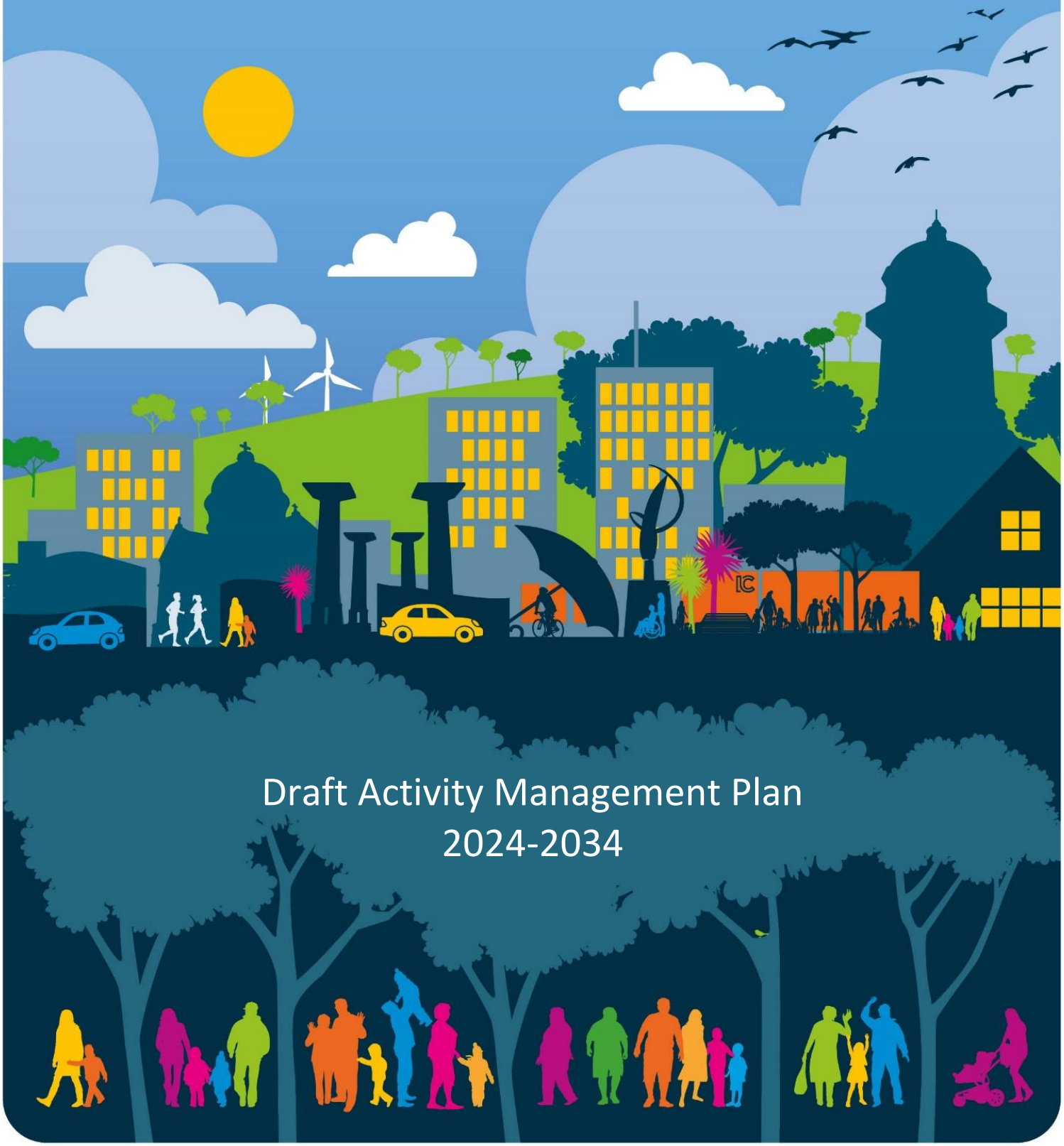
Invercargill
CITY COUNCIL

Parks and Reserves



Draft Activity Management Plan
2024-2034

Activity Management Plan

Activity	**Parks and Reserves**		
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Council Adoption			

Changes to be Incorporated in Next Review		
Number	**Date of Change**	**Reason for Change**
1		
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Parks and Reserves Activity Management Plan

Executive Summary

The Invercargill City Councils Parks and Recreation Activity Management Plan covers over 3,000 hectares of land across 160 Reserves within Invercargill, Bluff and surrounds. The level of service outlined ensures there is an appropriate diversity of wellbeing opportunities which connect into the four city-wide community outcomes. The spaces covered include, but are not limited to, Recreation and Environmental (including Local Purpose) Reserves, Cemeteries, Civic Land associated with the road corridor, and other ICC land.

Important to the success of the Parks and Recreation work is the prominence of partnership and collaboration with agencies, incorporated societies as well relationships within the community at large. Parks and Recreation hold strong relationships and/or formal partnerships with Mana Whenua, Department of Conservation, Environment Southland, Active Southland, Te Tapu o Tāne, and local Primary and High Schools.

The Murihiku Regional Spaces and Places Strategy 2023 contains principles which will achieve greater outcomes by working collaboratively, focusing of cost efficiencies and ensuring the effects of climate change are prioritised when undertaking work to achieve the prescribed levels of service. The recent and upcoming review of Parks and Reserves Management Plans (e.g. General Policies Reserves Management Plan) also modernise the manner in which parks and reserves are maintained, putting community at the heart of everything we do.

There is an acknowledgement that the workflow and data available within our activity can be improved. During the next three years of the Long Term Plan, and specifically outlined within this activity plan, there are improvements to data which will assist in informing the levels of service that the residents and visitors to Invercargill should expect. These advances include asset condition assessment and lifecycle modelling data against target standards, current and potential users of community spaces and workflow (including audits and inspections) monitoring. These improvements will enable the work undertaken to provide the prescribed levels of service to inform better decision making, increase in efficiency and target more specifically the experience for users of the space.

The Long Term Plan outlines the level of service plan to be delivered by the Parks and Recreation team remains consistent as the population trends within Invercargill has remained stable over the most recent years. Capital Project planned within the duration of this Activity Management Plan, (2024-2027), are designed to continue safe use of open spaces and effective activation of specific reserves. The projects outlined are, Turnbull Thomson Vehicle Flow, Project 1225 Landscape Design, Pump Track Installation, Security Hardware, Bluff Active Recreation and ongoing Asset Renewal.

The Parks and Recreation team within Invercargill City Council ensure activated spaces that people want to connect with. This 2024-2027 Activity Management Plan outlines the manner in which this is achieved and how it delivers the community outcomes prioritised by our representatives and elected members of Council.

1. Introduction

1.1 About this plan

The Parks and Reserves Activity is one of the seven Leisure, Recreation and Wellbeing Services in the 2024-2034 Invercargill City Council Long-term Plan.

This Parks and Reserves Activity Management Plan (AMP) is, therefore, strongly linked to the overall strategic direction for the District. It has also been developed in a way that addresses Invercargill City Council's (ICC's) obligations as a Treaty partner. The LTP is the document and process that makes the Community aware of the key issues and strategies contained in this document.

The purpose of this AMP is to outline Council's strategic and tactical planning response to the Parks and Reserves Activity. It documents the planning, development and management of the City's recreational facilities, parks and reserves, as well as the activities that occur at those spaces and places.

The plan outlines the long-term management approach for the provision and maintenance of Parks and Reserves Activity services across the District for the next 30 years. Under Council's significance policy, the Parks and Reserves network and connected infrastructure is deemed to be a strategic asset and therefore significant in ensuring Council's capacity to contribute towards Community Outcomes and the well-being of the Community.

It is intended to cover a planning period of thirty years (to 2054), with a review to reflect actual growth and community needs/expectations in the three years (2027) commencing 1 July 2024 and has been prepared by Parks and Recreation Staff. Internal peer review was undertaken.

The AMP demonstrates responsible management of the Council's assets on behalf of residents and stakeholders and assists with the achievement of strategic goals and statutory compliance, including Te Tiriti o Waitangi. The AMP combines management, financial, engineering and technical practices to ensure that the level of service required by the customers is provided and delivered in a sustainable and efficient manner.

This AMP is based on changing levels of service, current available information and the knowledge and experience of Parks and Recreation staff.

1.2 Activity Overview (What we deliver)

What the activity is

The Parks and Reserves Activity provides spaces and places to residents and visitors to the City, for amenity, recreation, environmental enhancement and commemoration. We act as Kaitiaki (Guardians and protectors) to reserves and cemeteries within the Invercargill City Council boundaries, using asset management best practice. We also provide burial and cremation services to the community. These facilities are fundamental in their contribution to the continued health and well-being of the community.

Trees and open spaces enhance the amenity values of the City which make it a pleasant place to live and is attractive to visitors.

This AMP incorporates both parks and reserves (the activity). It is driven by community engagement and reflects the aspirations for public open space across the City.

Local Government has public good responsibilities. As a local government agency, Council's core roles relating to parks and reserves as public goods include:

- Provision and maintenance of public open spaces and cemeteries
- Partnering with others who provide access to public or private open space
- Environmental protection and enhancement of land
- Advocate through strategic documents, plans and information
- Research and planning to ensure we meet community needs and are responsive to changing needs and preferences.

Parks and reserves are managed by Council on behalf of the residents to deliver a range of benefits to the community including:

- Open space and visual relief from the built environment
- Beautification and amenity enhancement
- Opportunities for recreation and sport
- Protection of the natural environment
- Habitat for wildlife
- Community pride
- Places to play
- Conservation of cultural and historic heritage
- Improving physical health
- Enhancing personal and community mental health and wellbeing
- Bringing people together
- Events and promotion of the city's facilities
- Investment and revenue opportunities

What we deliver

Council's Parks and Recreation Division manages 3,304 hectares, comprising 160 Parks and Reserves. Some parks have multiple categories, however they are managed through their predominant category (see Appendix 1 (A3283734) for a full list of reserves and categories). We manage:

- 18 Amenity Parks
- 26 Environmental Reserves
- 27 Linkage Reserves
- 62 Neighbourhood Parks
- 3 Outdoor Adventure Parks
- 4 Premier Parks
- 21 Sports Fields Reserves
- 27 Special Purpose Sites (including five cemeteries, crematorium and grounds)
- 4 non-Council owned reserves

Parks and reserves are highly valued by the community and many of the City's major parks have historic stories associated with them. They are not only used by Invercargill residents, but also used by visitors to the district, especially other Southlanders, and the facilities reflect this wider regional use.

Regional recreation clubs and organisations are often located on reserves, for example Stadium Southland and the Velodrome. Invercargill's parks play an important part in the City's image. Many of the parks and reserves are protected through legislation, their ownership status and previous Council policies.

This AMP (and the valuations within) cover land, assets, structures, monuments and statues within reserves; and include infrastructural assets such as trails, paths, roads and drains. Through protecting, maintaining and enhancing this network, significant cultural, heritage, ecological, amenity, recreation and economic[1] outcomes will be achieved.

[1] Parks and reserves across the City are typically provided for everyone to enjoy, with the exceptions being where there are restrictions imposed through legislative functions (i.e. if the area is protected for habitat or cultural/ heritage conservation values), or the area is subject to an exclusive use (i.e. an area or facility is subject to a formalised agreement with Council).

2. Strategic Context (How we determine what we do)

2.1 Alignment with Strategic Goals

Activity Management Plans underpin the activities in the Long-Term Plan, they show how assets will be managed during their lifecycle to deliver the levels of service to existing and future users in an efficient and cost-effective way that ensures the activity achieves its and the City's vision.

Council Strategic Framework

Adoption of the budgets for these programmes is carried out through the Long-Term Plan process. Changes to budgets for programmes may occur during the consultation process and adoption of Long-Term Plan budgets. This plan will be updated following adoption of the Long-Term Plan to reflect these changes and note any implications.

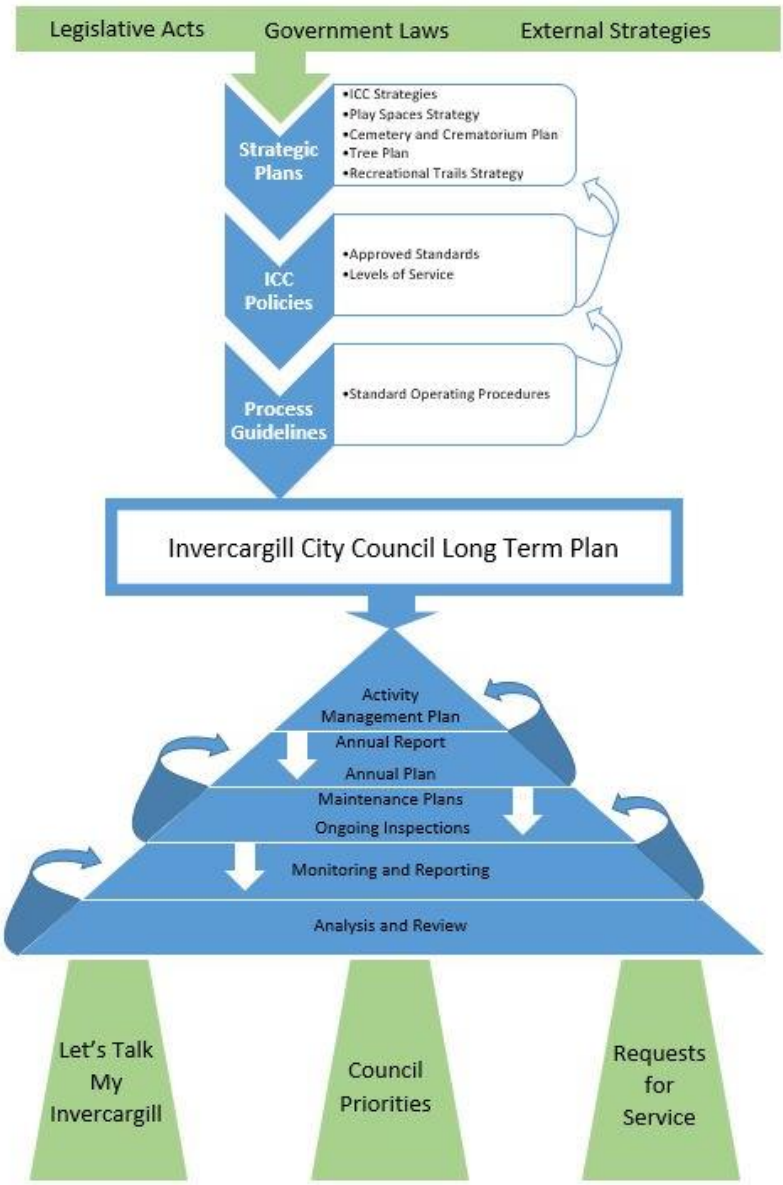

Figure 1: Council's Strategic Framework

Strategic priorities:

The following strategic priorities are a key focus of the 2024-2034 Invercargill City Council Long-Term Plan:

a. Meeting the changing needs of our rangatahi as part of our wider population, which is growing older and more diverse.
b. Delivering city centre renewal.
c. Enabling the housing, health, security and social infrastructure our city needs to grow.
d. Navigating increasingly complex environmental challenges including climate change, land contamination and earthquake risks.
e. Maintaining Community affordability in a time of economic volatility - Core infrastructure, major projects and levels of service will be delivered with financial prudence and efficiency.
f. Ensuring Council leadership and delivery is credible and effective, building community trust and engagement.

Parks and Reserves Strategic Framework

The Parks and Reserves strategic approach promotes inter-connected parks and reserves that, while each having their own unique and defining features, are considered holistically to ensure that the community can benefit from them in a connected, inclusive and sustainable way across the City.

The 'shuttlecock' (Figure 2) is a concept that the vision presents itself within every aspect of parks and recreation work. It provides the foundation which informs policy and strategy. Those policies and strategies along with the vision inform asset management planning and defined service levels within the reserves. The level of connection to the vision coupled with the clarity of roles and a culture of united delivery, brought together through the threads (plans and programmes), determine the success of the vision. Thus, the vision is realised at the interface between parks/open spaces and the experiences that the public have with them.

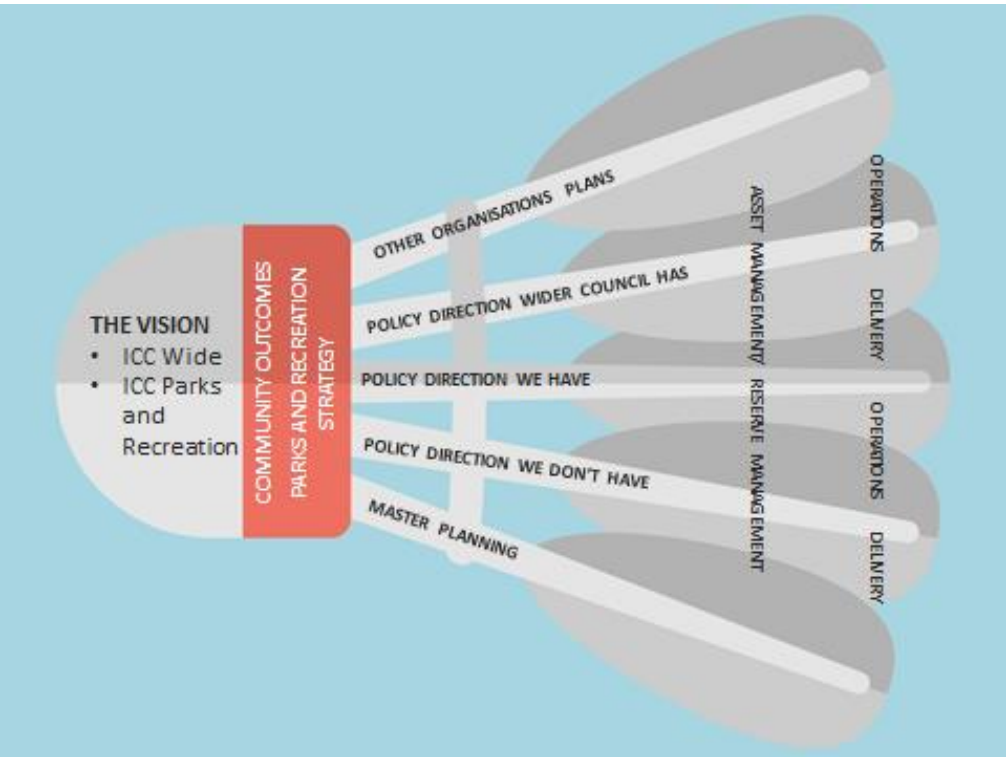

Figure 2: The shuttlecock illustrating the connections the vision has to other strategies, policies and operations deliveries

This AMP's strategic focus is the key to the planning hierarchy for the Parks and Recreation Division that is led by Community Outcomes and provides a more specific direction for sub activities. These are articulated more clearly in the sub strategies and plans, including:

- **Play Spaces**: provision, use and management initiatives for play spaces
  Vision: 'City of inspiring play spaces and places people want to connect with'

- **Trees**: processes for provision, maintenance and removal of trees in streets, Parks and Reserves
  Vision: 'A tree network that inspires the vision of Tane!
  Connectivity to earth, sky and everything surrounding them'

- **Recreational Walking and Cycling Trails**: provision and initiatives regarding management of recreation walking and cycling trails

  Vision: "More people walk and cycle" and "people have improved acess to the walking and cyclng network from their home."

- **Sports grounds**: Provision and management for use of sports grounds. Provision and management of this land will be directed through the Sports Field Reserves Management Plan once developed.

- **Public Conveniences**: provision, maintenance and management requirements of public conveniences (toilets) will be driven by the Property AMP.

- **Cemeteries and Crematorium:** management initiatives for cemeteries and crematorium
  Vision: 'A distinctive, charming and sustainable network of cemeteries and crematoria offering diverse sensitive burial and cremation options, established in a way that people feel at peace, are comfortable and safe'.

- **Reserve Management Plans (RMP)** are in place, and undergo regular review in accordance with Reserves Act 1977 (RA). They provide policy guidance at a reserve level, ensuring the activities undertaken at the reserve are undertaken in accordance with the direction of Council and the duties as prescribed through the Reserves Act.

This consistent approach ensures that the strategies work together to deliver a range of community outcomes for Invercargill and Bluff.

2.1.1 Contribution to Community outcomes

Community Outcomes set what the Council wants to achieve for the community over the next ten years as we continue to work together to create Our City with Heart. The following graphic (Figure 3) includes the outcome statement for each of the four community wellbeings.

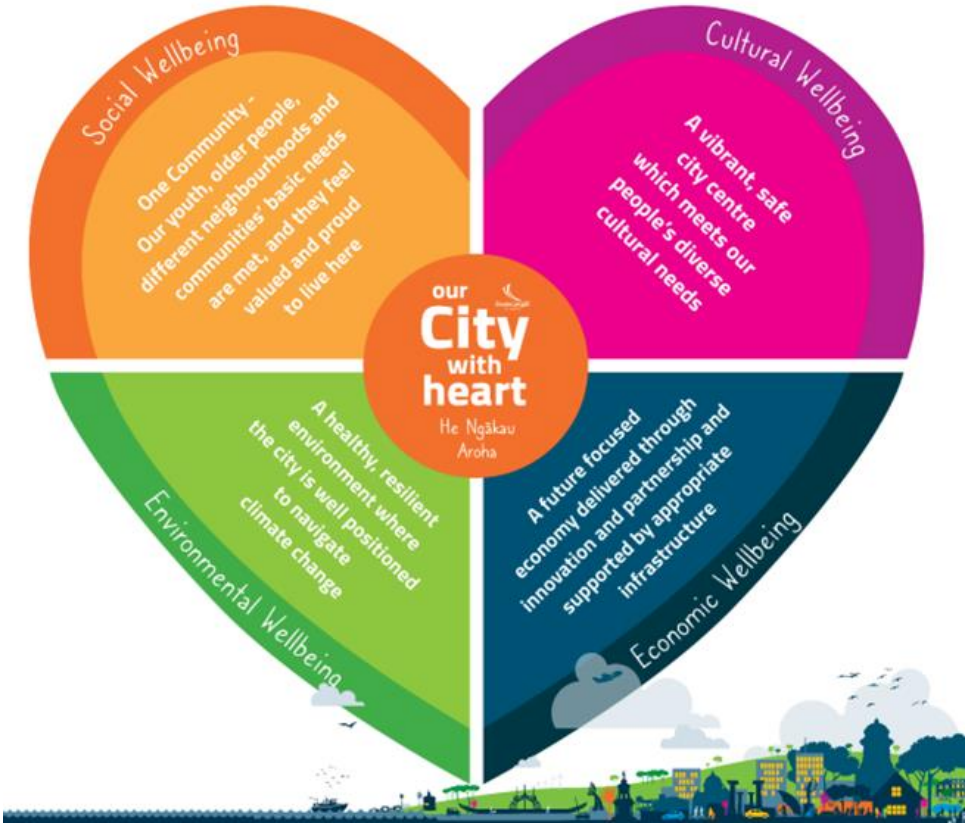

Figure 3: Council's Community Outcomes

The table below (Table 1) illustrates how the Parks and Reserves Activity contributes to the four community outcomes/wellbeings: Social, Cultural, Economic and Environmental.

Community Outcomes	How the Activity Contributes
a. One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.	Parks and reserves encourage residents and visitors to our green spaces of the City. The community is actively involved through engagement and consultation and enablement with regards to management of spaces.
b. A vibrant, safe city centre which meets our people's diverse cultural needs.	Parks, cemeteries and crematorium are provided and maintained in a safe condition. Parks and reserves are developed in a way that enhances the aesthetic value of the City and usability of reserve land. Burial, interment and bereavement needs of the community are met with sensitivity and professionalism.
c. A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	Appropriately planning for and funding core infrastructure renewals, including ageing assets and consolidation of infrastructure and activities to ensure places are multipurpose,

	and community groups collaborate for better sustainability. Parks and reserves endeavour to provide Council facilities and resources for community based activities, including the best utilisation of volunteers
d. A healthy, resilient environment where the city is well positioned to navigate climate change.	Parks and reserves are managed in such a way as to protect and enhance important natural habitats, scenic landscapes and other environmental features. Targets for reducing carbon emissions and undertaking further work to better understand the risk presented by Climate Change.

Table 1: Council's community outcomes and how the Parks and Reserves Activity contributes to them

2.1.2 Rationale for the Activity

The provision of parks and reserves is a core service provided by local government. The Parks and Reserves Activity provides many community benefits and contributes strongly to enhancing the social, cultural and environmental wellbeing of the community.

Our vision

City Vision: 'He Ngākau Aroha - Our City with Heart'

Community Places and Spaces Vision: Putting people at the heart of everything we do

Parks and Recreation Vision: Amazing spaces people want to connect with

Amazing = endless fun and interest created in our parks
Spaces = open spaces [2]for people to enjoy and recreate
Want = there is a desire by the community to use parks and cemetery spaces
Connect = locals and visitors connect to parks and cemetery spaces

Parks and reserves are the key spaces that contribute to the "heart" of Invercargill and attract visitors to want to connect.

Parks and Recreation, Te Kaunihera o Waihopai, value our relationship with Iwi Māori and their contributions to the social and economic growth of our City, our businesses, our people and our communities. As part of our ongoing growth and responsibilities to cultural diversity, we have identified some areas to strengthen and engage with our communities.

To provide cultural enhancement and inclusiveness through:

- Manakitanga the process of showing respect/care
- Aroha the act of showing forgiveness/humility

[2] Open spaces are defined by categories – Environmental, Amenity, Premier, Neighbourhood, special purpose, civic, cultural heritage, linkage, outdoor adventure, sports fields

- Rangatiratanga self-determination/kaupapa Māori
- Tiakitanga upkeep and maintenance/Te Ao Maori
- Mahi tahi working collaboratively/partnership

"Ehara taku toa I te taki tahi, engari taku toa he toa takitini" - Our strength is not that of one but of many.

Te Kupenga (A woven net)

The five pou/pillars Nga hau e rima represents the areas of our City. Te kupenga is the woven net that is cast to the five pillars. It encompasses culture, language, diversity, growth, inclusiveness, value and the environment.

2.1.3 Activity objectives

Parks and Reserves provide settings and venues for Community Places and Spaces activities within the Invercargill area and also provide burial and cremation services. Trees and open spaces enhance the amenity value of the City, making it a pleasant place to live and are attractive to visitors.

The principal objectives of the Parks and Reserves Activity are:

- To recognise and strengthen our relationships, Māori cultural identity and respect for Māori values
- To continue to improve connections between open spaces through active transport and ecological linkages.
- To ensure native ecosystems are protected through ongoing biodiversity and protection of flora and fauna, while educating users.
- To provide an overarching and seamless framework for the management and delivery of parks and cemetery services to meet the needs of the community and its visitors.
- To provide a strategic framework for managing sustainable environments and infrastructure in parks and reserves.
- To identify, promote and plan for community activation, park vibrancy and use.

The principal objectives of the Parks and Reserves Activity are:

- A safe, functional network of parks that encourages participation in recreation and sport.
- Provide a range of locations that meet the community needs, where people can participate in unstructured, casual recreation and play activities' within easy reach of the City.
- A community that is aware of physical recreation and sport activities and are motivated to take part.

2.1.4 Activity principles

Parks and reserves across the City serve many purposes for the community and the environment. In order to create a great City parks and reserves network, the vision of '***Amazing spaces people want to connect with***' is underpinned by a set of principles that influence all decisions and future planning directions.

The principles align with the Council's Community Outcomes and link to strategic planning and key community stakeholder engagement. Being interconnected in this way ensures overall consistency of the level of service provided on reserves across the City.

ICC will be guided by the following principles when planning, developing, and managing the parks and reserves activity:

1. Council upholds the principles of the Te Tiriti o Waitangi (**Treaty of Waitangi**).

Council will better integrate Te Ao Māori (upholding the principles of Te Tiriti o Waitangi) in the work that is done. Building stronger relationships with local iwi, Te Ao Marama and local Rūnanga will be critical to the success of the management of reserves.

2. **Enabling** and encouraging connection with open spaces.

   Parks and reserves need to be safe, inviting, inclusive, accessible and inter-connected city wide. These need to be managed in a way that matches the needs of Invercargill changing community. Also of high importance is the easy accessibility to the full range of users and abilities. Supporting and enabling community members and volunteers to do more in actively managing spaces will realise greater benefits for people and parks.

3. **Collaborating** with others through **strong community relationships** are instrumental to achieving the vision.

   The Parks and Recreation division views healthy community relationships as crucial in achieving the vision set through this AMP. A key part of creating great relationships is ensuring a clear and transparent planning and partnership framework for achieving the City's priorities. Including the community in engagement and consultation when planning are examples of achieving these relationships. Embracing and encouraging strong, sound, and sustainable volunteer networks that get the community involved will be encouraged. Working relationships with community groups will be fostered.

4. Seamless **connectivity** between parks and reserves that encourages better liveability.

   There are many demonstrated benefits (see Section 1.2) of creating and maintaining good connectivity across landscapes for people and flora and fauna connection with their ecosystems. Improved wayfinding of the parks and reserves network is an important component of good connectivity for people, to ensure parks can be easily accessed and used by the community. Ecological connectivity also enables fauna to travel more readily across landscapes.

5. Parks and reserves are **managed and maintained responsibly** and to standards set through our Levels of Service using good asset management practice.

   The Parks and Recreation division plays an important role in upholding kaitiakitanga/ guardianship and enabling the sustainable use of the land for current and future generations. This includes sound management of assets to maximise the benefit to the community, in accordance with good practice. Careful consideration of community needs for parks and reserves and associated facilities is an important part of this.

6. **Encouraging and adopting sustainable solutions** is a key focus for a sustainable future in an increasingly uncertain world.

   The Parks and Recreation division is constantly striving to improve the work it does, especially in terms of creating healthy environments for current and future generations. Council will continue to explore and adopt innovative solutions as resources allow. Sustainability in this context not only considers environmental practices (including climate change), but also social, cultural and financial practices.

7. A **culture of working together** between Council and the community towards a common goal, to achieve a great parks and reserves network across Invercargill.

   Clear, transparent, consistent and proactive planning and processes by Council will underpin a culture of achieving great results for the City. Timely, efficient, and friendly services are an important part of achieving a great culture.

2.2 How we determine what we do (Business Drivers)

2.2.1 Regulatory Frameworks

The Reserves Act 1977, Local Government Act 2002, Burial and Cremation Act 1964, Resource Management Act 1991 and the Te Tiriti o Waitangi are the primary statutes providing a legislative framework for the provision and management of open space assets. These, along with other relevant Council documents and plans, are used to manage the City's parks, reserves and cemeteries to ensure:

- The Community Outcomes set by the Council are achieved.
- Council provides an agreed level of service in a cost-effective manner.
- Council, as the administering body under the Reserves Act 1977, appropriately manages and controls the reserves vested in it.

The Parks and Recreation Strategy will be developed alongside other relevant legislation, Council and strategic documentation that play a role in the management of park, cemetery, and recreation planning.

2.2.2 District Plan and Council Policies

The District Plan provides objectives and rules that manage the effect of developments on reserve land to ensure these are understood by the community and community views are considered in deciding when to allow development to take place. There are also objectives and rules to ensure the protection of Historical and Cultural Values, and consider impacts of developments and other activities on the natural environment.

Policy/Bylaw	Purpose/Scope
Significance and Engagement Policy	Identifies Council's approach to determining the significance of proposals and decisions in relation to issues, assets, activities or other matters. Lets the community know when and how they can expect to be engaged in Council's decision-making processes. Acts as a guide to Council and Council staff as to what extent, form and type of engagement is required from the beginning of a decision making process
Dog Control Policy/Bylaw 2022	Outlines how Invercargill City Council's Animal Control Team will fulfil its responsibility under the Dog Control Act 1996. This is a tool to create a mutual understanding of the roles and responsibilities of Dog Owners and Animal Control Officers. This Policy promotes good dog care and control through the use of education and registration as well as enforcement measures.
Smokefree Policy	Aids in reducing the visibility of smoking in public through the provision of smokefree areas, supporting the Central Government goal of a Smokefree Aotearoa 2025.
Equity and Access for people with Disabilities Policy	To remove barriers that exist within the Invercargill City community so that people with disabilities are able to participate and contribute in both social and physical aspects of community life.
Child Youth and Family Friendly Policy	Council wishes to see a "family lens" placed over all policies, strategies and initiatives undertaken and supported by the Council.

Policy/Bylaw	Purpose/Scope
Unmanned Aerial Vehicle Policy	• Defines Council's policy towards the use of Unmanned Aerial Vehicles (UAVs) on Council owned land and reserves. • Provides for the use of UAVs on certain Council land, subject to conditions.
Delegations Register	1. The division between governance and management activities. 2. Council's delegations of governance activities to Council Committees and Bluff Community Board. 3. Council delegations of management activities to the Chief Executive. 4. The Chief Executive's delegations to Council Officers, including the Executive Leadership Team, with these being recorded in the Delegations Register – Chief Executive.
Noise Control Policy	• To minimise and manage public nuisance caused by excessive noise. • Ensure that Council's noise control responsibilities are discharged in a manner that is fair, transparent and legally defensible
Local Alcohol Policy	Enables local authorities to make a meaningful contribution towards addressing issues associated with the sale, supply or consumption of alcohol. The policy aims to inform the decisions of the District Licensing Committees (the committees) on alcohol licences for the sale of alcohol within the Invercargill City and Southland District boundaries (the LAP district), not including Gore district. The policy will provide direction as to whether alcohol licences shall be granted and what licence conditions could be imposed.
Privacy Policy	Sets out responsibilities and procedures for the collection, use retention and disclosure of personal information and has been prepared in accordance with all of the obligations and rights set out in the Privacy Act 2020. Personal information will only ever be collected for a lawful purpose connected with a Council function or activity and only when that collection is necessary for that purpose.
Cemetery and Crematorium Bylaw /Guidelines 2022	1. Set standards to maintain and preserve cemeteries. 2. Direct the positions and depths of all graves within a cemetery. 3. Protect buildings, monuments, lawns, shrubberies, plantations, and enclosures in a cemetery from destruction or damage. 4. Prescribe conditions subject to which more than one deceased person, including the cremated remains of more than one deceased person, may be interred in any grave. 5. Control or restrict the times at which or between which cemeteries operations may be carried out. 6. Regulate burial in a cemetery of the cremated remains. 7. Subject to section 51 of the Act, regulate and restrict the disinterment and removal of bodies. 8. Regulate the use of, and any activities undertaken at cemeteries, in order to protect land, structures and infrastructure associated with cemeteries from damage, misuse, or loss. 9. Prescribe fees payable in respect of goods or services provided by Council in relation to cemeteries.
Code of Practice for Land Development	Enables the management of subdivision and land development works within the Invercargill District. It ensures that such works undertaken are done so to an

Policy/Bylaw	Purpose/Scope
and Subdivision Infrastructure Bylaw 2016	acceptable means of compliance with Acts and Council requirements. The bylaw adopts the New Zealand Standard Land Development and Subdivision Infrastructure NZS 4404:2010 and amends it to suit the requirements of the Invercargill City Council.
Roading and Traffic Bylaw 2022	Promotes public safety and effectively regulate pedestrian, animal and traffic movement in the road corridors of the Invercargill City Council area as well as enhance the safety and enjoyment of the public, ensuring the functionality of the roads while providing a clear understanding of the use of roads. This Bylaw will assist to minimise nuisance on the beach and help protect the sand dunes and natural environment.
Parking Bylaw 2022	Controls parking activities and ensure parking is enforced to protect and enhance the safety and enjoyment of the public, while providing a clear understanding of the use of roads and public walkways as well as parking restrictions.
Stormwater Bylaw 2022	1. Protects the public stormwater system and the land, structures, and infrastructure associated with Invercargill's public stormwater network from damage, misuse or loss. 2. Manages the development and maintenance of Invercargill's public stormwater network and the land, structures and infrastructure associated with the network, so as to protect the public from nuisance and promote and maintain public health and safety. 3. Ensures that discharges into the Invercargill City Council's public stormwater network are appropriately managed at source, and do not damage the network or compromise the Council's ability to comply with any applicable stormwater discharge consents and the Council's water quality targets for the receiving environments. 4. d) Deals with discharges to the Invercargill City Council's reticulated stormwater network prior to discharging to Invercargill's receiving waters. Stormwater that is discharging to anything other than this network is covered by the Southland Water and Land Plan.

Table 2: Council's Policies and Bylaws, with their purpose and scope

2.2.3 Long Term Plan

The Local Government Act 2002, Section 93 requires local authorities to prepare a long-term plan every three years and cover a period of not less than ten consecutive financial years. Financial forecasts need to be in detail for the first three years and in outline for the remainder. The Parks and Reserves Activity is included with various other non-infrastructure activities as part of the Leisure, Recreation and Wellbeing Services.

Activity Management Plans are a key input to the long-term plan providing a robust basis for the long-term financial forecasts, describe the contribution the activity makes to achieve the community outcomes, provides statement on the level of service provision and other matters.

2.2.4 Asset Management Framework

The Council has established a whole of organisation approach to asset management and aligned desired outcomes with the Asset Management Policy and Strategy.

The Asset Management Policy confirms for Council the asset management objectives and responsibilities, with the high level commitment of Councillors ensuring the appropriate stewardship decisions are developed, understood and through the business case process appropriate investment decisions are being made. Asset management is not just how well the asset is managed, but also understanding the assets and utilising an investment focused approach to decision making for the community in both the short and long term.

The Asset Management Strategy defines a detailed approach to how Council will advance the management of infrastructure assets to appropriate levels of maturity, how the objectives in the Policy will be achieved, and the approach for developing and implementing Asset Management Plans. Council will continue to develop the quality of our asset data, better understand how the assets need to be managed, with these improvements ongoing for the life of the strategy.

Figure 4: Asset Management framework

The diagram above shows how each aspect of asset management contributes to successful delivery. Also important is the "line of sight" from the Long-Term Plan to delivery of programmes, with clear linkages between work programmes and the objectives.

2.3 Strategic Issues and Challenges

The 2024-2034 Long-term Plan addresses the following strategic priorities:

- Meeting the changing needs of our rangitahi as part of our wider population, which is growing older and more diverse
- Delivering city centre renewal
- Enabling the housing, health, security and social infrastructure our city needs to grow
- Navigating increasingly complex environmental challenges including climate change, land contamination and earthquake risks.
- Maintaining Community affordability in a time of economic volatility - Core infrastructure, major projects and levels of service will be delivered with financial prudence and efficiency
- Ensuring Council leadership and delivery is credible and effective, building community trust and engagement.

The strategic issues and challenges related to the Parks and Reserves Activity are:

- Responding to the changing environment (both natural and technological) and retaining Invercargill's character including the built environment
- Planning for the impacts of climate change (Erosion, tree network, drainage)
- Responding to changing community requirements for water quality outcomes, reflected in changing Central Government regulations
- Meeting our long-term renewal expectations for infrastructure
- Encouraging growth projects whilst ensuring financial and operational sustainability for future generations
- Ensuring the Council works in a financially prudent manner that promotes the current and future interests of the community
- Ensuring that staff at all levels have appropriate skills and training necessary for their role
- The City's changing demographic profile and its ability and willingness to pay
- The need for increased recognition of the principles of the Te tiri o Waitangi/ Treaty of Waitangi
- Use of Parks (activation of open spaces) – maximizing use while being sustainable
- Changing trend from traditional formal sport and recreation to informal recreation
- Formal sport requiring even higher quality facilities including playing surfaces
- Increase in ageing, disabled and demographic population will require a higher level of service for their recreational areas such as access, paths and facilities
- Technology (such as virtual technology, drones and wifi) is constantly changing which will impact Parks and reserves activity in the future

Assets

- Ageing of assets and deferred maintenance
- The need to be more considered in the type and location of assets within the parks network with a focus on the Inner City
- Contaminated land (Ocean Beach and Slaney Street)
- Need to improve the quality and confidence in Asset Data set
- Community preference to invest in a few high quality playgrounds over many lower quality playgrounds

2.4 Key Assumptions

2.4.1 Internal Factors

- The current Parks and Recreation organisational structure will remain for the foreseeable future
- A high level of service on management and maintenance of buildings (including toilets) between the Property and Parks and Recreation departments
- Contractor availability will not be an issue
- No significant changes to the Reserves Act or other relevant legislation
- No significant 'black swan' events or natural disasters
- 3 Waters reform doesn't have an impact on our activity
- Climate change and erosion will continue to be an issue for Parks
- Council and therefore Parks and Recreation's financial position will remain consistent
- Data collection will continue to progress, with better efficiency in confidence, monitoring, analysis and understanding growth trends
- Levels of service will align with Recreation Aotearoa Standards

2.4.2 External Factors

- Population change will follow the Statistics New Zealand high population projection.
- Planning for Climate Change will be implemented over the course of this Plan at a regional level

- Upgrading of existing infrastructure will be required as a result of urban development, ageing assets and the need for consolidation to ensure clubs are sharing resources and costs, which in turn will help both Council and Clubs financial restraints
- Future condition assessments will not indicate additional remedial/replacement works to those scheduled in work programmes
- There are no significant natural disasters affecting Council's parks and reserves
- No provision has been made in programmes for the cost of repairing damage or other additional costs consequent upon a natural disaster such as a major flood or substantial earthquake
- Useful Life of Significant Assets - Data accuracy utilised in analysis continues to improve and is reliable
- Change in asset requirements to cater for all ages and types of sport and recreation
- Change of focus with different cultures of tourists and visitors, resulting in more multicultural facilities and assets/communication
- Legislation changes may cause effect on management of activity
- Relationships with mana whenua will continue to mature and grow stronger

2.4.3 Long term Plan 2024 - 2034 Assumptions

The Long-Term Plan Assumptions 2024-34 document lists the key assumptions the ones of most relevance to this activity have been included in Table 3 below:

Table 3: Long term Plan 2024-2034 Key Assumptions

POPULATION[3]	Likelihood	Certainty	Consequence	Council Response
Population growth As at 30 June 2023, the estimated population of Invercargill is approximately 57,900[4]. The population is projected to increase over the next ten years but growth will depend significantly on whether the Tiwai Point smelter closes or remains open, and whether or not various industries are developed as envisaged in the Beyond 2025 Regional Long Term Plan.	Likely	Medium	Moderate	Although population growth in excess of the assumptions will have a moderate to significant impact on the Council finances this will have significant lead time. Council will be able to monitor the applications for resource consents and use this as guidance for the population growth into the future. A population decline would be a more significant impact but is not expected.
Diversity The population will continue to become more diverse. The Māori population will grow from 19% to 25%. The Asian population will grow from 8% to 13%.	Likely	High	Minor	Council will increase engagement opportunities for different parts of the community to help support all voices being heard. Changes to Council services are expected to be able to be accommodated from within existing operational budgets through adjustment of focus.
Ageing population Those aged 65 and older will form 24% of the population in 2034, which is higher than the current aged population in 2023 (estimated as 10,790 of 57, 900 (19%)).	Likely/ Almost Certain	High	Moderate	Demographic changes are clear and while future migration patterns may offset aging to some extent this is not expected to be of a high enough level to counter the known level of aging. Council is considering how to respond to changing housing needs for older people through provision of elderly

[3] Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023
[4] Stats NZ Tatauranga Aotearoa Infoshare data, retrieved 24 January 2024 (https://infoshare.stats.govt.nz/Default.aspx)

				housing, adjustment to the District Plan and potential partnership projects. Impacts on other services including public transport, libraries and pools (e.g. hydrotherapy pool) are being planned for.
Households Households will increase from 23,256 in 2022 to 26,087 in 2034. The number of households stagnated over 2020-2021, but is projected to show positive growth over the course of this LTP, with growth peaking at 1.1% in 2032. The average size of households is expected to reduce from 2.39 to 2.34 by the end of this LTP.	Moderate/ Likely	Medium	Moderate/ Major	The number of households underpins the rating base and Council revenue for activities. A decline or slower growth in households would require Council to review services and/or financial strategy.
SOCIAL	**Likelihood**	**Certainty**	**Consequence**	**Council response**
Socio-economic Inflation will continue to squeeze household budgets and impact abilities to pay rates. Inflation is expected to stay above 3% until 2025/2026.[5] [6]	Moderate/ Likely	Medium	Major	Economic volatility remains high with economists urging caution on reliability of forecasting. Significant increases in inflation will impact not only Council's planned expenditure but the community's ability to pay. Higher than expected inflation may require review of services, capital investment and/or financial strategy. Lower inflation will improve Council's position and ability to deliver.

[5] Infometrics report "Economic update for Long Term Planning for Invercargill City Council", April 2022, p11
[6] RBNZ "Household inflation expectations (H1)", August 2023

ECONOMIC	Likelihood	Certainty	Consequence	Council Response
Economy CPI Inflation will peak in June 2023 and stay above 3% until 2025/2026.[7] Employment is expected to weather any recessionary conditions fairly well but unemployment is expected to increase nationally.[8] A short term dip is forecast for the early years of the plan with stronger growth in professional and highly skilled occupations.[9]	Moderate/Likely	Medium	Moderate	Inflation increases would have significant impact on budgets. Council would need to consider changes to services and/or the financial strategy. If LGCI inflation was 0.5% higher than forecast this would increase Council operational costs by $0.5 – $1.5 million per annum for the first 3 years of the plan. Council capital costs would increase by $0.3 - $1.5 million per annum for the first 3 years of the plan Increases in operational costs would impact the expected rates increase in those future years.
Community funding Despite recent economic challenges, Community Trust South and the Invercargill Licensing Trust Group have managed to return their funding levels to pre Covid-19 levels. This is anticipated to take some pressure off Council's funding pool.	Likely	High	Minor	Council will continue to liaise with other funding partners, including to monitor forecast security of investment, to assist control of this risk.
Tourism Tourism in the Visit Southland area is expected to increase to between 160% -	Moderate/Likely	Medium	Minor	Tourism, while important, is not currently a major driver of the Invercargill economy, although it has

[7] Infometrics report "Economic update for Long Term Planning for Invercargill City Council", April 2022, p11
[8] Infometrics report "Southland Region forecasting scenarios for Beyond 2025 Southland", June 2023, p15
[9] *Id.* p15-18

165% of pre-Covid levels by 2029.[10] Invercargill is expected to proportionally benefit from this increase and demand for accommodation to increase and to be met from within existing stock.				great potential to grow. Council may need to invest in further infrastructure if tourism grows faster than expected and manage any flow on impact on housing availability given housing constraints.
ENVIRONMENTAL	**Likelihood**	**Certainty**	**Consequence**	**Council response**
Mean annual and extreme temperature (days where temp. exceeds 25C) are expected to increase with time: By 2040: mean annual temperature increase of 0.5-1.0C with 0-10 more hot days per annum. By 2090: mean annual temperature increase of 0.7-3.0C, with 5-55 more hot days per annum.	Moderate	Low	Minor	Temperature increase while important has an indirect impact on Council operations, which are expected to be accommodated within Council plans. It is not possible to forecast the impact of climate change in more detail on the capital programme until more accurate data and modelling is complete.
Mean sea level is expected to rise By 2040: 0.2-0.3m By 2090: 0.4-0.9m	Uncertain	Low	Major	There remains significant modelling which must be completed at a regional level to attain an understanding of what sea level rise is likely and its potential impact. There are known risk areas including the Airport and Bluff which need further investigation. Council has invested in major infrastructure upgrades at Stead Street to increase protection for the city. Further work will be required on associated flood banks to maximise this investment. Environment Southland has responsibility for managing and maintaining the

[10] Beyond 2025 Southland Regional Long Term Plan, p56

				remainder of the city's floodbank network. It is not possible to forecast the impact of climate change in more detail on the capital programme until more accurate data and modelling is complete.
Environmental renewal Council will invest to understand more about the levels of environmental damage at Ocean Beach and New River Estuary. It is possible that further investment in renewal will be required within the life of the Infrastructure Strategy.	Likely	High	Moderate	There is potential significant investment required for contamination management. The scale of this work is as yet unknown. There is no forecast impact on water quality due to the location of the sites below the drinking water catchments.
CULTURAL	**Likelihood**	**Certainty**	**Consequence**	**Council response**
Māori culture Māori culture has become more visible in the city since the time of the last Long-term Plan and will continue to become more visible.	Likely/ Almost certain	High	Low	Council is working closely in partnership with Mana whenua and would seek to manage impacts through this relationship.
Cultural activation An increase in activities and events reflecting the diverse culture of Southland will take place following Council investment in activation and private uptake of new facilities available.	Likely	High	Minor/Moderate	Activation is essential to leverage Council's capital investment in the city centre. Council will continue to explore a range of mechanisms to support activation in the community.
COUNCIL OPERATIONS	**Likelihood**	**Certainty**	**Consequence**	**Council response**
Legislative changes There will be changes to legislation that have an impact on how Council will provide services. These changes may affect Council organisational structure but	Likely	Medium	Minor/ Moderate	Management will continue to engage with Central Government to ensure levels of service are maintained or improved and plan for changes in

not change the level of service received by the customer/ratepayer in the first three years of the plan.				services in response to policy and regulation changes as they arise.

3. The Service We Provide

3.1 Customer Profile (Our Customers)

3.1.1 Our Stakeholders and Community

Individuals, organisations and agencies involved in the sport and recreation sector (list includes but is not limited to):

- Health sector – sponsors, funders, suppliers, fundraisers, physiotherapy, sports medicine, sports and rec goods manufacturers and retailers, media, construction industry
- Education sector - Active Southland, Invercargill City Council, National Sports Organisations, Sport NZ, High Performance Sport NZ, Environment Southland, Southland District Council, schools, churches, tertiary initiatives, iwi and Māori organisations, community groups, commercial providers
- Tourism sector – Great South
- Social Services sector - supporters, whanau, paid professionals, volunteers, administrators, coaches, officials, umpires
- Environmental sector – Bluff Hill/Motupōhue Environment Trust, Te Tapu o Tane, Department of Conservation, Department of Corrections, Forest & Bird, environmental pest control groups.

Figure 5: Council's key participants within the health, education, tourism and social service sectors

The private sector and other public agencies also contribute to achieving the desired outcomes desired, for example where private land contributes to amenity values, the absorption of stormwater and areas such as golf courses provide recreation opportunities. Private land can be seen as complementary, and in some cases, is used as a substitute for public open space where public access to privately-owned land can be negotiated.

A key objective of the Activity Management Plan is to balance the level of service of assets with the expectations of the customers. Any changes in level of service reflect current industry standards and are based on:

- Customer expectations

- Strategic and corporate goals of the Council
- Legislative requirements
- Availability of resources and financial constraints

3.1.2 How We Engage our Communities

Community engagement is important for understanding the needs and desires of the community. There are several cross-Council surveys, Council hosts a Facebook page and holds public meetings where members of the community can ask questions and express opinions to Councillors and staff members. Input is also sought as part of development of the Long-Term Plan and other statutory processes.

Parks and reserves engagement with our community includes the following:

- Consultation and engagement with the community and all interested stakeholders.
- Communication with key partners and stakeholders (see tables in Section 3.3.1) and user groups through bookings, leases and meetings.
- Staff on site talking to visitors and members of the community while working.
- Customer requests for service are logged by customer service staff and resolved by reserves staff. This information is another platform which can be used to understand remaining community requirements.
- The Reserves Act requires processes to be in place where members of the public are invited to make submissions on specific projects or how reserves are used, developed and managed.
- Providing public opportunity to make submissions when requested.
- Regular publicity as part of the Council ratepayer newsletters and media releases.
- Feedback from service users, including regular meetings with funeral directors and monumental masons, sports clubs and codes.
- Information available on our website such as management plans, burial records, strategies, policies and other publications.

3.1.3 Community Research

Council commissions residents' surveys on a regular basis to assess amongst other things the levels of satisfaction with key services. Other consultation is undertaken on an issue by issue basis as required. The most recent resident survey was undertaken in 2022/2023.

The survey seeks information on satisfaction with a range of Council services, facilities and venues, including satisfaction with the District's parks. The survey methodology changed during the 2022/2023 financial year.

Research conducted during the 2021/2022 financial year confirmed that Invercargill's Parks and Reserves were visited frequently by residents. Figure 6 below highlights the most common reason for visiting was 'recreation or inspiration', with residents choosing to visit an average of 7.7 times a month, while 'commuting' was another common reason for visiting – an average of 5.2 times per month.

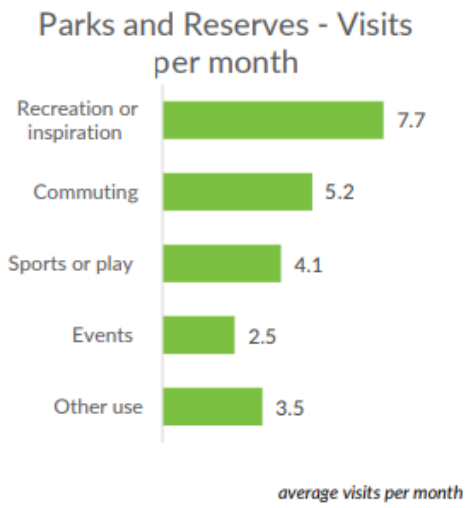

Figure 6: Parks and Reserves average visits per month per mode of visit (Residents Survey 2022)

The level of satisfaction with different park types was questioned, the feedback showed that the highest level of satisfaction was with premier parks and gardens such as Queens Park (82% rating 4 or 5 out of 5), followed by 'environmental reserves' (65%) and 'cemeteries' (59%), while fewer than half rated 'sports fields' or 'neighbourhood parks and playgrounds' as 4 or 5 out of 5. During 2022/23, only one Parks satisfaction question was asked, this showed (Figure 7) that 80% of residents were satisfied with Invercargill's parks and open spaces.

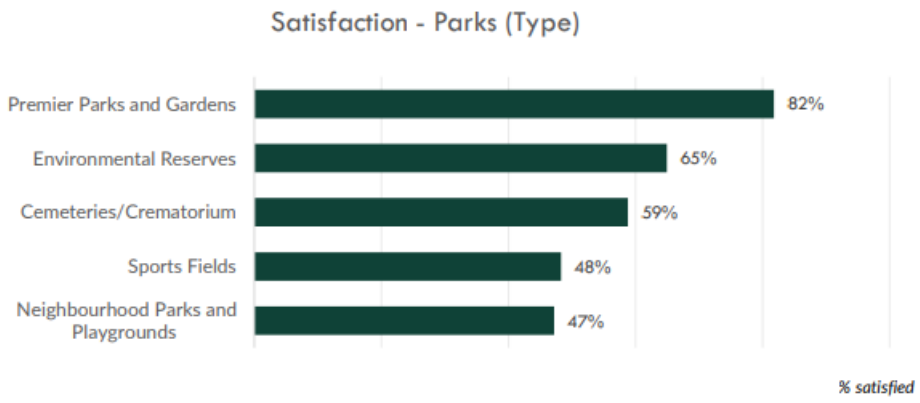

Figure 7: Percentage of satisfied users by type of park (Residents Survey 2022)

During 2021/2022, feedback was also sought on satisfaction with different aspects of parks (Figure 8). The highest rated factors were 'ease of access within' and 'access to parks' (85% and 84% rating 4 or 5 out of 5, respectively). Residents were also satisfied with 'maintenance of open spaces' (78%), 'feeling safe and secure' and 'walking tracks and conservation areas' (both 77%)

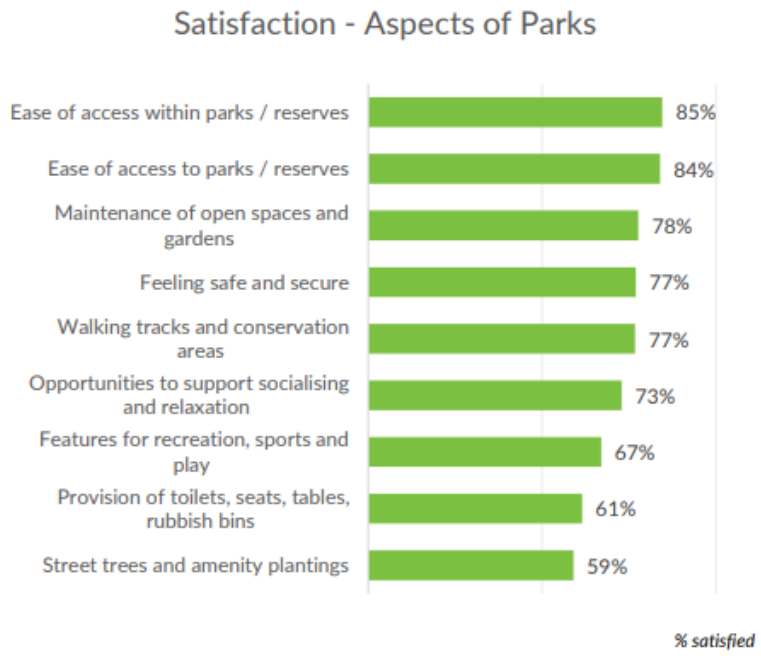

Figure 8: Percentage of satisfied users by aspects of parks (Residents Survey 2022)

Feedback was provided on service aspects that residents felt needed to be improved, these included:

Premier Parks: Safe better lighting, never go into the park at night
Versatile facilities catering to families and wide range of interests

Sports fields: Dog poo and broken glass present, often flooded or waterlogged
Our local Bluff sports fields get the absolute bare minimum of council care & attention. They are embarrassing
Woeful car parking & fields in some sports, e.g. football

Reserves: Our parks are well looked after and an enjoyment to be in
Bush in Sandy point area smothered in pest plants

3.1.4 Key Service Attributes Valued by Customers

The significant customer expectations driving our future strategy are shown in Table 4 below:

Customer Groups	Expectations
Mana Whenua, iwi, local Runaka, Te Ao Marama	Celebration of our association and relationship to place and the aspirations of tangata whenua. Ability to sustainably use mahinga kai and undertake mātauranga transfer through by and for Ngāi Tahu ki Murihiku designed frameworks at place.
Sports and Recreation Clubs/Groups	All weather sports fields, more indoor facilities, more passive areas.
Individual users	Tidy facilities which are available for functions, more passive space.
Schools	All weather sports fields, variety of playground equipment.

Customer Groups	Expectations
Friends and family of the deceased	Adequately meeting our community's desire for accessible, inclusive and appropriately managed cemeteries.
The community – citizens and ratepayers	Ready access to safe, inviting and attractive parks and open spaces. Tidy Facilities which are available for functions, more passive space.
Lessees	Continuation of leasing land/facilities which are accessible, tidy and appropriately managed.
Volunteers/environmental groups/community groups	Ready access to safe, inviting and attractive parks and open spaces.
Community	Meeting our community's desire for ready access to safe, inviting and attractive parks and open spaces.

Table 4: Customer groups and their expectations regarding Parks and Reserves Activity

3.2 Service Drivers

3.2.1 Community Expectations

Community expectations for parks and reserves have not been specifically surveyed. Expectations are based on the following assumptions:

- Council undertakes the Parks and Reserves Activity to meet the current and future needs of communities for good quality local infrastructure and local public services in a way that is most cost effective for households and businesses.
- Invercargill has an extensive range of developed reserves which are distributed throughout the district.
- The provision of quality open space creates opportunities for residents and visitors to enjoy the outdoors through passive and active activity as well as informal and organised recreation.
- Cultural and religious needs are respected and provided for as part of the cemeteries and crematorium service.
- Reserve Management Plans are developed and reviewed for Council parks and reserves which provide the opportunity for residents and visitors to have an input into the future development, use and management of the reserves.

3.2.2 Legislative Requirements

The activity is guided by a range of legislation. The statutes are listed in Table 5 below with a description of how they relate to the Parks and Reserves Activity. There are often associated Regulations that also have an impact on the Activity.

Statute	How it relates to the Parks and Reserves Activity
Animal Welfare Act 1999	Requirements for management of care and welfare of animals and birds in park spaces.

Statute	How it relates to the Parks and Reserves Activity
Biosecurity Act 1993	The Act requires Council to prepare a Pest Management Strategy. Animal and plant pests found in parks and reserves must be managed in accordance with both the Strategy and the Act.
Building Act 2004	As the owner of buildings the Council has responsibilities under this Act for ensuring that: • building work complies with the Building Code; and • people who use buildings can do so safely and without endangering their health; and • buildings have attributes that contribute appropriately to the health, physical independence, and well-being of the people who use them; and • people who use a building can escape from the building if it is on fire; and • Buildings are designed, constructed, and able to be used in ways that promote sustainable development.
Burials and Cremation Act 1964	Requires the Council to establish and maintain cemeteries. Provides the legal framework for how burials and cremations happen. Cemeteries are classified as Local Purpose (Cemetery) Reserve pursuant to Section 23 of the Reserves Act 1977.
Fencing Act 1978	Responsibilities in relation to mutual boundary fences.
Health and Safety at Work Act 2015	Ensures the safety of the public and all workers (including contractors) when carrying out works.
Health Act 1956	Ensures public health, includes specific requirements for provision of cemeteries and crematoria.
Heritage New Zealand Pouhere Taonga Act 2014	Provides for the recognition and registration of historic places, historic areas, and wahi tapu. Methods for protection include creating heritage covenants and registration with Heritage NZ.
Local Government Act 2002	Defines the purposes of local government, one of the key purposes is to 'promote the social, economic, environmental and cultural well-being of communities in the present and for the future.' Good management of reserves contributes to achieving this purpose in a variety of ways. Requires sanitary service assessment for cemeteries and crematoria. Contains provision restricting the sale/disposal of land used for reserve but not protected under the Reserves Act 1977.
Public Bodies Contracts Act 1959	Sets requirements for entering contracts and delegation of powers.
Public Works Act 1981	Provides for the acquisition of private land for public works either by agreement or through compulsory acquisition. The Act can be used to acquire land for reserve purposes. The Act also regulates the disposal of land no longer required for public works. If considering the revocation and potential disposal of reserve land it is important to confirm whether the land was acquired through the Act and whether the offer back provisions of the Act apply to the land.

Statute	How it relates to the Parks and Reserves Activity
Reserves Act 1977	➢ Management and administration requirements for all land in the City held under the Act. ➢ Classifying reserves and sets out a planning process for management and development. ➢ Management of assets located on reserves must be consistent with the Reserve Management plan adopted under the Act.
Resource Management Act 1991	The provisions of the Resource Management Act 1991 and the Operative Invercargill City District Plan apply to reserves. Often, if an activity is anticipated in the RMP, a resource consent for that activity may not be required. There are times however that even though the activity is contemplated in the RMP, the detail or scale of the activity may still trigger the need for resource consent under a different rule of the Plan.
Walking Access Act 2008	Seeks to provide the public with free, certain, enduring and practical walking access to the outdoors. Among other things, the Act provides for the creation of enduring public walkways which can be a useful tool when walkways or cycle ways cross over multiple parcels of land that have different owners and land status. In some cases it may be appropriate to use the Walking Access Act when developing new walkways (as opposed to acquiring land as reserves) or to ensure the protection of walkways that cross over reserves on private land.

Table 5: Legislative Requirements for Provision and Management of Open Space Assets (ICC Parks and Recreation)

3.2.3 Industry Standards & Guidelines

Industry standards and guidelines affecting the Parks and Reserves activity[11] are set out in Table 6 below together with a brief outline of each and a description of how they impact on levels of service.

Standard/Specification	Content/Purpose	Impacts on Levels of Service
NZS 3910:2013 – Conditions of Contract for building and civil engineering construction	➢ Provides a standard form of general conditions of contract for incorporation into construction contract documents used for major capital projects.	➢ Ensures work is completed in accordance with timeframes and to the standards specified and to the agreed cost.
NZS 3917: 2013 – Conditions of Contract for building and civil engineering construction (fixed term)	➢ Provides a standard from of contract for maintenance or other works where the contract is intended to run for a defined period. To be used as a guiding document in projects and future maintenance contracts.	➢ Ensures contracts for maintenance or other building or engineering works deliver the specified outcomes at an agreed cost over a specified time period.

[11] Excluding toilets and pools which have their own Asset Management Plans

Standard/Specification	Content/Purpose	Impacts on Levels of Service
NZS 4121:2001 Design for access and mobility: Buildings and associated facilities	➢ Sets requirements for the design of buildings, facilities within buildings, driveways, car parks, passages and any associated landscaping and accessways for use by people with disabilities as required by the Building Act 1991 and Local Government Act 1974.	➢ Provides guidance for those who are responsible for making buildings and facilities accessible to and fully usable by people who have disabilities.
NZS 5828:2015 Playground equipment and surfacing	➢ Specifies general requirements for playground equipment and surfacing for New Zealand.	➢ Ensures playgrounds are well designed, well constructed, well maintained, innovative, and challenging.
NZS 8409:2021 Management of agrichemicals	➢ Provides practical and specific guidance on the safe, responsible and effective management of agrichemicals,	➢ Ensures safety of park users and neighbours when agrichemicals are in use.
NZS 8603:2005 Design and application of outdoor recreation symbols"	➢ Sets out the requirements for the design and application of graphical symbols and explanatory words for outdoor recreation and sport activities.	➢ Helps inform park users in wayfinding and to identify risks associated with outdoor recreation.
SNZ HB 8630:2004 Tracks and outdoor visitor structures	➢ Provides specifications and standards for tracks and outdoor visitor structures to ensure that customer recreation and safety needs are met.	➢ Ensures structures and tracks are safe and fit for purpose.
Crime Prevention Through Environmental Design (CPTED) – National Guidelines under the Ministry for the Environment	➢ Implements the CPTED (crime prevention through environmental design) principles. ➢ Safety design guidelines for park developments. ➢ Provides guidelines to take account of safety issues for design and planting.	➢ Ensures public safety and seeks to minimise opportunities for crime.
Recreation Aotearoa (RA)Service Delivery Standards	➢ New RA Industry Level Standards Currently being drafted and it is anticipated Council will use these standards for future Levels of Service delivery.	➢ Used within policies, strategies and procedures when making decisions around developing, maintaining and managing Council Assets.
Urban Design Protocol – Ministry for the Environment	➢ Implements the principles of the Protocol. Ensuring the design of buildings, places, spaces and networks are successful through quality urban design.	➢ Public Consultation and Council decisions made around proposed designs of assets. Sets a standard for developing and maintenance and management for provision of levels of service.

Table 6: Industry standards and guidelines

3.2.4 Parks Categories & how we will use them

Due to the diverse range of parks and open spaces, the planning and management will be aligned to Recreation Aotearoa categories based on the user and the type of activity. Every reserve will be assigned a category as defined within the Recreation Aotearoa Park Category Framework.

Parks categories provide the first level of defining the level of service in relation to the park's purpose and character. This helps define how it will be developed, what assets are provided and the maintenance standard.

These categories are maintained through other planning documents for consistency, particularly this Parks and Reserves Activity Management Plan.

The reason for assigning parks categories is to ensure the City's parks are managed consistently across the City and at a standard that aligns with the national approach. These are shown in Table 7 below (more details on these categories is provided in section 5.2):

Category	Description/Purpose	Alternative Name
Sports and Recreation	Parks (often quite large areas) set aside and developed for organised sport and recreation activities, recreation facilities and buildings, often multiple use	• Active • Sports
Neighbourhood	Parks developed and used for informal recreation and sporting activities, play and family based activities and social and community activities	• Local • Social Recreation • Community
Public Gardens	Parks and gardens developed to a high horticultural standard with collections of plants and landscaping for relaxation, contemplation, appreciation, education events, functions and amenity/intrinsic value	• Botanic Gardens • Horticultural • Premier
Nature	Parks that offer the experience and/or protection of the natural environment, containing native bush, coastal margins, forestry, farm parks, wetlands, riparian areas and water bodies	• Conservation • Bushland • Forest • Protected • Environmental
Cultural Heritage	Parks that protect the built cultural and historical environment and/or provide for heritage conservation, education, commemoration, mourning and remembrance	• Cemeteries • Cultural • Heritage
Outdoor Adventure	Parks developed and used for recreation and sporting activities and associated built facilities that require a large scale, forested, rural or peri-urban environment	• Regional • Forest • Farm • All terrain
Civic	Areas of open space often provided within or adjacent to central business districts and developed to provide a space for social gatherings, meeting places, relaxation and enjoyment	• Plaza • Community hub • Town squares • Streetscape

Category	Description/Purpose	Alternative Name
Recreation and Ecological Linkages	Areas of open space that are often linear in nature that provide pedestrian and cycle linkages, wildlife corridors and access to water margins. May provide for environmental protection and access to waterways	• Linear • Walkways • Corridor • Green corridors • Environmental corridors • Esplanade • Linkage

Table 7: Parks and Reserves Categories

Within the Recreation Aotearoa Standards, there is often a clear delineation between the different levels of surface within a given category. This description enables a broad range of choices when determining the maintenance regime for a given location. For example, under the category Sealed Paths and Cycle Trails, the vegetation at the edge of the path is given three different metrics to be accessed against – grass does not encroach over the path more than, 25mm, 50mm or 100mm retrospectively.

3.3 Current Levels of Service

3.3.1 Current Customer Levels of Service Framework

The levels of service framework for the Parks and Reserves Activity is going through a change process so that levels of service and standards are transitioning to and fully aligned to the Recreation Aotearoa category frameworks and associated levels of service. This Activity Management Plan uses park categories that link to the Recreation Aotearoa industry standard. Categories provide a basis for developing Levels of Service associated with the purpose of the parks and reserves land.

Over time financial budgets will be structured to match the categories in the framework, this will further enable costs to be more accurately forecast against each of the stated Levels of Service.

As outlined above Levels of Service will change to align with Recreation Aotearoa Standards. Changes in levels of service will mean some open spaces will require higher maintenance and others will require less maintenance which will be perceived differently by the community.

The revised levels of service and measures will become the focus for community consultation in future Long Term Plans and reported on in Annual Reports.

The levels of service framework is set out in Table 8 below.

Community Outcome	How Parks and Reserves Contribute to this Outcome	Customer Level of Service	Current Measure of Service	Future/Desired Technical Measures	Actions to Meet Target Measures	Timeframe to achieve Desired Target
One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.	Parks and Reserves encourage residents and visitors to our green spaces of the City. The community is actively involved through engagement and consultation and enablement with regards to management of spaces.	Queens Park is recognised nationally as a "Garden of National Significance"	Queens Park is accredited as a "Garden of National Significance"	Retain accreditation	Retain Accreditation expectations	Continuing annually
One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.	Parks and Reserves encourage residents and visitors to our green spaces of the City. The community is actively involved through engagement and consultation and enablement with regards to management of spaces.	Successful methods of communication are used to effectively engage with the community and provide awareness	Show customers are engaged with our information	Use successful methods as per response levels e.g. website, social media, news sources	Increase response levels through QR codes located at all open spaces with link to targeted questions on satisfaction of spaces and places and measure responses	ongoing
A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	Appropriately planning for and funding core infrastructure renewals, including ageing assets and consolidation of infrastructure and activities to ensure places are multipurpose, and community groups collaborate for better sustainability. Parks and Reserves endeavour to provide Council facilities and resources for community based activities, including the best utilisation of volunteers	Local Residents have greater feeling of ownership of our Parks and Reserves	Not currently measured	Memorandum of Understandings are set up between Council and Community Groups to enable them to take ownership of open spaces	Further engagement with the community	ongoing
A vibrant, safe city centre which meets our people's diverse cultural needs.	Parks, cemeteries and crematorium are provided and maintained in a safe condition. Parks and Reserves are developed in a way that enhances the aesthetic value of the City and usability of reserve land. Burial, interment and bereavement needs of the community are met with sensitivity and professionalism.	Percentage of requests for service and reports of damage on parks and reserves (except for monuments) actioned within four working days	100% actioned	100% actioned within 72 hours	Annual verification of service levels actioned	ongoing

A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	Appropriately planning for and funding core infrastructure renewals, including ageing assets and consolidation of infrastructure and activities to ensure places are multipurpose, and community groups collaborate for better sustainability. Parks and Reserves endeavour to provide Council facilities and resources for community based activities, including the best utilisation of volunteers	Burial records are available to the general public	Burial records, photos and inscriptions are available on Council website	Continue to Meet requirements	Continue to meet requirements	ongoing
A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	Appropriately planning for and funding core infrastructure renewals, including ageing assets and consolidation of infrastructure and activities to ensure places are multipurpose, and community groups collaborate for better sustainability. Parks and Reserves endeavour to provide Council facilities and resources for community based activities, including the best utilisation of volunteers	Visitor numbers through target parks and reserves locations are monitored annually	Measured by visitor counters at access points to monitor users of target reserves	Increase visitor counter use at key locations	Further visitor counters will allow better records for future planning	ongoing
A healthy, resilient environment where the city is well positioned to navigate climate change.	Parks and Reserves are managed in such a way as to protect and enhance important natural habitats, scenic landscapes and other environmental features. Targets for reducing carbon emissions and undertaking further work to better understand the risk presented by Climate Change	Successful methods of communication are used to effectively engage with the community and provide awareness Reference to social and environmental sustainability is included in policies and contracts/Requests For Price with external consultants				

Table 8: Parks and Reserves – Levels of Service Framework

3.3.2 Current Technical Levels of Service

The technical measures are used in the day to day management of the assets and are reported on in this Activity Management Plan. These measures are aligned with, and support the achievement of, the activity measures.

Yardstick is an industry a benchmarking tool used to collect management and planning information to measure current performance and drive future improvements. It can also be used to compare with other organisations nationally.

Yardstick helps to set, monitor and manage performance measures. It assists in justifying additional resources, influences budgets, provides a research base for information on parks and open space provision, cost and management, and enables interaction with users, while helping to identify expectations and satisfaction levels. It also enable comparison with other Councils and against the median NZ average.

Technical levels of service are shown in Table 9 below:

Community Outcome	How Parks and Reserves Contribute to this Outcome	Technical Level of Service	Current Measure of Service	Future/Desired target Measure of Service	Actions to Meet Target Measures	Timeframe to achieve Desired Target
One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.		Standards written in Service delivery requirements or service levels documents	Prescription Driven	RA documented standards	To adopt Industry Standard as technical Levels of Service and then document in the AMP	2026 (next AMP review)
A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	Appropriately planning for and funding core infrastructure renewals, including ageing assets and consolidation of infrastructure and activities to ensure places are multipurpose, and community groups collaborate for better sustainability. Parks and Reserves endeavour to provide Council facilities and resources for community based activities, including the best utilisation of volunteers	Level of service target for total provision of reserve land	Provision by park category is documented in Parks Strategy 2013 p47	continue to provide target for provision of reserve land as per Parks Strategy 2013	Implemented through AMP and code of practice	ongoing
One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.		Number of users on sports fields that are documented through summer/winter bookings	Ad hoc	Continued provision of fields for users to support demand	Improve accuracy from user groups (Active Southland) – Sports eye Implement Regional Sports Field Strategy, Sports Fields Reserves Management Plan and bookings system	ongoing
A vibrant, safe city centre which meets our people's diverse cultural needs.		Open spaces, cemeteries and crematorium activities in Invercargill reflect the need of users with changing demographics and consequent demand changes, including parks for ageing population and demand	All users are provided for throughout the city	Continue to review Strategy and consequent Management Plans	Continue to review Strategy and consequent Management Plans to keep with demand Resident Surveys QR codes located at all open spaces with targeted questions	ongoing
One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.		Council is to ensure there is land available for future burials	100 years of availability	100 years of availability	Masterplan when developed and ICC District Operational Plan	No change
A vibrant, safe city centre which meets our people's diverse cultural needs.		The number of playgrounds categorised as "Destination" playgrounds in Invercargill as per the Playground Strategy 2014	4	9	Future changes and new site provision will be in line with play strategy where selected playgrounds will be made to become destination playgrounds. This may be through addition of play equipment and improved levels of service	

A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	Appropriately planning for and funding core infrastructure renewals, including ageing assets and consolidation of infrastructure and activities to ensure places are multipurpose, and community groups collaborate for better sustainability. Parks and Reserves endeavour to provide Council facilities and resources for community based activities, including the best utilisation of volunteers	Parks based public education programmes with groups and volunteers to improve knowledge on the value of protecting or enhancing biodiversity	Education programmes provided through brochures, tours and other forms of communication	Increase the number of participants to six programmes	Increase promotion and active involvement of participants	ongoing
One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.		The percentage/number of reserves under the Reserves Act 1977 with adopted Reserves Management Plan	86%	100%	Develop Management Plans for those reserves under the Reserves Act 1977 that require them	2025
One Community – Our youth, older people, different neighbourhoods and communities' basic needs are met, and they feel valued and proud to live here.		Percentage of safety inspections of facilities completed and hazards mitigated	100%	100%	No change	Ongoing
A healthy, resilient environment where the city is well positioned to navigate climate change.	Parks and Reserves are managed in such a way as to protect and enhance important natural habitats, scenic landscapes and other environmental features. Targets for reducing carbon emissions and undertaking further work to better understand the risk presented by Climate Change	Improve the processes and practices to reduce the ecological footprint of the open space services and provide clean and green local environments	Not currently measured	Processes and practices are in place to use environmental resources on parks and reserves	Put processes in place such as using locally eco-sourced plants and eco-friendly pest control, reducing emissions, carbon sequestration, landscape designs, low mowing	ongoing
A vibrant, safe city centre which meets our people's diverse cultural needs.		Liaise and document archaeological sites and discoveries through Heritage NZ	Not currently measured	All archaeological sites are documented and processed accordingly	Existing Sites are to be documented and new sites are to follow proper procedures through Heritage NZ Listed sites have a heritage plan in place	ongoing

Table 9: Parks and Reserves Technical Activity Measures Framework

3.3.3 Levels of Service

The levels of service outlined in Table 10 and their associated measures and targets provided in Table 11 are the levels of service that are included in the Long-Term Plan 2024-2034. They will be included in the community consultation and achievement of the targets will be reported on in each Annual Plan.

Section 3.3.1 of this plan discusses that over the next 3 years the levels of service will be transitioning to new levels of service that align to Recreation Aotearoa Park categories and associated levels of service.

Measure		Target
Queens Park is accredited as a "Garden of National Significance"		Maintained
Percentage of residents satisfied with parks and recreation spaces		80%
Annual number for park usage	Percentage of users per head of (Invercargill city) population	New measure
	Total number of park user counts	Maintained or increasing from 2022/23 Baseline
Percentage of urgent requests for Parks and Reserves services are completed within specified timeframes		New measure
Number of Active Partnerships in place to support activation of Parks and Reserves Space		New Measure

Table 10: Parks and Reserves Long-Term Plan Levels of Service

Measure		Baseline (2022/23)	2024/25 Target	2025/26 Target	2026/27 target	2027-2034 Target
Queens Park is accredited as a "Garden of National Significance"		Achieved	Maintain accreditation	Maintain accreditation	Maintain accreditation	Maintain accreditation
Percentage of residents satisfied with parks and recreation spaces		80%	80%	80%	80%	80%
Annual number for park usage	Percentage of users per head of (Invercargill city) population	New measure Targets to be set following establishment of baseline.				
	Total number of park user counts	939,291	Maintained or increasing from 2022/23 Baseline	Maintained or increasing from 2022/23 Baseline	Maintained or increasing from 2022/23 Baseline	Maintained or increasing from 2022/23 Baseline

Percentage of urgent requests for Parks and Reserves services are completed within specified timeframes	New measure	90%	90%	90%	90%
Number of Active Partnerships in place to support activation of Parks and Reserves Space	New measure	10	15	20	25

Table 11: Parks and Reserves Long-Term Plan Baseline Measurements and Targets

3.4 Levels of Service Issues and Challenges

The following is a list of the service issues and challenges Parks and Reserves may expect in the future:

- Realigning of budgets while maintaining high quality assets to meet new Park Categories.
- As the district's population ages, the standards for specific assets may shift, e.g. providing seats with arm rests, the grade and materials used on paths, and require further development of assets on land to ensure people are catered for. This will require a change to the levels of service. Cemetery and Crematorium use may also increase as a result of an aging population.
- Safety improvements including the exchange of existing reserve lands for more appropriate lands (i.e. from back sections for more visible and safer play spaces).
- The high cost of maintenance associated with older areas within the cemeteries, and restrictions on what can be done to old headstones with historic value.
- Managing and monitoring environmental impacts of visitors and from pest plants and animals. Impacts may adversely affect asset condition including walking and cycling trails, and result in additional costs for reserve maintenance.

3.4.1 Current Levels of Service Gaps

Levels of Service Gaps for customer service levels and technical service levels are shown in tables 8 and 9 in Sections 3.3.1 and 3.3.2, along with responses to close those gaps. Key gaps that are of significance to note are as follows:

Customer Service Levels

- We aim to increase the number of visitor counters in order to understand the number of people using parks and reserves.
- We aim to increase engagement levels by using different methods of communication so that we are increasing feedback from the community and improving awareness of what is happening with the parks and reserves activity.

Technical Service Levels

- We aim to create a Masterplan for cemeteries so that policies and practices for future management of our cemeteries are in place.
- Number of sites with play equipment provided per 1000 population will reduce from 7.9/1000 to 5.7/1000 as per the Playground Strategy (Appendix 2 – A2032614) 2014. This will be achieved by removing re play equipment from specific playgrounds once it reaches the end of its life.

- The number of playgrounds categorised as "Destination" Playgrounds in Invercargill will increase over time from 4 to 9 as per the Playground Strategy 2014 (Appendix 2 – A2032614) through the addition of play equipment and improved levels of service.

3.4.2 Possible Responses to Gaps

Changes to current levels of service to become target levels of service are outlined in Table 12 below for parks and reserves and cemeteries. Most will be in line with the parks and playground strategies and there are some policies and procedures that would need to be enforced in order to attain the target measures in the future.

Those changes requiring significant costs to meet desired requirements are noted as part of the capital development 30 year plan in Section 7 of the AMP. Costs are also noted in the Development Levels of Service Implementation Programme Estimates of the Parks Strategy 2013 (Appendix 3 – A996419) and Works Programme of the Playground Strategy 2014 (Appendix 2 – A2032614). Council will be working towards these programmes and will continue to follow them as shown in the Capital Development Programme Section 7.4 and the Parks Strategy (Appendix 3 – A996419).

3.5 Changes in Service Expectations (Future Levels of Service)

Park Category	Current Provision ha/1,000 Residents	Recommended Provision ha/1,000 Residents	Changed ha/1,000 Residents	How change will occur
Amenity	1.0	0.5	- 0.5	Attrition
Environmental	34.9	15.0	-19.9	Embargo + Attrition
Linkage	1.0	1.0	0.0	Growth
Neighbourhood	0.3	1.0	0.7	Acquisition + Growth
Outdoor Adventure	19.8	15.0	-4.8	Embargo + Attrition
Premier	1.4	1.0	-0.4	Embargo + Attrition
Sports	2.9	2.9	0.0	Growth
Total	**61.3**	**36.4**	**-24.9**	

Table 12: Recommended changes for each park category in provision per 1000 residents and how this will occur (Parks Strategy 2013)

Undeveloped Reserve Areas can be assessed to determine if they are required, or if they should be disposed of. There is the opportunity to re-purpose under-utilised land to achieve carbon sequestration outcomes.

4. Demand for Our Services

4.1 Demand Forecast

4.1.1 Factors Influencing Demand

Key factors influencing demand are:

- **Climate Change** – Climate change impacts will arise over the life of the Long-Term Plan and current trends will be allowed for when planning infrastructure and services.
- **Use Changes**– changes in participation of sports and community groups and fluctuations in popularity of sporting codes, as well as financial constraints of maintaining single use buildings.
- **Fees and charges** – these may increase due to rate changes.
- **Population Changes** – As at 30 June 2023, the estimated population of Invercargill is approximately 57,100. The population is projected to increase over the next ten years but growth will depend significantly on whether the Tiwai Point smelter closes or remains open, and whether or not various industries are developed as envisaged in the Beyond 2025 Regional Long Term Plan.
- **Ageing Population** – Those aged 65 and older will form 24% of the population in 2034 (estimated as 10,790 of 57, 088 (19%).
- **Household Growth** – Households will increase from 23,256 in 2022 to 26,087 in 2034. The average size of households is expected to reduce from 2.39 to 2.34 by the end of this LTP.
- **Tourism and Visitor Numbers** – Tourism numbers will increase over the Long-Term Plan period.

4.1.2 Projected Growth or Decline in Demand for the Service

Identifying and understanding key factors can help determine what will influence the Parks and Recreation Strategy (when developed) into the future.

Trends in Parks and Reserves

There is an increased demand for walking, cycling and mountain biking trails in the City along with more informal or passive recreation which can be well catered for by existing parks and reserves land. Electric vehicles (scooters, bikes) will see the need for EV chargers and safe, active connections to places. It will also trigger the review for Parking and Roading network reviews and sharing of infrastructure provision.

The decline in participation of traditional team sports is also in line with national trends that will impact the utilisation of sports fields and the overall requirement for fields.

Consolidation of assets for shared collective use by sports clubs and the community

Requirements to earthquake strengthen buildings will continue to be an influencing factor for decision making.

Tangata Whenua Values[12]

Land and resources are of great importance to Māori. Māori values underpin how Māori interact and inform how iwi resource management is undertaken. Ngāi Tahu are the tangata whenua who hold mana whenua over

[12] Ngāi Tahu ki Murihiku Natural Resource and Environment Iwi Management Plan 2008.

Southland and Te Rūnaka o Waihōpai and Te Rūnaka o Awarua are the local tribes who are situated and hold special relationships with the area of Invercargill.

As such, all parks are a part of that whenua. The incorporation of Māori values and inclusion of Te Rūnaka o Waihōpai and Te Rūnaka o Awarua / Ngāi Tahu when making decisions about future activities, programmes or projects within parks land will contribute to the Parks and Reserves meeting its vision and community outcomes and objectives.

There are associations with all reserves and landscapes but work has been undertaken in certain reserves with council(i.e. Sandy Point, Seaward Bush, Thomsons Bush) and activities (cultural harvesting, planting natives, protecting land and providing for relationship with place) and Council is required under its Treaty obligations and as partners to respect these values. it is important to engage with tangata whenua at the beginning of the thought process to ensure that the aspirations of mana whenua and council are understood. This process ensures there are no surprises later in projects or development. If there is no support from Tangata Whenua relating to development where it is essential to be able to proceed then the project may not be able to proceed.

Changing demographics and community needs

The changing demographic of Invercargill City will influence how parks and reserves services and development will be administered and community needs met.

The Invercargill population as at the 2018 census was 55,900. The estimated population in 2023 based on a forecast updated by Statistics New Zealand in December 2022 was 57,100, the rate of growth over the 5 year period 2018-2023 was 2.15%. Future growth projections estimate a population of 59,800 in 2048 and then slow to growth averaging 0.5% for the next 10 years giving a total population of 98,950 by 2043 (Stats NZ)[13].The population will continue to become more diverse. There is a higher than average number of people who are above 65 in Invercargill and there is an aging population trend in New Zealand. Those 65 and over will make up 25% of Invercargill's population by 2048[14].

As such, access to, and the types of activities that an aging community may enjoy, should be taken into consideration when deciding how best to utilise parks land. For example understanding the impact that the loss of bowling clubs or golf courses have on the ability for elderly to socialise or exercise.

As the aged population increases, the need to accommodate increased burial and cremation requests will increase, this is addressed in the Cemeteries and Crematorium Plan 2019 (internal document, not published). Asset provision such as toilets and furniture, as well as placement in easy to access areas will increase in demand.

At the other end of the age spectrum, there are opportunities to activate parks and open spaces for young people and youth.

It is important that newcomers such as migrants who contribute to the increasingly diverse ethnic communities that have settled in Invercargill City, feel safe and welcomed into a place where they can learn, experience,

[13] Estimate based on NZ stats Subnational population projections: 2018(base)–2048 update – Dec 2022

[14] Estimate based on NZ stats Subnational population projections: 2018(base)–2048 update – Dec 2022

enjoy and celebrate their cultural differences[15]. They also create diverse needs which are expressed in the cemeteries and crematorium plan.

To meet the recreational needs of visitors it is important that ICC works with other providers of open space, to ensure the whole network is considered when considering levels of service to a community, i.e. the contribution that the Department of Conservation makes to the open spaces network in a particular area, will influence the total amount of open space available to the community.

Changing Environments

Changing environmental influences will come in many forms, from the physical and social to variable political and economic climates over the course of this AMP.

It is envisaged that tourism numbers will slowly increase over the first five years, returning to 2019 levels by 2031.

Environmental impacts will continue to influence the way parks and reserves are managed into the future. Key environmental impacts are occurring from activities like habitat loss, plant and animal pests, chemical and waste product use and continued fuel consumption leading to an increasing carbon footprint. Known research relates many of these impacts directly to climate change (sea level rise and impacts on trees and vegetation) and increasing natural disasters. The challenges of climate change are assumed to be moderate but will impact the planning and maintenance of parks and reserves in the future if not managed.

4.4 Future Demand Issues and Challenges

Increased population will increase demand and result in higher use. This will result in more maintenance, monitoring and possible development of resources/acquisition of land to ensure people are catered for. Cemeteries and Crematorium use is also likely to increase. Changes in burial practices (i.e. acid, natural) will impact the design of cemeteries and crematorium land.

As the City's population ages and people retire from full time employment, employment opportunities will be created that cannot be filled from within the community. These vacancies create the opportunity to attract people (and their families) into the workforce from outside the district. This migration will lessen the proportion in the 65 years plus age group but the trend will remain dominant.

The 2013 Parks Strategy included a detailed analysis of parks provision requirements for Invercargill City. Due to the relatively consistent population growth (4.9% growth between 2013 and 2018) many of the key findings from this analysis are still valid. Key variances are a result of the trends noted in section 4.1 above.

Amenity Park Provision

There is slow growth and an aging population therefore there is adequate amenity park provision with no requirement to purchase more, except in response to further growth.

Environmental Reserve Provision and Outdoor Adventure Park Provision

The Recreation Aotearoa Parks Categories identifies a common standard for Environmental Reserves of between 5 ha to 15 ha/ 1,000 residents. Overall the City has a high provision of Environmental Reserve land, predominantly located at Sandy Point Domain. With that said there are 994 hectares of Outdoor Adventure Park land in Invercargill City (equates to 17.48 ha/ 1,000 residents). A large proportion of Sandy Point Domain

[15] Taken from the Southland Multicutural Council Inc.

has been classified as Outdoor Adventure Park with activities such as mountain biking, horse trekking and motorsport.

Linkage Parks Provision

Given the aging population, trends of increasing informal recreation and Invercargill's topography, there is an excellent opportunity to build on the City's Linkage Park network for predominately walking and cycling activities.

A circular and interconnected pathway network could be established on the urban fringes such as along Racecourse Road, Rockdale Road and across to Scott Street. This "outer pathway" would then connect the three other Linkage Park networks into a single integrated network. Improved cycleway/ walkway linkages to satelite communities will further improve the overall City network.

Neighbourhood Parks Provision

Neighbourhood Parks are reasonably well distributed, although there is a noticeable gap in provision in Windsor, this gap has been filled with a pocket play space leased from a local church, however there is the risk, if the land was sold that the play space would no longer remain. Alternative play such as play streets, or use of play in other forms would need to be considered if another space cannot be acquired for public use. Some Neighbourhood Parks are small in size and increasing them would, where possible, help with overall provision of Neighbourhood Parks as well as increasing play/landscape values of existing sites.

Sports Field Reserve Provision

Invercargill has a good provision of Sports Parks, sufficient to keep pace with demand for the foreseeable future. No further acquisition of Sports Parks is required. Infrastructure i.e. buildings will be consolidated where necessary as community hub style spaces to assist with clubs working in isolation, meaning they can share spaces, costs and amenities (toilets, changing rooms).

Premier Parks Provision

This is considered an acceptable level of provision with no current requirement to purchase more, except in response to further growth.

Civic Space

The City Centre Masterplan (currently under development) the outcomes and key moves of this masterplan will drive the allocation of Civic Space and destination play within the Invercargill CBD.

Special Purpose Sites

Future burial and cremation provision is well catered for with approximately 100 years of available space for this activity. The Eastern Cemetery contains approximately four hectares of available land for future burials. An additional four hectares adjacent to the Cemetery Reserve is designated under the Invercargill District Plan as cemetery extension. This is currently under private ownership.

4.4.1 Possible Demand Related Responses

The key strategic issues and challenges facing the Invercargill City Council are:

- Responding to the changing environment (both natural and technological) and retaining Invercargill's character including the built environment. Key areas of focus are:
  - Planning for the impacts of climate change
  - Responding to changing community requirements for water quality outcomes, reflected in changing Central Government regulations
  - Meeting our long-term renewal expectations for infrastructure
- Encouraging growth projects whilst ensuring financial and operational sustainability for future generations

- Ensuring the Council works in a financially prudent manner that promotes the current and future interests of the community
- The City's changing demographic profile and its ability and willingness to pay

A full Issues and Opportunities paper (Appendix 4 (A2850778)) was developed to inform the development of the Strategic part of the Parks and Reserves AMP. It provides the collection of issues and opportunities obtained as part of the broad community and stakeholder engagement undertaken in 2019.

The issues and opportunities paper was provided back to Iwi and key stakeholders to confirm the right themes came through, the following were particularly strongly expressed:

- The need for increased recognition of the principles of the Te Tiriti o Waitangi/Treaty of Waitangi
- Impacts of, and responses to Climate Change (Erosion, tree network, drainage)
- Use of Parks (activation of open spaces) – maximising use while being sustainable

Assets

- Ageing of assets and deferred maintenance
- The need to be more considered in the type and location of assets within the parks network with a focus on the Inner City
- Contaminated land (Ocean Beach and Slaney Street)
- Need to improve the quality and confidence in Asset Data set
- Community preference to invest in a few high quality playgrounds over many lower quality playgrounds

Nine topic areas categorise the issues and opportunities (in no particular order):

- **Partnerships, Collaboration and Relationships** - Managing and maintaining our partnerships with iwi and relationships with other Council departments, agencies, land owners, volunteers, funders, our parks and reserves users
- **Land and Linkages** - The land provision, connections and linkages of land to land managed by others and ICC
- **Environment and Ecosystems** - Managing, protecting and providing the opportunity for our biodiversity and natural environment to thrive
- **Assets (built and natural)** - The physical assets within Invercargill's parks and reserves
- **Changes and Trends** - Global, National and Regional
- **Management and Governance** - Transparent decision making guided by strategies influence what happens within our Parks and Reserves
- **Strategic** – High level policies and documents align with the community and Council vision to guide what happens in Invercargill's Parks and Reserves
- **Education** - Helping future generations stay connected with nature and open space
- **Experience** - The physical, spiritual, social and emotional benefits that occur during connections with open space

The rationale for the issues and challenges and the opportunities they provide including possible demand-related and non-asset solutions are further developed through the Issues and Opportunities Paper (Appendix 4 (A2850778)) and therefore are not relisted in this section.

Responding to the Issues and Challenges

The objectives and key moves for managing parks and reserves and sports and recreation activities form the basis for how demand issues and challenges will be responded to.

Objectives and Key Moves for Managing Parks and Reserves

The following objectives and key moves directly align with the principles outlined above. They demonstrate what the Parks and Recreation division will focus on over the coming 30 years in order to achieve our vision (shown as parks/cemetery land and sport and recreation activities):

1. To recognise Mātauranga Māori as a key part of Parks and Recreation Planning – strengthening our relationships, Māori cultural identity and respect for Māori values

   Key Moves
   a. Proactively integrate a culture of Mātauranga Māori which is about a Māori way of being and engaging in the world.
   b. Ensure Iwi interests are integrated into master planning, and strategic policies and plans, including reserve management plans.
   c. Appropriately commemorate and/ or celebrate sites of significance/ cultural identities to Māori – so that these places/ identities are better understood, cared for and respected.
   d. Develop and strengthen the relationship with mana whenua through active engagement and working collaboratively where possible.

2. To continue to improve connections between open spaces through active transport and ecological linkages.

   Key Moves
   a. When reviewing and developing key planning documents for parks and reserves across the City, incorporate ecological and pedestrian linkages including connecting to the CBD and to wider regional networks.
   b. Encourage and enable universal design and connectivity of spaces.
   c. Work collaboratively with other departments of Council to achieve multiple benefits from improved connectivity – in particular the roading activity to help to achieve their goal of improved and increased active transport (cycleway, walkway and bridleway tracks).
   d. Where there is potential for improved ecological connectivity, consider a programme of revegetation (and ongoing maintenance) consistent with the natural ecosystem of the area.

3. To provide an overarching and seamless framework for the management and delivery of parks and cemetery services for the needs of the community and its visitors.

   Key Moves
   a. Deliver a strategic framework, aligning with other agencies and plan networks.
   b. Continuously reflect and ensure up to date reviews of Parks and Recreation strategies, documents and plans are undertaken so they consistently deliver and align with the vision for the department and for the City, are transparent and well understood and reflect good practice.
   c. Work with agencies on a framework for a clear and transparent leadership model across agencies.
   d. ICC will work with developers to best align respective future plans to best meet the needs of the community.
   e. Ensure Cemeteries continue to have the appropriate level of forward provision to enable future burials and are located in environments that are peaceful and safe.

f. Where cemeteries are closed (full), they complement the open space network as places to visit and commemorate loved ones, and value the heritage of the district.
g. Adopt an educational framework to help people learn about history, regulations, activities and the benefits that parks and reserves offer through a variety of resource materials such as interpretation, signage, brochures, website and onsite visits.
h. Appropriate planning of cemeteries to cater for the needs and demands of the growing district now and into the future.

4. To provide continued direction for managing sustainable environments and infrastructure in parks and reserves.

Key Moves

a. Explore future possibilities to incorporate low carbon design into open space assets, and implement these where resources allow.
b. Explore and adopt more sustainable practices into operational management and construction as resources allow.
c. Ensure appropriate provision of land and linkages – having the right sustainable network of provision.
d. Parks and Reserves are managed in such a way as to protect important natural habitats, scenic landscapes and other environmental features.
e. Undertake integrated and effective pest control and biodiversity initiatives to help minimise adverse effects on the environment.
f. Meet level of service requirements across all parks categories.
g. Council owned facilities on parks are used to their maximum potential (encouraging multi use) and maintained in a safe and functional condition.
h. Plan for aging of assets and a significant replacement/ renewal programme.

5. To identify, promote and plan for community activation, park vibrancy and use

Key Moves

a. Undertake regular user engagement to establish how our parks and reserves are used by residents and visitors to the City. Understand barriers to use and be responsive/ proactive to this.
b. Partner with other agencies and organisations to encourage the community to contribute to and participate in open space and recreation activities
c. Encourage recreation and physical activity opportunities that appeal to a diverse range of communities including older adults, diverse cultures and people of all abilities.
d. Provide opportunities for groups to use open spaces.
e. Utilise technology to engage effectively with the community through communication methods.

Objectives and Key Moves for Sport and Recreation Activities

1. A safe, functional network of parks that encourages participation in recreation and sport.

Key Moves

a. New physical recreation and sport facilities are designed to promote a barrier free environment and consider the constraints to participation in physical recreation and sport.
b. Parks and Reserves are provided and maintained in a safe condition in accordance with health and safety regulations and practices.
c. The network of parks and reserves is fit for purpose across the City.

2. Provide a range of locations where people can participate in unstructured, casual recreation and play activities' within easy reach of the City

   Key Moves
   a. Provide a range of accessible environments (and associated facilities) for unstructured, casual recreation and play activities that meet people's varying time availability, fitness and equipment levels.
   b. Ensure sports field maintenance levels of service are appropriate for the level of sport and active recreation being played on the field.
   c. Utilise existing recreation and sport facilities (built and open space) to meet outstanding needs before the development of new facilities is considered.
   d. Manage, maintain and redevelop existing facilities (and open space) to meet the current and future participation expectations and trends.

3. A community that is aware of physical recreation and sport activities and motivated to take part.

   Key Moves
   a. Collaborate with agencies like Active Southland to ensure information on physical recreation and sport opportunities is connected with the work of Council and is readily accessible.
   b. Continue providing amenities that offer opportunities for free physical recreation and sport activities e.g. walkways, playgrounds, parks.

4.4.2 Possible Non-Asset Solutions

Parks and Reserves work closely with other recreational providers, ethnic groups and health agencies providing:

- Joint publicity of facilities and assets that we have available for use.
- Working with user groups regarding timing allocation of recreational areas and existing resources for use and to suit growth trends.
- Working with new recreational activities to better coordinate use of reserves.
- Burial requirements to cater for current trends and ethnic diversity.
- Facilities to cope with changing climatic systems.
- Partnering with schools and churches will be considered to achieve a consistent activity spread of play spaces.
- Transitioning towards Recreation Aotearoa Park Category Framework.
- Changes in level of service (I.e. reducing mowing and planting more to minimise emissions).
- Enabling communities through memorandum of understandings and 'friends of parks' to ensure they are part of management for parks and reserves.

4.4.3 Managing Expectations

It is expected that more elderly people will take part in health and fitness programmes and expect a higher level of professional delivery of health programmes for food and family friendly activities in parks while remaining mindful about recreation space for youth and families. This is something we want to support; however, we want organisers of programmed activities to be using parks assets more appropriately to eliminate any future conflict that may arise around the use of assets. Informing the Parks and Recreation Division of bookings on

parks and reserves and potential use of assets when organising any activity would help with this, which is information that needs to be relayed back to organisers by the Parks and Recreation Division.

There is the expectation with other organisations moving away from running programmes on parks and reserve land that individual Councils may be expected to take over from this in order for programmes to continue. Parks and Recreation needs to discuss this expectation further with the organisations so all groups are of the same understanding and processes can be put in place for the future if any changes are to happen.

Strategies and management plans set policies and future development of parks and reserves which regulate what activity is allowed on reserve land.

5. Asset Profile

5.1 Asset Overview

Invercargill City Council manages 160 Parks and Reserves comprising of a total land area of 3,304 hectares. This portfolio of assets caters to the City's variety of recreational needs and usages, and provides amenities and facilities that contribute to the current and future interests of the community. The park categories also contribute to the image and aesthetics of the city landscapes and streetscapes and protect scenic and environmental values. A detailed list of Invercargill City Council Parks and Reserves is provided in Appendix 1 (A3283734).

5.2 Asset Description

The current reserve area grouped by park category is shown in Table 13:

Description	Number	Area (ha)
Amenity Parks	18	58
Environmental Reserves	24	1,872
Linkage Reserves	27	55
Neighbourhood Parks	62	21
Outdoor Adventure Parks	3	994
Premier Parks	4	70
Sports Fields Reserves	20	126
Special Purpose	14	32
Civic Space	4	0.65
Cultural Heritage	6	56
Undeveloped Parks	6	18
Non Council Owned Reserves	4	1.4
Total Category Spaces	**192**	**3,304**

Table 13: Parks Asset Categories and descriptions as at July 2023

The Cemeteries and Crematorium cater for the burial and cremation needs of Invercargill district residents and many who live outside of the district.

Council maintains and operates five cemeteries and one crematorium (Table 14) covering 56.451 hectares.

Description	Area (ha)	Status
Eastern Cemetery	28.5960	Open
Southland Crematorium	10.2200	Operative
Greenpoint Reserve Cemetery	10.6898	Open
William Stirling Reserve Cemetery	0.0028	Closed
St Johns Cemetery	2.0234	Closed
Bluff Cemetery	4.9195	Closed
	56.4515	

Table 14: Cemetery Assets (ICC Parks and Recreation)

Trails

Walking and/or cycling trails of up to 60km are managed by ICC for recreational use. A list of trails on reserves land is in Appendix 5 (A2032601).

Other

A variety of major assets including furniture, structures, buildings, statues and monuments and play equipment are located on Parks and Reserves land. Table 15 is a summary of the number of major assets and a full list of these assets is located in Appendix 6 (A4689934). Appendix 7 (A4689927) Parks Asset Accuracy spreadsheet supports the ArcGIS data provided here. This does not include every asset.

Asset type	Count
Security	817
Refuse	118
Facilities*	39
Furniture	425
Historic & art	68
Play equipment	411
Structures	305
Drainage infrastructure	394
Water access	13
unknown	6
Total	**2,596**

Table 15: Number of assets located on Parks and Reserves land

Asset accuracy is low due to the transition of asset databases from IPS to Arc GIS.

Refer to Appendix 8 (A3336581) for a schedule of non-living asset lives and replacement values.

* Buildings and toilets are strategically managed by Parks and Recreation but the Asset and Property are managed by Property.

5.3 Critical Assets

Critical Assets are essential items which we depend on for the continued operation of the Activity. Their consequence of failure is detrimental to the organisation's ability to provide the service.

Assets are assessed using the criticality rating in Table 16, the rating considers both the level of importance that the asset plays in the network and the consequence of failure to determine its criticality.

Criticality Rating	Asset Importance	Consequence of Failure
5	Extremely Important The asset serves the most important city-wide function for this network or asset portfolio and is essential to ongoing operation (e.g. single water treatment plant, a single bridge link to the city, etc.).	Catastrophic Failure would have severe and long-lasting adverse impacts on many if not most of ICC's customers and stakeholders, affecting outcomes such as public health and safety, economic well-being, and environmental sustainability.
4	Very Important The asset serves a major function within the network (e.g. an arterial road, large trunk main, one of a small number of water reservoirs in the city, etc.).	Extreme Failure would have major adverse impacts on many customers and stakeholders; and/or significant adverse impacts on the economy and/or the environment.
3	Important The asset serves an important suburban function (e.g. a Collector road, minor pumping station, distribution main, etc.).	Major Failure would have some adverse impacts on significant numbers of customers, and/or some adverse impacts on the local economy or the environment.
2	Minor Importance The asset serves a primarily local function (e.g. a local road, pipe serving several streets, etc.).	High Failure would have minor adverse impacts on some customers; and/or minor adverse effects on the local economy or the environment.
1	Not Important The asset serves a minor local function (e.g. a water pipe serving a single street, etc.).	Moderate Failure would have little to no adverse impacts on customers and no impact on the local economy or environment.

Table 16: Asset Criticality Criteria with the rating, asset importance and consequence of failure

5.3.2 Identification of Critical Assets

No formal criticality assessment has been carried out; however Council considers that the majority of parks and recreation assets are of minor critical importance and the following are considered as critical assets, (buildings are strategic assets of Parks, asset management and capital renewals are facilitated by the property department):

- **Cremator** (rated 5) – this asset provides an essential service city-wide, plus an adjoining Council and is fundamental to the cremation aspect of the cemeteries service. Failure would have a severe impact on many customers.
- **Cemeteries** – There is a requirement under Section 4 of the Burial and Cremation Act 1964 for local authorities to establish and maintain cemeteries to provide for the burial needs of people dying in the District. Eastern Cemetery and Greenpoint Cemeteries fulfil this requirement for the City.

5.4 Asset Condition

Council monitors various assets according to the condition grading table (Table 17) in order to ensure assets are maintained in a serviceable condition. Assets are graded as per the Institute of Public Works Engineering Australasia (IPWEA) Parks Management Practice Notes 10.1 V1 2014. Failure to maintain assets in a serviceable condition will be reflected in increased risk of failure if not renewed or replaced at an appropriate time.

Grade	Condition	General Description
1	Very Good	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	Fair	Significant deterioration evident; failure unlikely in near future but further deterioration likely Renewal likely to be required in the medium term – 5 to 10 years
4	Poor	Failure likely in the short term Renewal likely to be required in the short term – 2 to 5 years
5	Very Poor	Failed or failure imminent/safety risk Refurbishment, replacement or removal required as a priority

Table 17: Standard Condition Grading Table

5.4.1 Summary of Current Asset Condition

Council has an overall schedule of the physical assets and has formal condition assessments of playground equipment and other assets. This equipment is in moderate to good condition. Routine inspections and maintenance ensures that other assets remain in a similar condition.

Assets are upgraded or replaced when their condition deteriorates to a point where they are no longer in a serviceable condition provided there is a continued need or use for the asset.

Asset Type	Asset Condition
Trails	Trails are regularly inspected as per the inspection schedule. Mountain bike trails are owned and maintained by their respective Clubs.
Structures (bridges/boardwalks)	A condition of the resource consent, issued by Environment Southland, requires a structural engineer to regularly inspect and provide a written report on the structure. Any work identified in the report is then undertaken.
Paths	Paths are regularly maintained and inspected as per the inspection schedule with levels of service according to park category. New paths will be constructed in accordance to their park category and replaced at end of life or as needed.
Furniture	Park furniture is regularly maintained and inspected as per the inspection schedule with levels of service according to park category. New will be in accordance to their park category and replaced at end of life or as needed.
Play Equipment	Overall playground equipment is relatively old but still in reasonable condition. Only a small amount of play equipment has been identified as being in very poor condition and plans are in place to upgrade or renew these assets. Usually these are the traditional items such as swings, slides and seesaws. The newer modular equipment that has been replacing older pieces is providing increased play value, but in some cases has a shorter life span. As required under play equipment safety standards (NZS 5828:2015 Playground Equipment and Surfacing) regular safety checks are carried out by staff certified to undertake these inspections.

Table 18: Asset type and description of each condition

Cemeteries

Many of the headstones in the older areas of the cemeteries are in poor condition. The maintenance of headstones and memorials in the Cemeteries are the responsibility of the families of the deceased but may, in some cases, require Council intervention to make them safe. Friends of Cemeteries (volunteer group) undertake some upkeep of headstones, there is a Memorandum of Understanding (MoU, in draft) with this group on how this should be addressed.

Contaminated Sites

Parks and Recreation are aware of two contaminated reserves within the portfolio:

Ocean Beach

Parks and Recreation Division has a 50m² parcel of land which was historically the landfill for the Ocean Beach Freezing Work, this landfill has been breached by coastal erosion.

The Detailed Site Investigation (DSI), Remedial Options Assessment (ROA) have been completed and approved by Ministry of the Environment (MfE). The Ocean Beach Working Group are in process of finalising the Remedial Action Plan (RAP). These plans and reports have been funded as a cost share by DOC, ICC and MfE. The RAP has broken the site up into 4 cells with different levels of risk and different trigger points for remedial action to be undertaken. The Ocean Beach Reserve is in close proximity (could be partially affected) to the highest risk cell, cell D.

The original proposal was to build an interim rock wall (10 year) to protect the landfill from discharging its contamination to the coastal tidal area. The timeline and design for this interim wall and the proposed long-term (50 year) solution were converging and the working group approached Te Ao Marama Inc (TAMI), ES compliance and ICC to get an indication whether delaying the interim solution in the short-term (6 months) was acceptable so as to resolve the discharge with the long-term solution. This proposal was supported and has now been approved. The Working Group have now engaged Offshore and Coastal Engineering Limited (OCEL) to develop a detailed design of the rock revetment. We are also working with Southern Land and Water Planning (SLWP) and Tonkin and Taylor (T&T), who are developing the RAP and will make an application for resource consent with both ICC (for the parts above Mean High Water Spring (MHWS) and Environment Southland (within MHWS). The site is currently being managed with an Interim Site Management Plan which is reviewed annually by E3 Scientific.

Slaney Street

Bluff Community Board purchased a parcel of land which was historically a BP fuel tank farm for the supply of Bluff Harbour and an onsite retail fuel station. A detailed site investigation was undertaken and an Environmental Site Plan has been developed. The plan recommends the space be monitored annually.

HAIL and SLUS Sites

These sites are areas considered likely to cause land contamination resulting from hazardous substance use, storage or disposal and have been included on registers maintained by Environment Southland. Prior to any development or change in use on these sites further investigation will be undertaken to determine appropriate site management so as to mitigate any potential human health risks.

5.4.2 Condition Monitoring

Condition rating assessments are carried out by Council staff and contractors. These assessments are used to monitor the condition of Parks and Reserves assets they then inform programmes for asset upgrades and renewals. This ensures that levels of service are maintained and that assets are upgraded or renewed in the most timely and cost effective manner.

Assets are shown in the following tables (19-23):

Critical & Compliance

Asset	Inspection Type	Frequency	Internal/External	Standard derivative
Cremation, & Cremation Register	Legal Compliance	As Required Upon Request	External	NZLC IP34
Alarms	Technical	Bi Annually	External	NZS:4512
Cremator Plant + Programme of Work	Technical	Bi Annually	External	NZLC IP34
Mechanical Plant Boilers & Pumps	Technical	Bi Monthly	External	AS/NZS 3788:2006
Compliance all (smoke alarms, Test & tag etc.)	Technical	Annually	Internal	Various
Access Control	?	Open During Daylight Hours	?	?

Table 19: Summary of inspections undertaken for Critical and Compliance Assets

Assets & Structures

Asset	Inspection Type	Frequency			Internal/ External	Standard derivative
Buildings managed by P&R e.g. Wharepuni	AD HOC	?			Internal	Building Regulations 1992
Bridges	AD HOC	Bi Monthly	Annually		Internal	RA Open Spaces Maintenance Specifications
	Technical	Bi Annually			External	SNZ HB:8630 Environment Southland compliance
Park Furniture	AD HOC	Daily	Weekly	Monthly	Internal	RA
	Internal audit	Annually			Internal	RA

Asset	Inspection Type		Frequency			Internal/ External	Standard derivative
Play Equipment	AD HOC		Weekly	Monthly		Internal	RA
	Internal Audit		Annually			Internal	SNZ 5828 2015
	Technical		5-yearly			External	SNZ 5828 2015
Mobile Plant	Technical		Quarterly			Internal	RA
	Technical		Annually			Internal	RA
Roads/Paths	Sealed	AD HOC	Bi Annually			Internal	SNZ HB:8630
	Unsealed	AD HOC	Annually			Internal	SNZ HB:8630
	Paved	Int. Audit	Annually			Internal	SNZ HB:8630
Barbecues	AD HOC		Weekly			Internal	NZS: 7901
Boat Ramps and jetties	AD HOC		Three yearly (required as per resource consent)			Internal/External	ISO 13687-1:2017
Lighting	AD HOC		Bi Annually			Internal	RA
	Technical		Annually			External	AS/NZS 1158
Sculptures & Monuments	AD HOC		Monthly	Bi Annually	Annually	Internal	RA
Irrigation	AD HOC		Bi Annually	Annually		Internal	RA
Litter	AD HOC		Daily	Weekly	Fortnightly	Internal	RA
Water Features	AD HOC		Daily	Weekly	Monthly	Internal	RA
Toilet Cleaning	AD HOC		Daily		Weekly	External	RA

Table 20: Summary of inspections undertaken for Assets and Structures

Horticulture & Plant

Asset	Inspection Type	`Frequency				
		Standard 1	Standard 2	Standard 3	Internal/External	Standard derivative
Grasses/Horticultural	AD HOC	Monthly	Internal	Annually	Internal	RA

Revegetation Aftercare	AD HOC	Seasonal	Internal	Internal	RA
Mixed Shrubs & Groundcovers	AD HOC	Annually		Internal	RA
Roses	AD HOC	Weekly		Internal	RA
Herbaceous Perennials	AD HOC	Weekly		Internal	RA
Hanging Baskets	AD HOC	Weekly		Internal	RA
Naturalized Bulb Display	AD HOC	Annually		Internal	RA
Horticultural Collections	AD HOC	Weekly		Internal	RA
Display Houses	AD HOC	Daily		Internal	RA
Hedges	AD HOC	6 Monthly		Internal	RA
Undesirable Plant Management	AD HOC	Inspection During Relevant Season For Identification		Internal	RA
Animal Pest Management	Inspection	Annually		Internal	RA
Revegetation Planting	AD HOC	As Required		Internal	RA
		Juvenile < 5 Years	**Mature > 5 Years**		
Parks Trees	Visual	Biannually	Annually	Internal	RA
Street Trees	Structural Inspection	Biannually	Annually	Internal	RA

Table 21: Summary of inspections undertaken for Horticulture and Plant

Turf & Sport

Asset	Inspection Type	Frequency			Internal/External	Standard derivative
		Standard 1	Standard 2	Standard 3		
Tennis, Netball, Artificial or Concrete Courts	AD HOC	Weekly	Bi Annually		Internal	RA
Sports Field & Turf	AD HOC	Bi Annually			Internal	RA

Goal Posts, Sport Structures & Holes	AD HOC	Bi Annually	Internal	RA

Table 22: Summary of inspections undertaken for turf and sport

Cemeteries & Crematoria

Asset	Inspection Type	Frequency				
		Standard 1	Standard 2	Standard 3	Internal/External	Standard derivative
Grave Digging & Reinstatement	Pre Burial	1 Working Day In Advance Of Burial			Internal	RA
Headstone	Assessments				Internal	
Ash Interment	Pre Burial	1 Working Day In Advance Of Burial			Internal	RA
Cemetery Maintenance Operations	AD HOC	As Required (Weekly/Daily)			Internal	RA
	AD HOC	Yearly			Internal	RA

Table 23: Summary of Inspections Undertaken for Cemeteries and Crematoria (ICC parks)

All the above assets are condition rated at the time of inspection as per the Institute of Public Works Engineering Australasia (IPWEA) Parks Management Practice Notes 10. All maintenance and job requests are recorded against each individual asset. Maintenance is triggered by priorities given at the time of inspection. The development of a Standard Operating Procedure Manual will ensure inspections and management of assets is proactively implemented rather than reactively managed.

5.5 Asset Capacity and Performance

5.5.1 Capacity and Utilisation

Quantifying parks usage levels is important in assessing the performance of parks and recreation spaces, as well as measuring the success of new developments. This is difficult to achieve in practice as parks tend to have long frontages or multiple access points.

Therefore, parks planning processes, such as the Regional Spaces and Places Strategy, are used to engage with the community to develop a profile for a location. When a location has a high priority, site specific master planning is undertaken to better inform the strategic direction alongside the Spaces and Places Strategy, e.g. Sandy Point Domain Masterplan.

5.5.2 Performance

Standards, guidelines, and legislation are in place to provide policies, bylaws, and regulations for the use of reserves, which if followed, inform the community and ensure resources are used for all to enjoy. For example, Recreation Aotearoa Standards provide the levels of service required for assets according to a defined park type or category e.g. a neighbourhood reserve compared to a premier park.

Online requests for service, phone calls, emails and other engagement or consultation opportunities enable customers to report on asset issues and failures. Council staff then assess the asset, or if it is for a new asset, determine through funding, trends and other information the required solution.

Assets are also monitored for safety.

Yardstick Benchmarking measures and determines an overall best practice score comparing ICC with other Councils nationally. The score is derived from the best practice assessment completed during the Yardstick audit meeting and is a measure of how well each organisation is performing in terms of operational excellence, infrastructure management, strategic planning, environmental sustainability, and community engagement.

The Invercargill Parks and Reserves benchmarking score assessed during the most recent benchmarking survey in 2022 is 69.6% which is above the median NZ score of 63.8.

5.6 Asset Data Confidence

The level of confidence for Parks and Reserves asset data ranges from ±10% to ±30% with large portions of the data extrapolated. Confidence levels are further explained in Table 36 in Section 8.6. Appendix 7 (A4689927) Parks Asset Accuracy spreadsheet supports the ArcGIS data provided in Table 24.

Asset type	Quantity	Confidence
Security	817	E
Refuse	118	C
Facilities	39	D
Furniture	425	C

Historic & art	68	E
Play equipment	411	B
Structures	305	E
Drainage infrastructure	394	F
Water access	13	F
unknown	6	E
Total	**2,596**	**E**

Table 24: Asset Data Confidence for asset types

5.7 Summary of Asset Trends, Issues and Challenges

The following issues and trends reflect the changing and challenging needs required to meet user demand:

Issues

- Some of Council's parks have non-Council assets, considered non-conforming activities, these are identified in Reserve Management Plans.
- There is a high level of provision of Neighbourhood Parks (include play equipment) per capita and in some cases access to them is difficult, i.e. the park is located on a rear section with no visual street frontage with low passive surveillance, this creates a potential safety risk.

Trends

- Play trends are in a constant state of flux and asset lives have changed as new equipment types are introduced.
- Activity trends change recreation needs and how parks are developed.
- Better efficiencies through technological developments (i.e. change lighting to LED).

Challenges

- Capturing asset data including condition ratings to ensure that levels of service are maintained.
- Maintaining assets to required standards, changing from reactive maintenance to proactive for assets with high criticality.
- Large service level gaps (aging or past useful life assets) in neighbourhood parks and working with communities to develop these in a sustainable manner.
- Connecting walkways and linkages between green spaces and walkways/cycleways.
- There is a high number of single use facilities and a need to design flexible spaces and places that activate Southlanders.
- There is a growing backlog of facilities that require renewal.
- There is not a regional planning approach to identifying and funding strategic priorities in the Southland Region.
- The contribution of regional spaces and places to Southland's economy and liveability needs to be maximised.

6. Sustainability, Risk and Resilience

6.1 Sustainability

The City's open spaces play an important role in guiding the City to a sustainable future. Our cultural, social, economic and environmental values are greatly influenced by the open space network. Parks and Reserves assets are planned, designed, developed and managed in a way to ensure the sustainability of the values of the City. The Activity Objectives and Principles document our strong focus on sustainability, this is core to the delivery of our Activity.

6.1.1 Social and Cultural

Our social and cultural sustainability practices include:

- Consultation required through Reserves Act and other legislative requirements, engagement opportunities (i.e. through workshops, exercises, signage, forms, 'Let's Talk', etc.) and all other methods for capturing feedback with projects
- Including key partners and stakeholders in community engagement when planning for projects and development, renewals, policy/plan development
- Peer reviews
- Relationships with Te Ao Marama and Active Southland – regular meetings
- Te Tapu o Tane – partnership with Council to provide plants and educate staff
- MOUs with agencies and schools to encourage and identify responsibilities through community projects or managing community assets; community gardens or orchards, activating parks, regular activities (e.g. orienteering, disc golf) that occur on Council land
- Ensuring parks and reserves are available for public use any time of the year
- Fair and transparent processes

6.1.2 Environmental

Protecting environmental values of the open spaces for a sustainable future, while addressing the growing demand for open spaces is a challenge. There are some measures incorporated in current maintenance and management practices to ensure environmental sustainability. The City anticipates improving the processes and practices to reduce the ecological footprint of open space services and providing clean and green local environments.

- Aligning mowing schedules and amenities to better represent the Recreation Aotearoa standards to ensure our maintenance matches our user groups needs, to achieve user satisfaction
- Low climate change impact landscape designs
- Implementing tree plan (trees vs infrastructure)
- Climate change landscape plan
- Planting plans
- Reduction in herbicide use

6.1.3 Economic and Financial

A more sustainable approach is being taken in parks maintenance practices, this includes:

- Prioritising the purchasing of electric plant where the functionality is not compromised, this applies to much of the small plant used by the operations team

- Composting
- Recycling of materials – re-using vegetation, including fallen trees, elsewhere within parks
- Acknowledgement of applying social and environmental sustainability within procurement plans/RFP
- Researching and identifying practical and cost-effective alternative service delivery options
- Use of in house staff which provides greater control over the work practices utilised
- Collaborating with other internal departments – i.e. infrastructure to share maintenance contracts
- Annual work plans to prioritise work as per the allocated budget
- Funding from commercial forestry and disposal of land goes back into the development and maintenance of other reserves so they are a better quality

6.1.4 Summary of Sustainability Challenges and Issues

The challenges to the implementation of more sustainable practices include the availability of capital to fund upgrades to plant and equipment. Other factors include:

- Queens Park upgrade
- Serviceability of Aging Assets Network
- Erosion
- Climate Change

The Parks and Reserves Activity will be impacted over the next 80-100 years and beyond, both by a change in rainfall intensities and sea levels which are expected to rise by at least 700mm by 2100. Council assumes climate change and its impacts will follow RCP 4.5. This will place strain on the existing asset network and renewals will be designed to accommodate the assumed rainfall intensities and sea levels. In some cases, council will need to consider retreating from areas of the City, however this strategy is not addressed within this plan. As a coastal area it comes under the influence of sea level rise and impacts from tsunamis.

6.2 Risk

Council is committed to acting in a manner that enables it to reliably achieve objectives, address uncertainty, and act with integrity.

To support these outcomes Council is developing an approach which provides integrated governance management and assurance of performance, risk and compliance.

The approach taken by Council is set out in the Risk Management Framework – Policy and Process.

Council manages the strategic risks associated with the assumptions identified in the preparation of the Long-term Plan.

Council also manages a range of other risks, including Health and Safety. These risks are managed through its risk management register as contained in Process Manager.

Parks and Reserves recognises that it is obliged to manage effectively and to regularly review risks at a strategic, operational and project level.

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6.2.1 Critical Assets Decision-Making

Critical assets are "those which have a high consequence of failure, but not necessarily a high probability of failure" and a high level of importance to the activity. Critical assets typically require more proactive management to minimise or eliminate this risk.

The likelihood of failure of an asset is often difficult to assess, however condition and age are parameters that provide an indication. The worse the condition of the asset, or the older the asset, the more likely it is to fail.

Assets which are both critical and more likely to fail should have higher priority and be replaced or rehabilitated earlier in their life cycle than others, and at lower levels 'run to failure' may be acceptable.

Parks and Reserves assets generally are not critical assets, except for the cemeteries and crematoria which are proactively managed. Resource consents from Environment Southland set requirements for air discharge. This requires the periodic relining of furnaces to ensure efficient and low smoke discharge. The cremator manufacturer undertakes regular remote monitoring of the cremator to ensure efficiency and completes a service 6-monthly. This includes identification of key components that need to be replaced and the pre-order of parts ready for installation at the next service.

6.2.2 Risk Identification and Assessment

ICC undertakes a regular programme of risk identification and assessment. Risks are identified through renewal processes, auditing or inspections and noted through the appropriate forms by Council staff. These risks are to be added to the risk register. The Risk Register is continuously reviewed in conjunction with the renewal plan as described in Section 7.3. The renewal plan prioritises those assets carrying the greatest risks and/or consequences of failure, and which are approaching the end of assigned service lives.

Risk management is an integral part of managing the life cycle of the assets. Take 5 is an intuitive undertaken at the start of a job when arriving on site, and as part of projects. Risks are brought up at health and safety forums, or through reps and management. Incidents or accidents are managed through other agencies/organisations or other internal Council departments.

As identified ICC follows an Industry accepted risk management framework. This includes development of a risk management framework and a process for the evaluation and treatment of risk to reduce the level of risk to a level that the organisation considers appropriate.

Risk Evaluation – The matrix of likelihood and consequence of failure ratings shown in Table 25 is used to assess the level of risk, ranking events as low, moderate, high or critical risk.

Likelihood	Consequences					
	1	2	3	4	5	6
A	H	H	C	C	C	C
B	M	H	H	C	C	C
C	L	M	H	H	C	C
D	L	L	M	H	H	C
E	L	L	L	M	H	H
F	L	L	L	M	H	H

Table 25: Risks Priority Rating Matrix

This allows all asset and corporate risks to be compared and ranked. The risk policy specifies the following broad treatment strategy for the levels of risk:

L = Low Risk

- Manage by routine procedures

M = Moderate Risk

- Management responsibility must be specified

H = High Risk

- Risk and management strategy identified in AM plan
- Failure management plans available

C = Critical Risk

- Risk and management strategy identified in AM plan
- Failure management plan specifically addressing event in place

6.2.3 Summary of Key Risk Issues

The highest ranked risk events are shown in the following table (impacts are rated assuming current controls are in place and the action is additional to current control):

PARKS ASSETS	FAILURE	CONSEQUENCE (Weighted)				As per risk matrix (section 6.2.3)					
RISK	MODE	Economic/ financial	Environmental Impact	Social and Cultural	Health	COMBINED CONSEQUENCE	LIKELIHOOD A(fair)-F(imminent)	IMPACT	CURRENT CONTROLS	IMPACT	ACTION
Managerial and Governance Risks											
Hazard Register	Health and Safety Team developing a Hazard Register.	2	2	1	3	2.0	D	L	Staff are made aware of where hazard register is located.	Increases awareness of hazards.	Hazard register regularly reviewed and amended as hazards are identified.
All Plans Linked	Parks, reserves and open space activity - asset registers, LTP and other AM systems are not well linked.	1	0	1	1	0.8	D	L	A Parks Strategy 2013 was adopted for the parks reserves and open spaces activity.	This links the Asset database with Asset registers and AMP.	Parks Strategy for the parks, reserves and open spaces activity was to be reviewed in 2018, but due to other priorities will now be reviewed in 2025.
Completion of Capital Work on Time	All capital work is expected to be completed on time.	2	2	1	2	1.8	B	H	Capital works programme is reviewed annually.	Work not complete and assets not maintained.	When finance and contract is available work is carried out.
Resources	Sufficient financial and personnel resources are allocated to the activity.	2	2	1	2	1.8	B	H	Roles are assigned to Parks and Reserves staff and budgets are allocated for certain resources.	Set budgets and resources allow staff to spend on what is programmed.	Resources and budgets are reviewed as required.
Warrants	Staff do not have appropriate Warrants for activity.	0	0	0	0	0.0	B	M	Warrants are issued to all relevant staff.	Warrants entitle staff to use authority on behalf of parks.	Requirements for reviewing existing and new warrants reviewed annually.
Delegations	Staff do not have appropriate delegations to carry out their job.	1	0	0	0	0.3	B	M	As per job description.	Enables staff to carry out their roles effectively.	Reviewed periodically.
Responsibility allocated to ensure completion of work	Staff do not have appropriate responsibilities to carry out their job.	1	0	0	0	0.3	B	M	As per job description.	Job description enables staff to understand their responsibilities and to carry them out effectively.	Reviewed periodically.
Council Development Strategy for this Activity are clear	Council does not have a development Strategy for the activity.	3	3	2	2	2.5	B	H	A Parks Strategy 2013 was adopted for the parks reserves and open spaces activity.	Provides a 20 year plan.	Parks Strategy for the parks, reserves and open spaces activity was to be reviewed in 2018, but due to other priorities will now be reviewed in 2025.
Council Policies related to this Activity are clear	Policies relating to the activity are not clear.	3	2	2	2	2.3	C	H	Reserve Management Plans are developed for future use and	Provide 10 year plans for development and management	Preview all policies relating to the activity and review management

PARKS ASSETS RISK	FAILURE MODE	CONSEQUENCE (Weighted) Economic/ financial	Environmental Impact	Social and Cultural	Health	As per risk matrix (section 6.2.3) COMBINED CONSEQUENCE	A(fair)- LIKELIHOOD F(imminent)	IMPACT	CURRENT CONTROLS	IMPACT	ACTION
									development of reserves under the Reserves Act 1977.	of reserves that are required under the Reserves Act.	plans as required under the Reserves Act.
Monitoring and Reporting	Council does not have sufficient and appropriate procedures in place to be able to report on progress towards achievement of Community Outcomes against agreed Levels of Service for the activity.	4	1	1	1	1.8	B	H	Parks Strategy sets Parks Levels of Service. Monitoring is set through the Asset Management Plan.	Sets procedures in place for staff to refer to.	Develop clear level of service, reporting measures/mechanisms. Reviewed as required.
New Employees	Systems required to ensure new employees are given: 1. Proper induction 2. Clear job description 3. Job breakdowns and operations manuals 4. Explanation of organisation structure 5. Policy Manual 6. Health and Safety procedures training 7. Hazards and risk management training 8. Familiarisation with issues of role 9. AM Plan familiarisation 10. Performance monitoring 11. Where to go for help	3	2	2	2	2.3	C	H	Systems covered in staff induction except: 3. Operation Manuals and procedures are covered by onsite training. 9. Asset Management Plan familiarisation is not essential for every parks employee to know.	Systems ensure staff follow procedures and guidelines effectively when carrying out their work.	Review training records.
Record Keeping	Activity record system not integrated with corporate systems.	2	0	0	0	0.5	D	L	Paper based files have procedure to remove. Process for BSO so that can be recorded in multiple systems	High risk of error.	Implement software systems improvement/integration plan.
Service Delivery Risks											
Contract Supervision	Council staff supervise contracts for maintenance and capital works.	4	3	2	2	2.8	C	H	Staff to be trained to increase knowledge and understanding of task	Improve staff knowledge and understanding.	Provide staff training when required.

PARKS ASSETS	FAILURE	CONSEQUENCE (Weighted)				As per risk matrix (section 6.2.3)					
RISK	MODE	Economic/ financial	Environmental Impact	Social and Cultural	Health	COMBINED CONSEQUENCE	LIKELIHOOD A(fair)-F(imminent)	IMPACT	CURRENT CONTROLS	IMPACT	ACTION
Service Agreements	Service agreements between maintenance contractors and the activity are monitored by Parks Assets staff.	2	1	1	1	1.3	C	M	Contracts/Risk Registers are currently being set between contractors and parks staff.	Mutual understanding of the levels of service required of the contractors when working.	Will be reviewed on a regular basis.
Financial Risks											
Cost Overruns	Controlled by monitoring monthly accounts.	4	0	0	0	1.0	D	L	Budgets set for staff members and reported to manager.	Budgets are monitored to understand the trends and expenditure within Council budget.	Monitor financial records monthly-consider alternative methodologies.
True Costs	Budget estimates are as accurate as possible, but unforeseen costs frequently arise.	2	0	0	0	0.5	C	L	Quotes to be set prior to beginning major capital works.	Will ensure accuracy of spending and lessen risk of unforeseen costs.	Periodic industry benchmarking.
Financial Assistance	Some external funding sources - i.e. from community funders or bequests.	4	0	0	0	1.0	B	M	Follow criteria and timeframe for applications to external funders.	Ensures correct steps are undertaken in application process so we receive funding.	Donations Guideline produced.
Internal Audit Procedures	Poor audit robustness.	3	1	1	1	1.5	A	H	Set audit procedures as per organisational guidelines.	Ensure the auditor is following correct procedures.	Review as per internal requirements.
Physical Asset Risks											
Asset Risk Plan/Business Continuity	Assets are identified in asset register. Risk plan undertaken in 2008. Optimised decision-making not applied to date. Weak integration of risk management to corporate processes.	3	3	2	3	2.8	C	H	Little control over unknown asset risks.	Failure of asset	Improve business continuity in event of failure of assets.
Standards of New and Existing Facilities	District Plan, Contract Documents, Building Act and other legislation provide standards for new and existing assets. Council staff inspect to ensure new assets are built to standard. Formal condition rating is undertaken on some structures.	3	3	2	3	2.8	D	M	Standards for Strategic Assets are set by Parks Assets as dictated by legislative requirements.	In line with legislation	Regular monitoring process carried out to ensure standards are met as per the Asset Management Plan.
"As-Built" Plans	Plans of new assets are sometimes incorporated into asset register.	3	2	0	1	1.5	C	M	This does not currently happen.	Multiple locations makes information harder to find.	All "as-built" to be incorporated into Council records.
Insurance	Assets are not insured against physical loss, including natural disaster, and public liability.	5	0	0	0	1.3	D	L	Parks Division has comprehensive insurance.	Loss is covered.	Review insurance coverage annually.

PARKS ASSETS	FAILURE	CONSEQUENCE (Weighted)				As per risk matrix (section 6.2.3)					
RISK	MODE	Economic/ financial	Environmental Impact	Social and Cultural	Health	COMBINED CONSEQUENCE	LIKELIHOOD A(fair)-F(imminent)	IMPACT	CURRENT CONTROLS	IMPACT	ACTION
Asset Management is synchronised with Long-Term Plan	Good staff cooperation to ensure the management of this activity is compatible with the Long Term Plan. Reserves are designated in the District Plan.	3	1	0	0	1.0	C	L	Aligns with Parks Strategy which aligns with the Long-Term Plan and Asset Management Plan.	Provides long-term planning for management to follow when managing parks and cemetery activity.	Review as required.
Unforeseen Events	Possibility of failure due to storm, seismic, accidental impact, loss of electricity drainage or water services. No provision or protection necessary.	4	4	2	3	3.3	B	C	All staff are made aware of the emergency response plan and where it is located.	Emergency response plan ensures procedures are in place in an emergency.	Regular review of Emergency Response Plan and procedures undertaken.
Natural Hazards Register	Hazards for instability, flooding, earthquake liquefaction noted on District Plan.	5	0	2	0	1.8	A	H	All staff are made aware of the emergency response plan and where it is located.	Emergency response plan ensures procedures are in place in an emergency.	Regular review of Emergency Response Plan and procedures undertaken.
Knowledge of Assets	Knowledge and understanding of assets varies, but further detail of asset registers, condition, capacity and remaining life is required.	5	3	2	2	3.0	C	H	Parks Asset Database is audited and updated on a regular basis.	An understanding of all assets will help staff have a better knowledge and understanding of what we manage.	Parks Asset Database and Council's Asset Register will be brought into alignment where practical.
Maintenance and Operational Risks											
Management and Procurement Risk	No formal procurement policy - risk moderated by understanding and training of staff.	5	0	0	0	1.3	C	M	No current procurement policy.	Lack of uniform approach to contract management and procurement (ad hoc).	Encourage the development of an organisational procurement policy.
Operations Manuals	No up-to-date manuals available for all facilities within this activity.	3	1	0	2	1.5	C	M	Operations Manuals have been developed for all major activities.	Relevant staff gain an increase in knowledge of use of the activity.	Merge individual documents into one resource.
Health and Safety	Council staff operate and update Health and Safety plans for the activity. Contractors are required to produce a plan.	5	0	0	3	2.0	C	M	Health and Safety Plans have been updated for staff and contractors and an approval process for contractors has been developed.	Being an approved contractor allows an understanding that they have a health and safety plan and can operate on Parks and Reserves (including Cemeteries). Health and safety plans allow contractors and staff to be aware of the current hazards on Parks and Reserves (including Cemeteries).	Review Health and Safety plans as required including reviews of approved contractors.
Lack of Attention to Repairs	Processes not in place to ensure faulty mechanisms are always efficiently repaired.	3	4	2	4	3.3	A	C	Highly skilled contractors are used who are familiar with Parks Assets.	Reduces the amount of downtime on the job.	Review processes as required.

PARKS ASSETS	FAILURE	CONSEQUENCE (Weighted)				As per risk matrix (section 6.2.3)					
RISK	MODE	Economic/ financial	Environmental Impact	Social and Cultural	Health	COMBINED CONSEQUENCE	LIKELIHOOD A(fair)-F(imminent)	IMPACT	CURRENT CONTROLS	IMPACT	ACTION
Optimisation – Renewals	Risk management techniques not used for renewal or maintenance planning.	5	0	0	0	1.3	C	M	Procedures and monitoring are in place and in line with the Parks Strategy.	Renewal programmes developed due to up to date asset knowledge.	Review in line with the Long-Term Plan.
Legal Risks											
Legislative Compliance	No issues identified.	5	3	2	3	3.3	A	C	Legislative compliance overlooked.	Cost of compliance with legislation.	Prevent unauthorised activity (monitoring and training of staff)
Compliance with General Authorisation to Discharge, District Plan	The requirements of Resource Consents and the District Plan are not being complied with.	4	3	1	1	2.3	B	H	Monitoring of discharge is in place as per the requirements of resource consents.	Ensures processes and procedures are being followed correctly as per requirements.	All statutory requirements being complied with.
New Consents and Renewal Consents	There are no current consents for all relevant aspects of the service.	5	0	0	0	1.3	B	H	Staff are to be aware of current consents and follow correctly.	Ensures correct procedures are in place.	Keep up to date with consents.
Bylaws	There are many bylaws for this activity - there needs to be a review to ensure relevancy.	3	1	1	1	1.5	C	M	Parks Assets follows relevant Council bylaws.	Ensures procedures and policies are understood.	Review as required.
Sustainability Risks											
Climate Change	Gradual climate change may affect the use of the parks and facilities.	5	2	3	0	2.5	B	H	Climate change is considered in AMP in the impacts it may cause on our Activity.	Understanding impacts of climate change can help with future planning.	Regularly review strategic plan for this activity to understand changes/impacts.
Energy Management	Energy consumption is not currently monitored.	4	0	0	0	1.0	D	L	Regular monitoring of energy consumption through invoicing received and alternative energy sources.	Monitoring will ensure an understanding of energy use and costs.	Continuously review energy use and consider alternative energy for the future
Environmental Quality	Environmental quality issues are addressed for this activity.	3	3	1	1	2.0	B	H	Access to storm water outlets is restricted. Spills are reported and contained.	Spills are contained and if not quick enough we would be too late and then liable.	Any discharges are monitored and plan upgrades to mitigate detrimental effects. Ensure all storm water outlets are up to standard.
Other Risks											
Buildings Owned by Lessees	Responsibility for buildings owned by lessees on reserves if lessee goes into recess or bankruptcy.	5	0	2	0	1.8	B	H	Leases set a contract between parties which sets out conditions and responsibilities both understand.	Abandoned buildings, costing Council to remove them.	Communicate with lessees regularly and investigate sharing of facilities ensuring all legal requirements are met.

Table 26: Parks Risk Register – Highest Rated Risk Events

6.2.4 Possible Approaches to Risk Mitigation

Council aims to manage the activity to deliver the levels of service defined in Section 3 in the most cost-effective way over the long-term. A key strategy is managing the asset risk so that we maintain the service integrity of the assets, as well as not spending more in the long term responding to asset failures than we would if we managed the risk in the first place.

There are a range of different options Council can use in managing and mitigating risk, including:

- Asset focused responses – such as increased inspections, proactive maintenance and early renewal to address asset failure risk.
- Contingency Planning - Natural hazards, 'black swan events', pandemics
- Operational or management responses – such as reviewing and updating warrants, procedures and processes, or managing access to sites.
- Financial – such as insurance or financial reserves.

Some of the main risk management initiatives are:

- **Scheduled Maintenance**: Programmed maintenance required to ensure assets remain in satisfactory condition and to manage the risk of the asset failure.
- **Unscheduled Maintenance**: Repair of assets in order to correct faults is identified by scheduled inspections or notification from the users of the service.
- **Project Risks**: Are identified and mitigated on a project-by-project basis.
- **Scheduled Inspections**: Routine inspections and testing to monitor asset condition and identify the need for maintenance and repair work.

6.3 Resilience

Resilience is the ability of the organisation to survive a crisis and thrive in a world of uncertainty. The Covid-19 response is an example of organisational resilience. Resilience includes both planned risk management and adaptive capacity. In this context resilience refers to our capacity to adapt, rather than preparedness or recovery, which is the capacity of people, the community and systems to adapt in the face of unpredictable change the 'unknown unknowns'.

Resilience is also often described as **adaptive capacity**; or the ability of a system to modify or change its characteristics or behaviour so as to cope better with existing or anticipated external stresses.

A resilience approach would involve adapting to changing conditions, and potentially allowing controlled failure ('safe-to-fail' design) at a sub-system level to reduce the possibility of broader loss of function within the larger system. It looks to minimise the consequences of failure through investigating scenarios with unidentified causes. Response to climate change is further discussed in Section 6.1.

6.3.1 Current and Desired Resilience Assessment

Covid-19 was a good indication Parks and recreation ability to be resilient. There was plenty of learning which is documented if we were to have another 'black swan' event. We managed to resume most activities in Level 3 restrictions and most office staff continued to work from home on their personal internet connection and devices.

6.3.2 Business Continuity and Emergency Response Arrangements

Emergency Management Southland (EMS) is a shared service between Invercargill City Council, Southland District Council, Environment Southland and Gore District Council. It focuses on ensuring communities are prepared for emergencies and that they are able to respond to and recover from these when they do happen. Specific actions include public education and ensuring a pool of trained personnel. Having this combined organisation results in streamlined decision making, faster response times and cost savings.

Processes for people and resources are in place for an emergency. Written evacuation procedures as set by Council have been documented and put in place so Parks and Reserves staff are aware of what to do in each emergency and can follow them during any emergency. Expected impacts and responses are noted within this document. Resources include phones and a warden pack for the warden on the day to use and staff work sites have evacuation assembly points of where to meet in an emergency.

Practice evacuations and emergency responses have been held in the past to ensure all staff are following procedures.

Evacuation plans are located within buildings so they are available to Parks and Reserves staff in case of an emergency where they are to evacuate.

Parks Division staff assist with regional emergency responses by partaking in regular training sessions held by Emergency Management Southland so they can assist with regional responses as required.

6.3.3 Summary of Resilience Issues and Challenges

The current resilience issues and challenges are outlined below:

- Tools and resources (laptops and wireless connections) to be able to move location at short notice
- Clear communication from Emergency Management Southland and central government is required for planning purposes
- No documentation around resilience for critical asset (cremator) – no agreed plans in place for failure, substitution or ability to withstand stressed elements of the activity.
- None or minimal resilience framework (processes/procedures) including:
    - back up plan or mitigation strategy in place for critical assets
    - time frames– time taken to recover recovery phase
    - insurance of assets – underground and over ground services
    - anything in budget/documented to improve resilience
    - acknowledging how unexpected events could compromise the continuity of service and implications on communities served

7. Managing the Activity

7.1 Responding to the Issues and Challenges

7.2 There are a number of issues and challenges to managing the activity, response to these challenges are outlined below.

7.1.1 Alternative Investment Approaches

The Parks and Reserves Activity is funded using a mixture of rates and user charges for hire of facilities and sports grounds, burial and cremation services and forestry operations.

Maintenance and operational costs are kept to a minimum using our in-house operations team.

Other investment approaches could be seen as;

- Fully funded by Council rates
- Increased revenue generation from user pays
- Carbon emission trading
- External delivery of operations and maintenance (CCO or similar)
- Undertake external contracts for income
- Government Funding for some improvements e.g. Tourism Development Fund, Better Off Funding
- Grants – capital improvement funding through community charities

7.1.2 Do-Minimum Programmes

One of the principals is Parks and Reserves are **managed and maintained safely and responsibly** and to standards set through our Levels of Service using good asset management practice

Parks asset management maturity is at a core level and aging assets is identified as a key issue. It is generally understood that the ageing of assets and therefore level of service has been steadily declining over many years, through a largely reactive programme and funding constraints.

It would not be prudent asset management to continue to undertake a do-minimum programme.

7.1.3 Programmes Evaluation

The 17A review undertaken for Parks and Recreation in 2016 recommended that provided minor improvements were made to the current management option that it be retained for the foreseeable future. It still has the potential to be the most cost-effective option for the delivery of governance, funding and service delivery for the parks and reserves activity.

A review of Council's involvement in plant nursery operations has been undertaken in 2023 utilising a Section 17A review process. This concluded that the Council would continue to operate a nursery to meet plant requirements needed for its parks and reserves activities.

In addition to Section 17A reviews Council contribute to and are involved in any regional initiatives around the delivery of the various functions within the parks and reserves activity.

7.2 Operations and Maintenance

7.2.1 Operation/Maintenance Strategy

Council's overall operations and maintenance goal is to operate and maintain assets to ensure they achieve strategic targets at lowest long term cost. This is demonstrated in the asset life cycle for the Parks and Reserves management, as shown below.

Figure 9: Asset Life Cycle

Parks and Reserves operation and maintenance of assets is to continue with a blend of planned and reactive maintenance programmes. Condition monitoring will continue to ensure critical assets are assessed so that any signs of failure are picked up prior to the asset failing.

The assets that have a condition inspection and monitoring programme in place are outlined in Tables 19-23 in Section 5.4.2. The condition grading is used to inform the upgrade and renewal programmes and ensure Levels of Service are achieved.

The primary focus for maintenance is to provide a consistently good standard – particularly in relation to grass mowing and safe play equipment.

Council maintains a monitoring system to ensure that the potential for negative effects from Parks and Reserves is kept to a minimum. Council mitigates these potential negative effects by ensuring:

- Parks playgrounds, buildings and structures are audited on a scheduled basis and maintenance contracts include regular monitoring of park facilities and vegetation for safety issues.
- The requirements of the Health and Safety in Employment Act 1992 are followed.
- General issues are identified, evaluated, and recorded in the parks risk register.

- Provision, development and maintenance of land managed by the Activity meet IPWEA and Recreation Aotearoa standards.
- Re-use of environmental materials from parks and reserves by retaining on site where possible (e.g. composting on site).

The performance and operations teams' monitor quality control for grass maintenance, park furniture, structures, tracks, signs and planted beds.

Neighbourhood parks are systematically monitored but results are not documented. We aim to improve this so that systematic, audited, and documented records are in place. This will be achieved by putting procedures in place for as set out in the Recreation Aotearoa standards.

Quality control for sports fields and toilets is managed through systematic, audited and documented records and this will continue set out in the Recreation Aotearoa standards.

Annual audits are to be carried out on Council's management for the Cemetery Activity.

Annual inspection of parks to assess their collective functionalities is currently being developed through GIS functionality, collecting data out in the field. We aim to undertake annual audit on-site inspections using this functionality.

Procedures relating to the management of graffiti and vandalism on parks are currently not documented. A policy relating to the management and rectification of vandalism and graffiti on Parks and Reserves will be developed as required in our levels of service.

7.2.2 Operation/Maintenance Standards and Specifications

Reactive maintenance is triggered by priorities given at the time of inspection. It ensures each asset is at a level of service the public can continue to enjoy. Approaches employed include inspections and condition rating assessments to see if maintenance is required. Planned maintenance is based on service checks, frequency such as change in season (sports fields, rose pruning) or planned in calendar (road gradings).

Tracks on Environmental Reserves are largely maintained by Park Rangers and contractors, we aim to maintain tracks to meet the standards outlined in the Track and Structures Handbook (Section 3.2.3). When a third party maintains a track, such as for the benefit of a club, agreed standards will monitored to ensure a high level of user satisfaction is achieved. Other trails are maintained for safe access i.e. firebreaks.

Many clubs and organisations use Parks and Reserves land, without the need for a formal lease but have assets and undertake maintenance on park land. Parks and Reserves are in the process of identifying these clubs and organisations and formalising the arrangements through the development of a MoU between the Club and Council.

Strategy	Objective/Description
Parks and Recreation Strategy	Levels of Services Standards for Parks and Reserves in each category is set out in Section 3 with maintenance driven by Recreation Aotearoa Standards.
Operations and Management Contracts	Use standard based term contracts to achieve defined service standards for the operation and maintenance of Parks and Reserves assets. Council delivers Parks and Reserves maintenance using standard based contracts. New techniques will be/have been? introduced to optimise

Strategy	Objective/Description
	maintenance programming and to achieve target service standards. Periodic contract policy reviews will cover contract packaging, scope, reporting requirements, tender evaluation, and performance assessment. TechOne contracts module is used as a management tool
Contract Monitoring	Audits of asset condition and performance are carried out by the Performance Team to verify that operational procedures and an adequate level of maintenance are carried out. Audits are undertaken to confirm compliance with contractual and statutory requirement.
Incident Management	Effectively respond to and manage incidents to ensure system availability and service continuity, and mitigate adverse effects. Types of incidents include material disruption and damage, and staff. Council staff may become involved in serious incidents. All incidents are reported to Council. Any incidents relating to staff are reported to the highest level of management for inspection. All contractors are expected to effectively manage all incidents.

Table 27: Standards and Specifications (ICC Parks)

7.2.3 Operation/Maintenance Options and Alternatives

A Section 17A Local Government Act review undertaken in 2016 examined the following options:

Options	Recommendations
In house	Currently used
Volunteer	Will not be used
External Contractors	No pricing available
Natural	No budget needed
Sponsorship	For special projects only

Table 28: S17A review options and recommendations

The decision was that the operations and maintenance of Parks and Reserves assets would remain in-house of and alternative options were not being considered further.

7.2.4 Key operational issues

- Attracting, employing and retaining suitably qualified and trained staff
- Seasonal changes and associated fluctuating staffing level requirements
- Reactive maintenance and prioritizing work
- Changing use of parks, playgrounds to nature space and shifting responsibility areas (i.e. carpenters and turf staff hours being transferred to amenities gardens)
- Locating amenity plantings strategically and developing an 18 month, six-monthly annuals plantings programme
- Balancing plant and equipment use with staff resources and weather constraints
- Significant weather events pulling resources from day-to-day work streams

7.3 Asset Renewal and Replacement

7.3.1 Renewal Strategy

This renewal programme is intended to maintain the overall standard of the Parks and Reserves assets at a level which reflects the age profile of the assets by providing for the rehabilitation or replacement of individual assets as they reach the end of their useful life. It must be funded at adequate levels to maintain current levels of service and the overall quality of the network of assets. The level of expenditure on cyclic asset renewal will vary from year to year reflecting the remaining life profile of the assets that make up the Parks and Reserves assets.

7.3.2 Renewal Criteria/Intervention Standards

Strategy	Objective/Description
Critical Asset Management	Identify critical assets and manage these pro-actively. Currently non-critical assets are managed reactively.
Collate asset register	Develop parks asset data standard and collate asset data to meet the agreed standard. Increase the confidence in asset data to be able to move away from reactive asset management.
Identification of Renewal Needs	Cyclic renewal needs are identified by analysing: • Age and material type data • Condition reports • Maintenance records (asset failure and expenditure history) • Observations of staff and contractors • Remaining lives for discrete assets have been estimated from inspections, maintenance history and customer issues. The short term asset renewal programmes are prepared from specific renewal needs identified from the above information, and shall be renewed when they are considered to be in poor condition with high maintenance requirements.
Prioritisation of Renewal Projects	Renewal projects are justified and prioritised using a risk based process. The renewal programme is based on a prioritised assessment of the number and type of failures, and consequence of failure.
Project Design	All asset renewal works will be designed and constructed in accordance with current adopted industry standards (or known future standards). System performance and rationalisation options are investigated as part of project design. The standardisation of designs and specifications will be considered in the interest of facilitating replacement and operational simplicity.
Renewals Contracts	Council generally manages contracts in-house, with the exception of some works designed by consultants.
Contract Monitoring	Manage capital works contracts in accordance with Council policy.

Strategy	Objective/Description
Deferred Renewals	The quantity and impact of deferred renewals is tracked. The deferral of some renewal programmes increases the risk of impeding the operation of many assets in the short term, continued deferral creates future Council liabilities.

Table 29: Council Objectives for Achieving Renewal Criteria/Standards

7.3.3 Renewal Options and Alternatives

The Playground Strategy (2014) and Parks Strategy (2013) have identified needs over a 20 year period from 2013-33 for playgrounds and a 10 year period from 2015-2025 for parks. These have been reviewed and are proposed for inclusion in the programmes.

Failure to maintain an adequate renewal programme will be reflected in a decline in the overall standard of the network of assets and create risk of asset failure leading potentially leading to harm. Council aims to maintain the asset renewal programme within a band of no more or less than 10% of the target programme on a cumulative basis. If the actual programme falls below the cumulative budget target, the shortfall will be reflected in additional degradation of the assets.

In developing a long-term renewal forecast consideration is given to asset lives, age and condition of assets. Money required is budgeted for in the Long-Term Plan and noted in Section 7.6.

7.4 Capital Development Plan

7.4.1 Asset Development Strategy

The strategy for development or growth is assessed and prioritised by Council and is in line with both the Regional Places and Spaces Strategy, and the Parks, Recreational Trails and Playground Strategies.

The Regional Spaces and Places Strategy 2021 recommended an investigation into options for Rugby Park and Surrey Park Grandstands. Following this investigation the Surrey Park grandstand is to be strengthened to be not less than 34% of the new building standard (NBS)..

Proposed changes to current levels of service that have a significant cost implication are included in our capital development plan. This will include changes to levels of service implementation required as part of the refresh to better align to Recreation Aotearoa Standards and associated national standards.

The recommended Activity programme also includes any investment in new assets required to provide parks to the levels indicated in the Parks strategic documents and meet changes in demand.

Parks and Recreation’s overall operations and maintenance goal is to operate and maintain assets to ensure they achieve strategic targets at the lowest long term cost.

It is expected that operational and maintenance requirements will remain reasonably static over the next ten years.

Strategy	Objective/Description
Parks Strategy 2013	Identifies existing land resources, the need for additional park land to meet future demographic changes and supports requirements for reserves contributions arising from development. It gives an indication of Council's intentions for future provision of park land.
Identification of Development Needs	Asset development needs are identified from analysis of: • Assets performance monitoring • Demand forecasts • Risk assessment (Risk Management Plan) • Customer surveys
Prioritisation of Development Projects	Development projects are justified and prioritised using a risk based process. Decisions on development works consider the short and long term effects on the operating and structural integrity of the system, together with any forecast increase in loading upon the system. All feasible options, including non-asset demand management options, are considered. Development works are designed and undertaken in accordance with industry standards (or known future standards).
Project Approval	A long term development programme is prepared from projects meeting the assessment criteria, and all projects are approved through the Annual Plan process. The actual timing of asset development works will reflect the community's ability to meet the cost, as determined through the Annual Plan process. Scheduled projects meeting assessment criteria not funded are listed on the forward works programme for the following year.
Project Design	All asset development works will be designed and constructed in accordance with current adopted industry standards (or known future standards). In determining capital or asset development work requirements the short and long term effects on the operating and structural integrity of the assets are considered, together with the demands of any forecast increase in asset needs. Asset performance and rationalisation options are investigated as part of project design. New Parks and Reserves are designed to meet the ultimate development potential, as indicated in the Long Term Strategy and Reserves Management Plans, and according to the design criteria in the Code of Practice for Land Development.
Capital Development Contracts	Council generally manages contracts in-house, with the exception of some large works designed by consultants.
Contract Monitoring	Manage capital works contracts in accordance with Council policy. There are well developed and documented contract management procedures.

Strategy	Objective/Description
Vested Assets	The risk, cost and benefits of accepting any new privately funded assets constructed in association with property development will be considered on a case by case basis. Such assets will be accepted into public ownership when satisfactorily completed in accordance with approvals given. Council will not contribute to the cost of such work unless there are exceptional service standard or equity issues

Table 30: Council Objectives for Management of Asset Development Relating to Specific Strategies

7.4.2 Capital Development Selection Criteria

Each growth or increase to service level project is required to fill in an assessment case. The assessment case documents the problem the project is solving, the benefits, risks, estimated capital and operational costs and how it aligns with the Community Outcomes.

7.4.3 Capital Development Options and Alternatives

The Capital Development Programme notes how projects for Parks and Reserves are funded.

8. Financial Management

8.1 Overview

The Local Government Act 2002 (Section 101) requires local authorities to manage their finances, "*prudently and in a manner that promotes the current and future interests of the community.* ". This implies compliance with Generally Accepted Accounting Practice (GAAP). Of particular relevance is Public Benefit Entity International Public Sector Accounting Standard 17 Property, Plant and Equipment (PBE IPSAS 17).

In determining how activities will be funded local authorities are required to take the following into consideration:

- The contribution to the achievement of Community Outcomes (strategic alignment).
- Beneficiaries of each activity (beneficiary / user pays principles).
- The period over which benefits from the activity will occur (intergenerational equity issues).
- The costs and benefits of funding the activity compared to other activities (cost / benefit, prioritisation principles).
- The impact of funding the activity on the wellbeing of the community (ability to pay principles).

This asset management plan provides the basis for meeting these requirements for the Parks and Reserves Activity.

8.2 Financial Summary (What the Activity Costs)

Tables 31 and 32 below summarise the 10 and 30 year financial forecast based on a forward capital programme together with operational costs based upon the 2023/2024 budgets.

Individual renewal or refurbishment projects have been identified and programmed where it is understood, based upon current information, when the activity is most likely to occur. These are in alignment with the Infrastructure Strategy, which show the 30 year plans. Key projects include:

- Turnbull Thomson Roading and car Park ($400,000 – 2026/2027)
- Queens Park Landscape ($500,000 – 2024/2025 and $500,00 – 2025/2026)
- South City Pump Track ($150,000 – 2026/2027)
- Bluff Active Recreation ($600,000+ - 2025/2026 and years 28-31: $750,000)
- Parks Renewal Capex ($500,000 per annum for 10 years)

Inflation is considered in the forward projections of costs.

Table 31: Parks and Reserves Total Expenditure OPEX and CAPEX 10 years

	2023/24 Annual Plan ($000)	2023/24 Forecast ($000)	2024/25 LTP ($000)	2025/26 LTP ($000)	2026/27 LTP ($000)	2027/28 LTP ($000)	2028/29 LTP ($000)	2029/30 LTP ($000)	2030/31 LTP ($000)	2031/32 LTP ($000)	2032/33 LTP ($000)	2033/34 LTP ($000)
OPERATING												
Rates revenue	7,372	7,372	7,231	7,953	8,747	8,339	9,087	9,811	9,747	10,228	10,681	9,475
Subsidies and grants (Capital)	1,385	1,385	1,297	746	872	341	348	356	363	370	378	385
Subsidies and grants (Operational)	208	208	214	219	224	229	234	239	244	249	253	258
Direct charges revenue	1,865	1,865	1,996	2,093	2,228	2,371	2,560	2,702	2,794	2,933	3,080	3,234
Rental revenue	104	104	107	109	112	114	117	119	122	124	127	129
Finance revenue	107	211	183	208	197	244	270	296	319	349	379	399
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue	894	410	1,011	251	854	890	766	924	1,040	997	777	1,064
Internal charges and overheads recovered	52	52	54	55	56	57	58	60	61	62	63	65
Total revenue	11,987	11,607	12,093	11,634	13,290	12,585	13,440	14,507	14,690	15,312	15,738	15,009
Employee expenses	5,099	5,052	5,144	5,296	5,454	5,616	5,782	5,954	6,130	6,312	6,498	6,690
Administration expenses	58	31	31	32	32	33	34	34	35	36	37	37
Grants & subsidies expenses	740	740	752	742	742	742	742	742	742	742	742	742
Operational expenses	2,613	2,668	2,668	2,809	2,572	2,996	2,690	2,875	3,020	2,907	2,984	3,156
Utilities expenses	410	423	437	447	459	470	482	494	505	517	529	541
Repairs & maintenance expenses	1,016	1,016	1,145	1,170	1,203	1,230	1,258	1,284	1,310	1,336	1,361	1,387
Depreciation and amortisation	625	636	788	895	974	1,126	2,688	2,376	2,146	1,992	1,856	1,757
Finance expenses	41	136	278	366	493	266	341	336	316	297	253	193
Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses	10,602	10,702	11,243	11,757	11,929	12,479	14,017	14,095	14,204	14,139	14,260	14,503
OPERATING SURPLUS / (DEFICIT)	**1,385**	**905**	**850**	**(123)**	**1,361**	**106**	**(577)**	**412**	**486**	**1,173**	**1,478**	**506**
CAPITAL EXPENDITURE - Funded												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	1,526	2,619	1,661	3,197	3,395	2,040	253	265	277	-	-	-
• to replace existing assets	2,390	3,073	1,776	1,756	1,488	1,305	1,334	1,598	1,497	1,526	1,557	1,587
TOTAL CAPITAL EXPENDITURE	**3,916**	**5,692**	**3,437**	**4,953**	**4,883**	**3,345**	**1,587**	**1,863**	**1,774**	**1,526**	**1,557**	**1,587**
Gross proceeds from sale of assets	-	168	93	712	10,210	208	206	203	206	203	205	202

Table 32: Parks and Reserves Total Expenditure OPEX and CAPEX 30 years

	2025 - 2029 LTP ($000)	2030 - 2034 LTP ($000)	2035 - 2039 LTP ($000)	2040 - 2044 LTP ($000)	2045 - 2049 LTP ($000)	2050 - 2054 LTP ($000)
OPERATING						
Rates revenue	41,357	49,942	53,372	64,936	79,004	96,121
Subsidies and grants (Capital)	3,604	1,852	2,043	2,255	2,491	2,750
Subsidies and grants (Operational)	1,120	1,243	1,369	1,512	1,669	1,843
Direct charges revenue	11,248	14,743	18,765	23,948	30,563	39,009
Rental revenue	559	621	685	755	835	922
Finance revenue	1,102	1,742	2,151	2,348	2,583	2,862
Dividends	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other revenue	3,772	4,802	5,650	6,239	6,889	7,604
Internal charges and overheads recovered	280	311	342	379	417	461
Total revenue	63,042	75,256	84,377	102,372	124,451	151,572
Employee expenses	27,292	31,584	36,544	42,289	48,942	56,644
Administration expenses	162	179	197	218	240	265
Grants & subsidies expenses	3,720	3,710	3,710	3,710	3,710	3,710
Operational expenses	13,735	14,942	16,753	18,497	20,423	22,549
Utilities expenses	2,295	2,586	2,871	3,169	3,500	3,863
Repairs & maintenance expenses	6,006	6,678	7,362	8,129	8,975	9,909
Depreciation and amortisation	6,471	10,127	8,321	8,094	7,940	8,659
Finance expenses	1,744	1,395	1,035	1,035	1,035	1,035
Internal charges and overheads applied	-	-	-	-	-	-
Total expenses	61,425	71,201	76,793	85,141	94,765	106,634
OPERATING SURPLUS / (DEFICIT)	**1,617**	**4,055**	**7,584**	**17,231**	**29,686**	**44,938**
CAPITAL EXPENDITURE - Funded						
• to meet additional demand	-	-	-	-	-	-
• to improve the level of service	10,546	542	1,906	-	-	-
• to replace existing assets	7,659	7,765	8,422	9,299	10,265	8,977
TOTAL CAPITAL EXPENDITURE	**18,205**	**8,307**	**10,328**	**9,299**	**10,265**	**8,977**
Gross proceeds from sale of assets	11,429	1,019	1,067	1,126	1,191	1,263

The following graphs illustrate a further breakdown of Total Expenditure, Funding and Capital Expenditure over 10 and 30 year periods:

Parks and Reserves Operating Revenue – 10 Years

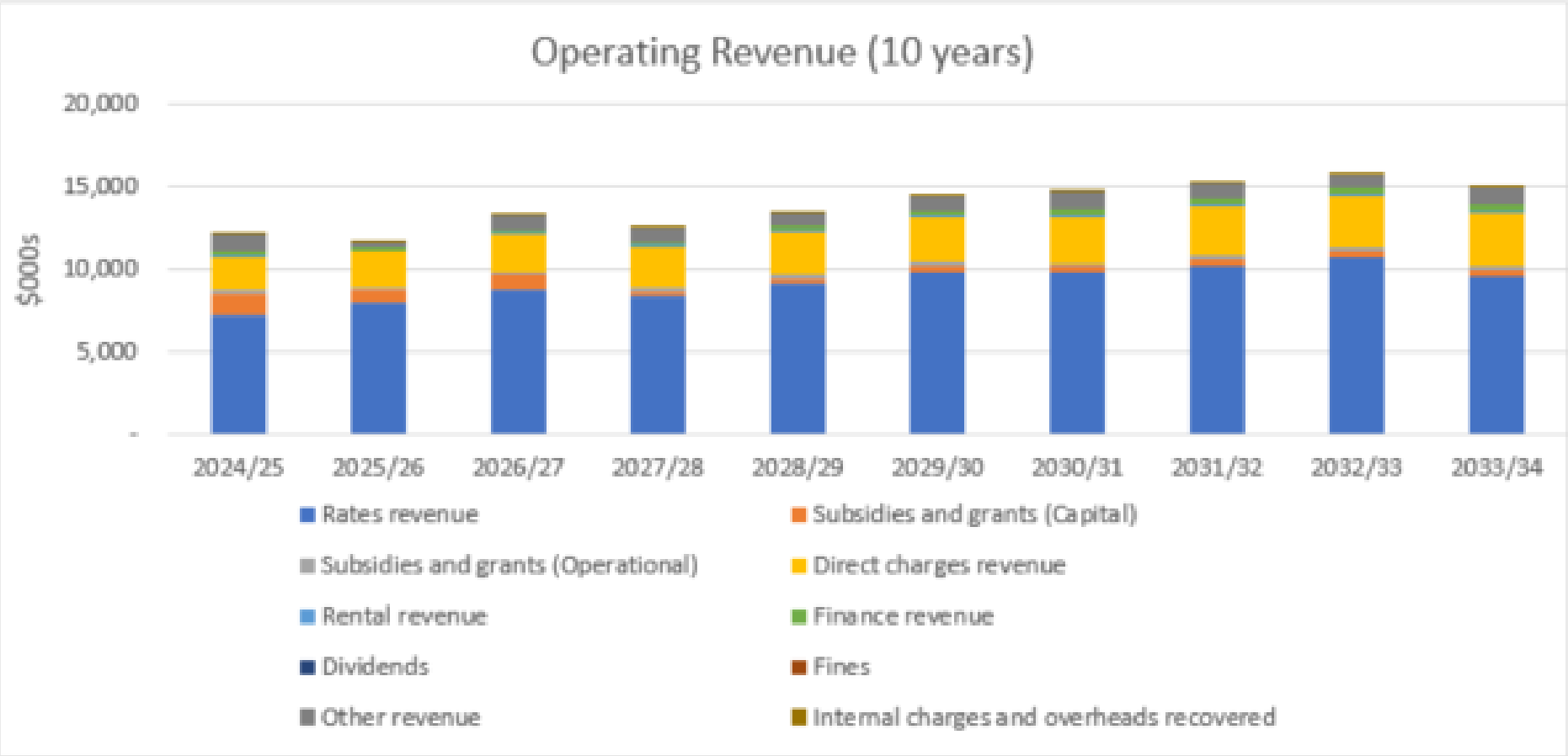

Figure 10: Parks and Reserves Operating Revenue – 10 Years

Parks and Reserves Operating Revenue – 30 Years

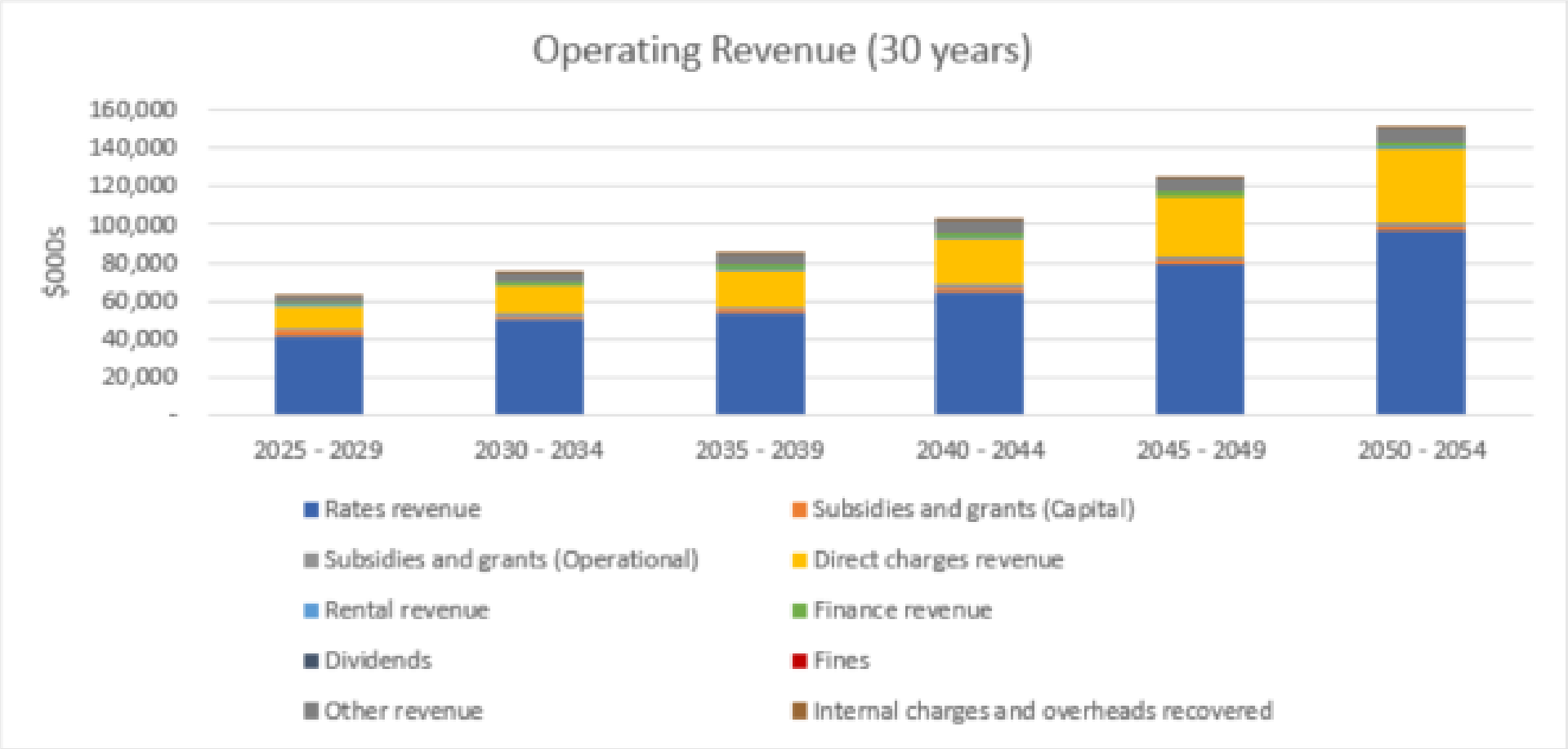

Figure 11: Parks and Reserves Operating Revenue – 30 Years

Parks and Reserves Operating Expenditure – 10 Years

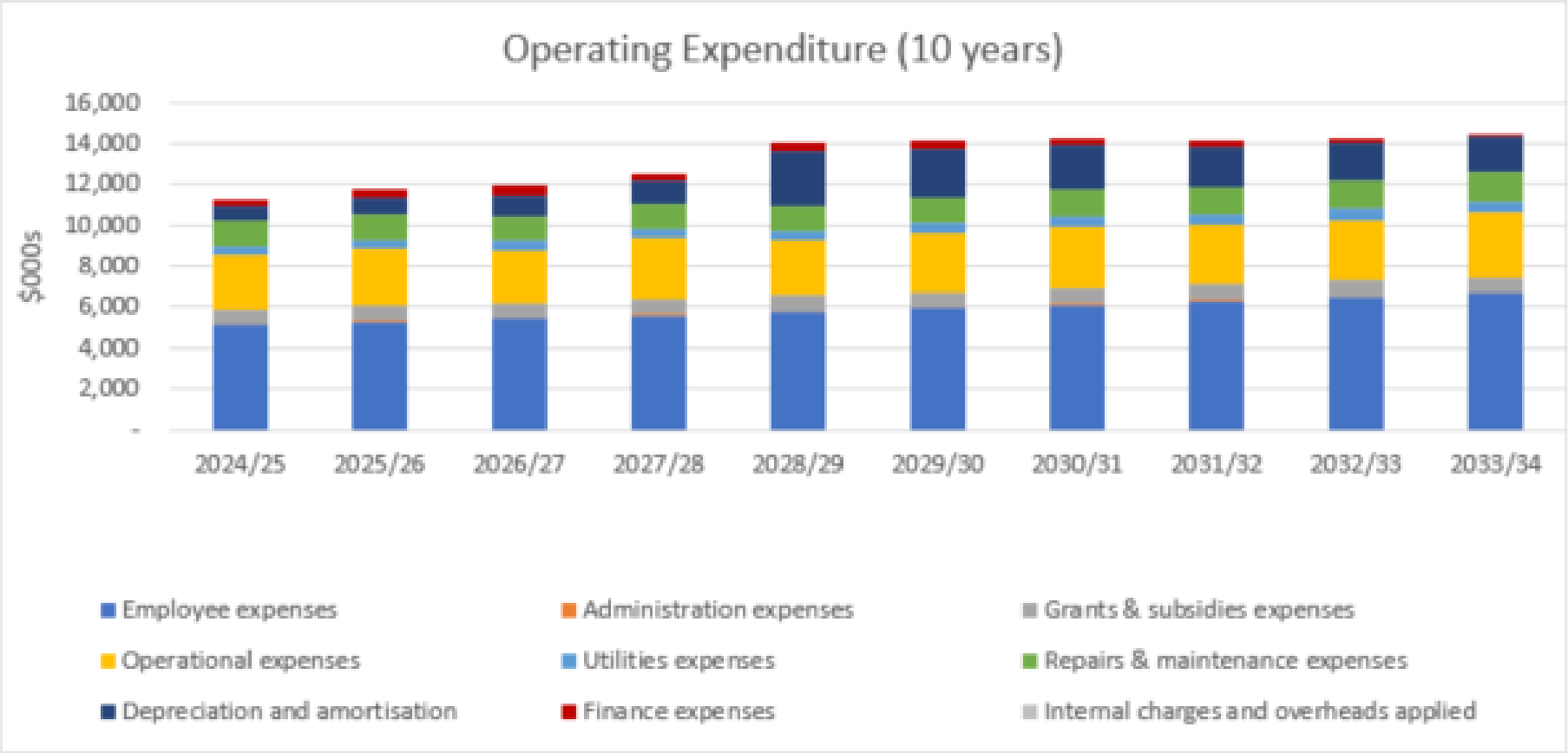

Figure 12: Parks and Reserves Operating Expenditure – 10 Years

Parks and Reserves Operating Expenditure – 30 Years

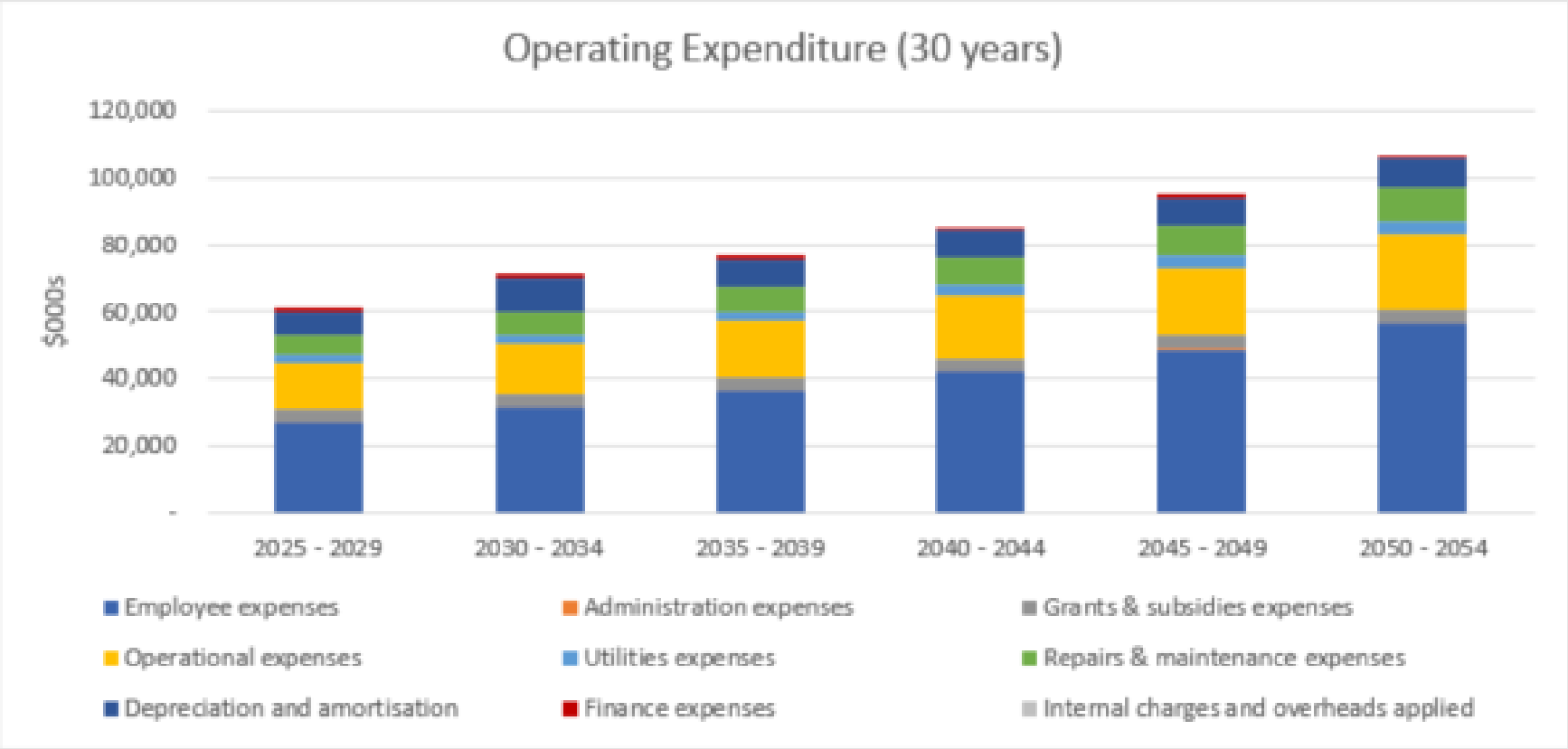

Figure 13: Parks and Reserves Operating Expenditure – 30 Years

Parks and Reserves Total Capital Expenditure – 10 Years

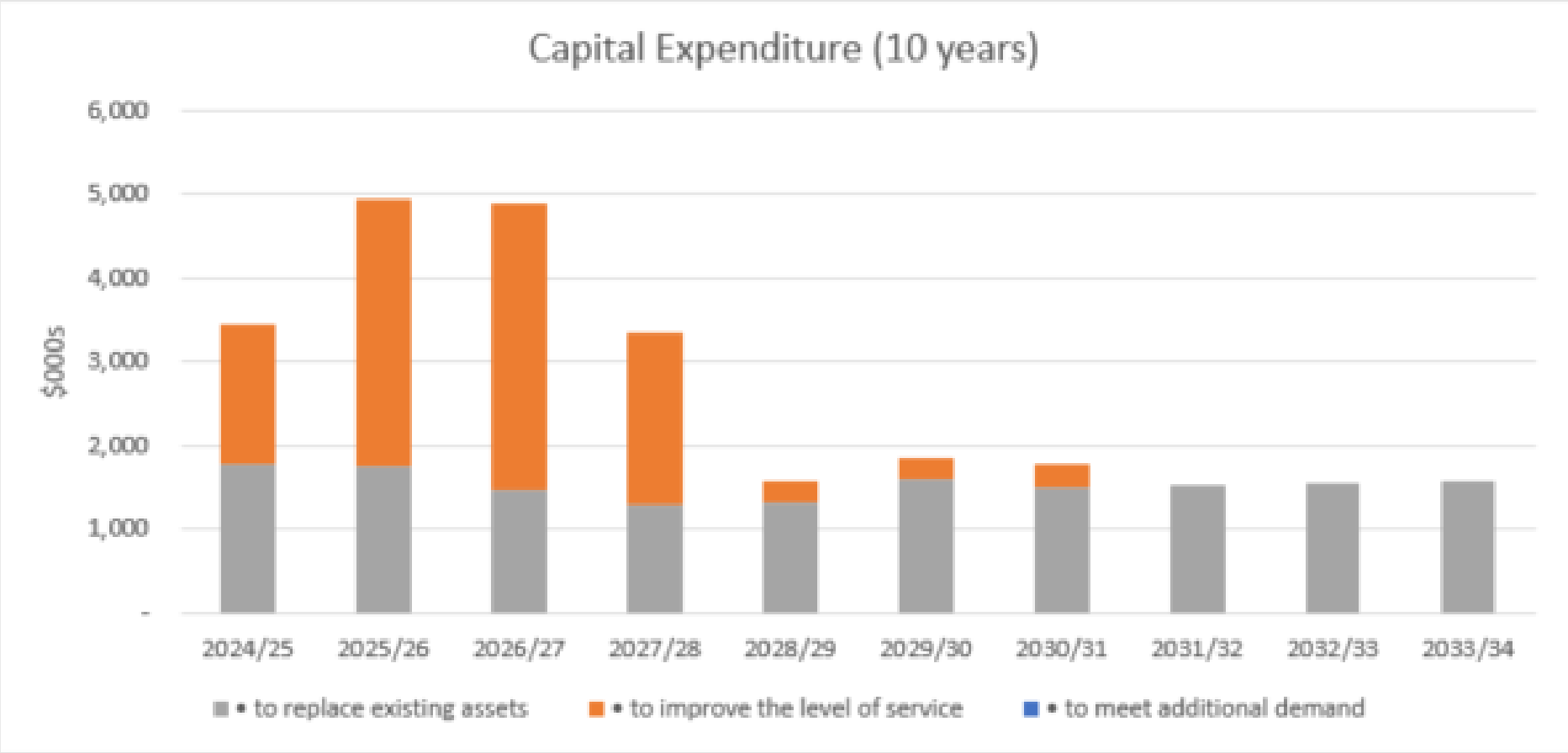

Figure 14: Parks and Reserves Total Capital Expenditure – 10 Years

Parks and Reserves Total Capital Expenditure – 30 Years

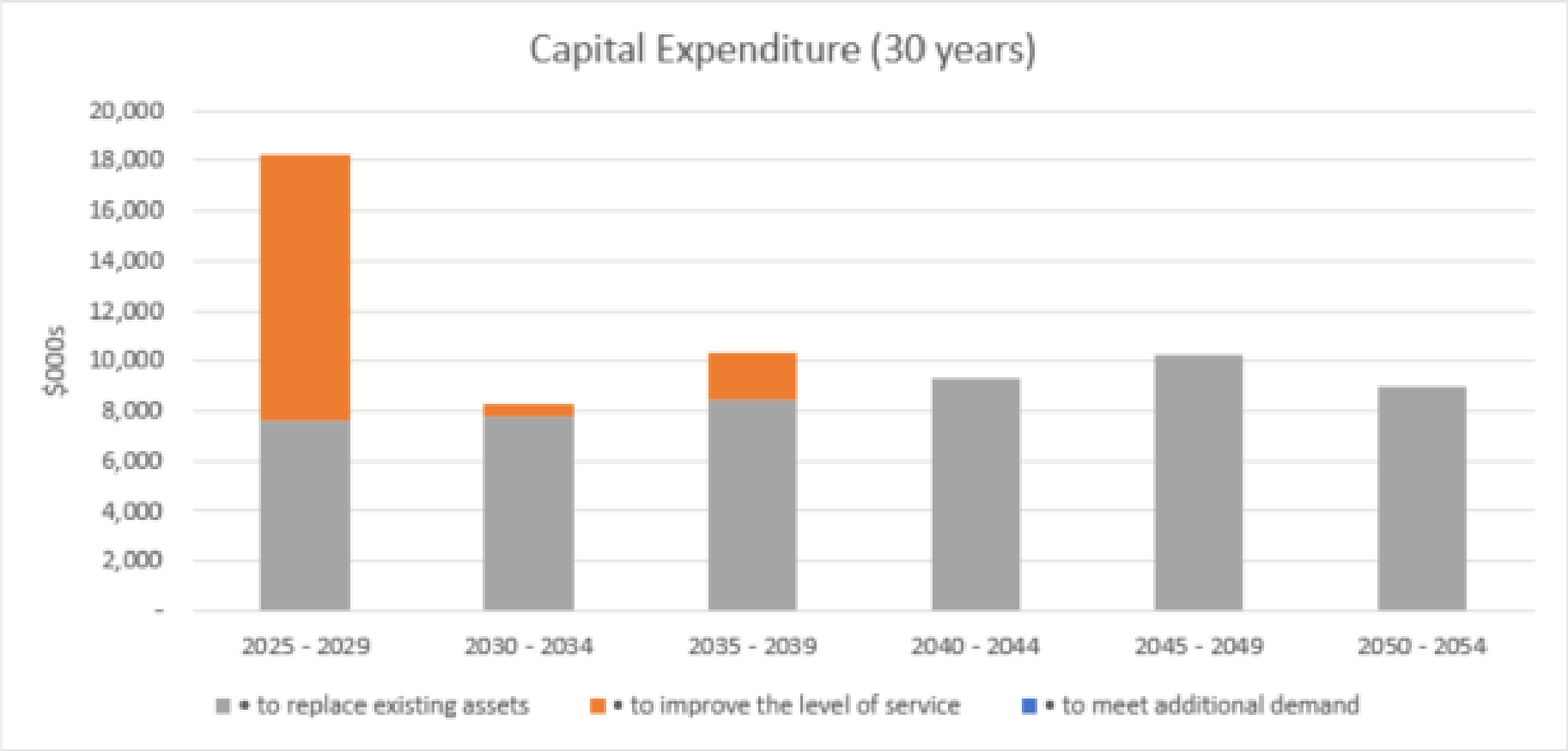

Figure 15: Parks and Reserves Total Capital Expenditure – 30 Years

Parks and Reserves Assets – Planned to be delivered vs required - 10 years

Table 33: Parks and Reserves Assets – Planned to be delivered vs required - 10 years

	2023/24 Annual Plan ($000)	2023/24 Forecast ($000)	2024/25 LTP ($000)	2025/26 LTP ($000)	2026/27 LTP ($000)	2027/28 LTP ($000)	2028/29 LTP ($000)	2029/30 LTP ($000)	2030/31 LTP ($000)	2031/32 LTP ($000)	2032/33 LTP ($000)	2033/34 LTP ($000)
Capital expenditure required based on age												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	1,935	2,946	1,661	3,297	3,395	2,040	281	295	308	-	-	-
• to replace existing assets	2,866	3,563	2,047	2,027	1,653	1,451	1,482	1,775	1,663	1,696	1,730	1,763
Total capital expenditure required based on age	**4,801**	**6,509**	**3,708**	**5,324**	**5,048**	**3,491**	**1,763**	**2,070**	**1,971**	**1,696**	**1,730**	**1,763**
Capital expenditure planned to be delivered												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	1,526	2,619	1,661	3,197	3,395	2,040	253	265	277	-	-	-
• to replace existing assets	2,390	3,073	1,776	1,756	1,488	1,305	1,334	1,598	1,497	1,526	1,557	1,587
Total capital expenditure planned to be delivered	**3,916**	**5,692**	**3,437**	**4,953**	**4,883**	**3,345**	**1,587**	**1,863**	**1,774**	**1,526**	**1,557**	**1,587**

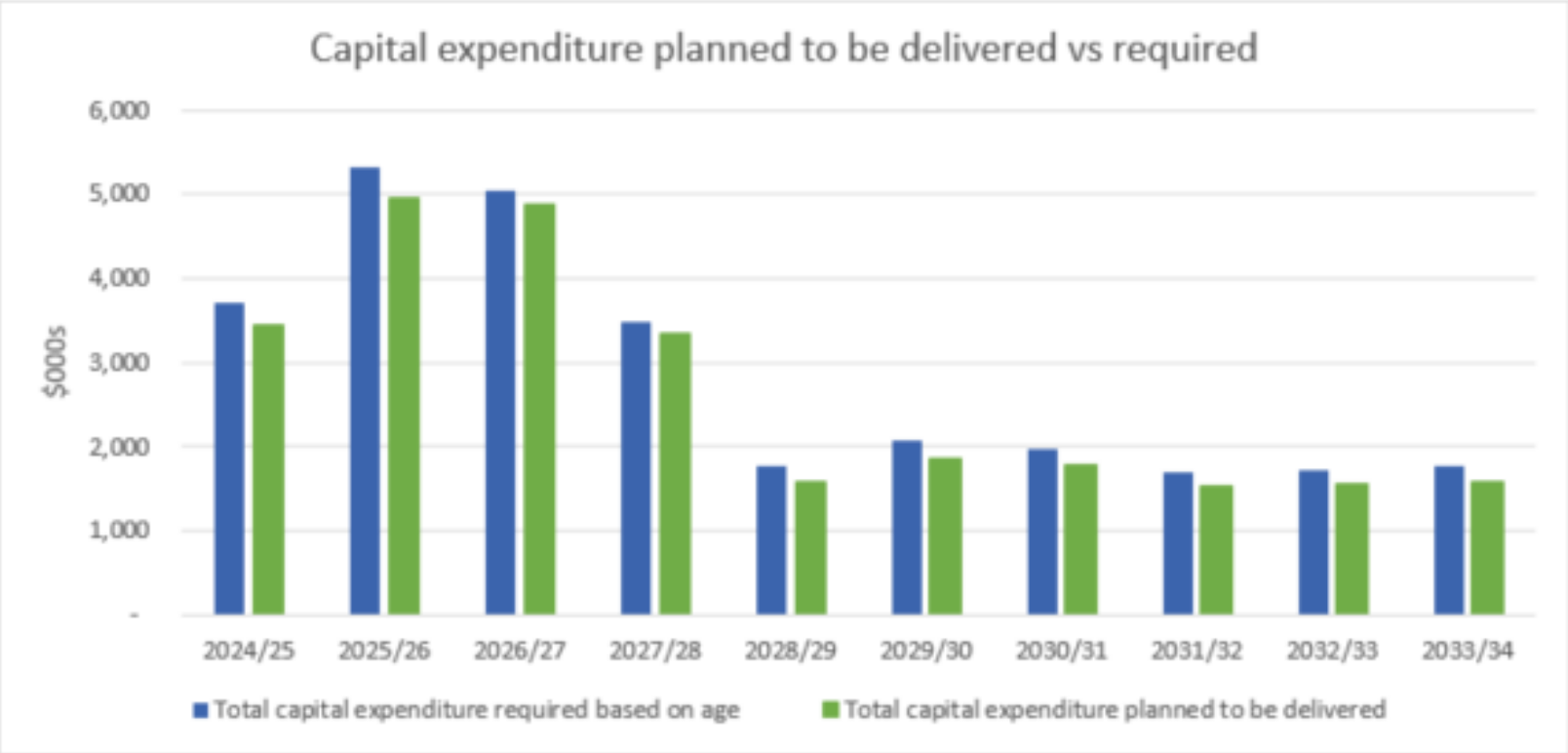

Figure 16: Parks and Reserves Assets – Planned to be delivered vs required - 10 years

8.3 Financial Policies

The Local Government Act 2002 requires Council to manage its finances prudently and in a manner which promotes the current and future needs of the community. Council must ensure that each year's projected operating revenues are set at a level sufficient to meet the years projected operating expenses.

The Revenue and Financing Policy states Council's policy on the funding of its operating and capital expenditure, and the sources of those funds. For each activity Council must consider who benefits from the activity and the appropriate level of private versus public benefit when funding the activity. Public benefit is gained from having access to activities provided by Council. Private benefit is gained from receiving goods or services provided by Council, e.g. A burial in a Council Cemetery.

8.4 Funding sources (How we pay for the Activity)

The following sources of funding are used by Council:

- General Rate
- Targeted Rate
- Fees and Charges
- Loans and Reserves
- Grants and Subsidies
- Other sources of funding

The Revenue and Financing Policy outlines that most Parks and Reserves costs are funded from general rate rates, fees and charges, subsidies and loans.

Activity	Source of Funding				
	User Charges / Fees	Subsidy	General Rate	Targeted Rate	Loans
Operational	✓	✓	✓		
Capital		✓	✓		✓

Financial Reserves are managed in accordance with the restrictions placed on them by the Reserves Act 1977, Burial and Cremation Act 1964, requirements from bequests or resolutions of Council.

Capital Projects are funded from these sources; predominantly Rates, Grants, Loans or Financial Reserve Funds.

Council distributes funds to groups/individuals in Invercargill for purposes and projects that will benefit its residents.

Special Reserve Funds have been considered for specified purposes within the Parks portfolio, to determine if they are sufficient to fund the capital expenditure over the life of the Plan. At times, other external grants and the like are provided for the fund and contributions are also made from some areas.

Three distinct fund areas exist - Cemeteries and Crematorium; Forestry; and Parks and Facility.

Previous analysis suggests that by 2017 the Cemeteries and Crematorium funding would have sufficient reserves to be self-funding at the activities shown. However, this analysis now needs to be reviewed as this is dependent on interest on special funds.

The Parks and Facility Reserve capital programme is rates funded, we plan to apply for grant funding to supplement parts of the programme. Inclusive of this is the re-assignment of the contribution from Parks Forestry to the Parks and its facility. Income from forestry may allow Council to fund the capital shortfall following allowances being made for silviculture services on trees. If this is not achieved, either further grants need to be applied for or capital expenditure will be funded from rates.

In funding the Parks and Reserves activity Council applies the following principles:

Funding of Operating Expenditure	Operating expenditure is funded from rates and user charges fees. This reflects intergenerational equity principles by recognising that the benefits from operating expenditure are short term.
Funding of Capital Expenditure	Capital expenditure will be primarily funded from grants, forestry surplus, rates and loans. This recognises that the benefits of capital expenditure are generally medium to long term and provides an ability to smooth the impact of variations in capital expenditure over time. Other sources of capital funding will be loans.
Provision for Asset Renewal/Replacement	Provision for asset renewal will be funded from revenue at a rate equal to depreciation. This reflects intergenerational equity principles by spreading the cost of the use of assets over their life cycle.
Interest on Loans	Interest on loans is recognised as an operating expense.
Operating Revenue	Operating revenue comprises rates, user charges and miscellaneous trading activities.
Provision for Inflation	Financial projections are expressed in current dollars with allowance for general inflation. Where specific future cost changes (increases or decreases apart from general inflation) can be identified, and where these are likely to be at significant variance with the expected rate of inflation, then allowance for the difference between expected cost changes and the rate of inflation has been made in cost projections.
Capitalisation of Repairs	Repairs to assets are treated as an expense unless they materially alter the value of the asset base provided for in the asset valuation. Repairs are capitalised where they enable the remaining life of an asset to be extended beyond the remaining life allowed for in the asset valuation (and not simply restored) or where the repair is recognised in the asset register as an asset in its own right.

Asset Disposal/ Write-off	Where assets are replaced or abandoned any residual value in the asset register is written off. This is budgeted for as an operating cost.
Asset Revaluations	Full asset revaluations are carried out at intervals not exceeding five years. Adjustments to the asset valuation resulting from asset capitalisation and asset write-offs are carried out as they occur or at the end of each financial year. Current accounting policies revalue operational land and buildings on a three year cycle to their Optimised Depreciated Replacement Value (ODRV). All other assets are currently held at cost and depreciated in a straight line where appropriate. These assets are not revalued.

Table 34: Funding Principles for Parks and Cemetery Activities

8.5 Asset Valuation Forecasts

Council's Parks and Reserves operational building and land assets were re-valued as at 30 June 2019 (Appendix 10 (zA63985)) in accordance with the Financial Reporting Standard PBE IPSAS 17. Council intends on re-valuing its parks and reserves assets again in 2025 as this is the next suitable opportunity.

The Councils Accounting Policies identify that property, plant and equipment is considered in 3 categories all treated differently for valuation purposes:

- Operational assets - These include land, buildings, library books, plant and equipment, motor vehicles, furniture and fittings.
- Restricted assets - Restricted assets are parks and reserves owned by Council which provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.
- Infrastructure assets - Infrastructure assets are the fixed utility systems owned by Council.

Property, plant and equipment are shown at cost or valuation, less accumulated depreciation and impairment losses.

Other asset groups are depreciated from original cost over the asset life. This approach is driven by Council's current Accounting Policy.

Some infrastructure style assets (e.g. roads, bridges, lights, signs etc.) are valued at current replacement cost and depreciated but still need to be quantified.

The issue identified with long-life assets is that using a traditional cost approach may not provide sufficient long term funding (if depreciation was funded) for replacement over their lives.

The following table shows the useful life of the significant assets for Parks and Reserves:

Asset type		Average	Low	High
Facilities				
	Drinking Fountain	20	15	30
	Park Maintenance Storage	70	60	80
	Public Toilet	50	30	60
	Pump Shed - Masonry	60	50	80
	Pump Shed - Timber/Other	45	35	60

Asset type	Average	Low	High
Furniture			
Barbecue	25	20	30
Bike Rack – Steel /alloy	25	20	35
Picnic Table - Steel / Alloy	25	20	35
Picnic Table - Timber	20	15	25
Seat - Steel /Alloy	25	15	30
Seat - Timber	15	10	25
Historic & Art			
Flag Pole - Steel	40	35	40
Flag Pole - Timber	30	25	40
Monument	80	80	150
Plaque	70	60	100
Public Art	60	50	20
Sculpture	80	60	100
Play Equipment			
Artificial Safety Surface	12	10	18
Exercise Equipment - Steel	25	20	30
Exercise Equipment - Timber	20	18	25
Goal Posts - Steel	25	20	35
Goal Posts -Timber	20	20	30
Play Equipment - General	20	10	25
Play Equipment - Modular	15	10	20
Play Equipment - Steel	25	20	30
Play Equipment - Timber	15	10	30
Skate Park - Concrete	35	30	40
Fort/ Structure -Timber	20	15	30
Refuse			
Rubbish Bin - High Quality	15	10	25
Rubbish Bin - Standard	12	10	20
Security			
Bollard -Timber	25	20	30
Bollard - Steel	40	30	50
Fence - Brick	60	50	80
Fence - Steel	40	30	60
Fence - Timber	35	30	40
Lighting - Concrete Pole	50	40	60
Lighting - Lantern Fluorescent	25	20	60
Lighting - Steel Pole	50	40	60
Lighting - Timber Pole	35	30	40
Lighting Lantern - HID (High Intensity Discharge)	15	20	60
Lighting – Lantern LED (Light Emitting Diode)	35	10	20
Sign - Directional Inform	15	10	20
Sign - Entrance	17	12	20
Sign – Interpretation panel	15	10	25
Structures			
Basketball/ Tennis Court - Concrete	40	30	50
Basketball/ Tennis Court - Asphalt	20	17	25

Asset type	Average	Low	High
Boardwalk - Steel/Alloy	50	45	60
Boardwalk - Timber	35	30	45
Cricket Nets	25	20	30
Cricket Pitch - Concrete Base	50	30	60
Cricket Pitch - Synthetic Surface	10	5	12
Footbridge – Steel/alloy	60	50	80
Footbridge - Masonry	70	60	90
Footbridge - Timber	40	35	50
Footpath - Loose Surface	10	5	15
Footpaths - Paved	40	30	60
Footpath - Asphalt	25	20	40
Footpath Concrete	50	40	60
Retaining Wall - Concrete/Stone	80	70	100
Retaining Wall - Timber	40	35	50
Road - Asphalt	30	20	40
Road - Chip Seal/ Spray Coat	20	15	35
Road - Concrete	50	40	60
Road - Loose Surface	10	5	15
Shade Canopy - Structure & Poles	30	25	35
Shade Canopy - Fabric	12	8	15
Shelter – Steel/Alloy	35	30	50
Shelter - Timber	30	25	35
Sports Synthetic Surface	10	8	15
Water Access			
Irrigation - Pump Controller	15	10	20
Irrigation - Pump Submersible	12	10	15
Irrigation - Pump Surface	15	12	20
Water Tank - Plastic	30	25	40
Drainage Systems	55	40	80
In Ground Irrigation Systems	25	20	60
Irrigation - Surface Pipeline	15	10	20
Irrigation - In Ground Pipe Lines	30	25	35
Jetty - Steel / Concrete	70	60	80
Jetty - Timber	40	35	50
Water Tank - Concrete	60	50	80

Table 35: Useful Life of Parks and Cemetery Asset Types (ICC Parks)

As asset data confidence grows, asset life tables will be updated and amended to reflect the true nature of ICC assets.

8.6 Confidence Levels in Programmes

The confidence in the programmes in this Asset Management Plan has been assessed in terms of the data on which the programmes are based and in terms of the programmes themselves.

Asset confidence calculated for individual asset types on a basis of missing asset Identity numbers applied within Arc GIS. This has been applied to the table:

$$\frac{\text{Assets with ID}}{\text{Total asset}} = \text{Confidence score}$$

Where the confidence score applies:

Confidence rating	Definition	Score range
A	Only periodical updating required as asset is changed/moved altered. Digital records should have 90% of all available data for asset Useful to locate an asset & provide complex information	91-100
B	Asset information reliable but incomplete, should still require proofing for some missing data (about 75% complete) informed decisions on assets should be able to be made based of digital information Useful to locate an asset & provide detailed information	76-90
C	Asset information unreliable & incomplete. No informed decisions can be made without site visits as most data will require proofing. Useful to locate an asset & provide basic information	51-75
D	Data capture still in its infancy stages, significant work needed to bring this to a state where data becomes useful. Most digital information requires confirming. Mostly useful to locate an asset	26-50
E	Data exists & is beginning to fill into state that is somewhat useful, but still lacks the level of data required to make any decisions. All digital information requires confirming Somewhat useful to locate assets	1-25
F	No data confidence exists Some assets exist, however the documentation & information attached to these assets aside that they are an asset & exist is missing. Barely useful to locate an asset.	0

Table 36: Description of Confidence Grades – please see Appendix 9 (A4689918) for more information

8.7 Reliability of Financial Forecasts

There are no high level assumptions or uncertainties and nothing of high significance noted in this section of the AMP, therefore we haven't carried out any sensitivity analysis. General comments follow:

8.7.1 Operational Forecasts

The following illustrates how much changing costs would impact operational levels of service:

- Increase in cost will affect ability to resource maintenance areas.
- Limited budget will limit maintenance and there will be a reduction in operational LOS.

8.7.2 Maintenance and Renewal Forecasts

The following illustrates how much changing costs would impact maintenance and renewal levels of service:

- If the costs of a project increase, we may need to push the deadline out into the new financial year, defer the project to allow completion or review the project scope.
- If budget increased, then assets could be maintained to a higher level extending their lives.

8.7.3 Development Forecasts

The following illustrates how much changing costs would impact development levels of service:

- If costs increase, we would need to re-prioritise or look at alternative methods of funding.
- If development is deferred more maintenance would be required on existing assets to increase asset lives.

8.8 Summary of Programme Assumptions

- Population change will follow the Statistics New Zealand high population projection.
- There will be no significant climate change over the term of this Plan.
- There will be no significant changes in levels of service.
- Upgrading of existing infrastructure will be required as a result of urban development.
- Future condition assessments will not indicate additional remedial/ replacement works to those scheduled in work programmes. Repairs for major events will be covered on a case by case basis.
- No provision has been made in programmes for the cost of repairing damage or other additional costs consequent upon a natural disaster such as a major flood or substantial earthquake.
- Useful Life of Significant Assets - Data accuracy utilised in analysis continues to improve and is reliable.
- Change in asset requirements to cater for all ages and types of sport and recreation.
- Change of focus with different cultures of tourists and visitors, resulting with more multicultural facilities and assets/communication.
- Legislation Changes may cause effect on management of activity.

9. Delivering and Monitoring the Programme

9.1 Programme Governance and Reporting

Council operates on a four-weekly cycle with meetings being on a Tuesday of each week, Week One – Infrastructure Committee, Week Two - Community Wellbeing Committee, Week Three alternates between Finance and Projects Committee and Risk and Assurance Committee with Week Four being Council. The three Committees and Council monitor and consider reports on levels of services for activities and assets alongside monthly financial accounts for each department. Members question these reports with Managers present to answer any questions that arise from the reports.

The information for these reports is entered into various software systems. This monitors the performance both fiscal, and service based against targets and budgets from Council's Long-term Plan. Targets can be key performance indicators, internally driven targets or provided from a Ministry that oversees that area, i.e. Department of Internal Affairs. At a full Council meeting these reports are then received and performance monitored quarterly.

Every financial year Council prepares an Annual Report that is the key document in ensuring the expenditure for the year was efficient and is pertinent in ensuring accountability to the community and ratepayers.

The Annual Report does not just show the current financial status, but also shows the levels of service for all Council activities and assets measured against the yearly targets set in the Long-Term Plan. These are measured and reported quarterly in the Council meetings. The Annual Report is a holistic overview of their performance.

Councillors are elected on a triennial basis through local government elections with the community voting for 12 Councillors and a Mayor. The Chief Executive role is reviewed every five years. In addition to this, Council undertakes a Representation Review every six years to ensure that the community is aware and accepting of the current Council structure. A Council Structure chart is included as Figure 17.

Council develops their Long-Term Plan every three years in line with their obligations under the Local Government Act 2002, every year following this Council will adopt an Annual Plan which will make any amendments to the existing Long-Term Plan and allows for members of the community to submit on this process.

Further, Council will provide an Annual Report, which is a full year financial snapshot of Council's activities for that financial year. This is also compared to the financial projections in Council's Long-Term Plan.

Figure 17: ICC Structure Chart

9.2 Stakeholder Engagement and Communications

Council currently utilises a myriad of methods to engage in consultation with members of the community. The Local Government Act 2002 states specific methods of consultation to be utilised by Council for certain processes, Council adds to this through innovative and community-tailored engagement techniques. The following are examples of current Council consultation methods:

- Lets Talk is a new engagement website where members of the public can submit ideas on how to improve Council services.
- Public Forums at Council and Committee meetings.
- Public requests to be heard as a specific Agenda item.
- Regular features in the newspapers and rates newsletters which inform residents of issues.
- The City Focus Radio show that highlights current topics that the Council is addressing.

- The Mayor holds appointments with residents who wish to raise issues of concern.
- Community Engagement processes when Council is considering making a significant decision.
- Formal consultation through the Special Consultative Procedure for issues such as the Long-Term Plan and some Bylaws.
- Social Media (e.g. Facebook and Instagram) where individuals can ask questions and express opinion to Councillors and staff.

9.3 Business Processes

The management structure of the Invercargill City Council is shown in Figure 18 and the structure for the Parks and Recreation Division is included as Figure 19.

Figure 18: Invercargill City Council Management Structure

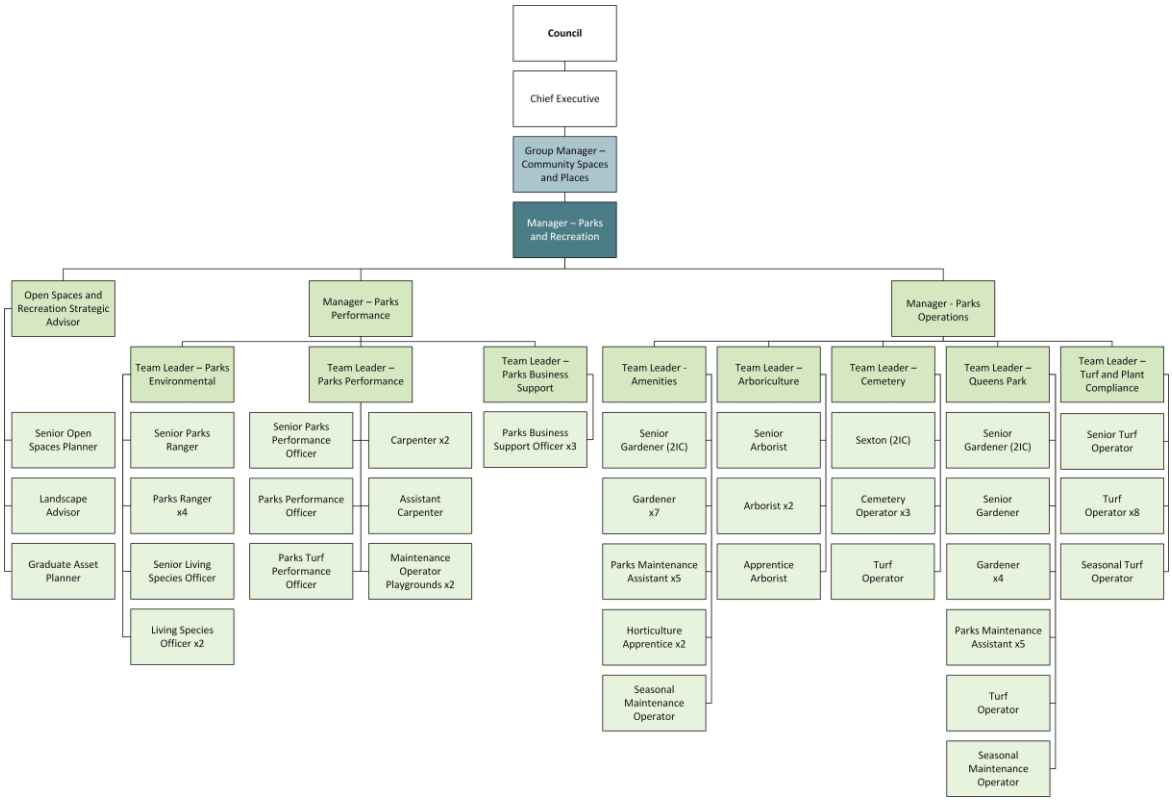

Figure 19: Parks and Recreation Division structure

Council staff operates under a Delegations Register Appendix 11 that is adopted by Council; this Register lists every department with specific delegations that are required under legislation or Council policies so that staff members are able to carry out their specific job requirements.

Develop processes to assist decision-making

Optimised Decision Making processes include methodical prioritisation and project timing optimisation techniques.

Completing regular risk assessments to update the Parks and Reserves Risk Management Plan and implement risk mitigation measures to maintain risk exposure at a level compatible with Council's risk appetite

Risk mitigation measures will include maintaining appropriate insurance cover, emergency response planning, condition monitoring of critical assets, preventative maintenance, review of standards and physical works programmes.

Perform valuations in a manner that is consistent with national guidelines and corporate policy

Valuations will be carried out at intervals not exceeding five years (generally three yearly) with the most current valuation carried out in 2019.

Data collection programmes are being implemented to improve the accuracy of renewal forecasts and valuations.

Strategic planning frameworks have been developed to assist in achieving business objectives in an efficient and effective manner

Frameworks will provide strong linkages between the Long-Term Plan and Invercargill City Council Strategic Goals, service standards, Asset Management strategies and the Asset Management improvement programme.

9.4 Information Systems and Data

Geographical Information Systems (GIS)

Provides mapping and spatial analysis tools for Council to graphically determine and understand where Council facilities or assets are located. This includes geocoding our data, putting it on a map, and symbolising it in ways that can help visualise and understand the data. The software display how places are related which help make more informed decisions about the best locations and paths for infrastructure and planning. Utilising these attributes we can use the software to help make predictions and better understand our environment.

Infor Pathway

Delivers a comprehensive offering of fully integrated functionality for managing Council related business processes including:

- Customer Service and People Management - central name/address register and customer request management;
- Land and Property Management - administration tools to assist with land and property management;
- Revenue Management - capabilities such as rates accounting, property valuations, debtors and water billing;
- Regulatory Management - a comprehensive range of workflow-driven modules to ensure that local and national regulatory legislation for consents processing, parking and animals, and health and liquor licensing are complied with;
- Internet-enabled customer self-service - ePathway enables Council customers to conduct local government e-commerce online.

Infor Public Sector (IPS)

IPS is a centralised Asset Management Information System (AMIS) that allows for the effective management of infrastructure assets. IPS provides tools to improve asset efficiency, conduct planned and unplanned maintenance, manage work costs, provide asset inspection scheduling, and assists in optimising assets life cycles. Asset needs analysis in IPS can used to determine and recommend which maintenance and renew programmes are likely to be needed, to assist with long term maintenance and budgeting plans.

Technology One (formally Microsoft AX Dynamics)

This programme is the main accounting software; this system records all accounting entries, inventory entries, account payable entries and fixed asset data. Fixed assets held within the infrastructure area are revalued every three years and data from the revaluation is held with the AX dynamic system. The system then generates depreciation figures that are used for reporting purposes and also for the funding of depreciation in relation to Councils capital renewal programmes. During the period between revaluations assets are capitalised into the AX Dynamics system as purchased. The AX system also provide the council reconciliation control environment, maintaining such control as GST and FBT obligations, bank reconciliations, as well of all other balance sheet reconciliations of the Council.

Safety Culture (formally known as I-Auditor)

Trial Phase – Provides for the inspection of staff and assets in the field. The inspection regime frequency is based on the priority of the land parcel. It generates a programme of ad hoc work

based on a formalised inspection n and includes functionality to adjust work programmes based on changes in use. The outcomes include the automation of scheduled works programmes and maintenance plans.

MYOB PayGlobal

Provides a workforce management with the payroll and human resources management software provides the analytical, planning and operational tools to monitor staff activities and performance. There is a self-service platform (Ernie) where employees and managers access leave, personal info, payslips, and timesheet data online. Allowing employee attendance, management and tracking.

Objective

Delivers an Electronic Document and Records Management (EDRMS) service across all of Council providing information management processes and business process automation with robust security, version control and audit management to ensure Council complies with recordkeeping standards; this reduces the risk associated with managing information in multiple locations.

TM1 Cognos

This is the financial reporting and budgeting system for council. Information is taken from the AX dynamics system and downloaded into the TM1 system, allowing Council to report on actual performance against budget. Council budgets for both the Long-Term Plan and Annual Plan are completed within the TM1 Cognos system.

Information flow takes place at a number of levels:

- With elected representatives, through the Committee and Council structure.
- With clients (internal and external) who are requesting a particular service.
- With the public generally through requests for service and information.
- With the media.
- With the public and landowners through education programmes.

9.5 Programme Performance Monitoring and Review

9.5.1 Monitoring Approach

The information for Committee reports is supported by the various software systems detailed in Section 9.4. This monitors the performance both fiscal, and service based against targets and budgets from Council's Long-Term Plan. Targets can be key performance indicators, internally driven targets or provided from a Ministry that oversees that area, i.e. Department of Internal Affairs. At a full Council meeting these reports are then received.

Apart from the Governance Council Process the Parks and Reserves Division has our monthly budgets and we have a schedule which indicates the frequency we monitor our assets which will then enforce any maintenance required and tell us whether we are reaching our Levels of Service.

Yardstick is completed by Parks and Reserves as a benchmarking tool annually and will continue to participate with this tool unless a better tool becomes available.

9.5.2 Frequency of Review

Every financial year Council prepares an Annual Report that is the key document in ensuring the expenditure for the year was efficient and is pertinent in ensuring accountability to the community and residents.

The Annual Report does not just show the current financial status, but also shows the levels of service for all Council activities and assets measured against the yearly targets set in the Long-Term Plan. As noted in 9.1, these are measured and reported six weekly in the Council meetings. The Annual Report is a holistic overview of their performance.

10. Continuous Improvement

10.1 Current Activity Management Practice

The Council is committed to an ongoing improvement philosophy. Various plans have been produced over the years to guide the development and maintenance of parks and reserves, most notable of these are:

- Reserve Management Plans
- Parks Strategy 2013
- Playground Strategy 2014
- Cemeteries and Crematorium Plan 2019 (internal only)
- ICC 2020 Tree Plan

Improving the management of Council's parks and reserves is part of a continuous improvement strategy. It acknowledges that there are always opportunities for the improvement and refinement of Asset Management practices, for example, as new knowledge comes to hand, changing technology or methods, or changing customer expectations.

The key Asset Management inputs required to support good Asset Management planning are:

Processes

The necessary processes, analysis and evaluation techniques needed for life cycle asset management.

Information Systems

The information support systems, which support the above processes and which store asset data. The database is based upon an industry standard platform. The basic (and some advanced) tools are in place including maintenance, assignment to asset, condition monitoring, detailing attributes, valuation and reporting. The database provides a suitable platform to understand and manage the assets.

Currently systems do not communicate with each other and therefore there is a lack of consistency in methods of data collection and analysis. A gap analysis is currently being undertaken to determine the strategic direction for the integration of asset management information systems.

Data

Data available for manipulation by information systems to support Asset Management decision making.

10.2 Improvement Programme

Previous Activity Management Plans have identified a large number of improvements to be undertaken, a number of these have been completed and there has been steady progress in improving asset management practice.

Key projects completed within the last three years included ICC Tree Plan 2020, The Southland Spaces and Places Strategy and development of the first Masterplan, Sandy Point Domain. Parks and Recreation have made a great start to beginning data analysis improvements which is helping provide evidence for future growth and development. Procurement is becoming more sustainable with purchasing energy efficient plant and equipment. Key relationship building has been essential to understand community needs. Recreation Aotearoa Standards are currently being transitioned which will effectively support level of provision and funding objectives.

An improvement programme for the Activity is included as Table 37 below.

Objective 1: To recognise strengthen our relationships, Maori cultural identity and respect for Maori values.					
Actions Led by Council	**Priorities (1=low,4=high)**	**Support Agencies**	**Resources**	**Budget Cost**	**Completion**
Proactively work on understanding the Maori heritage across the parks and reserves network	3	Te Ao Marama, Local Runanga	Iwi Management Plan, Te Rūnanga o Ngāi Tahu Act 1996	$$	2024-2030
Objective 2: To continue to improve connections between open spaces through active transport and ecological linkages.					
Actions Led by Council	**Priorities (1=low, 4=high)**	**Support Agencies**	**Resources**	**Budget Cost**	**Completion**
Work with roading department and active transport coordinator to develop regional cycling strategy/active transport strategy	3	ICC Roading, Sport Southland	Internal Recreational Walking and Cycling Strategy, Southland Cycling Strategy, ICC Bylaws	$	2030
Objective 3: To provide an overarching and seamless framework for the management and delivery of parks and reserves services for the needs of the community and its visitors.					
Actions Led by Council	**Priorities (1=low, 4=high)**	**Support Agencies**	**Resources**	**Budget Cost**	**Completion**
Implement Recreation Aotearoa category frameworks and associated levels of service relevant to ICC Parks and Reserves Activity	1		Recreation Aotearoa Standards	$	2024
Ensure Cemeteries continue to have the appropriate level of forward provision to enable future burials and are located in environments that are peaceful and safe.	4		Masterplan development, Bylaw, Internal Cemetery and Crematorium Plan	$	2026
Develop Play Spaces Strategy to help implement provisions that meet community needs (e.g. nature play, fenced areas, intergenerational play) and consider use of spaces.	4			$	2026
Develop a framework of best practice around climate change mitigation and resilience	4	ES, DOC, SDC, Te Ao Marama	Ngāi Tahu - Climate Change Strategy	$$	2025
Review and Update Disposal Policy and explore the possibility of developing an Acquisition Policy	4		ICC Disposal Policy	$	2026
Objective 4: To provide continued direction for managing sustainable environments and infrastructure in parks and reserves.					
Actions Led by Council	**Priorities (1=low, 4=high)**	**Support Agencies**	**Resources**	**Budget Cost**	**Completion**
Asset data collection Currently systems do not communicate with each other and therefore there is a lack of consistency in methods of data collection and analysis. A gap analysis is currently being undertaken to determine the strategic direction for the integration of asset management information systems.	4				
Undertake a prioritised programme of audits for parks and reserves to identify opportunities to improve use of space (activities), access and inclusivity for all abilities	4	contractors	Universal Design Principles, Sport NZ 's disability tool, Parc's Tool, Sport NZ's Active data	$	2025
Develop programmes to prioritise funding and work programmes and prioritise investment of capital projects	4		LTP, AMP	$	2025
Develop a pest control plan, aligning with other pest control initiatives and methods, including predator free 2050 and utilise the Southland Coordinator Role as a key connection to helping this happen. Include landscape scale approaches and priorities	3		Predator Free Coordinator, ES, DOC	$	2021-2030

Work with Environment Southland on enhancement options for water corridors and biodiversity. Consider mechanisms to achieve biodiversity and restoration. Develop a city wide biodiversity and ecological plan to identify ecological corridors and to increase the ecological role of open spaces in the city	2	ES, Te Ao Marama, DOC	Resource Management Act, Iwi Management Plan, Ngāi Tahu - Climate Change Strategy	$	2025
Develop and implement An environmental planting programme and guidelines to facilitate the establishment of native ecosystems and increase biodiversity values of public spaces and private land	3	ES, Te Ao Marama, DOC	Environmental Planting Plan Resource Management Act, Iwi Management Plan, Ngāi Tahu - Climate Change Strategy	$	2025 - ongoing
Objective 5: To identify, promote and plan for community activation, park vibrancy and use.					
Actions Led by Council	**Priorities (1=low, 4=high)**	**Support Agencies**	**Resources**	**Budget Cost**	**Completion**
Develop key open spaces as activity and education hubs, recognising and providing for the City's changing recreation needs and activities	3	HFI/Active Southland		$$	2030
Engage with community sectors (education providers, community groups, agencies) to work on methods and programmes to engage and connect with parks/cemeteries and recreation	4	SDC, ES, DOC		$	2023
Develop Masterplans – include recreational and ecological connections, as well as potential gardens, community trees and physical linkages and universal design. Identify priority areas. Shade cover. Social networking and gathering	3	Community groups		$$	2020-2030
Tell stories of our heritage throughout our parks and reserves network, including through place names, interpretation, artwork and memorials	3	Te Ao Marama, community groups	Te Rūnanga o Ngāi Tahu Act 1996	$$	2030

Table 37: Parks and Reserves Improvement Programme

Programme and Action Plan for Sport and Recreation Activities

Objective 1: A safe, functional network of parks that encourages participation in recreation and sport.					
Actions Led by Council	**Priorities (1=low, 4=high)**	**Support Agencies**	**Resources**	**Budget Cost**	**Year of completion**
Support and facilitate the development of sports and community hubs and more multi-use facilities to encourage efficient use of resources where proposals come to Council	2	Active Southland	Regional Spaces and Places Plan, Reserve Management Plans	$$	2025
Objective 2: Provide a range of locations where people can participate in unstructured, casual recreation and play activities' within easy reach of the City.					
Actions Led by Council	**Priorities (1=low, 4=high)**	**Support Agencies**	**Resources**	**Budget Cost**	**Year of completion**
Continue to create more opportunities for casual and innovative recreation activities across the City	3	HFI/ Active Southland, community groups		$$$	2025
Include Te Ao Marama and local runanga, as well as Active Southland and other Agencies with co-design and peer review of locations as spaces for recreation activities and shared use spaces	3	Te Ao Marama, local runanga, Active Southland and other Agencies	Regional Spaces and Places Plan, Universal Design Principles, Te Rūnanga o Ngāi Tahu Act 1996	$$$	2020-2030
Objective 3: A community that is aware of physical recreation and sport activities and motivated to take part.					

Actions Led by Council	Priorities (1=low, 4=high)	Support Agencies	Resources	Budget Cost	Year of completion
Work with youth and young people (e.g. through Youth Council, schools, alternative education providers, holiday programmes) to design/review designs for appealing, accessible and innovative programmes and activities that encourage greater participation in sport and recreation	4	Schools, alternative education providers, holiday programmes and event organisers	workshops	$	2025
Develop and enable sport and recreation forums with ICC Parks and Recreation Staff throughout the year	4	Active Southland		$	2020-2030

Table 38: Programme and Action Plan Sport and Recreation Activities

10.4 Monitoring and Review

The Activity Management Plan is a living document and needs to be kept relevant and useful. It is recognised that priorities will change which makes these reviews even more important to ensure this plan is a live document.

The following review activities will be undertaken:

Activity	Action	Target Date
Activity Management Plan Development	Formal adoption of the plan by Council.	2024
Implementation of the Improvement Programme	Complete project briefs for the projects in the short term improvement programme.	2024
Activity Management Plan Peer Review	Revise plan annually to incorporate new knowledge from the Activity Management improvement programme.	2025
	The plan will be formally reviewed three yearly to assess adequacy and effectiveness.	2026

Table 39: Monitoring and Review of Improvement Programme (ICC Parks and Recreation)

The Parks and Recreation Strategy as part of this AMP and Play Strategy (when developed) will be under review and will feed into the Activity Management Plan.

11. Appendices

The Appendices for all of Council's Activity Management Plans are kept separate. The list below highlights the appendices that relate to this Activity Management Plan and where to find them in the Corporate Appendices Register.

Appendix 1 – Full list of reserves and categories A3283734

Appendix 2 – Playground Strategy 2014 A2032614

Appendix 3 – Parks Strategy 2013 A996419

Appendix 4 – Issues and Opportunities Paper A2850778

Appendix 5 – List of trails on reserve land A2032601

Appendix 6 – List of assets A4689934

Appendix 7 – Parks Asset Accuracy spreadsheet A4689927

Appendix 8 – Schedule of non-living asset lives and replacement values A3336581

Appendix 9 – Confidence levels A4689918

Appendix 10 – Valuations A2743257

Appendix 11 – Delegations Register https://icc.govt.nz/wp-content/uploads/2023/03/9.-Delegations-Register-Chief-Executive-2023-Version-1-Approved-2023-03-23.pdf