles in compliance with the council asset planning standard and industry best practice (IIMM NAMS, PRAMs etc.). This includes council-owned assets and partnership initiatives.

Approach	Acquire/create	Maintain/operate	Renew	Dispose/decommission
<p>Asset optimisation:</p> <ul style="list-style-type: none"> <li>Adequate provision</li> <li>Appropriate standards of service</li> <li>Value for money</li> </ul>	<ul style="list-style-type: none"> <li>Provision of new assets meets local boards' and the communities' actual needs and fit for purpose.</li> <li>Consider non-asset solutions through grants and partnerships</li> <li>Harmonisation of levels of service provision across asset portfolios and geographic location.</li> <li>New asset development initiatives will need to demonstrate an evidence-based assessment of value, before they can progress.</li> </ul>	<ul style="list-style-type: none"> <li>Scheduled/unscheduled and reactive maintenance are balanced to minimise risk to council.</li> <li>Quality of operational maintenance is consistent with asset requirements and standards.</li> <li>Asset maintenance and operational expenditure are obtained at lowest cost for highest return to utilise economies of scale and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Asset renewals are carried out at the appropriate time to ensure maximum use and/or extend predicted design life. Of the asset.</li> <li>Assets condition criteria meet agreed levels of service</li> <li>Renewals are scheduled by asset grouping to utilise economies of scale and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Network provision is not compromised by decommission or disposal of assets.</li> <li>N/A</li> <li>Disposal or decommission must provide a benefit or return and value to our communities, including: <ul style="list-style-type: none"> <li>Ratepayers</li> <li>Local Boards</li> </ul> </li> <li>This can include temporary decommission of assets.</li> </ul>
Evidence based holistic approach	<ul style="list-style-type: none"> <li>Baseline analysis identifies gaps in the network based on: <ul style="list-style-type: none"> <li>Meeting community needs now and in the future (Growth)</li> <li>Connecting parks and open spaces</li> <li>Intrinsic values</li> <li>Improving existing network<sup>37</sup></li> <li>Network capacity is ascertained using current data to identify actual needs across the region before acquisition or creation of new assets.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Asset data collected ensures a consistent approach to determine the functionality of the network.</li> <li>Contract conditions provide operational management to maintain assets efficiently, ensuring they are compliant.</li> <li>Contract reporting provides an overview of how the network is delivering our agreed levels of service.</li> </ul>	<ul style="list-style-type: none"> <li>Component-based condition data informs our long-term and renewals programme planning.</li> </ul>	<ul style="list-style-type: none"> <li>Non-performing assets are identified and captured appropriately to enable decommission and/or disposal. Options include: <ul style="list-style-type: none"> <li>Redundancy</li> <li>Obsolescence</li> <li>Surplus</li> </ul> </li> </ul>
Prioritisation	<p>Consistent criteria need to be used for prioritising acquisition and creation within the network based on:</p> <ul style="list-style-type: none"> <li>Location</li> </ul>	<ul style="list-style-type: none"> <li>Operational maintenance is prioritised to deliver agreed service standards and meeting community expectations and</li> </ul>	<ul style="list-style-type: none"> <li>Condition and risk ratings are used to prioritise initial</li> </ul>	<ul style="list-style-type: none"> <li>Within the parks and open space network, decommission or disposal is prioritised by: <ul style="list-style-type: none"> <li>Health and Safety</li> <li>Compliance</li> </ul> </li> </ul>

<sup>37</sup> Parks and Open Space Acquisition Policy June 2013

Approach	Acquire/create	Maintain/operate	Renew	Dispose/decommission
	<ul style="list-style-type: none"> <li>• Financial aspects</li> <li>• Community support</li> <li>• Amenity</li> <li>• Planning and legal restrictions<sup>38</sup></li> <li>• Intrinsic values.</li> <li>• Align with local acquisition priorities within the network context.</li> </ul>	outcomes.	renewals recommendations.	<ul style="list-style-type: none"> <li>• Non-performance criteria</li> </ul>

Table 18 Approaches to managing assets

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<sup>38</sup> Parks and Open Space Acquisition Policy June 2013

## 6.2.1 Asset acquisition and creation strategies

Auckland Council can use a variety of methods to acquire land for parks and open space depending on the specific situation. These are summarised in the Parks and Open Spaces Acquisition Policy. Currently, the majority of funding for land acquisition comes from development contributions).

Within the parks and open space of the Parks, Sport and Recreation activity, capital development covers the creation of new assets or works which upgrade or improve an existing asset beyond its existing capacity or performance, in response to changes in usage or customer expectations.

These works are either Council initiated or non-council initiated. Capital works are generally triggered by growth e.g. Population increases create increased demand on provision requirements, levels of service improvement, regulatory requirements, operational efficiency, or vested (gifted) to council.

As discussed in Section 4.3.2 Future provision, the Parks and Open Spaces Acquisition Policy sets out criteria for prioritising parks and open space acquisition opportunities within the existing urban area. :

1. Meeting community needs, now and in the future
2. Connecting our parks and open space
3. Protecting and restoring Auckland's unique features and meanings
4. Improving the parks and open space we already have.<sup>39</sup>

The following table shows the approaches we use to assess the capacity, performance and condition of existing assets, before we acquire new ones.

Theme	Approach	How we will do it
Meeting community needs, now and in the future	Consider non-asset solutions and partnerships  Focus investment on developing fit for purpose, integrated and connected community facilities	Explore opportunities to leverage and support partnerships with other providers.  Ensure assets are fit-for-purpose for their defined activity including lifting levels of service (where appropriate for higher utilisation)
Connecting our parks and open space	Take a holistic, coordinated and evidence based approach to planning	Identify the opportunities where possible for flexible, integrated and connected facilities
Protecting and restoring Auckland's unique features and meanings	Acquire land with cultural and historic heritage value for parks and open space.	Identify opportunities to provide places of intrinsic value for people to express their culture and traditions.
Improving the parks and open space we already have.	Effectively maintain, improve and optimise our existing portfolio in the first instance before acquiring more assets	Implement an effective asset renewal regime  Harmonise of levels of service provision across asset portfolios

<sup>39</sup> Source: Auckland Council Parks and Open Space Acquisition Policy

Theme	Approach	How we will do it
	Take a holistic, coordinated and evidence based approach to planning	<p>and geographic location</p> <p>Ensure that the provision of assets meet local boards and the communities actual needs.</p> <p>Ensure a consistent process for asset planning before allocation of funding and resources</p> <p>Dispose of underperforming assets no longer meeting community needs</p> <p>Align future provision to spatial prioritisation areas</p> <p>Improve value realised from the entire useful life of an asset using a whole of life value approach.</p>

**Table 19 Acquisition approaches**

See Section 6.2.5 for how we apply these approaches by asset type:

Asset type	Asset acquisition
Coastal Assets	<p>Asset renewals are the most common approach to maintaining this asset type portfolio.</p> <p>Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.</p>
Courts	<p>Asset renewals are the most common approach to maintaining this asset type portfolio.</p> <p>Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.</p>
Monuments & Sculptures	<p>Asset renewals are the most common approach to maintaining this asset type portfolio.</p> <p>Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.</p>
Park Equipment	<p>Asset renewals are the most common approach to maintaining this asset type portfolio.</p> <p>Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.</p>
Park Furniture	<p>Asset renewals are the most common approach to maintaining this asset type portfolio.</p> <p>Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.</p>
Park Roads & Carparks	<p>Asset renewals are the most common approach to maintaining this asset type portfolio.</p> <p>Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.</p>

Asset type	Asset acquisition
Parks Structures	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Paving & Hard Surfaces	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Play Spaces	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Sports Fields	Asset renewals maintain this asset type portfolio. The LTP Sports field project is currently being delivered to improve and extend this asset portfolio.
Utilities	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Water Features & Water Bodies	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Closed Landfill	TBA

Table 20 Approach by asset type

### 6.2.2 Asset renewals strategy

Council overall renewal strategy is to renew or rehabilitate assets at the optimum time so that agreed levels of service is delivered, whilst minimising total life costs. Table 28 below defines these drivers and Figure 7 shows our Prioritisation Framework.

Drivers		Description
Renewals	Renewals process	<ul style="list-style-type: none"> <li>Condition rating is undertaken either by internal staff (low risk assets) or by specialist contractor (high risk assets)</li> <li>The data information put into the renewals forecasting tool</li> <li>The output of the forecasting tool analysed and discussed with the activity management</li> <li>Prioritisation takes into account the available budget and the likelihood of asset failure.</li> </ul>
	Risk	<ul style="list-style-type: none"> <li>The risk of failure and associated safety, financial and commercial impact justifies</li> </ul>

		action.
	Asset performance	<ul style="list-style-type: none"> <li>The asset fails to meet the required levels of service.</li> </ul>
	Asset condition	<ul style="list-style-type: none"> <li>Visual inspections are carried out by in-house staff</li> <li>Specialist inspections are carried out by qualified contractors through a tendering process.</li> <li>Current approach is to 'sweat' assets to extend predicted life and defer renewal costs if possible. This option must be weighed up against increased maintenance costs to maintain aging assets in an acceptable condition.</li> <li>Visual inspections are carried out by in-house staff</li> </ul>
Performance management		<ul style="list-style-type: none"> <li>We currently do not have a consistent performance model tool. We rely on the rangers, contractors and other council personnel to report on the management of asset performance.</li> </ul>
Prioritisation	Most recent asset condition rating (1-5)	<ul style="list-style-type: none"> <li>The list of recommended renewals is put in a pool and priority is given to poor or very poor condition (4&amp;5) rated assets.</li> <li>Predicted remaining life/likelihood of asset failure</li> <li>Health and safety and other risk considerations, using the above points</li> <li>Overview of network requirements</li> <li>Alignment to funding envelope.</li> </ul>

Table 21 Asset renewals (condition and prioritisation)

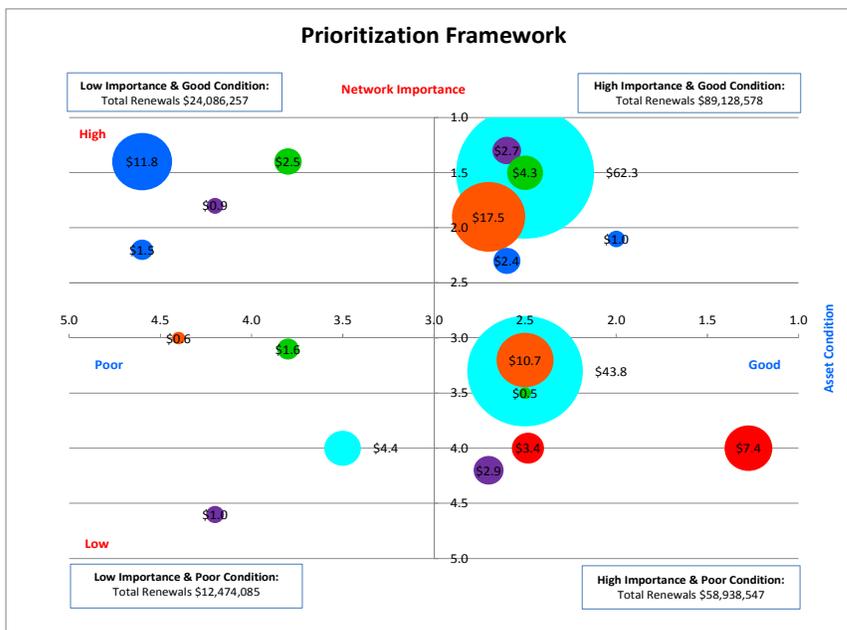


Figure 12 Prioritisation framework

### 6.2.3 Maintenance and operations strategies

Operations and maintenance strategies cover the policies that will determine how parks and open space assets will be operated and maintained on a day-to-day basis to achieve consistent optimum use of an asset. Maintenance and operations consist of both planned and unplanned works.

Work type	Details
Planned operation and maintenance	Programmed work of a cyclical nature that does not increase the service potential of the asset.
Unplanned operation or maintenance	Consists of generally minor response type of work to the asset to keep the service operating at the required level of service.

**Table 22 Operational and maintenance description**

The overall maintenance and operation strategic outcomes for assets that are maintained by council contractor are:

- To ensure service specifications and levels of service reflect current best practice for asset management and customer service
- To ensure that changes in demand and strategic priorities are managed effectively and efficiently
- To prove that contract works are being delivered at lowest cost
- To ensure contract works are being delivered safely
- To ensure contract works are being delivered sustainably (Eg. Weed/erosion control)
- To grow Auckland Council's long term capability, capacity and knowledge to deliver Parks and Open Spaces Full Facility maintenance works.

### 6.2.4 Asset disposal and decommission

Decommission is the retirement of assets that are surplus to requirements, or superseded by new/improved provision. Disposal is the removal of such assets. Assets may be decommissioned and/or disposed of for any of the following reasons:

- Under utilisation
- Obsolescence
- Provision exceeds required level of service
- Assets replaced before its predicted economic life
- Uneconomic to upgrade or operate
- Policy changes that result, for example, in a reductions in levels of service
- Service provided by other means (e.g. private sector involvement)
- Potential risk of ownership (financial, environmental, legal, social, vandalism).

At the time of writing there is only one identified asset to be disposed of:

- The NZTA proposes to widen the southern motorway in Manurewa, in the vicinity of the Botanic Garden. The proposal requires the construction of a centralised treatment facility and recommends locating the facility on a portion of approximately 2400m<sup>2</sup> within the

boundary of the Gardens. This area has little functional value to the Gardens as it is effectively separated from the Gardens by existing noise bunds. NZTA would prefer to own the land so that it has unrestricted access for maintenance purposes and the works will be carried out at NZTA's cost.<sup>40</sup>

However, we anticipate that the Operational Planning for Prioritised Coastal Compartment Management will highlight decommissioning of non-performing coastal assets.

We also recognise that across council, ongoing budget constraints will lead to decommission and disposal as part of our regionwide optimisation strategy.<sup>41</sup>

### 6.2.5 Lifecycle management by asset type

Asset type	Asset acquisition
Coastal Assets	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Courts	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Monuments & Sculptures	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Park Equipment	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Park Furniture	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Park Roads & Carparks	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Parks Structures	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Paving & Hard Surfaces	Asset renewals are the most common approach to maintaining this asset type portfolio.

<sup>40</sup> Source: Parks, Recreation and Sport Committee Agenda May 2015

<sup>41</sup> Source: Auckland Council Parks and Open Space Acquisition Policy

Asset type	Asset acquisition
	Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Play Spaces	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Sports Fields	Asset renewals maintain this asset type portfolio. The LTP Sports field project is currently being delivered to improve and extend this asset portfolio.
Utilities	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Water Features & Water Bodies	Asset renewals are the most common approach to maintaining this asset type portfolio. Additional assets are normally acquired as part of a larger growth or LoS project, rather than as a standalone project.
Closed Landfill assets	TBA

Table 23 Approach by asset type

## 6.3 Optimisation

Council does not have the capacity to invest in all parks and open space network projects at once, so the following criteria are intended to assist the governing body prioritise investment. As a future improvement, these criteria will be used to assess the strategic benefits of each project, the importance of investing in a specific area of the city, and the project outcomes. Each project will be assessed against these criteria and a recommendation on whether to invest or not as summarised below:

Considerations	Criteria
Strategic	Local Board priority
	Spatial priority
Network contribution	Network contribution
	Gap and/or Growth area e.g. Auckland Plan, Unitary Plan, Census, SHA
Community	Contribution within community
	Size / Layout / Restrictions / Limitations
Park or other open space	Overall Condition
	Catalyst / Opportunities
	Rationalisation potential

Table 24 Optimisation

## 6.4 Future Provision

The future provision of parks and open space largely depends on population growth. Since the Mayoral proposal was issued on 8 September 2014, council has been working on identifying ways in which parks and open space can cater for future growth, and most importantly, how future assets will be provided. The following table shows some examples of Parks, Sports and Recreation provision requirements which maintain current provision levels between 2014/15 and 2025.<sup>42</sup>

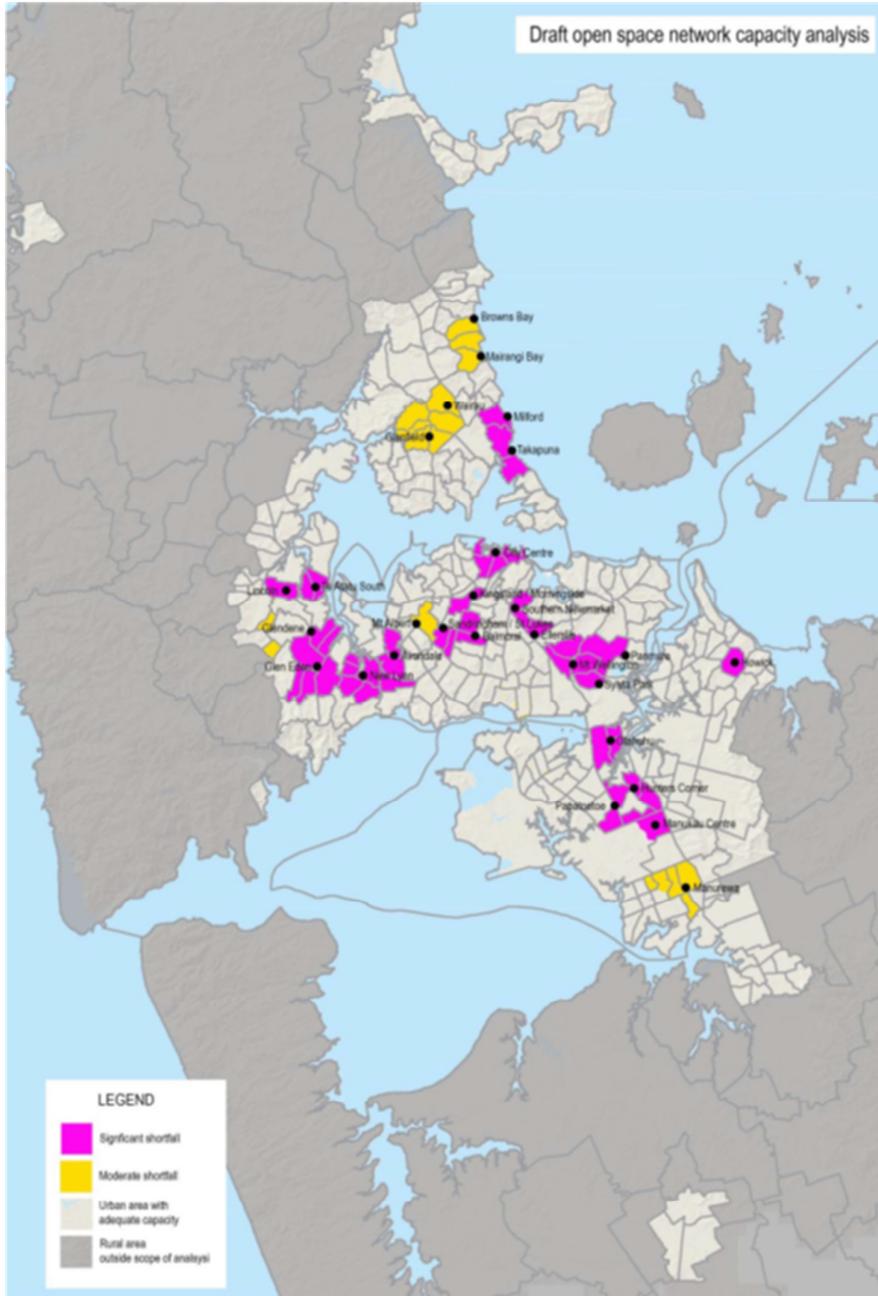
Year	2014	2015	2025
Population	1,524,102	1,548,983	1,785,503
Index		1.62%	1.31%
Cemeteries	30	30	35
Sportsfields	3,788	3,849	4,433
Local Parks	3,235	3,287	3,786
Sports Parks	194	197	227
Closed Landfill	200+	TBA	TBA
Town Centres	TBA	TBA	TBA
Street trees and gardens	TBA	TBA	TBA

Table 25 Future provision

<sup>42</sup> Source 1: Parks, Sport and Recreation Renewals tool 12/10/2014, Source 2: Closed Landfill Asset Management Plan 2015

We anticipate that with the intensification of a more compact city, parks and open space will become a scarcer commodity. To inform prioritising parks and open space acquisition opportunities, we have assessed provision of parks and open space across the region for current and projected future population. Analysis on demand, function, use and location is still an ongoing exercise.

Figure 8 below shows current network provision and areas of potential provision shortfall.<sup>43</sup>



<sup>43</sup> Source: Adopted interim open public space provision guidelines August 2014

**Figure 13 Current and future provision**

See Section 4 for demand trends.

NB. With the current financial environment, it is likely that the only land acquisition to be funded over the next 3 to 5 years funded will be through Development Contributions.

## **Identified risks, issues and improvement initiatives for this section**

Issues identified with our current state have been linked to our key principles as outlined in Section 1.2 Key principles **Error! Reference source not found.** Improvement initiatives have been itemised in Appendix 8.2.5 Open Space Improvement Plan. Risks have been identified (and linked to the Improvement initiatives where applicable) in Appendix 8.3.3 Risk Registers.

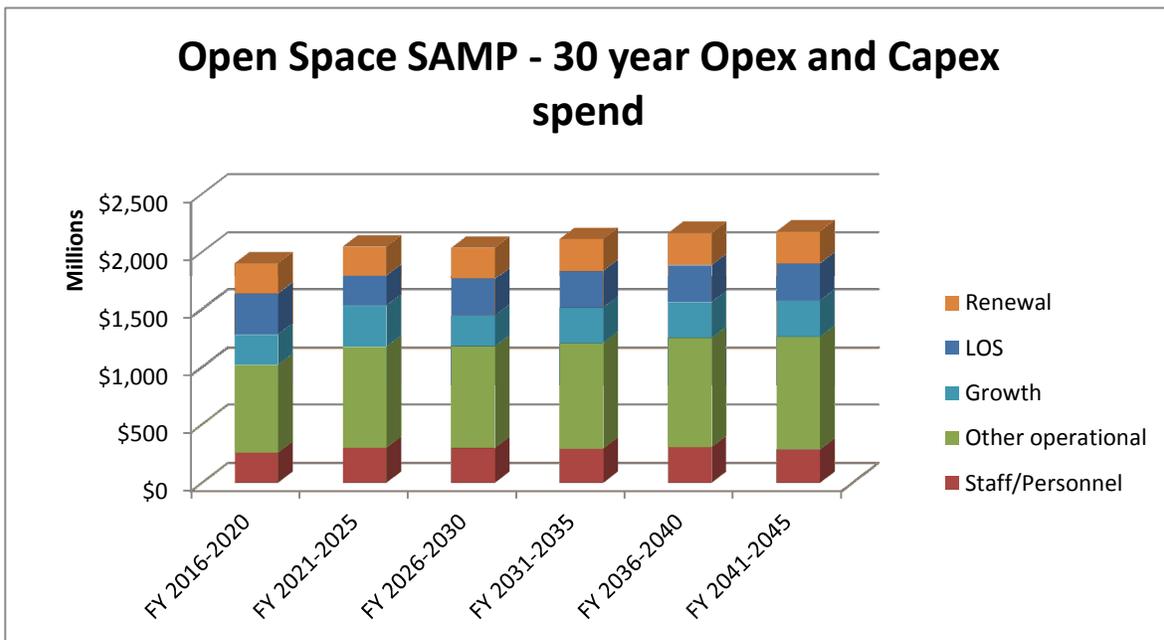
# 7. Financial Implications

## 7.1 Overview

Investment in capital projects will be in line with capital expenditure envelopes provided. Priorities for asset renewals, levels of service and meeting growth will be identified taking into account spatial priorities, including SHAs, and land release sequencing as part of the Council's Land Release Programme.

The chart below shows the projected 30 year capital and operational expenditure (uninflated) of \$5.3b associated with the management of Auckland Council PCL theme parks and open space infrastructure assets to 2025.<sup>44</sup>

NB. In future, we anticipate a higher contribution from Closed L and other Business Units identified as contributing parks and open space activities and assets to this strategic asset management plan. This is noted as a future improvement in Appendix 8.2.5.



<sup>44</sup> Source: Copy of Capex\_n\_opex\_30yr\_envelops\_150315.xlsx

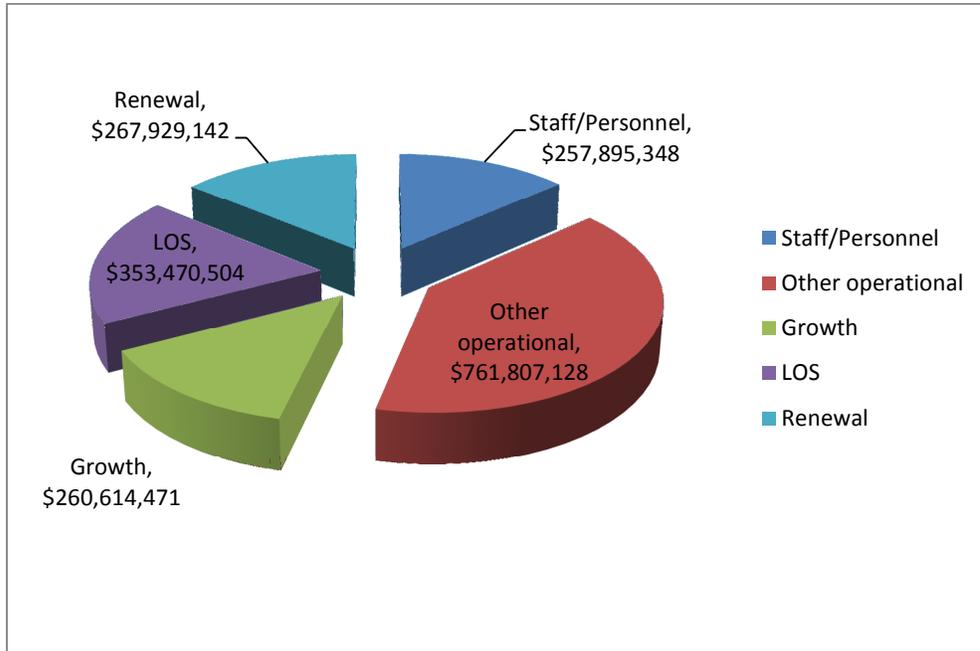


Figure 14 30 year spend OSSAMP

See Appendix 8.4 for further finance

### 7.1.1 Expenditure categories

Expenditure types are defined and reported as follows:

Operating expenditure is used to fund the ongoing day to day activities and services of the Council. It is expensed (not capitalised) work that continues the provision of services provided by assets. Operational activities include monitoring, maintenance, landfill operations, utility costs (e.g. trade waste and power), and technical advice (i.e. risk assessments, site investigations, emergency response).

Capital expenditure is used to replace existing deteriorated assets or components of assets to restore their remaining life and service potential (e.g. bore replacements).

Council has three categories of capital expenditure spread across its activities:

Category	Definition
Renewals	Defined as capital expenditure that increases the life of an existing asset with no increase in service level. It replaces existing deteriorated assets or components of assets to restore their remaining life and service potential.
Level of Service	Defined as capital expenditure that increases the service level delivered by the asset. This includes risk reduction projects to address health and safety issues, and leachate reduction projects for compliance purposes as well as to reduce ongoing operational costs.
Growth	Defined as capital expenditure that is required to provide additional capacity in whole or part under Council's Development Contributions Policy necessary to accommodate growth. It is the capitalised works that add new or enlarged existing assets to increase the capacity to cater for further growth in demand. Generally there is no growth driven closed landfill capital projects.

Table 26 Capital expenditure definitions

Operational Expenditure is split into the following categories:

Category	Definition
Staff and personnel expenses	Defined as operational expenditure for employees who deliver operational and planning in order to deliver our services
Scheduled (proactive)	Defined as operational expenditure for works that need to be carried out at specified times during a contract period
Unscheduled (proactive)	Defined as operational expenditure for works that need to be carried out during a contract period as required
Responsive (reactive) repairs and maintenance	Works that need to be carried out as a result of asset failure/damage

Table 27 Operational expenditure definitions

## 7.2 Forecast capital spend for next 10 years

The council has made a strategic commitment to ensuring existing assets are fit for purpose and capable of delivering quality levels of services for customers and staff who use them. As shown in the pie chart, total capital expenditure is similar across the three spend types.

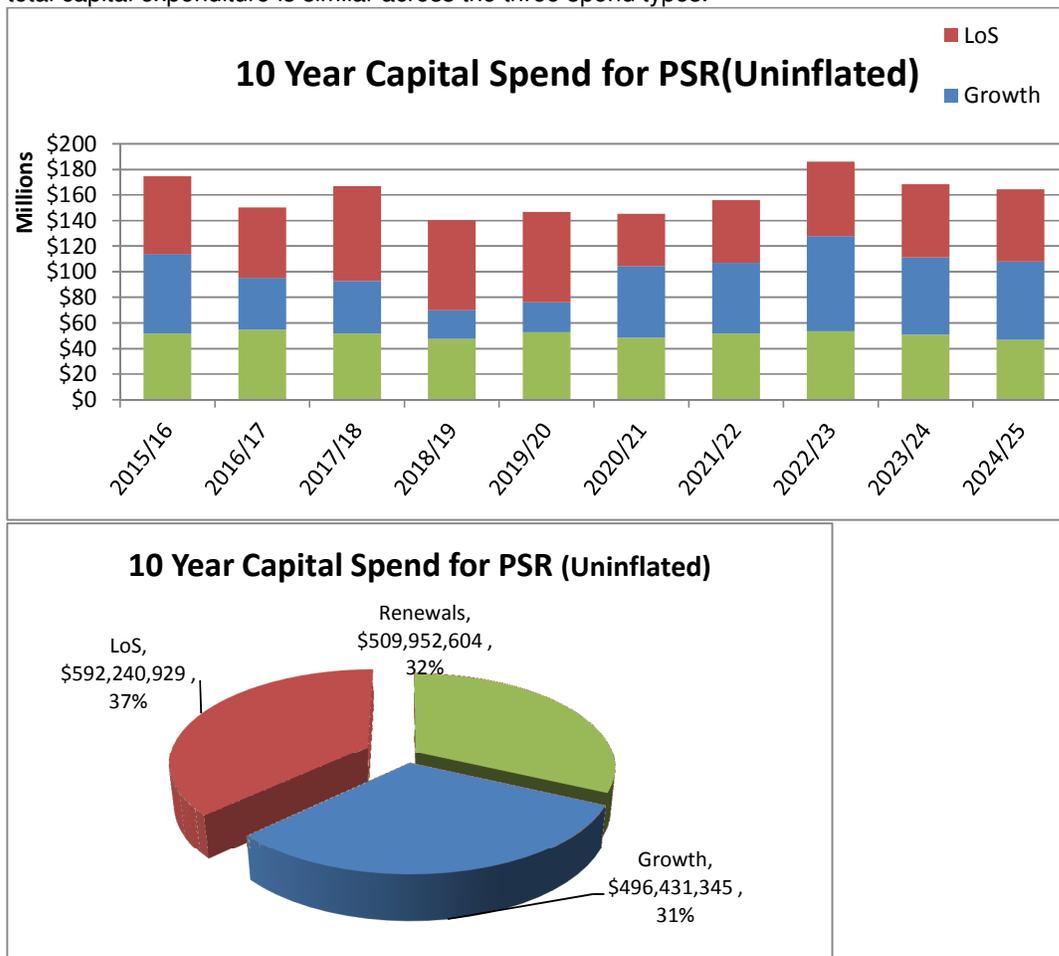


Figure 15 Forecast capital spend for next 10 years

<sup>45</sup>Note 1: Figures in graphs above currently include all growth and renewals budgets for Parks, Sports and Recreation Buildings (which are covered in the CFSAMP) as their budget streams have not yet been extrapolated.

Note 2: Closed Landfill figures are not included as surface works are within the Parks, Sports and Recreation budget streams.

See Appendix 8.4 Financial information for full Capital Projects List.

The council has made a strategic commitment to ensuring existing assets are fit for purpose and capable of delivering quality levels of services for customers and staff who use them. Given the limited capital resources available over the next 10 years, we have prioritised asset renewal over growth and LoS improvements. The graphs below show the proposed 10 year spend by Service Group.

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<sup>45</sup> Source: OSSAMP Spreadsheet with Graphs 15052

## 7.2.1 Botanic Garden capital spend for next 10 years

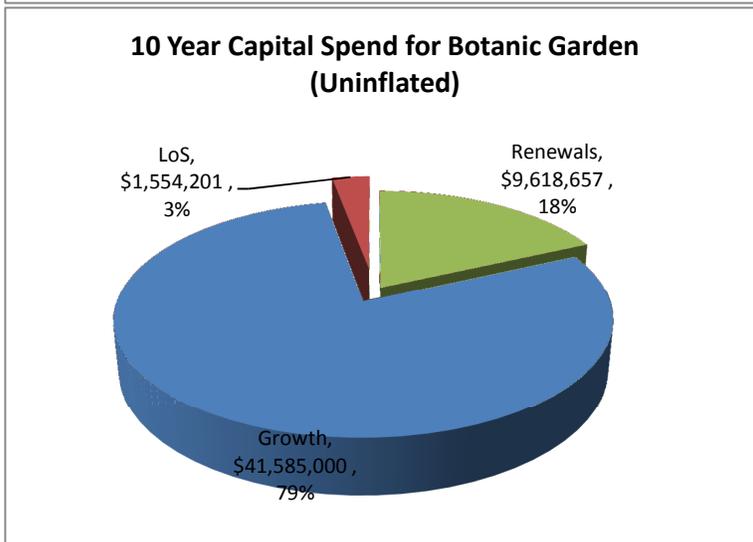
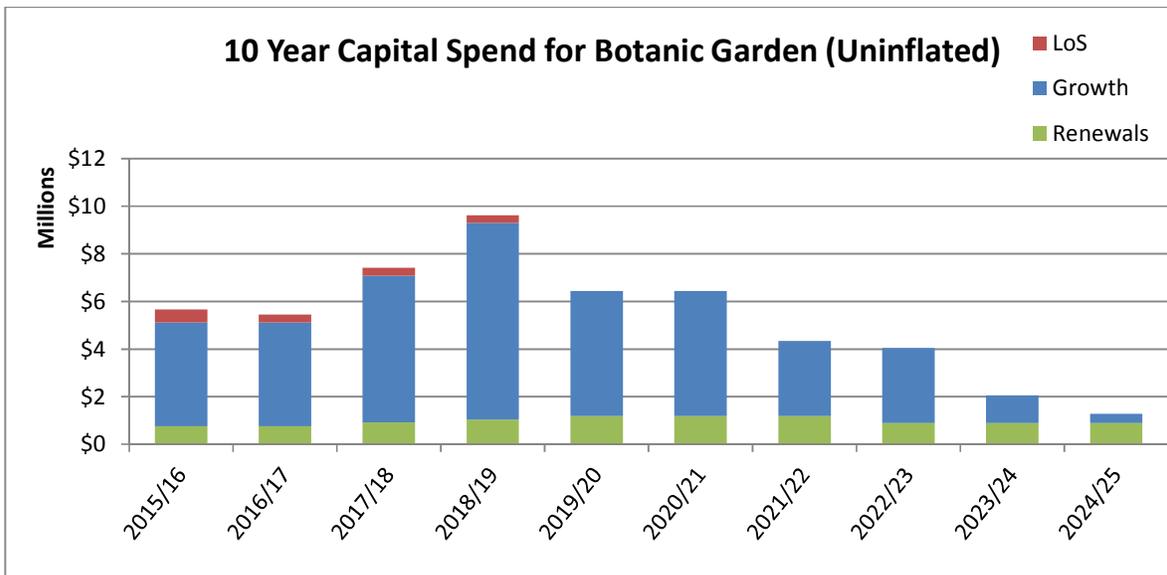


Figure 16 Botanic Gardens capital spend for next 10 years

## 7.2.2 Cemeteries capital spend for next 10 years

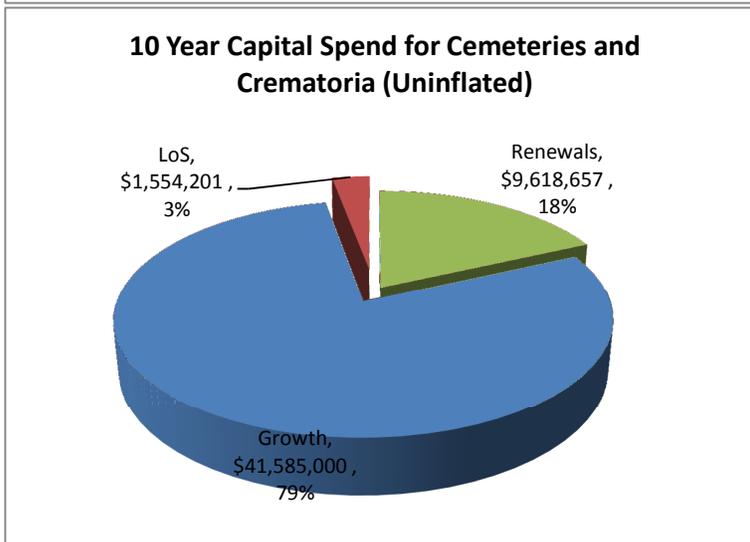
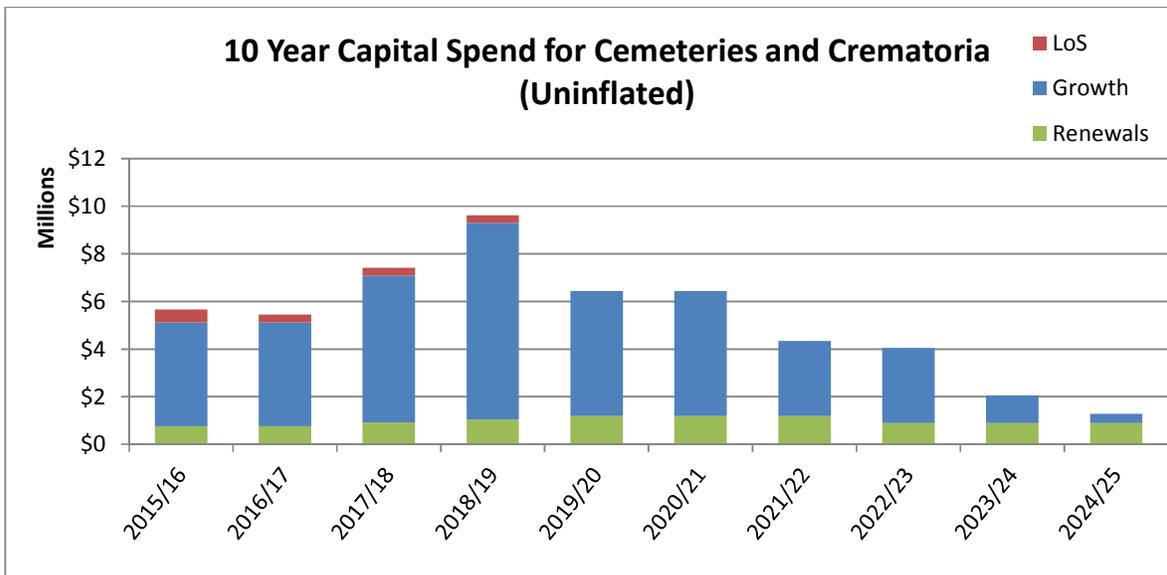


Figure 17 Cemeteries capital spend for next 10 years

### 7.2.3 Local and Sports Parks capital spend for next 10 years

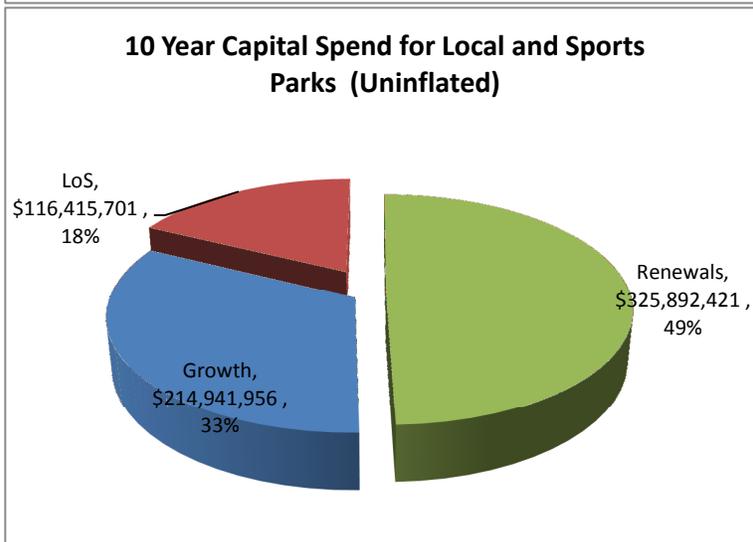
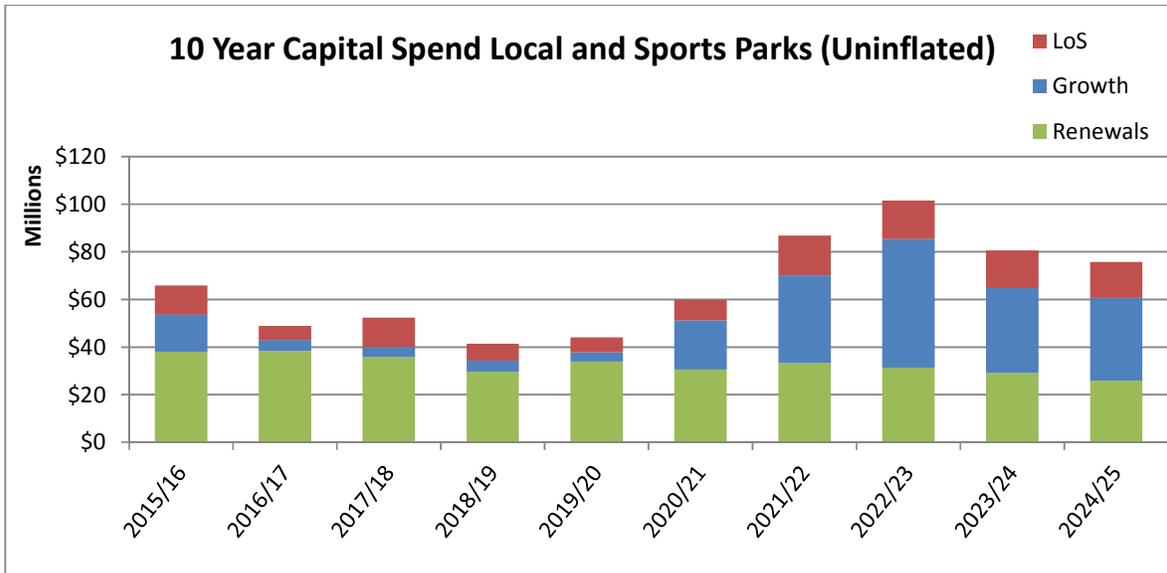


Figure 18 Local and Sports Parks capital spend for next 10 years

## 7.2.4 Regional Parks capital spend for next 10 years

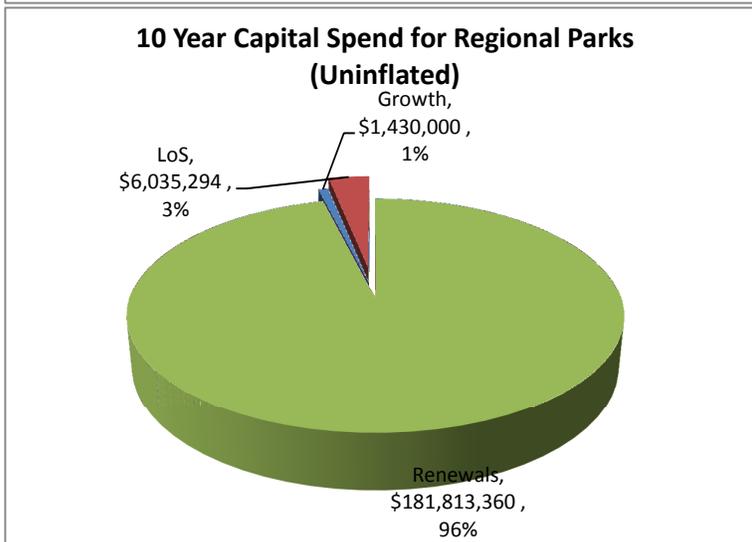
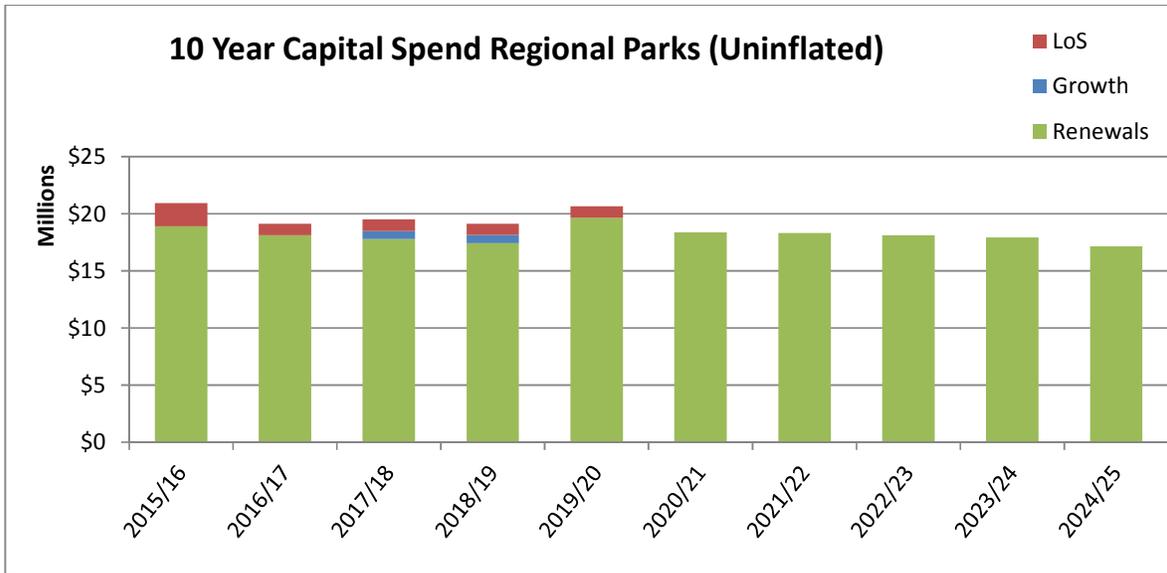


Figure 19 Regional Parks capital spend for next 10 years

### 7.2.5 Volcanic Cones capital spend for next 10 years

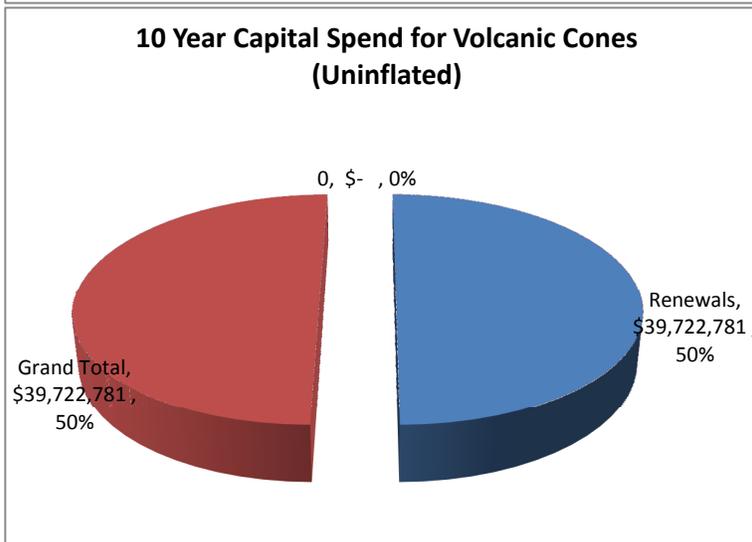
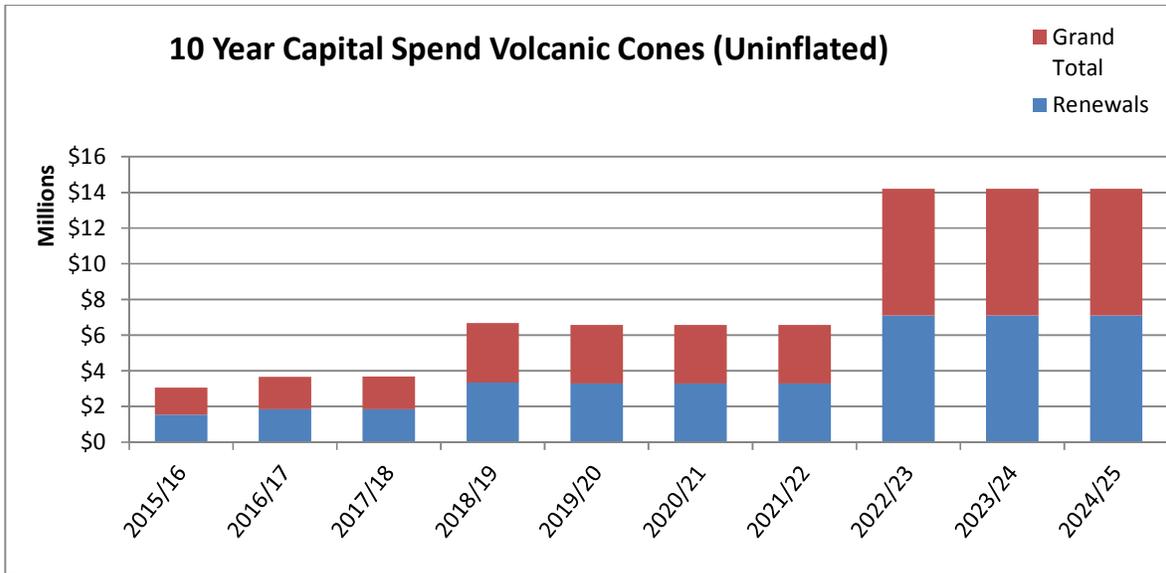


Figure 20 Volcanic Cones capital spend for next 10 years

### 7.2.6 Capital spend by Local Board

## 10 year CAPEX Spend by Local Board

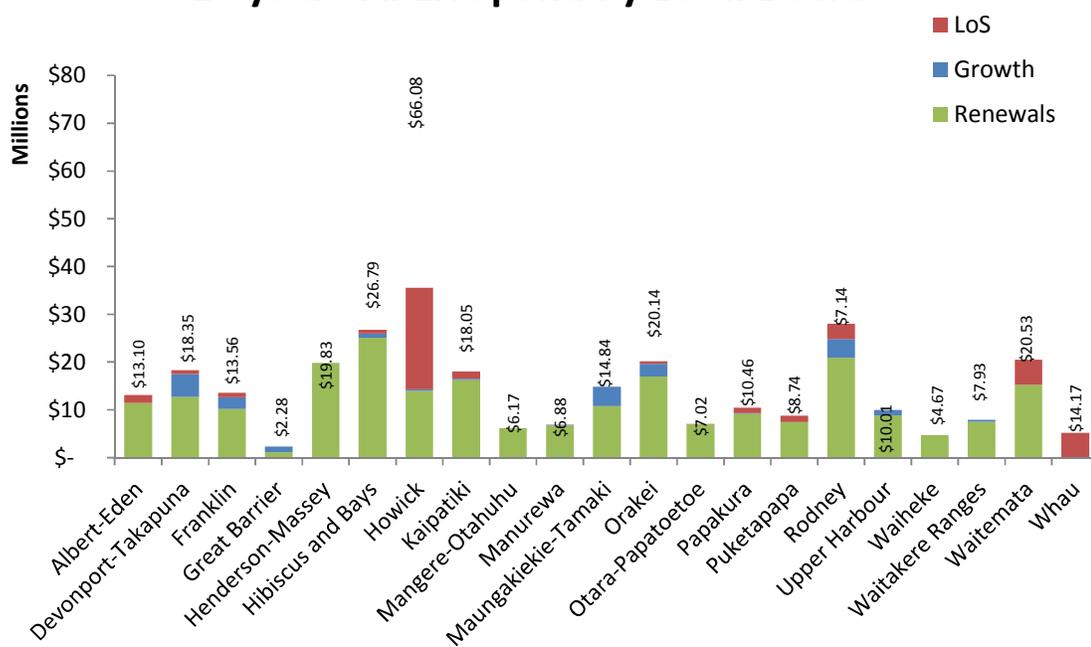


Figure 21 10 year spend by Local Board

Note: this excludes \$748m for Regional Parks, Cemeteries and Crematoria and Volcanic Cones assets as they report to the Governing Body rather than to Local Boards and also \$249m in unallocated funds.

### 7.2.7 Capital works key projects

Top ten projects parks and open space projects within the PCL theme<sup>46</sup>:

Project description	Spend Type	Location	Total uninflated	Delivery
Regional park land acquisition	LoS	Regional	278,047,782	2017-25
Local park land acquisition	Growth	Regional	161,464,901	2021-25
Sportsfield development	LoS	Other (Unallocated)	158,047,000	2016-20
Local park land acquisition	Growth	Regional	119,997,002	2016-20
Park improvements (general)	Growth	Regional	86,738,337	2021-25
Sportsfield development	LoS	Other (Unallocated)	72,205,791	2021-26
Tūpuna Maunga o Tamaki Makaurau Authority (Volcanic Cones)	Renewals	Regional	39,722,781	2016-25
Parks - Roads and carpark renewals	Renewals	Regional	17,022,618	2016-26
Parks - Paving and hard surface renewals	Renewals	Regional	14,419,606	2016-27
Master plan (Barry Curtis Park)	LoS	Howick	13,414,000	2016-20

Table 28 Capital works key projects

<sup>46</sup> Master OS and CF CAPEX data May 2015

## 7.2.8 Development contributions

Funding for growth is sourced through a mixture of Development Contributions (DC) and from existing community funding allocations, dependant on the derived benefits for new and existing local catchments.

There are various levels of complexity in the science of understanding growth. For the sports programme a detailed analysis of club, code and population growth has been analysed for the next 10 years based on very specific provision targets. In other programmes of work high level provision targets alongside growth projections that are generic across the long term plan have determined the projected demand.

As Auckland has a well-established (already developed) projects that also cater for existing residents, the overall programme is based on an average benefit realisation from every project, with 70% catering for growth and 30% catering for residential provision.

DC funded growth project streams to improve parks and open space capacity in development areas are as follows:

Revised budget				% DC funding
	2015/16	2016/17	2017/18	
<b>Programme (uninflated)</b>				
Greenways Growth	3,566,000	6,038,000	6,295,000	
Sport Growth	8,575,000	14,614,000	12,986,000	<b>70%</b>
Play Growth	2,066,000	3,025,000	4,795,000	<b>57%</b>
Generic Park Growth	9,895,000	5,820,000	9,486,000	<b>88%</b>
<b>Current Draft LTP (uninflated)</b>	<b>28,198,000</b>	<b>30,613,000</b>	<b>32,631,000</b>	
<b>Current Allocation to Projects</b>	<b>17,720,000</b>	<b>28,784,645</b>	<b>28,554,504</b>	
<b>Remaining Unallocated</b>	<b>10,478,000</b>	<b>1,828,355</b>	<b>4,076,496</b>	

Table 29 DC projects overview<sup>47</sup>

Refer to Council's Development Contribution Policy for further information and LSP AMP Appendix C for project breakdowns.

## 7.3 CAPEX funds

The following table shows funding mechanisms for parks and open space:

Programme	Funding mechanism
Renewal	Provided through general rates
LOS	Loan funded
Growth	Reserves contributions

Table 30 Funding strategy for parks and open space activities

Other funding options include:

- Local Board Discretionary CAPEX Fund budget available to local boards to apply to capital projects at their discretion. The fund is \$30 million per three years of the long

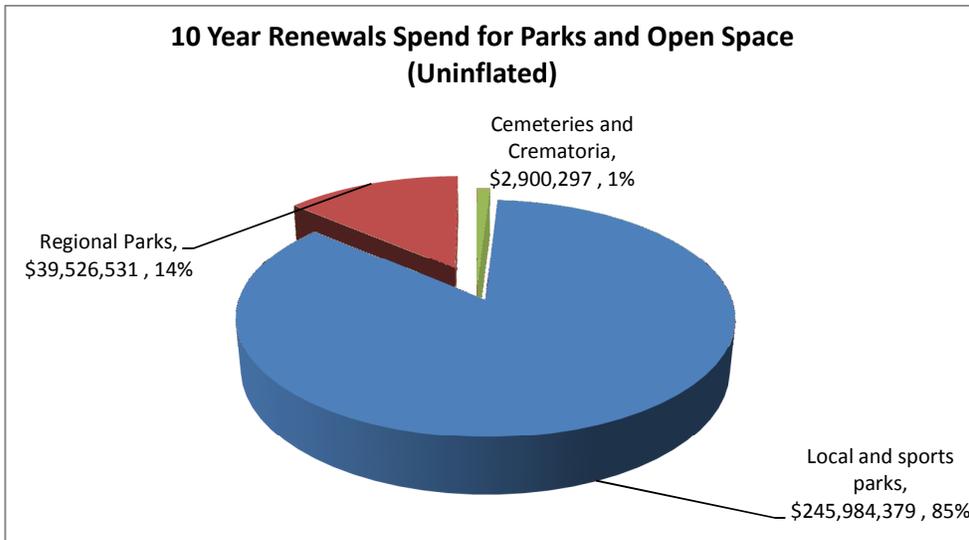
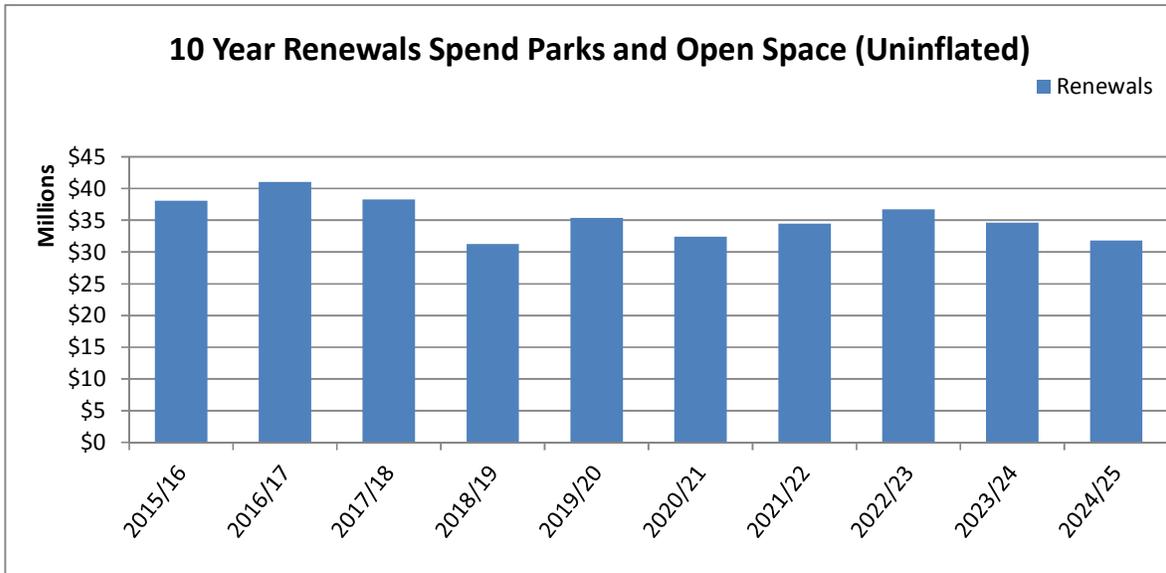
<sup>47</sup> 110515Growth Programme for LBs

term plan 2015-25. A provision for consequential operating expenditure has also been made.

## 7.4 Renewals

The figure below shows the total renewals expenditure for Parks and Open Space, totalling \$708m over 10 years.<sup>48</sup>

### 7.4.1 Renewals Spend Parks and Open Space



<sup>48</sup> Source: OSSAMP Spreadsheet with Graphs 15052

Figure 22 10 year Renewals Spend Parks and Open Space

### 7.4.2 Renewals Spend by Activity Group

The following table shows Renewals spending by Activity Group.

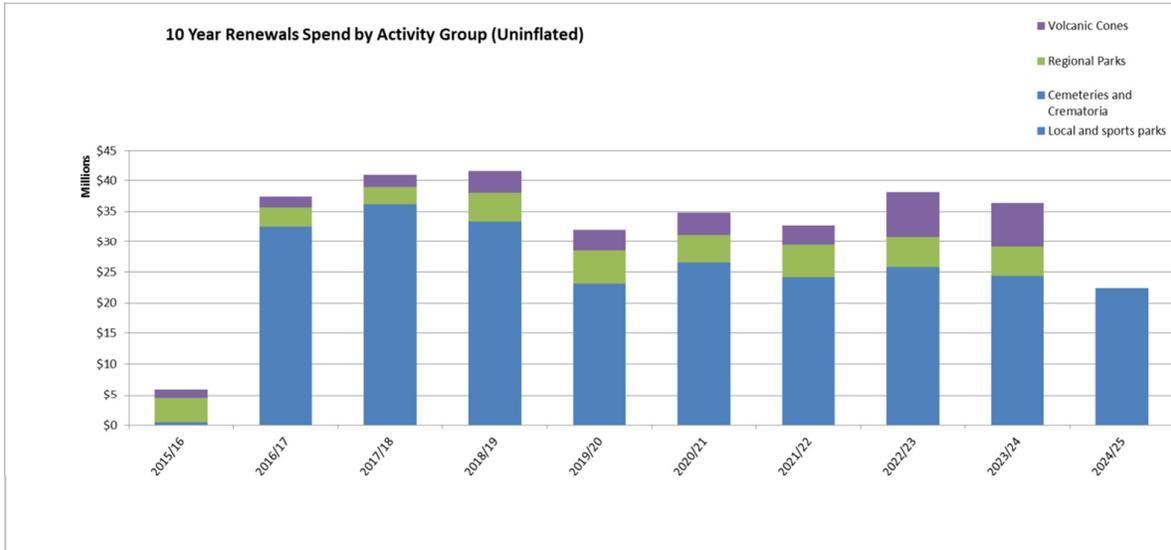


Figure 23 10 year Renewals Spend by Activity Group

## 7.5 Forecast operational spend for next 10 years

Expenditure by LTP theme group shows that we have significantly higher spend for Regional Parks and Recreation than Local spend.<sup>49</sup> This is likely to be due to Cemeteries and Crematoria, Regional Parks and Botanic Gardens, Volcanic Cones and other regional programming sits within this theme. As mentioned in Appendix 8.2 Improvement planning, we are working towards a more detailed breakdown of the Regional theme spend.

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<sup>49</sup> Source: Capex\_n\_opex\_30yr\_envelops\_150315.xlsx

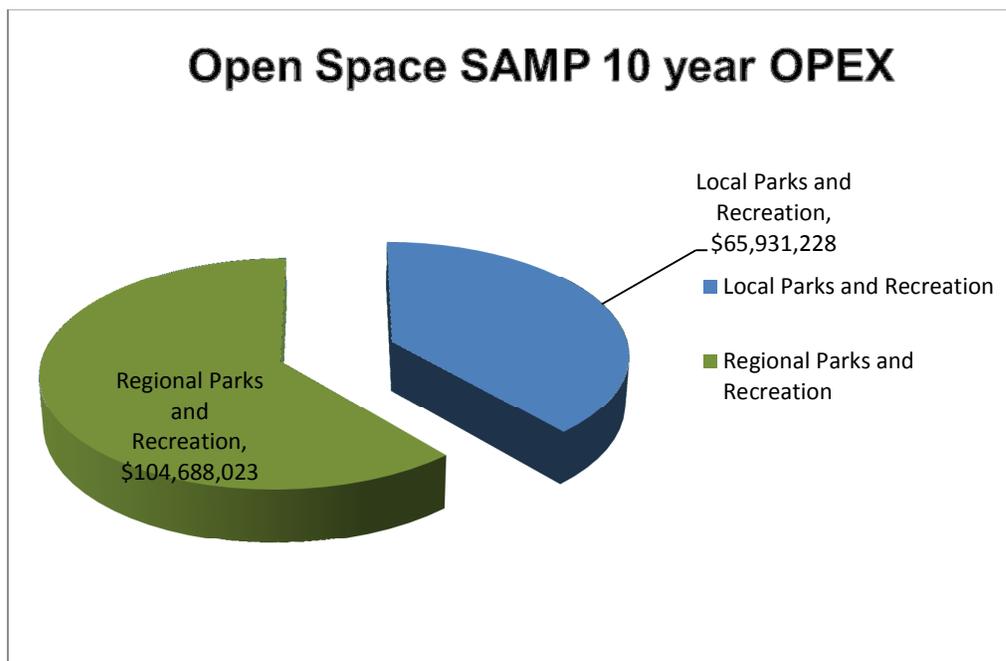
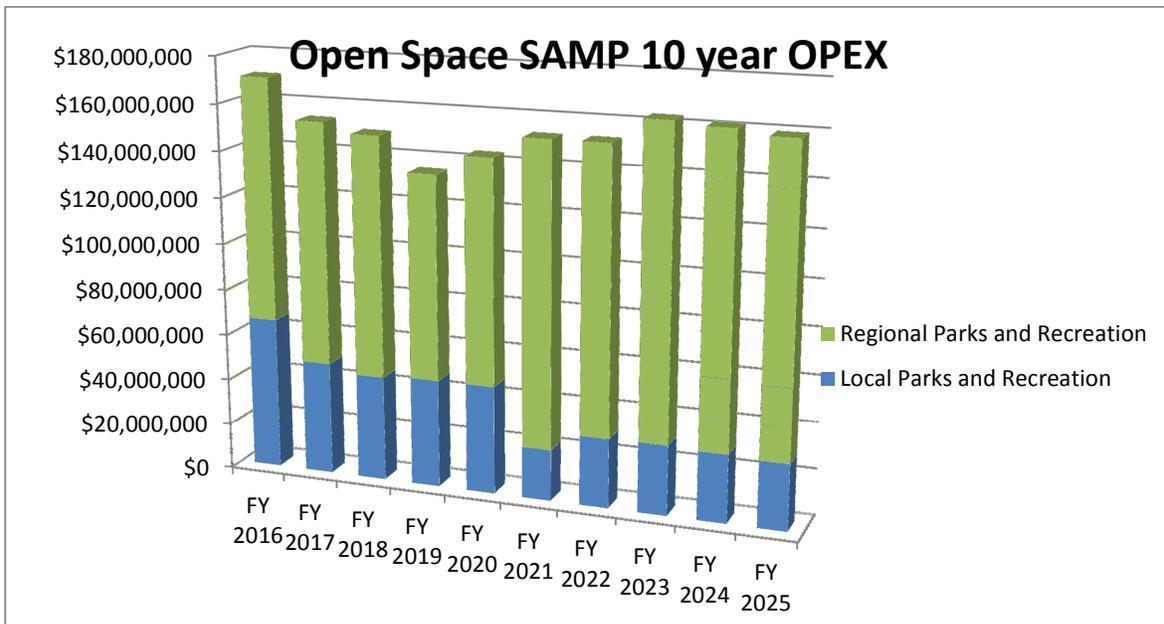


Figure 24 10 year Operational spend by LTP theme

## 7.6 Renewals funding gap

We have identified the following significant risks in current renewals funding:

- Revenue and expenditure budgets are largely based on legacy council budgets, which used varying data sources, assumptions and information systems
- Updated asset condition information could materially change expenditure requirements
- New information about changes in growth and demand could materially change expenditure requirements.
- Lack of synchronisation between live asset and financial databases leads to budget shortfall

- Lack of synchronisation between asset databases between different corporate and CCO datasets leads to confusion over funding allocation and responsibilities.

### 7.6.1 Trade offs

With continued changes to funding allocation, we can anticipate that future council budgetary decisions will require trade-offs to maintain service delivery within its Parks and open space network. In the meantime, the following high level risks per business activity have been anticipated to date.

Driver	Potential trade off	Potential consequences
Legislative requirements	×	Compliance required
Industry standards	×	Compliance required
Strategies and policies	×	Commitment to community
Operational plans	✓	LoS reduced; backlog of works; los off reputation; unhappy customers
Network optimisation	✓	More effective use of assets, higher community engagement and participation, potential cost saving
Sweating the assets	✓	Extended useful life = capex savings, but opex costs increased

Table 31 Trade offs

See Section 2.4 for discussion on specific issues challenges and opportunities/trade offs.

## 7.7 Financial performance

### 7.7.1 Asset values and depreciation

The table below shows total Parks, Sports and Recreation valuations by high level budget line as held in the Fixed Asset Register at 23 April 2015. Please note, since this valuation was completed, we have been refining the Business Unit budgets to show not only Ngā Tūpuna Maunga (Volcanic Cones) but Local and Sports Parks Regional Assets (Eg. Holiday Parks, Auckland Domain and Whenua Rangatira) more accurately. This will be shown in future when Parks, Sports and recreation assets are revalued.<sup>50</sup>

Activity	Accumulated depreciation	Acquisition value	Book value
Cemeteries and Crematoria	\$9,197,372	-\$263,931	\$8,933,441
Local and Sports Parks	\$3,759,950,569	-\$156,243,712	\$3,603,706,857
Local and Sports Parks (Holiday Parks)	\$30,928	\$0	\$30,928
Local and Sports Parks (SLIPS)	\$5,264,959	-\$336,522	\$4,928,437
Regional Parks & Botanic Garden	\$379,991,128	-\$10,064,465	\$369,926,664

<sup>50</sup> Source: SAP Fixed Asset Register 23/04/2014

Unknown	\$17,359,855	-\$4,361,978	\$12,997,877
Ngā Tūpuna Maunga	\$1,356,660	\$0	\$1,356,660
Grand Total	\$4,173,151,472	-\$171,270,608	\$4,001,880,865

Table 32 PSR valuations

### 7.7.2 Financial policies and funding

In relation to this 10-year financial summary we have identified the following issues:

Funding requirement	Issue
New acquisitions:	Parks and open space assets are costly to acquire, with any new acquisitions requiring ongoing maintenance and development budgets.
Increased park usage	Increased use of parks and open space will require additional maintenance and investment.
Confidence of information	Corporate supplied financial data used in this plan comes from Auckland Council's core planning and budgeting system (Hyperion Planning). The revenue and expenditure data is the same as that used for the council's long-term plan and internal/CCO management budgets, although the data may be presented differently in this asset management plan, to reflect the document's different scope.

Table 33 Financial policies and funding

### 7.7.3 Assumptions and confidence levels

The following table summarises the key assumptions in preparing this 10-year financial summary.

Key assumption	Level of uncertainty	Comment
All revenue and expenditure is stated in 2013/2014 dollar values, with no allowance made for inflation or future asset revaluation.	Significant	Revenue and expenditure will be adjusted for inflation at a corporate level, as part of the process of compiling the council's long-term plan.
The expenditure projections assume that the council will continue to fund services at the existing or noted levels of service.	Moderate	Future council decisions to fund different levels of service could have a major impact on the expenditure projections in this plan. The draft Auckland Plan provides some guidance about the council's likely future strategic direction.

Key assumption	Level of uncertainty	Comment
The planned capital expenditure programme can be fully delivered in the timeframes shown.	Significant	Under-delivery of capital expenditure may adversely affect our ability to achieve the performance targets in this plan, and impose a higher financial burden on ratepayers, earlier than is necessary. The council will apply centralised assumptions about capital expenditure deferrals in its long-term plan to avoid this risk.
Operating cost projections do not include an automatic increase for growth in demand. Instead, it is assumed that growth in demand has been adequately factored in, when the cost projections were developed.	Significant	Actual operating costs may differ materially from those projected here. Projected operating costs will be reviewed as better information and knowledge becomes available about the impacts of growth in demand.
The book value of assets, as at 30 June 2014, provides a reasonable basis for understanding the value of the assets under our management.	Moderate	Asset revaluations could reveal a material change in asset values.
Capital expenditure that will ultimately be funded from general rates or depreciation is stated as funded by "Borrowings" in the year that the expenditure is incurred. Similarly, development contribution funding is shown based on when the capital expenditure is incurred.	Moderate	The financial summary indicates the proportion of capital expenditure that we will be funded from each funding source. It does not present a GAAP-compliant view of income and expenditure. That view is shown in the prospective financial statements of the council's long-term plan.
Capital and operational budgets proposed in this plan are based on the best available information at the time of writing.	Significant	Budgets change in line with affordable progress and should be finalised by January 2012. Legislation changes, particularly with respect to amalgamation, add to the uncertainty of the cost predictions in this plan.
Renewal programmes are based on available data about asset condition, risk and performance.	Low	Capital renewal predictions are based on condition data in the legacy territorial authorities' asset management plans. The projects identified need to be scoped to provide more accurate information.

Table 34 Assumptions and confidence

Other key assumptions we have made are:

- Predicted maintenance costs are based on current maintenance standards

- Consequential costs are based on project information available at the time of preparing this plan
- Population growth is based on a medium-growth scenario
- Revenue from development contributions is predicted according to the council's development contribution policy
- Policies and regulations relating to this plan will remain the same over the planning period.

## **Identified risks, issues and improvement initiatives for this section**

Issues identified with our current state have been linked to our key principles as outlined in Section 1.2 Key principles. Improvement initiatives have been itemised in Appendix 8.2.5 Open Space Improvement Plan. Risks have been identified (and linked to the Improvement initiatives where applicable) in Appendix 8.3.3 Risk Registers.

# 8. Appendix

## 8.1 Glossary tables and figures

### 8.1.1 Glossary – general

Term	Definition
Acquisition	The process of engaging the use of an asset, from identification of needs through to hand-over. Acquisition includes ensuring an asset is ready for service, as well as documentation and protocols around record keeping and management. Acquisition is not solely about outright purchase, but also encompasses alternative methodologies such as construction, leasing, vesting, and partnerships with external parties
Annual Plan	The plan that sets out what the council will be working to achieve in a financial year, how it will spend its money, the level of service provided, and the level of rates and other revenue sources required to fund that spending
Area (Spatial) Plan	Spatial planning at a more local scale that translates Auckland Plan directions and local board aspirations into local spatial outcomes and intended land uses. In turn, it gives direction to the Unitary Plan, previously referred to as a District Plan or some other name
Asset	An item of value, usually of a physical nature and that has future economic benefits. Infrastructural assets provide the basic facilities, services and installations needed for a community or society to function, such as centralise drainage pipes. Non-infrastructural assets are those that provide either administrative or operational functions, such as computer software, office equipment, etc.
Asset Condition	The physical state of an asset, which determines its ability to deliver required services
Asset Management Framework	The Asset Management Framework is the overarching document, as defined in the Long Term Plan, that articulates the council's commitment to ensure that asset management (AM) is undertaken in a structured and coordinated way across the organisation underpinned by core principles
Asset Management Plan (AMP)	An Asset Management Plan (AMP) is a medium to long term (10-50 years or more) plan that outlines the asset activities and programmes for each service area, as well as the resources to be applied to provide a defined level of service in the most cost effective way. It supports Council's Long Term Plans, the Auckland Plan, CCOs' Strategic Plans and Local Board Agreements
Asset Management Strategy	This document sets out the high-level, long-term approach to asset management, including asset management action plans and objectives for the management of assets. It also includes information about capability enhancement projects

Term	Definition
Auckland (Spatial) Plan	A spatial plan for Auckland as mandated in S79 and S80 of the Local Government (Auckland Council) Act 2009. Now called the Auckland Plan (see also Masterplan)
Asset Register	A record of asset information, typically held in a spreadsheet, database, or software system, including asset attribute data such as quantity, type, and construction cost, primarily for asset management purposes
Asset Value	The assessed value of an asset, which may be either the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction, or the amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses
Capital Expenditure (CAPEX)	Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. Capital expenditure increases the value of an asset.
Catchment	The geographic area that the facility serves. This can be specified as a local, destination or regional catchment.
Council Controlled Organisation (CCO)	An organisation in which the council controls 50 per cent or more of the votes or has the right to appoint 50 per cent (or more) of directors or trustees.
Disposal	Disposal refers to the actions necessary to decommission and dispose of assets that are no longer required
Divestment	Disposing of an asset that is no longer required or capable of meeting community needs, which is determined following an investigation involving the local board and stakeholders. Disposal may involve selling or transferring the entire site or removing the building from the site.
Efficiency	Assets are performing to their full potential with the right balance of functionality, utilisation, physical condition and financial performance to meet business and community needs.
Fit for purpose	The design, layout and condition of the space enable the outcomes sought for the facility to be delivered. In the future we will aim for fit for purpose facilities to be accessible, best placed, flexible, reflective of local character, quality and sustainable.
Forward Land and Infrastructure Programme	The staged and orderly delivery of serviced land across Auckland to meet Auckland Plan (long-term 30 year targets) and Auckland Housing Accord targets (short-term 3 year targets)
Level of Service	A Level of Service is the degree of performance required of a particular activity. For example, the performance measure might be the level of customer satisfaction with a particular service, and the required Level of Service might be 90%. Levels of Service are linked to funding and development programmes
Long Term Plan	This sets out the council's vision, activities, projects, policies, and

Term	Definition
	budgets for a 10-year period. Also commonly referred to as the LTP, LTCCP, and the 10-year plan
Masterplan	A detailed plan for a defined area, e.g. a centre or a new urban development. It involves the integration of all elements (including social, cultural, economic and environmental considerations) into one overall design and can include the final expected physical form of the buildings and spaces within the defined area
Operational Expenditure (OPEX)	Operating expenditure refers to the costs incurred in running and managing assets, such as administration support (e.g. staff, contractors, consultants), occupancy costs (e.g. rent, rates, insurances), regulatory and compliance costs (e.g. WASSA, BWOFF, accreditation, etc.), and other costs relating to performance (e.g. cleaning, customer surveys, feasibility studies, condition assessment, etc.)
Special Housing Areas	Locations identified for growth in the Auckland Plan and the Proposed Auckland Unitary Plan where fast-track development of affordable housing can take place

### 8.1.2 Closed Landfill Glossary

Asset class	Description
Landfill cap	Refers to a physical barrier intended to limit exposure of refuse to the surface and ingress of surface water; generally expected to be constructed with low permeability material such as clay.
Containment structures	Usually erosion and/or slip protection devices/walls intended to stabilise steep slopes.
Stormwater controls	Cur-off drains, pipe, pond and pump networks designed to divert Stormwater. Appropriate vegetation and landfill cap contours also provide some level of control.
Leachate controls	Trench, pipe, pond, manhole and pump networks designed to divert leachate for treatment or disposal.
Leachate and groundwater monitoring bores	Monitoring and sampling boreholes into which PVC piping is inserted at the desired water level. Used to sample groundwater and measure its depth as part of continuing monitoring programme.
Gas monitoring system	Automated flammable gas sensors to signal higher than normal gas levels.
Gas controls	Gas collection wells, lines and pumps to draw gas, vents and flares for gas disposal.
Flow meters	Flow meters are located on the leachate collection system and are used to measure flow or volume for trade water discharge.
Electricity meters	Located at pump stations for power charging purposes.
Fencing and security	Some of the closed landfill sites are fenced and gated due to safety issues.

Access roads	Most closed landfill sites have unsealed access roads, typically constructed when the site was active.
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## 8.2 Improvement planning

### 8.2.1 Key Principles and improvement initiatives

Key principle 1: Effectively maintain, improve and optimise our existing portfolio in the first instance before acquiring more assets	
<b>Issue identified with current state</b>	<b>Improvement initiative</b>
<ul style="list-style-type: none"> <li>Inconsistent utilisation data &amp; analysis</li> <li>Inconsistent methodology for renewals planning used across the PCL theme</li> </ul>	<ul style="list-style-type: none"> <li>Implementing an effective asset renewal regime</li> <li>Harmonisation of levels of service provision across asset portfolios and geographic location</li> <li>Develop and implement Standards of Service methodology</li> <li>Participate in prioritisation of seismic remedial work</li> <li>Investigate scale &amp; impact of growth on demand &amp; levels of service</li> </ul>
Key principle 2: Take a holistic, coordinated and evidence based approach to planning	
<b>Issue identified with current state</b>	<b>Improvement initiative</b>
<ul style="list-style-type: none"> <li>Inconsistent data creates issues for renewal &amp; future planning across the PCL theme</li> <li>Incomplete picture of current state due to non-standardised processes</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring a consistent process for asset planning before allocation of funding and resources</li> <li>Disposing of underperforming assets no longer meeting community needs</li> <li>Aligning future provision to spatial prioritisation areas</li> <li>Improving value realised from the entire useful life of an asset using a whole of life value approach</li> </ul>
Key principle 3: Focus investment on developing fit for purpose, integrated and connected community facilities	
<b>Issue identified with current state</b>	<b>Improvement initiative</b>
<ul style="list-style-type: none"> <li>Impact of changes in technology unknown within the portfolio of assets</li> </ul>	<ul style="list-style-type: none"> <li>Review provision frameworks to specifically reference the potential impact of technology on changes in use of physical assets</li> <li>Ensuring assets are fit-for-purpose for their defined activity including lifting levels of service (only where appropriate to higher utilisation)</li> <li>Identifying the opportunities where possible for flexible, integrated and connected facilities</li> </ul>
Key principle 4: Consider non-asset solutions and partnerships	
<b>Issue identified with current state</b>	<b>Improvement initiative</b>
<ul style="list-style-type: none"> <li>Exploring opportunities to leverage and support partnerships with other providers</li> </ul>	<ul style="list-style-type: none"> <li>Identifying opportunities where possible for community and commercial partnerships, through agreements with grants funding and other fiscally responsible arrangements</li> </ul>

### 8.2.2 Continuous Improvement

Auckland Council takes a centralised approach to asset management based on its Asset Management Framework. While individual departments are responsible for setting up processes, systems and data to manage their activity's assets, the corporate Asset Management team ensures strategic alignment and statutory compliance.

All these practices enable:

- Management and maintenance of an accurate assets register
- Asset review, appraisal, decision-making and planning
- Monitoring and assessment of asset strategies and asset performance
- Statutory compliance and other external reporting and compliance requirements
- Support management and maintenance of the asset base.

### 8.2.3 Asset Management, Process and Systems

This section discusses the status of Council's current asset management practices and identifies practices the organisation wishes to use. The key asset management practices needed to support good asset management plans can be grouped into three broad areas:

#### Processes

- The necessary processes, analysis and evaluation techniques needed for lifecycle asset management

#### Information systems

- The information support systems that support the above processes and which store and manipulate asset data

#### Data

- Data available for manipulation by information systems to support asset management decision making.

### 8.2.4 Data, Process and Systems

Data quality is important for end users so that they can have confidence in making analyses using that data.

In order to maintain parks and open space datasets, we need a complex combination of systems and processes to ensure we have the best available data to enable accurate planning. Currently Parks, Sports and Recreation uses the following:

- SAP PM
  - Used to hold asset management information for all parks assets excluding buildings and property assets as defined by the PRS / Property relationship manual.
- SPM Property
  - Used to hold asset management information for all parks buildings and facilities.
- ESRI Arc GIS
  - Enables the spatial representation the physical location of parks assets. For contract mapping and future planning purposes.
- Files from legacy organisations.

#### **Data confidence and accuracy**

##### **Closed Landfill**

Inventory completeness for the Closed Landfill asset group is variable in completeness as well as accuracy (refer to Section 4.2.5 Asset inventory summary of Closed Landfill Asset Management Plan). For example, there are 21 sites (out of 194) or 11 per cent with recorded closure date.

The Site List is currently the main tool for managing the closed landfill activity. Key information needs to be kept up to date and complete. A review in September 2014 identified key high level improvements to current data and also that further development of an asset inventory for complex assets is a high priority.

## Parks, Sports and Recreation

The following table shows our current level of confidence in data accuracy for Parks, Sports and Recreation records in our primary databases; SAP PM and GIS. Experience indicates that there may be parks sites of which we are not yet aware. These will need to be mapped as they are discovered. Improving our overall dataset accuracy is an ongoing process within our business as usual programming.

Number of Parks	% of Parks in SAP
3,849	100%

Table 35 PSR Parks data accuracy 22/04/2015

### Summary of Assets by Type

Hard Asset Type	Total By Asset Type
Fixtures & Furniture	28,607
Green, Fleet & Building Assets by Sector	42,472
Paved Areas	18,850
Plant and equipment	4,624
Play & Sports Areas	981
Structures	25,787
Undefined Assets	5,733
Utilities	21,299
<b>Total Hard Assets</b>	<b>148,353</b>

Table 36 Data accuracy for assets by type

## 8.2.5 Open Space Improvement Plan

Parks Sport and Recreation has Activity specific generated improvement plans which focus on service delivery for their business. They are tabled in this appendix and are discussed more fully in their specific asset management plans.

General improvements identified during this plan writing process are referenced in the body of this document and tabled below. Improvements will be added as they are identified during further development and progress reported up to the submission deadline of 31 June 2014.

No	Asset management attribute	Type of initiative	Related SAMP section	Improvement required	Comment/ explanation	Action	Person responsible	Priority	Timeframe for action	Resources required	RS P	LS P	V C	Cemeteries
1	Capability	Strategic improvement	Section 2: Why this plan was developed	Deliver integrated planning across all parks and open space assets	Requires development and implementation of internal processes, most critically coordination of effort and shared information	Monitor, promote and support establishment of internal steering group to guide integrated planning	Caroline Jamieson/Julie Pickering	High	3 months	Confirm through delivery	Y	Y	Y	Y
2	Capability	Strategic improvement	Section 4: Current and future demand	Participate in implementing consistent process for investigating the potential optimisation and divestment of assets that are no longer meeting community needs	With the open space operation managers, defined process for divestment and optimisation should be approved and implemented as a priority	Determine appropriate participants to realise optimisation and divestment objectives	Lisa Tocker/Caroline Jamieson/Julie Pickering	High	3 months	Confirm through delivery		Y		Y
3	Capability	Asset planning improvement	Section 4: Current and future demand	Improve network analysis of parks and open space to inform planning	Will provide evidence base for advancing needs assessments for parks and open space	Consider appropriate participation in development and promote progress	Caroline Jamieson/Julie Pickering	High	6 months	Confirm through delivery	Y	Y	Y	Y
4	Capability	Asset planning improvement	Section 5: How we set and measure levels of service	Design and develop implementation timeframes for appropriate surveys to consistently assess current condition and performance to support Standards of Service approach	Condition surveys are still required for some facilities and need updating for others. Before new surveys are undertaken a thorough review of process and data captured needs to be completed to ensure it supports the Standards of Service approach in a robust manner	Participate as required with CFSAMP team	Caroline Jamieson/Julie Pickering	High	8 months	Confirm through delivery	Y	Y	Y	Y
5	Capability	Strategic improvement	Section 4: Current and future demand AND Section 5: How we	Investigate scale & impact of growth on demand & levels of service	Particular emphasis needs to be given to different communities across Auckland e.g. youthful South	Identify key participants from theme in the identification and prioritisation	Caroline Jamieson/Julie Pickering	High	Underway, completion end of 2021	Confirm through delivery	Y	Y	Y	Y

No	Asset management attribute	Type of initiative	Related SAMP section	Improvement required	Comment/ explanation	Action	Person responsible	Priority	Timeframe for action	Resources required	RS P	LS P	V C	Cemeteries
			manage asset performance			of opportunities being considered.								
6	Capability	Strategic improvement	Section 2: Why this plan was developed	Conduct review of relevant asset strategies to ensure alignment with OSSAMP	Streamline inputs and co-ordinate approach to planning to ensure all asset classes are captured, aligned and optimised	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Caroline Jamieson/Julie Pickering	High	Underway, completion end of 2024	Confirm through delivery	Y	Y	Y	Y
7	Capability	Asset planning improvement	ALL	Complete asset management maturity matrix assessment	To be completed once the full CFSAMP improvement plan has been assessed	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Caroline Jamieson/Julie Pickering	High	Underway, completion end of 2025	Confirm through delivery	Y	Y	Y	Y
8	Capability	Business improvement	Section 7: Financial implications	Council does not have the capacity to invest in all parks and open space network projects at once, so the criteria in Section 7.2 are intended to assist the governing body prioritise investment. These criteria will be used to assess the strategic benefits of each project, the importance of investing in a specific area of the city, and the project outcomes. Each project will be assessed against these criteria and a recommendation on whether to invest or not as summarised below:	Council does not have the capacity to invest in all parks and open space network projects at once, so the criteria in Section 7.2 are intended to assist the governing body prioritise investment. These criteria will be used to assess the strategic benefits of each project, the importance of investing in a specific area of the city, and the project outcomes. Each project will be assessed against these criteria and a recommendation made	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Caroline Jamieson/Julie Pickering	High	6 months	Confirm through delivery	Y	Y	Y	Y
9	Capability	Business improvement	ALL	Confirm whether CCOs and other internal	To be completed once the full CFSAMP	Identify key participants	Caroline Jamieson/Julie	High	Underway,	Confirm through	Y	Y	Y	Y

No	Asset management attribute	Type of initiative	Related SAMP section	Improvement required	Comment/ explanation	Action	Person responsible	Priority	Timeframe for action	Resources required	RS P	LS P	V C	Cemeteries
				business units should be included in this SAMP planning	improvement plan has been assessed	from theme in the identification and prioritisation of opportunities being considered.	Pickering		completion end of 2025	delivery				
10	Capability	Business improvement	ALL	Confirm future state of CF and OSSAMP, potential to combine into one strategic document.	To be completed once the full CFSAMP improvement plan has been assessed	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Caroline Jamieson/Julie Pickering	High	Underway, completion end of 2026	Confirm through delivery	Y	Y	Y	Y
11	Capability	Strategic improvement	Section 6: How we will manage parks and open space for the future	Closed Landfill contribution and other plans associated with this strategic asset management plan (Eg. Auckland Transport town centres and civic spaces) will be included in future iterations.	Closed Landfill contribution and other plans associated with this strategic asset management plan (Eg. Auckland Transport town centres and civic spaces) will be included in future iterations.	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Caroline Jamieson/Julie Pickering	High	12 months	Confirm through delivery	Y	Y	Y	Y
12	Capability	Business improvement	Section 6: How we will manage parks and open space for the future	Identify assets critical to each lifecycle grouping.	Identify assets critical to each lifecycle grouping.	Coordinate review with key PSR participants	Caroline Jamieson/Julie Pickering	Medium	12 months	Confirm through delivery	Y	Y	Y	Y
13	Capability	Strategic improvement	Section 4: Current and future demand	Participate in prioritisation of seismic remedial work to parks and open space structures	Identify required remedial work for the portfolio	Consider appropriate participation in development and promote progress	Mace Ward/Julie Pickering	Medium	Ongoing	Confirm through delivery	Y	Y	Y	Y
14	Capability	Strategic improvement	Section 6: How we will manage parks and open space for the	Customers and stakeholders usage of the service and their value/importance	The value of particular clients, and what that means for service provision should be strengthened and well articulated. The role of	a) Identify key participants	Caroline Jamieson/Julie Pickering	Medium	19 months	Confirm through delivery	Y	Y	Y	Y

No	Asset management attribute	Type of initiative	Related SAMP section	Improvement required	Comment/ explanation	Action	Person responsible	Priority	Timeframe for action	Resources required	RS P	LS P	V C	Cemeteries
			future		community facilities in the service offer for customers should be clear.									
15	Capability/Process	Asset planning improvement	Section 6: How we will manage parks and open space for the future	Determine an asset hierarchy to determine cross-theme prioritisation for future planning	The value of particular clients, and what that means for service provision should be strengthened and well articulated. The role of community facilities in the service offer for customers should be clear.	a) Identify key participants	Caroline Jamieson/Julie Pickering	Medium	27 months	Confirm through delivery	Y	Y	Y	Y
16	Capability/Process	Asset planning improvement	Section 6: How we will manage parks and open space for the future	Identify options for prioritisation framework to enable better decision-making	The value of particular clients, and what that means for service provision should be strengthened and well articulated. The role of community facilities in the service offer for customers should be clear.	a) Identify key participants	Caroline Jamieson/Julie Pickering	Medium	28 months	Confirm through delivery	Y	Y	Y	Y
17	Data	Asset planning improvement	Section 4: Current and future demand	Develop new standard process for capturing and recording utilisation for parks and open space	Will provide evidence base for advancing needs assessments for Community Facilities	Consider appropriate participation in development and promote progress	Caroline Jamieson/Julie Pickering	High	12 months	Confirm through delivery	Y	Y	Y	Y
18	Data	Asset planning improvement	Section 4: Current and future demand	Prioritising asset inspections by park and Local Board.	Will improve asset based planning to inform renewals planning and long term planning	a) Identify key participants	Caroline Jamieson/Julie Pickering	High	6 months	Confirm through delivery	Y	Y	Y	Y
19	Data	Asset planning improvement	Section 6: How we will manage parks and open space for the future	Agree on a central asset data management process that provides shared access to a single source of information	Streamline inputs and co-ordinate approach to planning to ensure all asset classes are captured, aligned and optimised	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Property/Caroline Jamieson/Julie Pickering	High	Underway, completion end of 2016	Confirm through delivery	Y	Y	Y	Y
20	Data	Business improvement	ALL	Develop an information pack for individual Local Boards that includes key information from	Streamline inputs and co-ordinate approach to planning to ensure all asset classes are	Identify key participants from theme in the	Property/Caroline Jamieson/Julie Pickering	High	Underway, completion end of	Confirm through delivery	Y	Y	Y	Y

No	Asset management attribute	Type of initiative	Related SAMP section	Improvement required	Comment/ explanation	Action	Person responsible	Priority	Timeframe for action	Resources required	RS P	LS P	V C	Cemeteries
				CFSAMP and OSSAMP	captured, aligned and optimised	identification and prioritisation of opportunities being considered.			2020					
21	Data	Business improvement	Appendix 8.3 Risk	Identifying the risk categories in the Open Space Activity matrices is a future improvement.	Updating the risk categories in the Open Space Activity matrices	Coordinate data implementation of review with key PSR participants	Caroline Jamieson/Julie Pickering	High	3 months	Confirm through delivery	Y	Y	Y	Y
22	Data	Asset planning improvement	Section 3: The assets this plan covers	Standardise park type naming conventions	Streamline inputs and co-ordinate approach to planning to ensure all asset classes are captured, aligned and optimised	Coordinate review with key PSR participants	Caroline Jamieson/Julie Pickering	Medium	12 months	Confirm through delivery	Y	Y	Y	Y
23	Data	Strategic improvement	Section 6: How we will manage parks and open space for the future	Utilise any key messages or themes from LTP community engagement to inform prioritisation	The value of particular clients, and what that means for service provision should be strengthened and well articulated. The role of community facilities in the service offer for customers should be clear.	a) Identify key participants	Caroline Jamieson/Julie Pickering	Medium	21 months	Confirm through delivery	Y	Y	Y	Y
24	Data	Strategic improvement	Section 6: How we will manage parks and open space for the future	Review provision frameworks to specifically reference the potential impact of technology on changes in use of physical assets	The value of particular clients, and what that means for service provision should be strengthened and well articulated. The role of community facilities in the service offer for customers should be clear.	a) Identify key participants	Caroline Jamieson/Julie Pickering	Medium	23 months	Confirm through delivery	Y	Y	Y	Y
25	Data	Asset planning improvement	Section 5: How we set and measure levels of service	Asset performance and capacity needs of the parks and open space network to be reassessed following implementation of CF SAMP Standards of Service	The value of particular clients, and what that means for service provision should be strengthened and well articulated. The role of community facilities in the service offer for customers should be clear.	a) Identify key participants	Caroline Jamieson/Julie Pickering	Medium	26 months	Confirm through delivery	Y	Y	Y	Y
26	Data/Process	Asset planning improvement	Section 6: How we will	Review proposed prioritisation framework	Review and confirm existing draft 2014	Coordinate review with	Caroline Jamieson/Julie	Low	33 months	Confirm through	Y	Y	Y	Y

No	Asset management attribute	Type of initiative	Related SAMP section	Improvement required	Comment/ explanation	Action	Person responsible	Priority	Timeframe for action	Resources required	RS P	LS P	V C	Cemeteries
			manage parks and open space for the future	of asset types inspection cycle for condition assessment.	framework	key PSR participants	Pickering			delivery				
27	Data/Process	Asset planning improvement	Section 6: How we will manage parks and open space for the future	Complete condition assessment programme for Coastal assets	Review and confirm existing draft 2014 framework	Coordinate data implementation of review with key PSR participants	Caroline Jamieson/Julie Pickering	Low	35 months	Confirm through delivery	Y	Y		
28	Financial improvements	Business improvement	Section 7: Financial implications	Split open space budgets into specific asset types and/or activities and by Local Board where appropriate	Split open space budgets into specific asset types and/or activities and by Local Board where appropriate	Coordinate review with key PSR participants	Caroline Jamieson/Julie Pickering	High	6 months	Confirm through delivery	Y	Y	Y	Y
29	Financial improvements	Business improvement	Section 7: Financial implications	Confirm budgets, limitations and trade offs	Confirm budgets, limitations and trade offs	Coordinate review with key PSR participants	Caroline Jamieson/Julie Pickering	High	Complete	Confirm through delivery	Y	Y	Y	Y
30	Financial improvements	Business improvement	Section 7: Financial implications	Analysis of budgets and their implications	Analysis of budgets and their implications	Coordinate review with key PSR participants	Caroline Jamieson/Julie Pickering	High	Complete	Confirm through delivery	Y	Y	Y	Y
31	Financial improvements	Business improvement	Section 7: Financial implications	Establish direction and development phasing for lifecycle management	Establish direction and development phasing.	Coordinate review with key PSR participants	Caroline Jamieson/Julie Pickering	Medium	12 months	Confirm through delivery	Y	Y	Y	Y
32	Financial improvements	Business improvement	Section 7: Financial implications	Identify when development phasing will be implemented.	Identify when development phasing will be implemented.	Coordinate review with key PSR participants	Caroline Jamieson/Julie Pickering	Medium	12 months	Confirm through delivery	Y	Y	Y	Y
32	Financial improvements	Business improvement	Section 7: Financial implications	Identify when SAP modules will be synchronised (FAR/PM).	Identify when development phasing will be implemented.	Coordinate review with key PSR participants	Caroline Jamieson/Julie Pickering	Medium	12 months	Confirm through delivery	Y	Y	Y	Y
34	Process	Asset planning improvement	Section 4: Current and future demand	Review current provision frameworks for all parks and open space asset classes and develop new where necessary	To be completed once the full CFSAMP improvement plan has been assessed	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Caroline Jamieson/Julie Pickering	High	Underway, completion end of 2026	Confirm through delivery	Y	Y	Y	Y
35	Process	Asset planning improvement	Section 6: How we will	Identify implementation opportunities, issues	This new process arising out of the Long	Identify key participants	Caroline Jamieson/Julie	Low	30 months	Confirm through	Y	Y	Y	Y

No	Asset management attribute	Type of initiative	Related SAMP section	Improvement required	Comment/ explanation	Action	Person responsible	Priority	Timeframe for action	Resources required	RS P	LS P	V C	Cemeteries
			manage parks and open space for the future	and risks for parks and open space portfolio	Term Plan will need to be well understood, in particular the implication of Local Board assets that serve a catchment beyond their local board boundaries	from theme in the identification and prioritisation of opportunities being considered.	Pickering			delivery				
36	Capability/Process	Business improvement	Section 2: Why this plan was developed	Defined roles and expectations of asset planning functions within departments and across divisions	Streamline inputs and co-ordinate approach to planning to ensure all asset classes are captured, aligned and optimised	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Property/Caroline Jamieson/Julie Pickering	High	Underway, completion end of 2017	Confirm through delivery	Y	Y	Y	Y
37	Capability/Process	Asset planning improvement	Section 6: How we will manage parks and open space for the future	Review implementation opportunities, issues and risks for parks and open space portfolio	This new process arising out of the Long Term Plan will need to be well understood, in particular the implication of Local Board assets that serve a catchment beyond their local board boundaries	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Caroline Jamieson/Julie Pickering	Low	32 months	Confirm through delivery	Y	Y	Y	Y
38	Capability/Process	Strategic improvement	Section 2: Why this plan was developed	Ensure evidence based options are considered alongside operational requirements	Streamline inputs and co-ordinate approach to planning to ensure all asset classes are captured, aligned and optimised	Identify key participants from theme in the identification and prioritisation of opportunities being considered.	Caroline Jamieson/Julie Pickering	Low	38 months	Confirm through delivery	Y	Y	Y	Y
39	Data/Capability/Processes	Strategic improvement/Asset planning improvement	Section 2: Why this plan was developed	Clarify and simplify our strategic linkages so this document delivers a clear, unambiguous message.	Clarify and simplify our strategic linkages so this document delivers a clear, unambiguous message.		Caroline Jamieson/Julie Pickering	High	Complete	Confirm through delivery				
40	Data/Capability/Processes	Strategic improvement/Asset planning improvement	Section 2: Why this plan was developed	Strategy and policy development to consider impact of OSSAMP on other	Streamline inputs and co-ordinate approach to planning to ensure all asset classes are	a) Identify key participants	Caroline Jamieson/Julie Pickering	Medium	11 months	Confirm through delivery	Y	Y	Y	Y

No	Asset management attribute	Type of initiative	Related SAMP section	Improvement required	Comment/ explanation	Action	Person responsible	Priority	Timeframe for action	Resources required	RS P	LS P	V C	Cemeteries
				related asset types, and connections with CFSAMP	captured, aligned and optimised									
41	Data/Capability/Process	Strategic improvement/Asset planning improvement	Section 2: Why this plan was developed	Embed consistent processes to ensure integrated planning within PCL theme, articulated in CFSAMP and OSSAMP	Streamline inputs and co-ordinate approach to planning to ensure all asset classes are captured, aligned and optimised	Participate as required with CFSAMP team	Caroline Jamieson/Julie Pickering	Medium	12 months	Confirm through delivery	Y	Y	Y	Y
42	Data/Capability/Process	Asset planning improvement	Section 4: Current and future demand	Utilise updated growth model (once available) for analysis of future network requirements	Streamline inputs and co-ordinate approach to planning to ensure all asset classes are captured, aligned and optimised	a) Identify key participants	Caroline Jamieson/Julie Pickering	Medium	15 months	Confirm through delivery	Y	Y	Y	Y

Table 37 Open space improvement plan

## 8.3. Risk Management

### 8.3.1 Overview

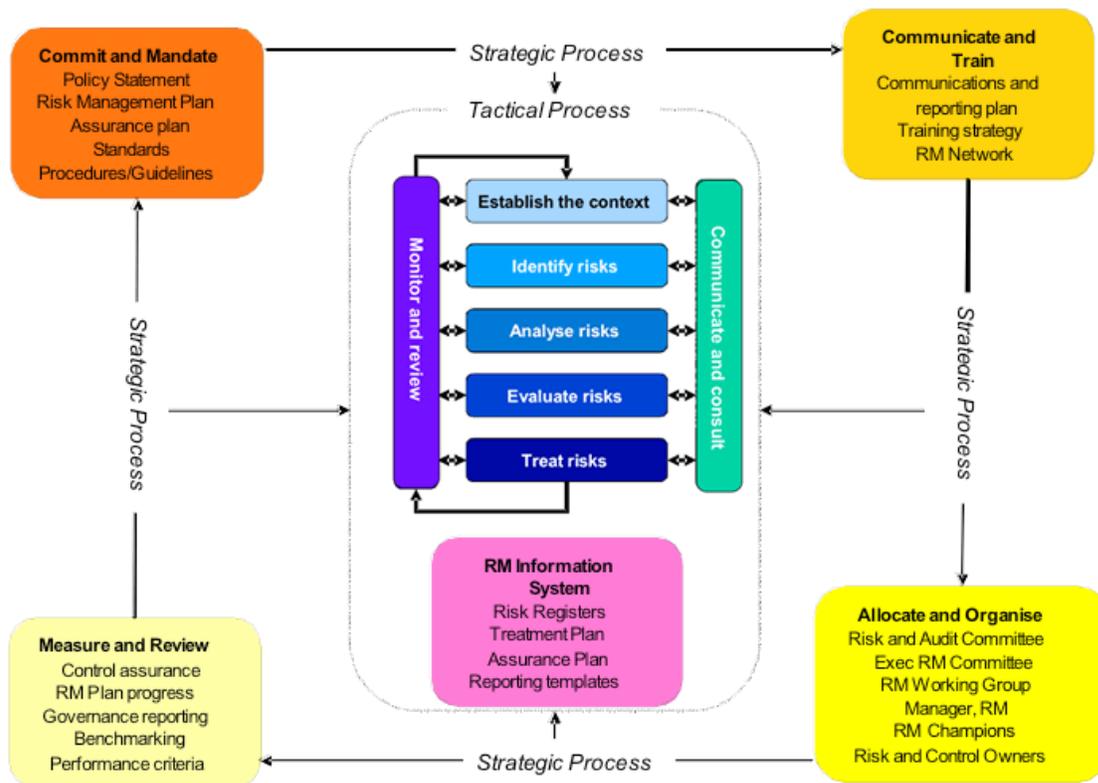
Auckland Council's enterprise risk management policy (2014) provides guidance and direction which is incorporated in the modus operandi of ensuring the community facilities deliver the required levels of service. Risk is managed through the ongoing identification of risks, routine assessments of critical asset components of a facility.

The key expectations with respect to risk appetite and tolerance as follows:

- Executive Leadership Team (ELT) and Audit and Risk Committee will provide guidance regarding organisational risk appetite and tolerance levels.
- Risk appetite and tolerance will be considered in respect of each risk that is assessed.
- Auckland Council expects management to escalate significant risks to ELT with an appropriate risk mitigation plan that lowers the level/class of risk exposure. Risk tolerance will be determined through this process.

Council is also on a journey of delivering high performance targets and agreed outcomes from the Auckland Plan and Long Term Plan, therefore identifying risks based on "Special Focus" and "Core" activity. Infrastructure and physical assets (Asset Management Planning) has been identified as a key Strategic Risk – Core Activity.

The risk management process adopted by council is shown below.



The policy has adopted the Joint Australian New Zealand International Standard: Risk Management – Principles and Guidelines (AS/NZS ISO 31000:2009) - an integrated risk management approach that provides a systematic and consistent methodology to risk identification, assessment and treatment as reflected in the risk management process. Top risks

will be monitored and reported to the Audit and Risk committee to reflect challenges in legislation, good practice and the experience by the Council.

The general sources of risk for the assets in this plan relates to:

- Satisfying legislative and contractual requirements
- Satisfying growth in customer demand, in terms of community infrastructure capacity and coverage
- Maintaining minimum levels of service reliability
- Previous legacy commitment to the community against current available funding.

This Plan does not include Natural Disaster risk assessment as this is covered by the Enterprise Risk Register. We recognise that the Parks and open space activity and its assets are likely to be affected in an event.

See Appendix 8.3 Risk Management for details of risks, current controls and additional controls which will be implemented as part of the medium to long term risk mitigation process.

The following tables show the current risk registers for Parks, Sports and Recreation and Closed Landfill.

### 8.3.2 Risk Registers

#### Open Space SAMP Risk Register

Risk Category	Existing Control(s)	Likelihood	Consequence	Risk score		Additional Control(s) required	Improvement ref	Risk Owner	Review Date	Open/Closed
Assets	Engineering inspections by coastal and structural engineers	2	4	8		Refer improvement plan initiatives regarding holistic planning and optimisation	2, 9, 28	Ian Maxwell PSR	Annually	Open
Delivery of Commitments	Maintenance contract; Future proof design; Renewals programme; Condition assessments; Customer and user survey feedback	3	3	9		Refer improvement plan initiatives regarding holistic planning and optimisation	2, 3, 4	Ian Maxwell PSR, Ian Wheeler Property	Annually	Open
Information Management	Asset Management Planning; Condition surveys undertaken and programmed; IT practices (backup, virus, security etc.); Document filing systems; Existing corporate manuals; Standardisation of processes, practices and equipment; Asset management systems; Quality management procedures and practices; Business Continuity Plan; Data auditing and outcomes fed into improvement plan; Staff handover/exit process	2	2	4		Continue to encourage a robust end to end process of information management e.g. standardised data entry Improve use of filing systems; Define responsibilities more clearly; Provide appropriate ongoing training for staff; Protocols for update and ongoing auditing; Ongoing customisation of Asset Management systems to meet needs	3, 4	Ian Maxwell PSR	Regular	Open
Information Management; Delivery of Commitments	Continue relationship building between sector operational and data teams	5	4	9						
Information Management; Delivery of Commitments	Continue relationship building between sector operational and data teams	5	4	9		Refer improvement plan initiatives regarding asset data and planning	3, 4, 7, 15, 16, 17, 18, 19, 22, 25, 26, 27, 34, 35, 37, 42			
Delivery of Commitments	Prioritise management/council buy-in of the criticality of using consistent asset data standards	3	4	12						
Financial	Efforts have been made to flag this as an issue	3	4	12						
Financial	Representation on both SAMPS to ensure consistent approach and clear definition of scope	1	3	4				Ian Maxwell PSR	Regular	Open
Delivery of Commitments	Representation on both SAMPS to ensure consistent approach and clear definition of scope	3	4	12		Refer improvement plan initiative	14	Ian Maxwell PSR, Ian Wheeler Property		

Risk Category	Existing Control(s)	Likelihood	Consequence	Risk score		Additional Control(s) required	Improvement ref	Risk Owner	Review Date	Open/Closed
Delivery of Commitments	Representation on both SAMPS to ensure consistent approach and clear definition of scope	3	4	12		Refer improvement plan initiative	14	Ian Maxwell PSR, Ian Wheeler Property		
Financial	Asset valuation carried out at 3 year intervals; Periodic asset condition assessment; Ensure expected life of assets are realistic; Revise unit rates to support analysis; Asset Management Plans	3	4	12		Refer improvement plan initiatives regarding asset data and planning	3, 4, 7, 15, 16, 17, 18, 19, 22, 25, 26, 27, 34, 35, 37, 42	Ian Maxwell PSR	Regular	Open
Financial	Asset Management Planning; Regular condition assessment and analysis programmes; Investigation of theme based project options for providing service in the future; Community consultation on service levels (as part of LTP process)	3	3	9		Refer improvement plan initiative	23	Ian Maxwell PSR	Regular	Open
Health and Safety	Proposed funding to advance detailed seismic assessments to inform remedial work as required	2	4	8		Refer improvement plan initiative	13	Ian Maxwell PSR, Ian Wheeler Property	TBA	Open
Health and Safety	Compliance with Council's stringent policies prior to working on site	2	4	8				Ian Maxwell PSR	Annually	Closed
Customers	Regular contact with RIMU to ensure that reviews and updates to the growth model are available and utilised	2	4	8		Refer improvement plan initiative	34	Regan Solomon RIMU, Raymond Tan FINANCE	Quarterly	Open
Delivery of Commitments	Maintain strong links between operational areas of departments to ensure provision strategies align and compliment	2	4	8		Refer improvement plan initiative	24	Ian Maxwell PSR	Regular	Open
Delivery of Commitments	Supply service contracts specifying performance objectives	3	4	12			29, 30, 31	Ian Maxwell PSR	Regular	Open

Table 38 OSSAMP risk register

**Parks, Sports and Recreation Risk Register**

Ref ID #	Risk	Particular business affected	Risk definition	Impact	Risk Category	Existing Control(s)	Risk Assessment				Additional Control(s) required	Risk Treatment Plan Summary	Risk Status (After treatment)				Risk Owner	Review Date	Open / Closed
							Likelihood	Consequence	Risk Score	Risk rating (RAG)			Likelihood	Consequence	Risk Score	Revised Risk rating (RAG)			
	Drowning or serious injury in pools and leisure	Leisure	Major - Drowning, serious injury	Physical harm / loss of life	People	Lifeguard training and pool side ratios First Aid training. Equipment	2	5	10	1		Demand management. Staff ratios, training, and equipment.			0		Rob McGee	Nov-14	Open
	Cliffs / stone falls	Local and Sports Parks Regional Parks	Coastal cliff faces managed by parks department	Injury, property damage, infrastructure damage	People	Warning signage condition assessments	2	4	8	2	Consider works e.g. netting	Signage					Mark Bowater Mace Ward	Jun-14	Open
	Safety of fit for purpose structures (playgrounds, trees, wharves and coastal structures)	Leisure Local and Sports Parks Regional Parks Recreation Planning and Programming	Structure failure causing injury to person, property damage Tree failure/VIP	Injury to public using structures, damage to property or other infrastructure	People  People	Condition assessments Renewal programmes Closure or exclusion of structure if unsafe	2	4	8	2	Extend tree condition assessments. Pruning/remove trees.	Assessments Renewals Removal			0		Ian Maxwell	Mar-14	Open
	Hazardous sites (e.g. construction, earthworks, chemicals)	All	Injury to public or contractors during construction works	Injury to public, injury to contractors, damage to property or other infrastructure	People	Health and Safety Plan pre-requisite of contract Contractors pre-qualified	2	2	4		Consider	Awareness, Training, Qualification			0		Ian Maxwell	Mar-14	Open
	Screening / vetting of staff supervising children Police vetting checks: Proposal is for Police to Charge: P&C are making a submission	Early childhood centres	Inappropriate care of children		People	Human Resource screening processes/Police checks	2	5	10	1	Screening post appointment	Screening/awareness of staff, staff ratios			0		Rob McGee	Jun-14	Open
<b>Health and Safety - Serious harm to staff / contractors / volunteers</b>																			
	Working alone (people threat to personal safety)	Regional Parks Local and Sports Parks	Roles may necessitate singular work in remote locations	Risk of attack / assault often in remote location	People	HS005 - Personal Safety and Security in the Workplace Procedure Security contracts for assistance out of office after hours	1	1	1		(1) staff empowered to make decision not to be alone in known adverse circumstances (2) Confirm or improve	Awareness Training Communication Equipment			1		Mace Ward Mark Bowater	Oct-14	Open

Ref ID #	Risk	Particular business affected	Risk definition	Impact	Risk Category	Existing Control(s)	Risk Assessment				Additional Control(s) required	Risk Treatment Plan Summary	Risk Status (After treatment)				Risk Owner	Review Date	Open / Closed
							Likelihood	Consequence	Risk Score	Risk rating (RAG)			Likelihood	Consequence	Risk Score	Revised Risk rating (RAG)			
											communication protocols and technology (e.g. panic button on phone)								
	Cemetery works - equipment, earthworks	Cemeteries	Excavation and machinery use	Instability and possible injury during burial process	People	Equipment & Work training Staff ratios / supervision	2	3	6	3					2	Catherine Moore			
	Park operations	Regional Parks Local and Sports Parks	Construction works Maintenance / mowing	Injury to public, injury to contractors, damage to property or other infrastructure	Operations	Health and Safety Plan, training	2	2	4		Review of injuries resulting in loss of work time				1	Mace Ward Mark Bowater	Mar-15	Open	
	Contractor operations	Asset Development and Business Support			Operations	Contractors pre-qualified	2	2	4		Review coroner's reports					1	Colin Field	Mar-15	Open
	Exposure to weather (sun, adverse conditions)	All	Significant part of roles requires outside / on site works with sun exposure	Skin cancer, injury or health complication	People	Awareness, clothing, Sunscreen	2	3	6	3					1	Ian Maxwell			
<b>Fraud</b>																			
	Cash handling	Leisure Regional Parks Cemeteries	Theft or inappropriate reconciliation of cash received	Criminal consequences Potential impact of trust and council reputation	Legal and Regulatory Compliance	Inwards Payment Receipting and Banking Policy compliance	2	2	4						1	Rob McGee Catherine Moore Mace Ward			
	Contract management	Asset Development and Business Support	Fraud through contracting process	Criminal consequences Potential impact of trust and council reputation	Legal and Regulatory Compliance	Procurement process Council Audit review	2	2	4						1	Colin Field			
	Grants	Recreation Planning and Programming	Fraud through grant process	Criminal consequences Potential impact of trust and council reputation	Legal and Regulatory Compliance	Procurement process Council Audit review	2	2	4						1	Lisa Tocker			
<b>Council reputation impact</b>																			

Ref ID #	Risk	Particular business affected	Risk definition	Impact	Risk Category	Existing Control(s)	Risk Assessment				Additional Control(s) required	Risk Treatment Plan Summary	Risk Status (After treatment)				Risk Owner	Review Date	Open / Closed
							Likelihood	Consequence	Risk Score	Risk rating (RAG)			Likelihood	Consequence	Risk Score	Revised Risk rating (RAG)			
	Management of service failure	All	Unintended adverse event for any service or activity	Council reputation	Reputation	Communications and engagement response	2	3	6	3						Ian Maxwell			
	Actions / decisions of others that impacts department	All	Pest control Water catchment, stormwater infrastructure, coastal infrastructure Chemical control	Council reputation	Reputation	Communications and engagement response	2	2	4					1	Ian Maxwell				
<b>Business continuity</b>																			
	Crematoria	Cemeteries	Gas supply impacting cremator operation	Ability to perform necessary service	Civil Defence	Provision for alternative supply equipment	2	3	6	3		Equipment Installed				1	Catherine Moore	2013	Closed
<b>Project delivery</b>																			
	Project delays	All	Capital build projects delayed beyond expected delivery compromising service delivery or use of facilities	Impact on users - sports clubs	Delivery of Commitments	Project Management framework Regular progress reporting and risk management	2	2	4			Gateway process					Ian Maxwell	Mar-15	
	Project required for an event to be held (e.g. Masters Games)	All	Facility or service required to fulfil deadline of event	Impact on events Reputation	Delivery of Commitments	Project Management framework Regular progress reporting and risk management	2	2	4						1	Ian Maxwell			
<b>Central government legislation change</b>																			
	Compliance or change of practise to meet new legislation requirements	All	Legislation changes and alters management and operation practise	Compliance costs Legislative non-compliance	Statutory Changes	Legislative compliance review	2	2	4						1	Ian Maxwell			
<b>Organisational</b>																			

Ref ID #	Risk	Particular business affected	Risk definition	Impact	Risk Category	Existing Control(s)	Risk Assessment				Additional Control(s) required	Risk Treatment Plan Summary	Risk Status (After treatment)				Risk Owner	Review Date	Open / Closed
							Likelihood	Consequence	Risk Score	Risk rating (RAG)			Likelihood	Consequence	Risk Score	Revised Risk rating (RAG)			
<b>change</b>																			
	Loss of skilled staff	All	Disruption to service or function	Succession planning, corporate knowledge, external relationship impact	People	Rewards / recognition. Staff development. Staff Rotation	1	1	1						1	Ian Maxwell			
	Mismatch of skill set resulting from change	All		Succession planning, corporate knowledge, external relationship impact	People	Staff development One on one coaching	1	1	1						1	Ian Maxwell			
<b>Accuracy of information to base decisions</b>																			
	Asset Management Planning	All	Inaccurate or incomplete asset information	Investment required to manage and renew assets inadequate or mis-timed	Process	Effective communication of Asset Management Plan implications to elected members	3	2	6	3					1	Colin Field			
	Financial Planning	All	Incorrect or changing budget position	Investment decisions and longer term investment planning compromised	Process	Monthly reporting	3	2	6	3					1	Asha Patel			
<b>Competency and capability of other parts of Council in project delivery on department's behalf</b>																			
	Property development or renewal	Leisure Local and Sports Parks Regional Parks	Delivery of renewal or new project development programme unable to be delivered to needs of business	Poor asset performance and condition Extended closure Loss of revenue	Operations	Asset Management Planning Condition assessment Renewal planning and maintenance programmes	3	2	6	3					2	Rob McGee			
<b>Renewal Budget and Allocation</b>																			

Ref ID #	Risk	Particular business affected	Risk definition	Impact	Risk Category	Existing Control(s)	Risk Assessment				Additional Control(s) required	Risk Treatment Plan Summary	Risk Status (After treatment)				Risk Owner	Review Date	Open / Closed
							Likelihood	Consequence	Risk Score	Risk rating (RAG)			Likelihood	Consequence	Risk Score	Revised Risk rating (RAG)			
		Leisure Regional Parks Cemeteries Local and Sports Parks Asset Development and Business Support	Spending of renewal budgets without recourse to the unit rate assumptions which underpin these budgets																

2 Some renewals categories may be stretched for funding in any given year. The risk is that projects will proceed which are not aligned to priorities in a given year. Coastal assets are a good example of this. High expectations, typically high value risk owners.

Table 39 2015 Parks, Sports and Recreation Risk Register December 2014

# Closed Landfill Risk Register<sup>51</sup>

## Appendix D – Closed Landfill Activity Risk register

Ref ID #	Risk Description	Impact	Risk Category	Risk Assessment			Existing Control(s)	Additional Control(s) required	Risk Treatment Plan Summary	Risk Status (After treatment)				Risk On
				Unlikely	Occasional	Frequent				Unlikely	Occasional	Frequent	Unlikely	
CLF1	Asset information including condition and performance data not available or inaccurate	Financial implications with inaccurate asset valuation and long term planning including renewal proposals. Reduction in asset performance. Unacceptable Audit HC Report for asset management and MTP. Inappropriate funding. Lack of optimised decision-making. Unsuccessful asset failure causing service failure or disruption. Constrained asset management analysis.	Information Management	5	4	20	Agency asset information consolidated (but not updated) and kept in U-Data	Asset Inventory and Condition Assessment Information Management System	Under the closed landfill Asset management plan (ASMP), set up and implement a programme to regularly update the Asset register and undertake condition assessment. Develop an interim programme to store and manage information: long-term, develop and implement the ES Data Management project. Working with Wastecore, differentiate closed landfill assets from waste water assets and formally transfer ownership to Audited Council and Audited Council and	3	2	4	James Corle	
CLF2	Ownership of assets not clear between Audited Council and Wastecore	Essential maintenance leading to potential asset failure and associated environmental and community issues (leachate/gas discharge)	Assets	5	3	10	Council have identified assets which it seems to be closed landfill and have assumed responsibility; ongoing discussions with other stakeholders	Agreement with Wastecore	ES Data Management project	3	3	3	James Corle	
CLF3	Health and safety issue with assets not fully understood nor communicated (e.g. settings of pumps and other devices, security of deep trenches, guard/railroad devices in place, etc)	Identified by a member of the public and other third parties operating in close proximity to assets (e.g. significant spikes from falling into a manhole)	Health and Safety	5	4	12	Agency asset information consolidated (but not updated) and kept in U-Data; HSS on assets dealt with on a project per project basis; Council HSS processes and requirements; CLP (Electrical safety) hazardous area classification	Safety in Design	ES Data Management project	4	4	4	James Corle	
CLF4	Onsite migration of gas and contaminants impacting adjacent landowners, building owners and activities	Council sued due to constraints to activities and developments, and potential injuries from gas-related accident	Legal	3	4	8	Council maintaining current obligations as per existing contracts or legacy agreements (e.g. 2/4 Fred Thomas Drive, West Hill)	Legal Position	ES Data Management project	1	4	3	James Corle	
CLF5	Council held responsible for closed landfill located on properties not owned by council	Council is not able to undertake effective actions due to access difficulties resulting in environmental effects and legal case from land owners	Legal	2	4	8	Council maintaining current obligations as per existing contracts or legacy agreements (e.g. 2/4 Fred Thomas Drive, West Hill)	Legal Position	ES Data Management project	1	4	4	James Corle	
CLF6	Unauthorised discharge to environment from consented effluents, where not meeting PA rules have no consents	Council is seen to have double standards and not abiding the rules of regulation	Reputation	3	4	8	Monitoring undertaken by Consents to ensure compliance with consents	Compliance with Rules and Plans	ES Data Management project	2	2	3	James Corle	
CLF7	Unplanned changes and potential impact on operations e.g. Trade Waste Bylaw, NES Soil Contaminants, Asbestos regulation changes, HCC regulation changes	Where changes are not considered in planning and forecasting (e.g. increased trade waste costs)	Legal	5	5	25	Attendances of bylaw consultation meetings and ongoing negotiations regarding trade waste tariffs	Legal Position	ES Data Management project	5	5	5	James Corle	

2015 Closed Landfill Asset Management Plan

<sup>51</sup> Source: 2015 Closed Landfill Asset Management Plan FINAL December 2014

Ref ID #	Risk Description	Impact	Risk Category	Risk Assessment			Existing Control(s)	Additional Control(s) required	Risk Treatment Plan Summary	Risk Status (After treatment)			R#
				Likelihood	Consequence	Risk Score				Likelihood	Consequence	Risk Score	
CLF8	Long term plan not fully aligned with asset management and business (annual) plans	Mismatch between actual vs forecast budgets, failure to meet levels of service or have inconsistent levels of service across the region; potential reduction in budgets; council having to find funding but don't actually spend it	Financial	5	3	15	Improvement plan developed in 2015 AMP that considers identified gaps, effects of other stakeholders particularly Parks and Property/ACPL and a consistent approach to risk mitigation	Asset Management Plan (General)	Implement asset management plan including improvement plan	2	2	4	James
CLF9	Lack of reliable maintenance supplies for all aspects of closed landfill operations, asset maintenance limited to adhoc repairs	potential asset failure and associated environmental and community issues (leachate/gas discharges)	Operational Capacity	5	2	10	Supplies ongoing, adhoc arrangements in place for civil works via City Parks Services; SW unit tapped to respond to leachate related issues when required	Sourcing Strategy	Sourcing strategy for key services requirements (civil works, professional services, leachate infrastructure)	2	2	4	James
CLF10	Inadequate monitoring of sites to assess risk and respond to changing conditions e.g. weather, new activity	environmental discharge or significant health and safety incident resulting from damaged closed landfill infrastructure following an event or activity	Health and Safety	2	4	8	Annual risk evaluations	Complete risk evaluations	Complete risk evaluations and feed information to Operations or CAPEX planning	1	3	3	James
CLF11	Multiple stakeholders/manager of sites with no clear protocols (Parks, Property, CDAC, etc) as it affects development and site management/generation	Levels of service not met and project delays from prolonged discussions between stakeholders	Delivery of Commitments	5	2	10	Asset owner approval process; meetings and exchange of e-mails between key points of contact	Improve ADA process	with HSS communications, review ADA process and implement	2	2	4	James
CLF12	Inadequate information regarding the suitability of sites for current or proposed use particularly as it relates to contamination and isolation from the underlying waste	members of the public potentially exposed to contaminants resulting in illness and increased public concern	Reputation	2	4	8	Asset owner approval process; site investigations undertaken to assist with development	see CLF 9 and 10	see CLF 9 and 10	2	2	4	James
CLF13	Absence of legacy ARC sites undertaken by a single supplier under a 20+ year contract that has been deemed to be inappropriate	opportunities for cost efficiencies and improved level of service not realized; more involved contract management expertise	Suppliers	5	4	20	Clarified Council's legal position; sourcing of alternative suppliers ongoing	Contract Review and Procurement	find contract and test the market	2	2	4	James
CLF14	Hazards associated with closed landfills not communicated nor fully understood and considered by CLCLR contractors, and other stakeholders and their contractors	Injury by a member of the public, contractor or other third parties	Health and Safety	2	4	8	GIS layer prepared but only available internally; hazard information shared via asset owner approval; some sites with signage; Council HSS processes and requirements; CLF specific HSS requirements currently under review	Improve Health & Safety Communication	The following activities are to be undertaken: - share landfill information (land hazards) in the external GIS - consolidate closed landfill HSS guidance and deploy to stakeholders (contractors, land managers)	1	4	4	James
CLF15	Failure of existing control infrastructure due to sea level risk, severe storm events and other natural events	Damage of control infrastructure such as seawalls	Assets	1	5	5	Reactive field response; departmental business continuity plan	Asset Management Plan (General) Incident Response Plans	Prepare and implement incident response plans; review and test business continuity plan; monitor as appropriate	1	3	3	James

Table 40 2015 Closed Landfill Risk Register December 2014

### 8.3.3 Funding Constraints

While Aucklanders have expressed clear support for the creating the world's most liveable city, and in particular expressed a clear desire to improve the quality of Auckland's urban environment, they have also clearly indicated there is no appetite for large increases in rates or the council debt.

It is challenging to balance Aucklanders' aspiration for progress against their need for affordability as Infrastructure, particularly aging assets, can also fail even in optimal conditions. Regular maintenance, renewal and replacement of our networks and assets are critical to ensure that they remain reliable and stable foundations to our region.

This approach may not be possible across the whole asset portfolio in the short term given current funding constraints. In this case, there will be some short to medium term risk of reduced levels of service and user satisfaction and increased risk of failure. It may also lead to some increased whole of life costs in the medium to long term through increased maintenance and remedial works.

To mitigate these risks council must review any assets that no longer deliver their agreed levels of service that can add to funding requirements at the expense of other assets.

### 8.3.4 Political Risk

Disposal of any asset is an integral part of its normal lifecycle; however, the notion of disposing a council facility is highly controversial and therefore usually avoided. This is detrimental to our ratepayers who must continue to shoulder the on-going costs of holding those assets. The Council asset disposal policy needs to be socialised, tested, and put into practice to ensure proper asset management practice is followed.



	associated with the act of arson or vandals can inflict on an asset.
Risk management strategies	Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the desired level of service etc.
Operational strategies	Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures etc.
Maintenance strategies	Modify the maintenance regime to make the asset more reliable or to extend its life.
Asset renewal strategies	Rehabilitation or replace assets to maintain service levels.
Development strategies	Investment to create a new asset or augment an existing asset.
Asset disposal/rationalisation	Divestment of assets surplus to needs due to a service being determined as a non-core activity or assets can be reconfigured to better meet needs.

Table 42 Optimisation

### 8.3.7 Condition and Risk Grading tables

#### Condition rating

Grading	Description	Definition
0	Non-existent	Asset absent or no longer exists
1	Excellent	Sound physical condition No work required
2	Good	Acceptable physical condition; minimal short term failure risk but potential for deterioration Only minor work required (if any)
3	Average	Significant deterioration evident; failure unlikely in near future but further deterioration likely Work required but asset is still serviceable
4	Poor	Failure likely in short term Substantial work required in short term, asset barely serviceable
5	Very Poor	Failed or failure imminent/safety risk Major work or replacement required urgently

Table 43 Condition grading table definitions

The general rule of thumb is that the assets with low ranking condition and critical to the service delivery are given the highest priority. Critical or high risk assets are considered as a higher priority than medium to low risk assets using the following industry standard risk rating:

Risk rating<sup>52</sup>

Grading	Description	Consequence
1	Insignificant hazard	Injury requires first aid treatment Insignificant discomfort requiring intervention
2	Minor/ low risk	Injury or illness requires treatment by a medical or other registered practitioner.
3	Moderate/ medium risk	Injury or illness results in at least three days of lost time.
4	Major/ high risk	Injury or illness in thirty days lost time or a permanent disability.
5	Catastrophic risk	One or more fatalities.

Table 44 Risk Management Framework definitions

The risk matrix is combined with a likelihood rating for identifying priorities:

Grading	Definition	Likelihood
1	Very low	(a rare occurrence - <5% chance of happening)
2	Low	(an unlikely occurrence - >5% , but less than 20% chance of happening)
3	Medium	(a moderate occurrence ->20% , but less than 50% chance of happening)
4	High	(a likely occurrence - >50%, but less than 75% chance of happening)
5	Very high	(an almost certain occurrence - > 75% chance of happening)

Table 45 Risk and likelihood matrix

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<sup>52</sup> Source: Enterprise Risk Management Framework 03062014 V4

### 8.3.8 Risk Consequence Rating Tool<sup>53</sup>

		<b>CONSEQUENCE RISK RATING</b>						
		<b>HEALTH &amp; SAFETY</b>	<b>OVERALL RISK RATING (Likelihood x Consequence): risk assessment scores and 3 colours to facilitate 'traffic light' reporting</b>					
Rating number								
5	<b>VERY HIGH</b>	Fatality - staff, agent or public, attributable to AC.	5	10	15	20	25	<b>VERY HIGH</b>
4	<b>HIGH</b>	Life threatening injuries or impacts to staff, agent or public, attributable to AC.	4	8	12	16	20	<b>HIGH</b>
3	<b>MEDIUM</b>	Non - Life threatening injuries or impacts to staff, agent or public requiring hospitalisation attributable to AC.	3	6	9	12	15	<b>MEDIUM</b>
2	<b>LOW</b>	Injuries to – staff, agent or public attributable to AC.	2	4	6	8	10	<b>LOW</b>
1	<b>VERY LOW</b>	Minor injuries – staff, agent or public attributable to AC.	1	2	3	4	5	<b>VERY LOW</b>
		<b>LIKELIHOOD RISK RATING</b>	<b>VERY LOW</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>	<b>VERY HIGH</b>	
			(a rare occurrence - <5% chance of happening)	(an unlikely occurrence - >5% , but less than 20% chance of happening)	(a moderate occurrence - >20% , but less than 50% chance of happening)	(A likely occurrence - >50%, but less than 75% chance of happening)	(An almost certain occurrence - > 75% chance of happening)	

Table 46 Risk consequence rating tool

<sup>53</sup> Source: Auckland Council Risk Management Framework

### 8.3.9 Critical assets

#### Coastal Assets Renewals requirements prediction (high risk)<sup>54</sup>

Object type	Local Board Description	Site Description	Condition Rating	Years To Next Renewal	Unit Rate	Area
JETTY	Kaipatiki	Stokes Pt / Northcote Reserve	5	-1	\$2,800.00	29
	Reg Park Northern	Atiu Regional Park	4	2	\$2,800.00	89.21
	Rodney	Puhoi Hall Grounds & Esplanade Reserve	5	-1	\$2,800.00	6.4
		Scotts Landing Wharf	4	3	\$2,800.00	4.5
	Upper Harbour	Churchouse Esplanade Reserve	5	-1	\$2,800.00	25
PONTOONS	Kaipatiki	Hilders Park	4	2	\$2,160.00	10
SEAWALL	Devonport-Takapuna	Aramoana Reserve	5	-1	\$1,500.00	81
						117
		Kitchener Park	5	-1	\$1,500.00	78
		Milford Reserve	5	0	\$1,500.00	96
		Stanley Bay Beach Reserve	5	-1	\$1,500.00	600
		Sylvan Park	5	-1	\$1,500.00	16
						111
	Franklin	Big Bay Reserve	5	-1	\$1,500.00	16
		Clarks Beach-Halls Beach Access	4	3	\$1,500.00	22
			5	-1	\$1,500.00	100
		Glenbrook Beach Beachfront	5	-1	\$1,500.00	29
		Goble/Channel View Rd Reserve	4	3	\$1,500.00	27.6
			5	-1	\$1,500.00	8

<sup>54</sup> Source: Coastal-Assets-4s-5s-27March2015.xlsx from PSR renewals tool

Object type	Local Board Description	Site Description	Condition Rating	Years To Next Renewal	Unit Rate	Area
		Te Toro Recreation Reserve	5	-1	\$1,500.00	26.25
	Great Barrier	Pa Point Reserve	5	-1	\$1,500.00	7.4
	Hibiscus and Bays	Campbells Bay Esplanade Reserve	5	0	\$1,500.00	66
		De Luen Ave Beachfront Reserve	5	0	\$1,500.00	45
		Deborah Reserve	5	-1	\$1,500.00	12
						20
		Murrays Bay Beach Reserve	5	0	\$1,500.00	244
		Orewa Estuary Sth Bridge Espl Reserve	5	-1	\$1,500.00	20
		Orewa Marine Parade Reserve	5	0	\$1,500.00	885
		Red Beach Waterfront Reserve	5	0	\$1,500.00	712
	Howick	Tiraumea Park	5	-1	\$1,500.00	77
						110
	Kaipatiki	Little Shoal Bay Foreshore Reserve	5	-1	\$1,500.00	24
	Maungakiekie-Tamaki	Mt Wellington War Memorial Reserve	5	-1	\$1,500.00	72.8
						252
		Onehunga Bay Reserve	5	-1	\$1,500.00	30.6
		Wai-O-Taiki Nature Reserve	5	-1	\$1,500.00	22.54
						61.2
	Orakei	Andersons Beach Reserve	5	-1	\$1,500.00	55.04
		Karaka Bay	5	-1	\$1,500.00	23.1
		Tahuna Torea Nature Reserve	5	-1	\$1,500.00	17.67
						22.5
	Otara-Papatoetoe	Hayman Park	4	3	\$1,500.00	20
	Papakura	Chrisarda Reserve	4	3	\$1,500.00	0.8
		Ernie Clark Reserve	5	-1	\$1,500.00	162
		Mclennan Park	5	-1	\$1,500.00	2
	Rodney	Helensville River Walkway	5	0	\$1,500.00	1248
		Riverhead Historic Mill Espl Reserve	5	0	\$1,500.00	133.5

Object type	Local Board Description	Site Description	Condition Rating	Years To Next Renewal	Unit Rate	Area
						273
	Upper Harbour	Attwood Reserve	5	-1	\$1,500.00	34
		Christmas Beach	5	0	\$1,500.00	14.4
						25.6
		Lucas Esplanade Reserve	5	-1	\$1,500.00	24
WHARF	Franklin	Maraetai Foreshore	5	-1	\$2,800.00	88
		Matakawau Point Reserve	5	-1	\$2,800.00	62.4
	Howick	Millen Avenue Esplanade Reserve	5	-1	\$2,800.00	16

Table 47 Coastal Assets Renewals requirements prediction (high risk)

### Coastal assets proposed capital projects

Budget type	Project Name	Ward / Local Board	Category	Est Cost	Current Status
Growth/LoS	Motu Manawa	Albert – Eden	Ecological	\$4,000,000	Concept design
Growth/LoS	Waitemata Coastal walkway	Waitemata	Coastal access/walkway	\$1,500,000	Design & consent
Growth/LoS	Takapuna Milford Walkway	Devonport Takapuna	Access	\$1,000,000	Concept/Planning
Growth/LoS	Boat launching provision	All central boards including Waiheke	Coastal access	\$480,000	Identify improvements
Growth/Renewals	Tamaki Estuary Coastal structures	Maungakiekie – Tamaki	Erosion protection	\$5,000,000	Concept Plan being
Renewals	The Landing	Orakei	Coastal amenity	\$5,000,000	Concept Plan
Renewals	Orewa Sea wall	Hibiscus and Bays	Coastal Protection	\$4,000,000	Design/Planning
Renewals	Orewa Reserve	Hibiscus and Bays	Coastal Protection	\$3,000,000	Concept design
Renewals	Murrays Bay Wharf	Hibiscus and Bays	Access	\$2,400,000	Tender
Renewals	Omaha Groynes	Rodney	Coastal Protection	\$1,500,000	Final design/Tende
Renewals	Takapuna Northern Sea wall	Devonport Takapuna	Coastal Protection	\$1,200,000	
Renewals	Clarks Beach Groyne	Franklin	Unconsented Groyne, Breakwater	\$1,200,000	Identified by Engin
Renewals	Red Beach Sea wall	Hibiscus and Bays	Coastal Protection	\$1,000,000	Concept
Renewals	Stanley Bay Sea Wall	Devonport Takapuna	Coastal Protection	\$800,000	Final design
Renewals	Pahurehure inlet	Papakura	Erosion	\$650,000	Identified - geotech
Renewals	Tamaki River Walkway Erosion	Howick	Erosion	\$600,000	Detailed design an
Renewals	Bramley Dr – Tamaki Bay Drive – Rock Gabion	Howick		\$450,000	Identified

Renewals	Eastern Beach	Howick	Erosion	\$300,000	Identified (Howick
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**Table 48 Coastal assets proposed capital projects**

## **8.4. Financial information**

NB. The Coastal Renewal Budget, for the next LTP does not cover the physical work, for the northern section of Orewa beach. Design and consenting work for the development of a coastal protection structure for this area of beach (Northern, between Kohu Street and Marine Parade work has started and is coming out of the current year's budget (14/15).

The Hibiscus and Bays Local Board is currently advocating the Governing Body to access funds for the physical works for this piece of work, Northern portion, and for the next piece of priority work for the Central portion of Orewa Beach.

See specific operational AMPs for further financial details by Business Unit/Activity.

## 8.5 Asset information

### 8.5.1 Closed Landfill distribution



Figure 8: Regional map of closed landfill network  
Source: CLCLR Team (12 December 2014)

Table 49 Closed Landfill distribution

## 8.6 Legislation, policies and guidelines

### 8.6.1 Legislation

Legislation	Description
Australasian Cemeteries and Crematoria Association (ACCA)	The Australasian Cemeteries and Crematoria Association is a non-profit professional organisation that exists to provide leadership, professional services and communication to the cemetery and crematorium industry.
Birth, Death, Marriages and Relationship Act 1995	Regulates matters relating to marriages and other relationships
Biosecurity Act 1993	This Act enables Auckland Council to develop a regional pest management strategy to effectively and efficiently manage plant and animal pest in the region. Pest plants and animals are a major threat to the viability of ecosystems within regional parks and the Gardens
Fencing Act 1978	This act states neighbour's responsibility in relation to fencing.
Building Code 2004	All new building work in New Zealand must comply with the Building Code, which is the first schedule to the Building Regulations 1992. The Code sets out performance standards that building work must meet, and covers aspects such as structural stability, fire safety, access, moisture control, durability, services and facilities.
Burial and Cremations Act 1964	General requirement on a local authority to establish and maintain a suitable cemetery within its district (where sufficient provision is not otherwise made). It also contains laws and regulations governing the care and final disposition of the dead.
Cemeteries and Crematoria Bylaw 2014	Bylaw relating to cemeteries and crematoria..
Cemetery and Crematoria Code of Practice, 2014	This Code of Practice seeks to protect, promote and maintain public
Cremation Regulations 1973	Regulates the establishment, restrictions on cremation, disposal of ashes, keeping of records and duties of attendants.
Civil Defence Emergency Management Act 2002	This Act aims to improve and promote the sustainable management of hazards in a way that contributes to the social, economic, cultural, and environmental well-being and safety of the public and protection of property. It requires local authorities to co-ordinate civil defence emergency management activities across the wide range of agencies and organisations to prevent or manage emergencies.
Hauraki Gulf Marine Act 2000	This Act provides special recognition for the Hauraki Gulf and has implications on its management. The Hauraki Gulf Marine Park was established by virtue of this act and consists of conservation areas, various types of reserves (administered by the Crown) and the foreshore and seabed (owned by the Crown).
Health Act 1956	Provides the legislative framework for the function of improvement, promotion, and protection of public health.

Legislation	Description
Health and Safety in Employment Act 1992	Promotes the prevention of harm to all people at work and others in the vicinity of places of work. This Act applies to all New Zealand workplaces and places responsibilities on employers, self-employed, employees, principals and others who are in position to manage and control hazards.
Historic Places Act 1993	This Act requires the registration of heritage sites with the New Zealand Heritage New Zealand – a crown entity and New Zealand’s leading national historic heritage agency and guardian of New Zealand’s national heritage.
ISO 9001:2008	ISO 9001 is the internationally recognised standard for the quality management of businesses. It applies to the processes that create and control the products and services an organisation provides and prescribes systematic control of activities to ensure that the needs and expectations of customers are met.
Local Government (Auckland Council) Act 2009	This act established Auckland Council as a unitary authority.
Local Government Act 2002	This Act states the purpose of local government and provides a framework and powers for local authorities to decide which activities they undertake and how they will undertake them. It promotes local authority accountability to their communities and the broad role in promoting the social, economic, environmental, and cultural well-being, taking a sustainable development approach. It also ensures planning effectively for the future management of the assets.
Local Government (Auckland Council) Amendment Act 2010	This Act principal adding provisions to the Local Government (Auckland Council) Act 2009 and provided further details on the relationship between the Council’s governing body and its local boards. It also provides for the development of a spatial plan (the Auckland Plan) and clarified arrangements relating to council-controlled organisations, development contributions, and other miscellaneous matters.
National Coastal Policy Statement (NZPCS) 2010	This policy took effect on 3 December 2010. It sets out the national policy direction for sustainable management in the coastal environment, including the coastal marine area (CMA). The NZCPS is a mandatory national policy statement under the Resource Management Act 1991 (RMA). The major instruments for implementing the policy statement are RMA regional policy statements, regional plans and district plans, and consent decisions.
NZS 4242:1995 Headstones and Cemetery Monuments	This Standard specifies minimum structural design criteria, performance and renovation requirements for cemetery monuments and crematoria memorial gardens above and below the natural ground surface. It does not set out to preclude artistic endeavor.
Occupiers’ Liability Act 1962	This Act imposes a duty of care on occupiers of land and buildings to take precautions in all reasonable circumstances to ensure that visitors are reasonably safe in using the lad or building for the use for which it was intended or permitted by the occupier.
Public Works Act 1981	This Act enables compulsory land purchases and defines procedural and informational requirements.
Relevant Auckland Bylaws	These bylaws aim to assist in the management of behaviour, recreation and other activities on all Auckland Council regional parks and assist in protecting park resources and property.
Reserves Act 1977	This Act provides for reserves held by public agencies to be classified for a range of purposes including recreation, historic, scientific, scenic and local purpose reserves. Reserve management plans are prepared for all reserves

Legislation	Description
	under this Act, with the exception of Local Purpose reserves.
Resource Management Act 1991 (RMA)	The RMA provides an overall mandate framework for the sustainable management of natural and physical resources, which includes regional and specialist parks. An example of this is Section 6 – Matters of National Importance of which all provisions relate to Regional Parks and the Gardens are designated under section 171 of this Act.
Waitakere Ranges Heritage Protection Act 2008	This Act aims to preserve this unique character and natural and cultural heritage of the local areas and communities that make up the Waitakere Ranges. The act created the Waitakere Ranges Heritage Area comprising some 27,700 ha of public and private land located between metropolitan Auckland and the coast of the Tasman Sea to the west, between the Manukau Harbour coastline to the south and the Waitakere Valley to the north.
Waitakere Ranges Heritage Area Bill 2006	The bill establishes the Waitakere Ranges heritage area, comprising approximately 27,720 hectares of public and private land, and specifies its particular heritage features and qualities. The bill reflects that local statutory guidance is needed to provide sufficient long-term protection to the heritage area from the adverse cumulative effects of urban growth and development.

Table 50 Legislation

## 8.6.2 Policies and guidelines

Standard/Guideline	Description
Auckland Botanic Gardens Management Plan	Provide direction and guidance on the development and management of Botanic Gardens
Auckland Botanic Gardens Master Plan	Guides the development of the Gardens
Auckland Design Manual	Internal and external design guidance
Auckland Plan (particularly sections 5 and 12)	Sets out 30 year vision for Auckland and a development strategy to achieve this vision.
Australasian Cemeteries and Crematoria Association (ACCA)	ACCS is a non-profit professional organisation that exists to provide leadership, professional services and communication to the cemetery and crematorium industry. It does also promote best practices with the industry
Building Code	All new building work in New Zealand must comply with the Building Code, which is the first schedule to the Building Regulations 1992. The Code sets out performance standards that building work must meet, and covers aspects such as structural stability, fire safety, access, moisture control, durability, services and facilities.
Cemetery and Crematoria Code of Practice, 2014	This Code of Practice seeks to protect, promote and maintain public health and safety, and minimise the potential for offensive behaviour in cemeteries and crematoria
Child and Young Persons Strategic Action Plan-I am Auckland	Provide a direction around Auckland as a Playground for young people
Earthquake-Prone, Dangerous and	This outlines Council's approach for identifying earthquake prone

Standard/Guideline	Description
Insanitary Buildings Policy (2011-2016)	buildings
Environmental Services Operational Strategy (ESOS)	Define intended environmental outcomes and align our work programmes to these
Environmental Strategic Action Plan	Provide a programme of work to make practical progress towards environmental wellbeing for the people of Auckland.
ISO 9001:2008	ISO 9001 is the internationally recognised standard for the quality management of businesses. It applies to the processes that create and control the products and services an organisation provides and prescribes systematic control of activities to ensure that the needs and expectations of customers are met.
NZS 4242:1995 Headstones and Cemetery Monuments	This Standard specifies minimum structural design criteria, performance and renovation requirements for cemetery monuments and crematoria memorial gardens above and below the natural ground surface. It does not set out to preclude artistic endeavor.
Parks and Open Space Acquisition Policy	Sets the framework for acquiring new land for parks and open space while recognising the need for detailed planning to identify opportunities that meet local community and regional needs.
Parks and Open Space Strategic Action Plan	This plan sets out a ten-year direction for Auckland's parks and open spaces and explains how they will contribute to the Auckland Plan
Parks and Open Spaces Interim Provision Guidelines for Greenfield Developments and Urban Areas	Provide guidance on the quantity of open space, the distribution of open space and the layout and configuration of open space.
Regional Parks Management Plan	Omnibus RMP for the 26 Regional Parks
Smoke-free Policy	Aims to making public outdoor spaces smoke-free across the Auckland region.
Sport and Recreation Strategic Action Plan	Sector-wide 10 year plan for Auckland's sport and recreation sector that focuses on getting Aucklanders more active, more often.
Waikumete Cemetery Conservation and Reserve Management Plan 2001	The development of a conservation and reserve management plan was considered to be the best mechanism to address all of the values and uses of the Cemetery. The Waikumete Cemetery Conservation and Reserve Management Plan will act as the primary document providing management direction. A Landscape and Enhancement Plan will then be developed. This will act as the vehicle for the operational implementation of the policies and principles in the Conservation and Reserve Management Plan.
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Standard/Guideline	Description
	be developed. This will act as the vehicle for the operational implementation of the policies and principles in the Conservation and Reserve Management Plan.
Weed Management Policy	Guides the control of weeds and vegetation in parks and open spaces.

Table 51 Policies and guidelines