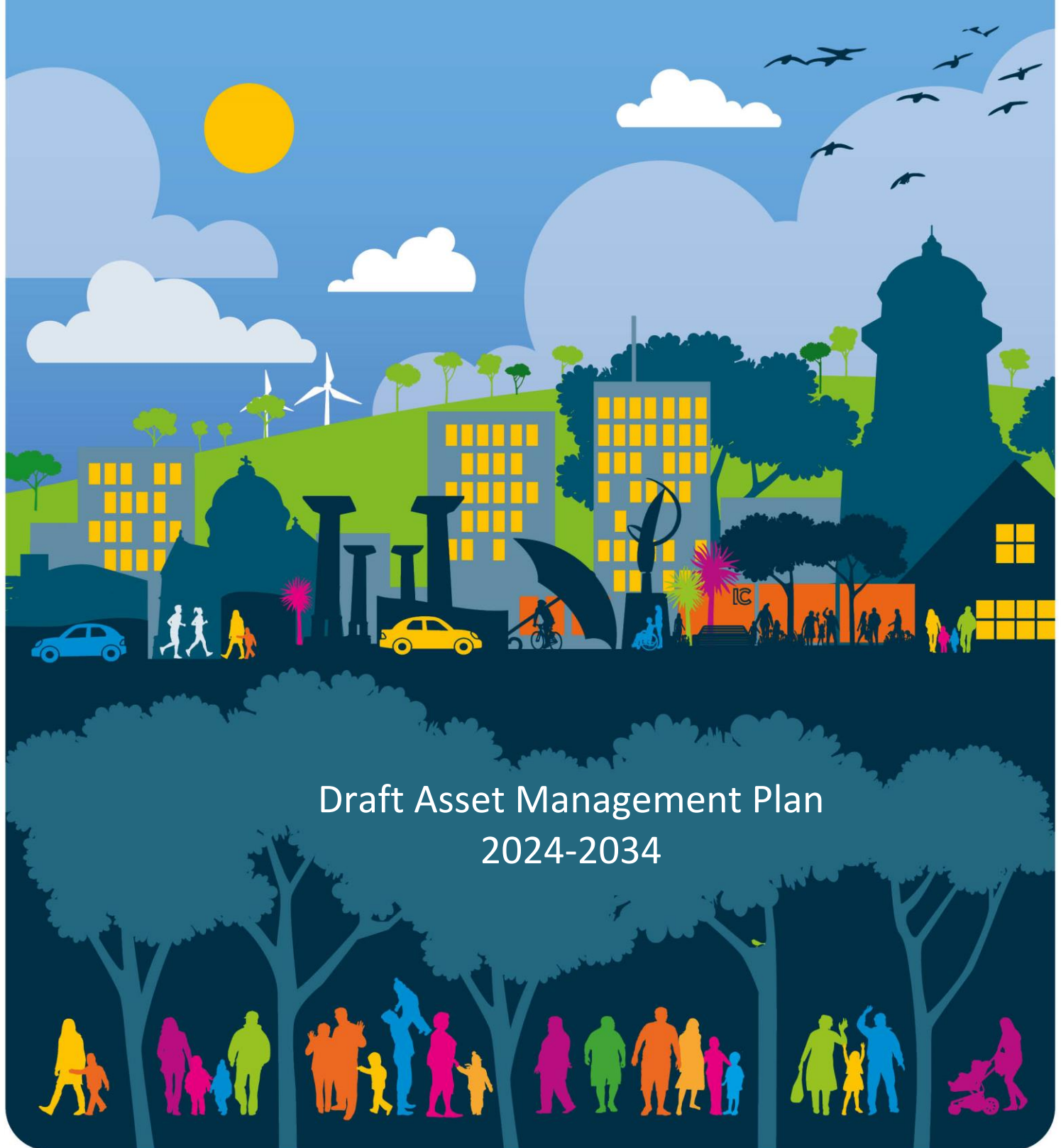


Property



Draft Asset Management Plan
2024-2034



Property Asset Management Plan

Asset			
	Name	Signature	Date
Prepared By	Vivan Salins		11/12/23
Asset Manager	Doug Rodgers		12/12/23
GM Review			
Peer Review			
Draft Adoption			
Council Adoption			

Changes to be incorporated in the next review

Number	Date of Change	Reason for Change

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Preface

Invercargill City Council provides a range of services to its Community which help achieve community outcomes. By their nature, these services require specialist buildings that are not commercially viable, e.g. swimming pools or theatres. The Property Activity underpins many of these activities by providing the land and buildings needed. Management of the buildings by the Property Team allows the Service Activity Managers to focus on delivery of their services and operations.

The Property Team also manages and maintains a portfolio of other property including public, commercial, residential and Parks operational buildings and leases. It also manages and operates public toilets for use by the community and visitors to our city and parks.

The portfolio has a fair value of \$136M (at 30 June 2022).

The Property Activity acts in the role of “owner” of the buildings for Invercargill City Council.

Community Outcomes

This table summarises how the Property Team contributes to Council’s Community Outcomes

Community Outcome	How this Activity contributes
Social Wellbeing One Community – Our Youth, Older people, different neighbourhoods and communities’ basic needs are met, and they feel valued and proud to live here.	Communal spaces and buildings foster diverse social activity.
	The buildings are safe to use and accessible for a growing and diverse community.
Cultural Wellbeing A vibrant, safe city centre which meets our people’s diverse cultural needs	Our heritage buildings promote pride and identity to the city.
Environmental Wellbeing A healthy, resilient environment where the city is well positioned to navigate climate change.	Reduce carbon footprint by operating buildings as cleanly, beautifully and efficiently as possible.
Economic Wellbeing A future focused economy delivered through innovation and partnership and supported by appropriate infrastructure.	Ensures sound investments are made during property renewals.

The principle objectives of the Property Assets Team

The principle objectives are to:

- Manage building assets in accordance with statutory and regulatory requirements;
- Progressively record and improve asset evidence for planning, delivery, operation, renewal and disposal of assets;
- Ensure the activity is operated in a prudent manner;
- Renew assets in a financially prudent manner, ensuring a lifecycle approach is taken for all decisions;

- Monitor and review levels of service to meet demand;
- Manage leases in accordance with statutory and regulatory requirements.
- Manage investment properties to provide a financial return.
- Measure, advance and improve the asset management system to a level of maturity as set out in the Asset Management Policy (Appendix 2.01).
- Address resilience and manage our assets in a sustainable and environmentally conscious manner.
- Purchase and dispose of land to fulfil Council's strategic requirements.

Issue and Challenges

Building Assets

The key strategic issues and challenges facing management of building assets are:

- Multiple large strategic projects on the horizon, many of which are dependent on Council's strategic direction.
- Provision of high Levels of Service from ageing buildings.
- Requirement for further investment in Asset Management Maturity.
- Many building structures have aged to half or more of their useful life and require capital renewals. This creates an increasing demand on renewal expenditure and the project resources of the Property Team.
- Building renewal investigation to incorporate lifecycle analysis in decision-making.
- Further work required to document resilience and contingency strategies and plans.
- Responding to changing activity requirements (e.g. within Leisure, recreation and wellbeing) which require building changes or upgrades.

Elderly Persons Housing

The key strategic issues and challenges facing management of Elderly Persons Housing are:

- Providing the Elderly Persons Housing portfolio in a sustainable manner
- Renewal of Elderly Persons Housing units within sustainable funding to maintain service levels of the buildings.

Public Toilets

The key strategic issues and challenges facing management of Public Toilets are:

- There is a backlog of deferred maintenance and renewal of toilets which will take some time to study and analyse. It is expected to have this work done in the first two years of the Long Term Plan.
- Additional demand for new toilets needs to be further evaluated.

Investment Property

The key strategic issues and challenges facing management of Investment Property are:

- 20 Don St Business House development is fully tenanted, now in operating surplus but with high debt.
- Ensuring clear strategic priorities for ownership, sale or purchase of commercial property.

Key Assumptions used to develop this plan

The Key assumptions are listed in Section 3.7. These derive from considerations of future population and its trends, the effect of the economy, social and cultural change, resilience, the environment and climate change, factors that impact on council operations and financial forecasting.

Risk

In Summary, the Key Risk Issues are:

Risk Issue	Risk Description	Action
1. Delivery Risks		
Indirect contact with the community	Community needs are not communicated accurately or in time.	Ensure good communication with Activity Managers to provide buildings fit for purpose.
2. Provision Risk		
Programme delivery	Staff and contractor resources may not be available to carry out a full programme.	Sufficient resources need to be sourced and supported.
Programme funding	Sufficient budget may not be available to carry out a full programme.	Provide evidence for budgets from the asset management process.
3. Planning Risks		
Non-council buildings on leased council property.	Council will become responsible for buildings if leasee organisations become insolvent or cease operation.	Collect basic data about buildings on all leased property to understand financial implications.
3.8 Corporate Risk		
Health and Safety	Safety risk to staff, contractors and the public in buildings.	Maintain Health and Safety at Work processes to identify and minimise hazards.
Seismic failure	Building occupants safety.	Ideally maintain buildings above 67% NBS. Where this may not be appropriate document reasons for exception.
4. Management Risk		
Delay in decisions.	Unable to deliver desired outcome for the activity. e.g. CAB.	Develop refurbishment, demolition, disposal or replacement plans.
Information systems	Compromised ability to manage property.	Development of a comprehensive asset management system to improve Asset Management maturity.

Risk Issue	Risk Description	Action
5. Financial Risk		
Elderly Persons Housing	Financial sustainability of the Elderly Persons Housing activity.	Further analysis of the ability to build new Elderly Persons Housing buildings and replace ageing stock is required. Having completed the pilot project at Stirrat Street in March 2024, we will now be able to analyse and plan.
Renewal programme for whole buildings portfolio	Resources for measuring renewals based on condition assessment.	Condition assessments have been completed in 2022. This need to be further assessed / evaluated with activity managers to establish and schedule the renewals programme.
Funding of Building Renewal Programme	Financial sustainability of all building assets.	Use of condition assessments to establish the renewals budget.
New buildings in the Property Portfolio	Unknown cost until surveys are carried out or the handover of the new build is completed.	Further surveys and condition assessments to establish repair, maintenance and renewal budgets.
6. Asset Management Process Risk		
Varying quality of asset data to inform decision making	Data focuses on building envelope. Data on fixtures and fittings is incomplete.	Continue to improve quality and completeness of asset condition data. Moved from 3 year to 5 year cycle – Focus on quality of data improvement.
Transfer of data between construction and operations /maintenance processes	Loss of or incomplete data transfer resulting in poorly understood / planned maintenance schedules.	Analyse and improve handover process between PMO and contractors and the Property Management team.
Seamless integration of asset and financial data	Unknown if Tech One will be able to be integrated with IPS.	To ensure the requirements are included in “One Council”.
Seamless integration of asset and financial data	Cost of “One Council” integration with IPS.	Group Managers’ buy-in to value and need for this system to support asset management of building, parks and linear assets.
Understand the cost of moving to the maturity level that the activity is committed to.	Many steps to be taken as outlined in section 6.5.3.	Estimate Cost and documented requirements.

Critical Assets

Critical assets are defined as those which have a high consequence of failure (not necessarily a high probability of failure). These are the assets that are likely to result in a more significant financial, environment and social cost in terms of impact on Council’s organisational objectives. Therefore, more attention should be given to these buildings to ensure their continual and long-term operation. Asset Criticality Criteria are explained in Section 4.3.5.

In summary there are no highly critical buildings in the Property Portfolio. The buildings with the greatest criticality assessment are listed in the following Table.

Portfolio Reference	Asset	Importance Rating	Population Rating	Criticality
1.01	Civic Administration Building	3	3	3
2.02	Civic Theatre	2	4	3
2.06	Southland Museum and Art Gallery	4	2	3
2.1	Rugby Park Stadium	2	4	3
1.02	Bluff Service Centre	2	2	2
2.03	Scottish Hall	2	3	2
2.04.1	Invercargill City Library	2	3	2
2.04.2	Archive	2	2	2
2.05	Southland Aquatic Centre	2	3	2
2.09	Solid Waste Transfer Station	4	1	2
2.12	Surrey Park Grandstand	2	3	2
6.01	Picnic shelter, Anderson Park	2	2	2
6.07	Chapel, Crematorium	2	2	2
6.73	Wachner Place Clock & Amenities	2	2	2

Capital Expenditure Programme for Renewal and Improvement of Buildings

The age and condition of the portfolio is the most influential factor in the renewal programme. Many of Councils buildings are broadly half-way through their useful lives. The recommended renewal and new capital programmes are detailed in Section 3.3.2.

Strategic Projects

Council has a number of large strategic projects to carry out. These are also listed in the Capital Development Programme. The funding of strategic projects will create funding constraints for maintenance and renewal of other buildings. This is compounded when the other buildings are also rated as critical to the operation of Council.

Year	Building	Desired Change	Est Cost 2024 Uninflated \$000	Expenditure Type	Criticality
2022-25	Administration Building	re-development project	Under review	Renewal / Capital Investment	3
2022-25	Museum	re-development	54,500	Service Level	3
2024-25	Rugby Park Stadium	Strengthening and deferred maintenance	Stages 2 & 3 under review	Renewal	3
2024-25	Surrey Park Grandstand	Strengthening and deferred maintenance	1,500	Renewal	3

Asset Management Improvement Programme

The Asset Property Team is constantly looking for methods to improve the management of this activity. An improvement plan is described in Section 6.5.3. The immediate focus of improvements is:

- Documenting and prioritisation of renewal and growth projects.
- Development of contingency plans in consultation with Service Activity Managers.
- Investigating the cost of different levels of asset management maturity.
- Implementation of unified Asset Management Software

Key Message:

The Assets Property Team provides buildings which are used for the delivery of Council's activities to achieve its community outcomes.

The Assets Property Team also manages Council's land and properties.

1. What We Deliver

1.1 THE PROPERTY ACTIVITY

The Property Activity is one of five activities of the Corporate and Regulatory Services addressed in the Invercargill City Council Long Term Plan (LTP). The Property Team manages buildings owned by Invercargill City Council and this Asset Management Plan (AMP) describes the buildings and their management. It is therefore strongly linked to the overall strategic direction for the Council. The LTP is the document and process that summarises the AMPs so that Council can carry out Community Engagement for the Long Term Plan.

The purpose of this AMP is to outline Council's strategic planning response to the management of buildings in conformity with its Asset Management Policy and Asset Management Strategy. The AMP outlines the long term management in conformity with the 30-Year Infrastructure Strategy for the provision and maintenance of Building Assets to support Council's Service Activities. It records the current and desired Levels of Service and determines the Maintenance and Capital Works Programmes and their associated budgets required to make assets meet their desired Levels of Service. Under Council's significance policy, some of the Property Assets are deemed to be strategic and therefore significant to ensuring Council's capacity to contribute towards Community Outcomes and the well-being of the Community.

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

This AMP is based on currently available information and the existing knowledge and judgement of Council staff. Asset information and condition for parks toilets and parks buildings has yet to be included as these have recently been added to the property portfolio. This information will be gathered during the next three years to be included in the next Long Term Plan.

A programme of asset management technical improvement is planned to improve confidence in the knowledge about Council's assets and increase the quality of decision making to meet community expectations. These future enhancements will enable Council to optimise life cycle asset management activities and provide greater confidence in financial forecasts.

The key outputs of the AMP are presented in the LTP, which will then be the subject of a public consultation process.

The Asset Management Plan has been prepared by the Property Team within Invercargill City Council and independently peer reviewed by IAM Consulting. The signature page at the front of the document provides a panel for sign-off to occur.

1.2 ACTIVITY OVERVIEW

The Property Team acts in the role of “owner” of Invercargill City Council (ICC) property and manages the community owned and publicly used facilities of Council for the benefit of Invercargill residents and ratepayers and visitors to the city. The Team exists to provide buildings as the basis for Service Activities which contribute to the Community Outcomes.

The Service Delivery teams and their Activity Plans and buildings that the Property Assets team supports are summarised in Table 1.2:

Table 1.2

Service Delivery / Activity Plan	Related Building Assets
Aquatic Services	• Southland Aquatic Centre (SAC)
Arts, Culture and Heritage	• Museum under redevelopment. • Tisbury Storage Facility.
Corporate Services	• Civic Administration Building (CAB) • Bluff Service Centre • Bluff Senior Citizens Centre
Elderly Persons Housing	• 216 flats in 21 Complexes
Investments	• Endowment Property – 1 building • Commercial (Trading) – 1 building • Strategic Property - 5 buildings
Libraries	• Invercargill Library and Archive
Parks and Reserves	• Buildings – Surrey Park Grandstand • Buildings - Offices / Amenities, 6 total. • Buildings - Pavilions / Shelters, 9 total. • Buildings - Workshop / Storage / Equipment sheds, 28 total. • Buildings – Aviary, 7 total. • Buildings – Plants, 3 total. • Residences - 1 total. • Tuatara Facility – under redevelopment.
Roading	• Car Parking Building
Regulatory Services	• Animal Control Pound
Solid Waste Management	• Solid Waste Transfer Station
Venues and Events Services	• Civic Theatre • Scottish Hall • Rugby Park Stadium

The Property Team ensures that the buildings are designed, constructed, developed and maintained for their specific purpose throughout their life-cycle.

The Service Activity Managers receive the following advantages from this working relationship:

- The ability to focus on running their activity and not have the concerns of managing the building.
- Assurance that the building conforms to design standards and legislated requirements.
- Assurance that the property maintenance, regulatory requirements, upgrades, renewals, and data to support a lifecycle approach to the management of the building are applied and managed.
- Reducing the risk of asset failure to the activity.
- Building overhead costs to the Activity are kept to less than or equal to market rates.

1.2.1 Division of Responsibility

It is important to emphasise the division of responsibility involved in these services, between the Service Activity Teams and the Property Team as listed in Table 1.2 above. These can be described as follows:

- The Service Activity Manager manages the strategy and policy development for the activity and manages all aspects of day-to-day delivery of the operation. The Service Activity Manager sets and manages budgets for operational costs such as staff and consumables.
- The Property Team provides, maintains and improves the buildings which are required to house the service. The Property Team sets and manages budgets for maintenance, renewal and new capital expenditures.
- Responsibilities for achievement of Levels of Service are similarly divided. These responsibilities are detailed in the Service Level Agreements (Appendix 4.02.01 to 4.02.12).

The Levels of Service required by Service Activity Managers are detailed in the Activity Management Plans or Statements of Intent for their own Activities.

Note, however that the Property team acts as both the Service Activity Manager and Property Manager in the cases of:

- Elderly Persons Housing
- Public Toilets
- Investment Property

1.3 WHY ARE WE INVOLVED IN THIS ACTIVITY

1.3.1 Rationale for the Activity

The Invercargill City Council provides a range of services to its Community which help the Community to achieve its outcomes whether cultural, educational, recreational, health and wellbeing or commercial. Council provides the buildings as an essential part of providing the Service Activity.

The Council also fosters commerce by owning and providing commercial buildings and property for leasing to private business as premises to carry out their own activities.

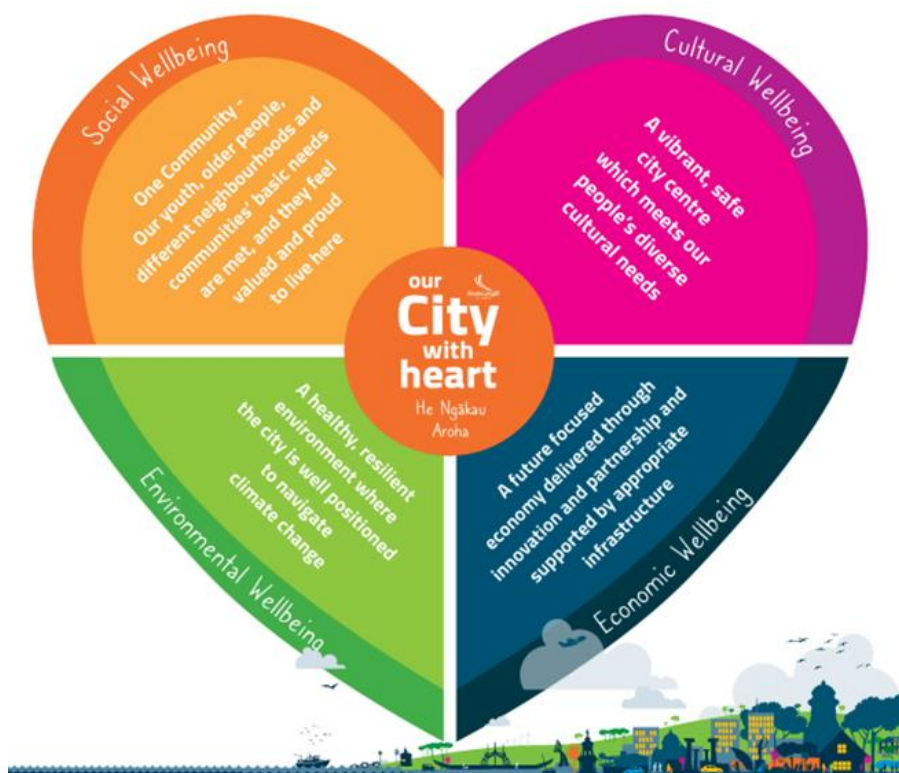
1.3.2 Community Outcomes

Council has developed its own Council-focused “Community Outcomes” for the Long-Term Plan that fulfils the requirement for ‘Community Outcomes’ under the Local Government Act.

The Community Outcomes have been derived from Council’s vision:

“He Ngākau Aroha - Our City with Heart.”

The Community Outcomes are:



1.3.3 Our Vision

The Right Building in the Right Place

1.4 ACTIVITY OBJECTIVES

The principle objectives of the Activity are to:

- Manage building assets to support appropriate delivery of Council activities to deliver community outcomes – provide warm, safe, welcoming community and corporate spaces.
- Manage building assets in accordance with statutory and regulatory requirements;
- Progressively record and improve asset information for planning, delivery, operation, renewal and disposal of assets;
- Ensure the activity is operated in an operationally prudent manner;
- Renew assets in a financially prudent manner, ensuring a lifecycle approach is taken for all decisions;
- Monitor and review levels of service to meet demand;
- Manage leases in accordance with statutory and regulatory requirements;
- Measure, advance and improve the asset management system to a level of maturity as set out in the Asset Management Policy (Appendix 2.01);
- Improve resilience and manage our assets in a sustainable and environmentally conscious manner;
- Purchase and dispose of land to attain Council's strategic requirements.

1.5 DELIVERY OF SERVICE RISKS

Risk associated with the delivery of Building Assets which fulfil requirements of the community and Activity Managers are:

Risk Issue	Risk Description	Action
Indirect contact with the community	Contact is through Activity Managers	Ensure good communication with Activity Managers to provide the right buildings.

2. How We Determine What We Do

Key Messages:

The Property Team ensures that buildings are compliant with legislation, regulations, standards and codes of practice.

Performance Measures and Targets are used to manage Levels of Service and achieve Community Outcomes.

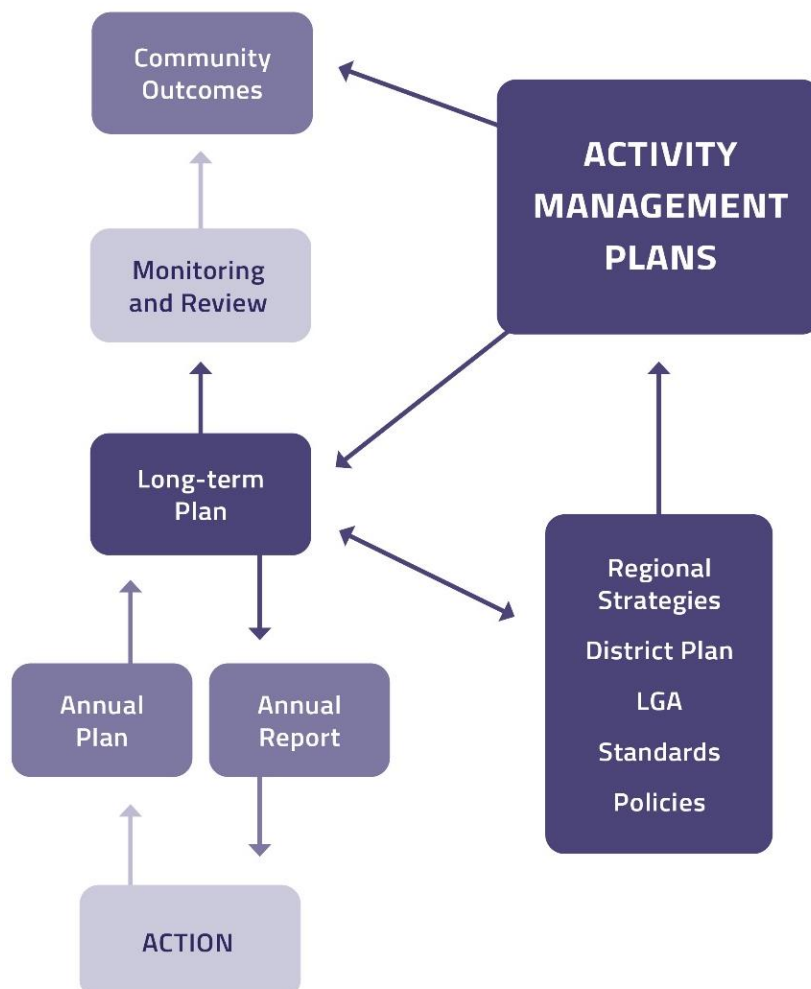
2.1 OUR STRATEGIC FRAMEWORK

Activity (or Asset) Management Plans underpin the activities in the Long Term Plan. They record the current and desired Levels of Service and Maintenance, Capital Works Programmes and budgets (if applicable) required to ensure the activity meets the desired Levels of Service.

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.



Activity Management Plan Strategic Framework



2.2 OUR CUSTOMERS

The Property Activity has a wide range of customers, both internal and external to Council itself. These can be summarised as follows:

2.2.1 External Stakeholders

We work in partnership with Mana whenua through senior leadership engagement and through major project management, with focus on areas of cultural significance.

External Stakeholders	Area of Interest	Engagement	Customer Needs and Expectation
Invercargill Community	Building comfort and performance	Liaise with Activity Manager	Building and facilities which are safe and fit for purpose, which do not have a negative impact and are prudently managed.
Contractors, Consultants	Building maintenance and assessments	Liaise	Possibility to tender for work and a safe work environment.
Invercargill Ratepayers	Rates Impact	Consult through surveys and plans	Happy residents of the city getting good value from their rates spending.
Great South	Regional development	Liaise	Ease of doing business, they help to enable significant projects for the region.
EECA	Clean energy	Liaise	Possible funding options to reduce carbon footprint.
Audit New Zealand	Governance and operation	Audit	Clear documentation for the Activity.
Heritage New Zealand	Civic Theatre, Scottish Hall, Awarua Farms and Anderson House.	Through consent process	Early engagement and communication to support heritage outcomes.

2.2.2 Internal Stakeholders

Internal Stakeholders	Area of Interest	Engagement	Expectation
Activity Managers	Provide buildings adequate for their activities	Liaise	Built environment supports their service activity.
Councillors, Directors	Governance and leadership	Report	Buildings and facilities which are safe and fit for purpose, which do not have a negative impact and are prudently managed.
Finance and Corporate	Financial assistance and direction	Liaise	Budgets are provided in a timely manner. Performance is appropriately reported on.

Information Technology	Technical support	Liaise	Server rooms are kept in safe operation.
Regulatory and Planning	Compliance	Liaise	Regulatory requirements are adhered to.
Staff	Building comfort and performance	Liaise	Building and facilities which are safe and fit for purpose.

2.2.3 How We Engage our Customers and Stakeholders

Service Activity Managers carry out their own engagement with customers. Each Activity has their preferred methods to engage with their communities. The Property Assets Team carries out community surveys for the Public Toilets Activity.

2.3 SERVICE DRIVERS

2.3.1 Community Expectations

The community expectations for our buildings have not been specifically surveyed separate to engagement on activities. These expectations are usually communicated to the Service Activity Manager in the first instance. However, in achieving Council's Community Outcomes there is an expectation that Council Buildings will:

- Comply with relevant statutory codes.
- Have an efficient floor layout and be in a convenient location.
- Have sufficient parking available to customers.
- Be accessible to people with disabilities.
- Ensure that cost is not a barrier to use of facilities.
- Be made safe from vandalism in a timely manner.
- Be in good condition, are clean and well presented.
- Satisfy customer requirements with air temperature, lift wait times, etc.
- Have the capacity to cater for their requirements.
- Have opening hours which are convenient.

The expectations of the Property Team are further developed in the Service Level Agreements (Appendix 4.02.1 to 4.02.12) for each Service Activity.

In the 2020 Invercargill City Council Residents Survey, 93% of respondents thought that the Public Toilets were an essential service. 6% more people wanted more money spent on public toilets than in 2016. As well as the above expectations, the public toilets are expected to:

- Be available to the public 24 hours a day.
- Provide an adequate number of public toilets in Invercargill and Bluff.
- Be well located.
- Be well sign-posted.

The survey methodology has been changed since 2020 and no specific question on public toilets has subsequently been asked.

The 2022 Residents Survey however showed that at least half of respondents view the provision of solid waste management, roading, parks and reserves, libraries, pools, animal services, and arts, culture and heritage services as important. Venue services was rated as important by 44%. While the respondents were asked to rate the importance of a service, the results nonetheless highlight the importance of having well-maintained and fit-for-purpose facilities to enable the successful delivery of these services.

2.3.2 Legislative Requirements

Legislation applicable to the Building Assets managed by the Property Team is:

Legislation	Relevant Requirements	Impacts on Asset Management Activity.
Resource Management Act 1991	Sustainability of natural and physical resources. Avoid, remedy or mitigate adverse effects on the environment. Compliance with district and regional plans. Take into account the principles of the Treaty of Waitangi. Compliance with resource consents issued by the Southland Regional Council.	Any projects comply with the Act and obtain resource consent.
Local Government Act 2002	Requirements for development of ten year Long Term Plan	Via activity planning.
Building Act 2004	Compliance with building consents and warrant of fitness issued under the Act and relevant regulations and standards.	Processes required keeping buildings to the required standards and complying with the building code. This may end the duration of use if not permitted causing restriction of the activity.
Health and Safety at Work Act 2015	Ensure the safety of the public and all workers (including contractors) when carrying out works.	Protocols required to ensure workers/public are safe on site to maintain standards of assets or penalties may occur.
Hazardous Substances and New Organisms Act 1996	Store hazardous substances in compliant facilities.	Protocols required to ensure workers/public are safe on site to maintain standards of assets or penalties may occur.
Public Bodies Contracts Act 1959	Requirements for entering into contracts and delegation of powers.	Council decisions and consultations with those affected may cause delay with activities taking place on Council land.
Fencing Act 1978	Responsibilities in relation to mutual boundary fences.	Consultation between owners for mutual consent of arranging and maintaining boundary fences.
Heritage New Zealand Pouhere Taonga Act 2014	Protection of sites and features which have been associated with human activity for more than 100 years.	Consultation with Iwi.
Historic Places Act 1993	Protect sites and buildings of historic and cultural significance.	Retain Heritage classification on building assets.

Legislation	Relevant Requirements	Impacts on Asset Management Activity.
Health Act 1956	Provide 'sanitary services'.	Provide hygienic, safe and accessible toilet facilities in public places.
Public Records Act 2005	Store records in a secure facility with environmental control.	Archiving in the Library and CAB comply with requirements.

2.3.3 Industry Standards and Guidelines

Standards and Industry Guidelines place requirements on building owners which control building operations to certain levels of service. These requirements, where applicable, are incorporated into the Service Level Agreements (Appendix 4.02.01 to 4.02.12) as Performance Measures for each building.

Standard/Specification	Content/Purpose	Impacts on Asset Management Activity.
International Infrastructure Management Manual	Details best practice in Asset Management – the “how”.	This manual details the best practice in the Asset Management System from governance to operations.
ISO 55000 – Asset Management Standards	Details best practice in Asset Management – the “what”	Building Assets do not intend to get approved as an ISO, but are intending to align to the standard.
New Zealand Asset Management Support (NAMS) Property Manual	Details best practice in property and buildings asset management.	This guideline sets precedence for developing service levels and performance measures for speciality buildings.
IPWEA Building Condition and Performance Assessment Guidelines – Buildings	Building Condition and Performance Assessment Guidelines.	This guideline will set a standard for developing condition and performance measure for buildings.
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.	It supports and builds on a range of government strategies for improving our urban environments that encompass economic growth and innovation, transport, housing, regional development, social development, health, disability, and culture and heritage
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 developments. Provides guidelines to take account of safety issues for design and landscaping.	Public Consultation and Council decisions made around proposed designs of assets. This will set a standard for developing and maintenance and management for provision of levels of service.

Standard/Specification	Content/Purpose	Impacts on Asset Management Activity.
NZS 4241:1999 New Zealand Standard Public Toilets	Provides design information and advice on the numbers, location, type and quality including features and fittings for public toilets in any location. Guidance on cleaning and sanitation is also provided.	Following procedures for installing and maintaining toilets and using certified equipment and contractors when obtaining new toilets on Council land.
NZS 3910:2013 – Capital Projects - Conditions of contract for building and civil engineering construction	Requirements for entering into contracts and delegation of powers.	Framework for capital projects and engaging contractors when undertaking capital projects.
NZS 4121:2001 – Design for access and mobility	Gives requirements for making buildings and facilities accessible to and useable by people with physical disabilities. Provides a means of compliance with the New Zealand Building Code.	Ensuring buildings comply with the standard, when doing renewals bring buildings up to or as close to the code as possible.
AS/NZS ISO 31000:2009 – Risk management – Principles and Guidelines	The standard provides organisations with guiding principles, a generic framework, and a process for managing risk.	It provides a common approach in support of standards dealing with specific risks.

2.4 BUSINESS DRIVERS

2.4.1 District Plan and Council Policies

Council operates under a District Plan. This Plan is mandated by the Resource Management Act 1991. It gives effect to national policy statements on a variety of environmental issues, and is about managing the use, development and protection of natural and physical resources in a way that enables the community to provide for their holistic wellbeing.

Under provisions provided in the Local Government Act 2002, Council has the ability to create policies, bylaws and plans.

Council operates under a number of policies, some internal. These policies are reviewed regularly in line with legislative requirements.

Council currently operates under a number of bylaws, some that were created out of need to resolve nuisance and others that are requirements under the Local Government Act or were resolved to become a bylaw through Central Government.

2.4.2 Long-term Plan

The Buildings Asset Management Plan records the current and desired Levels of Service and determines the Maintenance and Capital Works Programmes and their associated budgets required to make assets meet their desired Levels of Service. Adoption of the budgets is carried out through the Long-Term Plan process. Changes to budgets for programmes may occur during the consultation process and adoption of the Long-Term Plan.

Variations between this Plan and the most recently adopted Long Term Plan / Annual Plan are recorded in the “Table of Changes to be Incorporated in Next Review” at the beginning of this Plan. The consequences of any variations will be reflected in subsequent reviews of the Long-Term Plan / Annual Plan.

2.4.3 Asset Management System Framework

The Asset Management System is the set of people, processes, tools and other resources involved in the delivery of asset management.

2.4.4 30 Year Infrastructure Strategy

The 30 Year Strategy confirms that Council will provide sound management and ensures long term thinking is in place for its infrastructure to realise the Community Outcomes which have been derived from Councils vision (Appendix 1.01).

2.4.5 Asset Management Policy

This policy confirms the objective and responsibilities of asset management by preparing ten year Long Term Plans to appropriate levels of maturity. It forms a statement of high level commitment to the asset management principles by which the organisation will operate, (Appendix 2.01).

2.4.6 Asset Management Strategy

This strategy confirms the management of infrastructure assets to appropriate levels of maturity. It outlines how the asset management objectives, practices and audit and review processes proposed in the Asset Management Policy will be achieved and describes the approach for developing and implementing Asset Management Plans for all types of assets, (Appendix 2.02).

2.5 LEVELS OF SERVICE

The Property Services Activity supports Council’s community outcome through the council activity which the property provides for social wellbeing by managing a range of safe, reliable, inclusive and fit-for-purpose spaces for the community. Environmental wellbeing is also supported by ensuring the building assets are managed sustainability and in accordance with statutory and regulatory requirements.

Therefore, the property services activity provides technical levels of service to the community activities to enable them to deliver the community outcome.

2.5.1 Property Services Measures for Levels of Service

Table 2.5.1: Property Services Measures for Levels of Service

MEASURE 2024-2034	TARGET
Requests for service are responded to and remedial action in place: - Emergency – Health and Safety (H&S) related requests.	24 hours
Requests for service are responded to and remedial action in place: - Non-Urgent routine requests.	5 working days
All buildings have a current Building Warrant of Fitness	100%
Condition assessments of are not older than 5 years old (of agreed buildings).	80%
Asbestos Management Plans are reviewed and updated so they are not older than 5 years.	80%
Percentage of residents satisfied with public toilet facilities in Invercargill District.	55%
Public toilets are operational 95% of open hours.	95%

Table 2.5.2 Property Services Baseline Measures and Targets

Measure	Baseline (2022/23)	2024/25 Target	2025/26 Target	2026/27 Target	2027- 2034 Target
Requests for service are responded to and remedial action in place: - Emergency - H&S related requests.	New measure	24 hours	24 hours	24 hours	24 hours
Requests for service are responded to and remedial action in place: - Non-Urgent routine requests.	New measure	5 working days	5 working days	5 working days	5 working days
All buildings have a current Building Warrant of Fitness.	New measure	100%	100%	100%	100%
Condition assessments of buildings are not older than 5 years old (of agreed buildings).	New measure	80%	80%	80%	80%
Asbestos Management Plans are reviewed and updated so they are not older than 5 years.	New measure	80%	80%	80%	80%
Percentage of residents satisfied with public toilet facilities in Invercargill City.	New measure	55%	60%	65%	70%
Public toilets are operational 95% of open hours.	95%	95%	95%	95%	95%

2.6 ASSESSING DEMAND – CURRENT AND FUTURE

2.6.1 Factors Influencing Demand and Service Expectations

Property Team activity is principally driven by the needs of the Service Activities who are the tenants in our buildings. Factors influencing demand on the Service Activities come from actions of the community e.g. changing use of the service, changing needs etc. These are not directly managed by the Property Activity but we must be able to respond as these factors are reflected in Service Activity Management Plans and Service Level Agreements discussed with the Activity Managers.

The significant assumptions are documented in the Long-Term Plan – Background and Assumptions 2024-2034 (Appendix 1.01) these assumptions were used as a basis for the projected change of demand in services, any further assumptions specific to this activity have been documented in Section 3.7.

Table 2.6.1 Summary of Factors Likely to Influence Growth or Decline in Demand and Service Level.

Group	Factors Influencing Demand	Projected Growth or Decline in Demand and Service Level.
Property - Corporate Buildings	➤ Number of staff, capacity of building	Administration Building Currently a study of the options, including alternative accommodation, is being studied by the PMO team.
Property - Community Facilities	➤ Demographics, especially age of the population has a significant effect. ➤ Societal trends. ➤ Local economy. ➤ Tourism and visitor numbers. ➤ Bequeaths and storage (Tisbury and Archives). ➤ Changes to governance.	Animal Care The number of dog registrations has been increasing and it is unclear if this is a reflection on previously unregistered dogs becoming registered or an increase in overall dog population. It is assumed that the increase is from unregistered dogs becoming registered and there will be no changes in demand. Work is being carried out to expand the exercise yard of the facility. The Ministry of Primary Industry (MPI) Code of Welfare now requires further dog exercise space and a fenced off yard, with a shelter, suitable for holding stock and poultry. Invercargill Venues There are no fundamental changes in service expectations. Anderson House has been added to the Venues portfolio after completion of the earthquake strengthening works in 2023. Rugby Park Stadium needs earthquake strengthening repairs to the West Stand bleachers and significant deferred maintenance expenditure. A trust owns the stadium and Council will have to purchase it before improvements can be carried out. Increased planned maintenance is required to extend serviceability of the buildings and to improve night-time functionality by upgrading the lighting towers. Anderson House seismic strengthening has been completed. A Trust is leasing the House and is developing a programme for increased use of the building.

Group	Factors Influencing Demand	Projected Growth or Decline in Demand and Service Level.
		Library and Archive There is an expectation that collections will have an increasing percentage provided in a digital format. This change in delivery will have an impact on the processing and reduce the requirement for storage of Library collections. IT infrastructure needed to deliver technology upgrades will be required to keep Libraries and Archives Services relevant and efficient. The Archive is registered as a National Archive. If other Local or Central Government agencies were to make greater use of this status it would require significantly more space. The Library is expected to become more of a “Community Living room”. This could change the requirement from storage of library books to requirements for better IT infrastructure. Southland Aquatic Centre Southland Aquatic Centre was designed for 6.5 visits per head of population. This has increased to 7.75 visits, with the Invercargill and Southland population also incrementally increasing; this demand on the service is projected to continue for the foreseeable future and a future pool is planned to be added to the complex. A hydro-slide has recently been installed to increase opportunities for active leisure. This is creating greater utilisation of the complex. There is an increase in need for accessible facilities in the pools and greater pool space to cater for a wide variety of water activities.

Group	Factors Influencing Demand	Projected Growth or Decline in Demand and Service Level.
		Te Unua Museum of Southland The Museum closure in March 2018 has increased the level of demand by the Art and Culture sector for this to be re-developed. The Council has funded a satellite gallery, He Waka Tuia, in the interim until the Museum and Art Centre developments take place. A Storage Facility at Tisbury for the collection is an integral part of the museum redevelopment which has been completed and commissioned in December 2023. Redevelopment of the new Museum facility is underway and the build is expected to be completed in December, 2025. The Museum will open during the 2026/27 financial year. Car Parking Building There is no projected increase or decline for this service. There may become a demand for electric outlets for charging battery electric cars in future. Solid Waste Transfer Station The waste assessment projected a steady increase in the tonnage of diverted materials in the short to medium term. Surrey Park Grandstand The stadium building is in need of seismic strengthening and structural repairs to make it usable again. The remedial works have been undertaken to improve NBS rating to 34%.
Property - Parks Buildings	➤ Dependent on strategic direction provided by Parks Department.	There are a number of office, amenity, pavilion, storage and workshop buildings which the Parks Team use that the Property Team will maintain and renew in the future. The implications of budget requirements for maintenance and renewals are not yet fully understood pending data collection and review of condition assessment, earthquake prone building (EPB) and asbestos containing material (ACM) status.

Group	Factors Influencing Demand	Projected Growth or Decline in Demand and Service Level.
		Requirements for Parks buildings will be discussed with the Parks Team for development in line with the Masterplans for Donovan Park, Queens Park and Sandy Point being developed over next three years.
Elderly Persons Housing	➤ Demographics, especially age of the population has a significant effect. ➤ Societal trends. ➤ Technological advances.	In Invercargill the current demand exceeds supply. Invercargill City Council's Elderly Persons Housing provision could be increased to meet this demand. The flats are ageing and require replacement. A strategy will be developed on completion of the pilot project at Stirrat Street and expected to be finalised by 31 December 2024.
Public Toilets	➤ Economic activity, which influences the number of people in retail shopping areas. ➤ Ageing population, as population ages there is an increased demand on public toileting facilities. ➤ Leisure activity, which influences the number of people in Parks and reserves areas using Environmental toilets.	The Central Block development will cause a large change in foot traffic around the CBD. This will change the current demand on the CBD public toilet facilities. The Long-Term Plan – Background and Assumptions 2024-2034 (appendix 1.01) indicates the number of residents over the age of 65 will form 24% of the population in 2034, which is higher than the current aged population in 2023 (19% or 10,790 people). This will require some strategy and policy to evaluate the need for additional public toilets. Exeloo toilets have proved to be the most durable and reliable equipment to use for 24 hour service.

2.7 POSSIBLE DEMAND -RELATED RESPONSES

The impact of tactics to respond to changes in demand will be to assess all possible options including but not limited to:

- Capital expenditure projects to modify buildings to suit new needs.
- Capital renewal of antiquated equipment and buildings.
- Disposal of assets.
- Repurpose of existing assets.
- Acquisition of new assets.
- Non-asset solutions.

Although non-asset responses are considered through the optimised decision making process, any possible non-asset related responses would in most instances become the responsibility of the Service Activity Manager to resolve.

Expectations are negotiated with all Service Activity Managers on an annual basis with regards to the programmes for growth and demand related works or capital renewals. These are documented in the Individual Service Level Agreements. As demands on the Property Team have increased, the Infrastructure Asset Project Delivery Manager will assist to manage large capital renewal projects.

Table 2.7 Possible Demand Related Responses.

Group	Issue or Challenge	Possible Asset Demand-related Responses	Possible Non-Asset Solutions	Managing Expectations
All	Capital programme increase in workload due to ageing of assets.	➤ Optimise whole of life asset management process.	➤ Infrastructure Asset Project Delivery Manager will assist with property renewal projects.	➤ Negotiate timing of project with Service Managers so that projects are evenly distributed and cause least disruption.
	Increased focus on the planning phase of capital projects.	➤ Optimised decision making. ➤ Better business case approach to larger capital projects.	➤ More consulting services. ➤ More staff. ➤ Influencing demand. ➤ Reach out to wider market for better pricing / cost options.	➤ Train staff in new processes. ➤ Change job descriptions. ➤ Managing stakeholder expectations.

Group	Issue or Challenge	Possible Asset Demand-related Responses	Possible Non-Asset Solutions	Managing Expectations
	Asset Management for buildings is a relatively young and detailed discipline, the full demand or cost to reach Asset Management Maturity desired is unknown.	➤ More Property staff required to carry out analysis.	➤ Capital Project Delivery Manager could assist with large construction programmes.	➤ Ensure Asset Management Maturity goals are achievable. ➤ Make sure the level of detail for asset components is not too detailed. ➤ Talk to those in the building asset profession to understand the true cost of Asset Management.
Property - Corporate Buildings – Civic Admin	Desire of tenant to be in a modern open plan building.	➤ Complete interior renewal, remove partition walls (this would require new furniture etc.). ➤ Develop decanting strategy with new office location.	➤ Lease building from another entity. ➤ Change working policy to so that more people work from home. ➤ Amalgamated office space with other government entities.	➤ Evaluate options.
Property - Community Facilities – Library and Archive	Library being more of a community hub, rather than a house for books.	➤ Refurbishment project underway, this will allow for a more flexible space.	➤ Digital capacity of the library may need to be considered on a regular basis.	➤ Memorandum of understanding would need to be drawn up.
	Archive becomes registered repository for New Zealand.	➤ Potential of more storage space extend the facility.	➤ Do not expand the facility, others can provide their own.	

Group	Issue or Challenge	Possible Asset Demand-related Responses	Possible Non-Asset Solutions	Managing Expectations
Southland Aquatic Centre	More elderly using the facility.	➤ Increase number of accessibility changing rooms. ➤ Make pool space more easily accessible. ➤ Build more pool space. ➤ More accessible car parks.	➤ Provide pricing specific to user group.	➤ Manage demand with scheduling.
	Societal trend in healthy living, increasing demand on pool space.	➤ Build more pool space. ➤ Build more changing rooms.		➤ Encourage and advertise others in the health industry.
	More staffing required to meet PoolSAFE standards.	➤ Increase office space. ➤ Increase staff room space.		
Te Unua Museum of Southland	Redevelopment Project – N/A	Redevelopment Project– N/A	Redevelopment Project– N/A	
Parks Buildings	Master Plans being developed.	Work with the Master plan.	Work with the Master plan.	
Elderly Persons Housing	Southland housing strategy is implemented fully and the band is widened for applicants.	➤ Get capital injection from Council to building more stock. ➤ Use debt to fund new buildings.	➤ Move Elderly Persons Housing service into a CCO which can become a CHP, more funding available to build more flats. ➤ Sell housing portfolio to CHP.	

Group	Issue or Challenge	Possible Asset Demand-related Responses	Possible Non-Asset Solutions	Managing Expectations
Public Toilets	New toilets could be considered for: ➤ Russell Square ➤ Green Point ➤ Bluff Cycleway x 2 ➤ Catlins gateway	➤ Consider budget based on need.	➤ Alternative locations that may be available (non-council).	
Investment Property	No current issues			

2.8 PROVISION OF SERVICE RISKS

Risk issues in the provision of Building Assets which fulfil requirements of the community and Activity Managers are:

Risk Issue	Risk Description	Action
Programme delivery	Staff and contractor resources to carry out a full programme.	Sufficient resources need to be trained and developed.
Programme funding	Sufficient budget is available to carry out a full programme.	Provide supportable evidence for budgets from mature and believable asset management process.

3. What we're Planning

3.1 KEY ASSET OWNERSHIP ISSUES AND CHALLENGES

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

- Meeting the changing needs of our rangatahi 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 Property Activity has identified a number of asset issues and challenges, which are discussed in more detail below.

3.1.1 Building Asset Issues and Challenges.

Building Group	Key Issues and Challenges
Building Assets Issues and Challenges	Multiple Strategic Projects which are dependent on Councils strategic direction, see Section 3.1.2 below.
	Providing the Elderly Persons Housing portfolio in a sustainable manner.
	Rising expectation for the provision of a higher Level of Service from old buildings.
	Need for further investment in Asset Management Maturity.
	Many building structures have aged to half or more of their useful life and require capital renewals. This will create an increased demand on renewal expenditure and the project resources of the Property Team.
	Further work required to document resilience and contingency strategies and plans.
Investment Property Strategic Issues and Challenges	Investment Property building assets have been placed in the Building Asset Portfolio following the recommendation of the Investment Property Section 17A Review. 20 Don St Business House development is fully tenanted, now in operating surplus but with debt.
Toilets and Parks Buildings Strategic	Public toilets and parks buildings assets have been placed in the Building Asset Portfolio following the recommendation of the Investment Property Section 17A Review.

Building Group	Key Issues and Challenges
Issues and Challenges	There is a backlog of deferred maintenance and renewal for toilets and parks buildings to be carried out. Time is needed to study and analyse this and develop budgeted costs for the Maintenance Programme. It is expected to have this work done in the next two years to be inserted in the next Long Term Plan.
	Keep an awareness that buildings such as local community centres, sporting clubhouses etc. built by entities on leased Council land may eventually become Council's responsibility. Some form of inclusion on the asset register should be undertaken to record building condition, future maintenance requirements and possible uses or redundancies. This has recently happened with property at 40 Forth St and Buff Senior Citizens Centre.

3.1.2 Strategic Projects.

The Council has a number of Strategic Projects which will fulfil its requirements for community outcomes. These are:

Strategic Project	Timeframe	Cost (\$000)
Southland Museum and Art Gallery	2021 – 2026	\$54,500
Additional Pool Facility, SAC	2033 - 2034	\$15,000

3.2 KEY OPERATIONAL ISSUES AND STRATEGIES

3.2.1 Operations and Maintenance Strategy

Corporate Buildings, Community Facilities, Other Infrastructure

All inspections for Building Warrants of Fitness, which are required for commercial buildings, are scheduled in IPS. This alerts staff when inspections are programmed so that an Independent Qualified Person (IQP) can be arranged to undertake these.

The Operational Property Team arranges operational and breakdown maintenance needs. This requires co-ordination with the Service Activity Manager and contractors to have any repairs and maintenance undertaken.

Scheduled maintenance, renewal and improvements are documented in the Service Level Agreements (Appendices 4.02.01, 03, 05, 06, 07, 08). Any other repairs or maintenance are undertaken in a run-to-failure manner.

Southland Aquatic Centre

The Operational Property Team arranges the operational and maintenance requirements for Southland Aquatic Centre plant and buildings. Co-ordinating with the Manager - Aquatic Services, the Team arranges for Southland Aquatic Centre staff and contractors to have any repairs and maintenance undertaken.

Most of the maintenance at Southland Aquatic Centre is undertaken in a scheduled maintenance manner. IPS is used by the team at this facility for plant

and buildings. Scheduled maintenance, renewal and improvements are documented in the Service Level Agreement (Appendix 4.02.02).

Elderly Persons Housing

The Operational Property Team arranges the operational and maintenance requirements for Elderly Persons Housing. Each flat is visually inspected six monthly and at the end of each tenancy by the Team. Any maintenance requirements are noted during these inspections and the Team arranges contractors to carry out repairs. Maintenance, renewal and improvements are documented in the Service Level Agreement (Appendix 4.02.04). Breakdown maintenance is undertaken in a reactive manner following receipt of Maintenance Requests from tenants.

Public Toilets

The Operational Property Team manages operations and maintenance requirements for all Public Toilets. Daily reactive maintenance requirements are provided through the Cleaning Contractor and the Operational Property Team carries out monthly inspections for any further maintenance requirements. Further maintenance, renewal and improvements are documented in the Service Level Agreement (Appendix 4.02.09).

Investment Property

The Operational Property Team looks after the operational and maintenance requirements for Investment Property buildings. Scheduled maintenance of Investment Property will be planned and loaded into IPS over the next three years. Further maintenance, renewal and improvements are documented in the Service Level Agreement (Appendix 4.02.11).

Parks Property

The Operational Property Team looks after the maintenance requirements for Parks buildings. Further maintenance, renewal and improvements are documented in the Service Level Agreement (Appendix 4.02.10).

3.2.2 Reactive Maintenance Prioritization

Reactive maintenance work is prioritised in accordance with the following rankings. This helps to programme work in a timely order.

Priority	Description
1 (High)	Asset failure has occurred and renewal is the most cost-effective treatment. Asset failure is imminent and failure is likely to have a major impact on the environment, public health or property. Asset performance is non-compliant with community requirements.
2	Asset failure is imminent, but failure is likely to have only a minor impact on the environment, public health or property. Asset failure is imminent and proactive renovation is justified economically. Associated work scheduled for the current financial year. Asset renewal is justified on the basis of minimal life cycle costs and deferment would result in significant additional costs.
3 (Low)	Asset failure is imminent but failure is likely to have a negligible impact on the environment, public health or property. Asset renewal is justified on the basis of minimal life cycle costs but deferment would result in minimal additional costs.

3.2.3 Capital Renewal and Replacement Strategy

The renewal strategy is provided in the Asset Management Strategy (Appendix 2.02). Renewal plans and capital expenditure for each asset are documented in the Service Level Agreements (Appendices 4.02.01 to 4.02.12), they are based on information from condition assessments and projected maintenance programmes developed by external contractors. Each renewal is then discussed with the Activity Service Manager and assessed by the Property team prior to initiation, to determine when the renewal will be programmed, taking into account the criticality and prioritisation of the job or project.

Management of renewal projects is presently carried out in a variety of ways which are chosen to suit the circumstances of each project:

- Invercargill City Council staff, i.e. Operational Property Team or Assets Administrator, acting as project manager.
- Project Management office and consultants are employed for specific projects.
- Architects are employed to design and manage new building projects.
- A Capital Projects role within the Infrastructure Group will complete design and construction of major capital projects originating from Strategic Projects, building renewal or improvement requirements.

There are a number of capital renewal criteria which could be used for renewals. These include:

- Asset Performance - when an asset fails to meet the required level of service as detailed in Section 4.3.12.
- Economic - when it is more cost effective to renew the asset than to maintain or repair i.e. the annualised cost of its renewal is less than the annual cost of repairs.
- Condition - when the condition of an asset has increased the risk of failure to the point that the environmental, public health, financial and social impacts are no longer acceptable to the community, operation of the building, service activity or Council functionality. Condition is assessed as described in Section 4.3.6 and components renewed as the assessment reaches an agreed condition rating.
- Criticality – is used to prioritise the timing of renewals of assets as listed in Section 4.3.5.
- LCA - Life cycle costing is an economic assessment of alternatives, considering all of the significant costs of ownership over the economic life of the facility.

3.2.4 Capital Growth Strategy

Growth (termed Additional Demand in this AMP) is defined as that adds to asset portfolio.

Capital expenditure for Additional Demand is documented in the Building Service Level Agreements for Buildings Assets. This is reviewed and agreed annually with the Service Delivery Manager for each building. The program differentiates

between capital expenditure which is required to cater for growth and that which is required for change of service provision.

There are a number of current and potential additional demand projects in this Asset Management Plan. In summary these are:

Additional Demand Projects	Timeframe	Cost (\$000)
Aquatic Services: • Additional pool services.	2033 – 2034	\$15,000
Arts Culture and Heritage: • Collection Storage Facility • Te Unua – Museum of Southland • Tuatara Facility	2022 - 2026	\$54,500
Elderly Persons Housing: • Construction of new units	2024 onward	To be planned based on outcome of pilot project

Some of these projects are in their infancy while others are incorporated in the 2024 – 34 Long Term Plan.

These projects are managed by the PMO team in coordination with the Property Team.

On completion of the projects a detailed handover process is adopted to deliver the Asset to the Property Team and the Activity Manager.

The Property Team will then work with the Activity Manager to establish Long Term Plans, Operation & Maintenance Plans to ensure the lifecycle of the asset is managed to maximise its utilisation.

3.2.5 Capital Growth Selection Criteria

Each project for growth or increase to service level is assessed for alignment with Council's Community Outcomes. This is done within the governance framework of Council and in conjunction with other Service Activity managers.

3.2.6 Disposal and Demolition Strategy

Disposal or demolition of buildings and property is considered when they no longer serve a purpose or have reached the end of their economic lives.

Recent disposals have been primarily in the Investment property portfolio including the sale of the majority of the land at Awarua, retaining the heritage precinct.

Recent demolition of buildings includes 66 Dee St.

3.3 RECOMMENDED PROGRAMMES

3.3.1 Recommended Periodic and Reactive Maintenance Programme

The recommended Periodic Maintenance Programme is maintenance expenditure which would normally take place at intervals of greater than one year (e.g. exterior

painting). It is additional to the Maintenance budget for breakdown and scheduled maintenance that takes place at intervals of less than a year.

The Periodic Maintenance programme is consolidated according to building groups. This helps to show the relative cost and size of each building type which is another consideration for programming of maintenance work along with criticality and priority of buildings.

Some buildings have a high criticality, i.e. the consequences of their failure and are more likely to result in a significant financial, environment and social cost if maintenance is not carried out. Therefore more attention will be given to these buildings to ensure their continual and long-term operation.

Some buildings also have a high priority. This is a measure of the urgency of carrying out maintenance work because of their approaching end of life, poor condition, criticality and financial priority.

The amount budgeted for the next 10 years to meet Maintenance expenditure is \$5.16M.

The amount budgeted for the next 30 years to meet Maintenance expenditure is \$8.09M.

(Uninflated \$2024)

The following Table is the recommended Periodic Maintenance Programme for 20 years of the LTP.

Source document: ID A3391663, Table 3.3.1.

Year	Building Group	Estimated Cost 2024 Uninflated \$000	Expenditure Type	Criticality	Priority
2024	Property	130	Maintenance	1.0	3.3
	Elderly Persons Housing	205	Maintenance	1.0	2.7
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property	0	Maintenance		
2025	Property	437	Maintenance	2.0	2.5
	Elderly Persons Housing	75	Maintenance	1.0	2.3
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property	0	Maintenance		
2026	Property	28	Maintenance	2.5	2.8
	Elderly Persons Housing	40	Maintenance	1.0	2.6
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property	0	Maintenance		
2027	Property	172	Maintenance	2.0	3.0
	Elderly Persons Housing	45	Maintenance	1.0	1.8
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2028	Property	110	Maintenance	1.0	1.4
	Elderly Persons Housing	85	Maintenance	1.0	2.4
	Public Toilets	100	Maintenance	1.0	1.9

Year	Building Group	Estimated Cost 2024 Uninflated \$000	Expenditure Type	Criticality	Priority
	Investment Property		Maintenance		
2029	Property	330	Maintenance	2.5	2.6
	Elderly Persons Housing	93	Maintenance	1.0	2.1
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2030	Property	49	Maintenance	2.0	2.7
	Elderly Persons Housing	10	Maintenance	1.0	1.5
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2031	Property	6	Maintenance	2.0	2.9
	Elderly Persons Housing	55	Maintenance	1.0	2.4
	Public Toilets	0	Maintenance		
	Investment Property		Maintenance		
2032	Property	43	Maintenance	2.0	2.5
	Elderly Persons Housing	0	Maintenance		
	Public Toilets	110	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2033	Property	6	Maintenance	1.0	1.6
	Elderly Persons Housing	177	Maintenance	1.0	2.5
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2034	Property	606	Maintenance	3.0	2.7
	Elderly Persons Housing	89	Maintenance	1.0	2.5
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2035	Property	59	Maintenance	2.0	2.5
	Elderly Persons Housing	45	Maintenance	1.0	1.8
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2036	Property	286	Maintenance	2.3	3.0
	Elderly Persons Housing	85	Maintenance	1.0	2.4
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2037	Property	0	Maintenance		
	Elderly Persons Housing	94	Maintenance	1.0	2.1
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2038	Property	50	Maintenance	2.0	2.5

Year	Building Group	Estimated Cost 2024 Uninflated \$000	Expenditure Type	Criticality	Priority
	Elderly Persons Housing	10	Maintenance	1.0	1.5
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2039	Property	34	Maintenance	2.5	2.8
	Elderly Persons Housing	55	Maintenance	1.0	2.4
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2040	Property	37	Maintenance	2.0	3.1
	Elderly Persons Housing	0	Maintenance		
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		
2041	Property	77	Maintenance	3.0	2.7
	Elderly Persons Housing	177	Maintenance	1.0	2.5
	Public Toilets	100	Maintenance	1.0	1.9
	Investment Property		Maintenance		

3.3.2 Recommended Capital Renewal Programme

The recommended Capital Renewal Programme is renewal which is capital expenditure and would normally take place at intervals of greater than one year and that restores the asset to its original state, without increasing capacity or improving level or service. (e.g. re-roofing, replacement of plant and building components).

The current approach to renewals planning is a mix of economic and condition based renewal. It is planned to move toward a predominantly condition-based renewals using a process of condition assessments. There is a high requirement at present to carry out a back-log of condition assessments and until this is completed the present programme has had to be largely based on funding availability and age analysis.

The Capital Renewal Programme is consolidated according to building groups. This helps to show the relative cost and size of each building type which is a consideration during programming of renewal work along with criticality and priority of buildings.

Some buildings have a high criticality, i.e. the consequences of their failure and are more likely to result in a significant financial, environment and social cost if renewal is not carried out. Therefore more attention will be given to these buildings to ensure their continual and long-term operation.

Some buildings also have a high priority. This is a measure of the urgency of carrying out renewal work because of their approaching end of life, poor condition, criticality and financial priority.

The amount budgeted for the next 10 years to meet Renewals expenditure is \$18.50M.

The amount budgeted for the next 30 years to meet Renewals expenditure is \$40.10M.
(Uninflated \$2021)

The following Table is the recommended Capital Renewal Programme for 20 years of the LTP.

Source document ID A3391663, sheet: Capital Renewal Table 3.3.2.

Year	Property Area	Est Cost 2024 Uninflated \$000	Expenditure Type	Criticality	Priority
2025	Elderly Persons Housing	641	Renewal/Capital	1.0	1.0
	Property	1,685	Renewal/Capital	2.3	2.1
	Toilets	700	Renewal/Capital	2.0	2.0
2026	Elderly Persons Housing	596	Renewal/Capital	1.0	1.0
	Property	520	Renewal/Capital	2.4	1.8
	Toilets	400	Renewal/Capital	2.0	2.0
2027	Elderly Persons Housing	556	Renewal/Capital	1.0	1.0
	Property	2,902	Renewal/Capital	2.8	2.1
	Toilets	400	Renewal/Capital	2.0	2.0
2028	Elderly Persons Housing	456	Renewal/Capital	1.0	1.0
	Property	1,281	Renewal/Capital	2.3	2.0
	Toilets	400	Renewal/Capital	2.0	2.0
2029	Elderly Persons Housing	476	Renewal/Capital	1.0	1.0
	Property	539	Renewal/Capital	2.3	1.8
	Toilets	400	Renewal/Capital	2.0	2.0
2030	Elderly Persons Housing	449	Renewal/Capital	1.0	1.0
	Property	1,163	Renewal/Capital	2.7	1.9
	Toilets	200	Renewal/Capital	2.0	2.0
2031	Elderly Persons Housing	449	Renewal/Capital	1.0	1.0
	Property	1,206	Renewal/Capital	2.4	1.8
	Toilets	200	Renewal/Capital	2.0	2.0
2032	Elderly Persons Housing	449	Renewal/Capital	1.0	1.0
	Property	221	Renewal/Capital	2.0	1.7
	Toilets	200	Renewal/Capital	2.0	2.0
2033	Elderly Persons Housing	449	Renewal/Capital	1.0	1.0
	Property	200	Renewal/Capital	1.5	1.5
	Toilets	200	Renewal/Capital	2.0	2.0
2034	Elderly Persons Housing	497	Renewal/Capital	1.0	1.0
	Property	460	Renewal/Capital	2.3	1.8
	Toilets	200	Renewal/Capital	2.0	2.0

3.4 HOW THE ACTIVITY WILL BE RESOURCED

3.4.1 Internal Resourcing

The “Property Team” is structured by activity. The teams responsible for the development and maintenance of building asset consist of:

- Manager -Strategic Asset Planning
 - Asset Manager - Property
 - Asset Engineer - Property
- Manager - Infrastructure Operations
 - Property portfolio - Manager
 - Operational Property Team

Extra resources are obtained by using contractors to carry out maintenance and renewal work and by using the Project Management Office to manage construction projects. The Capital Projects team will organise the necessary consultants to design, document and tender smaller renewal and improvement projects and manage them to completion.

The role of the “Property Team” is to:

- Act in the role of owner of Invercargill City Council’s core buildings which are “tenanted” by Activity Service Managers.
- Act in the role of owner of Invercargill City Council’s elderly persons housing units.
- Act in the role of owner of Invercargill City Council’s public toilets.
- Act in the role of owner of Investment buildings owned by the Invercargill City Council.

3.4.2 Procurement Strategy

Major Contracts

The Invercargill City Council has a corporate Procurement Policy and Procedure for activities involving the purchase of:

- New building assets and additions or improvements to existing building assets.
- Renewal of building and plant assets.
- The maintenance and repair of existing building assets to restore their functionality to original levels.
- Modification and improvement of building assets in a way that optimises the benefits derived from them.

The following situations are specifically excluded from this policy as other policies and business processes need to be followed:

- Emergency procurement.
- Acquisition or disposal of property.
- Disposal of assets.

For all asset management works, tendering is used for high value procurements (value greater than \$50,000). The Council will use a tender process or selective tendering where appropriate. When tendering is required, the Council's preference is to run open tenders to maximise market competition.

Minor Contracts

For building maintenance management most breakdown and scheduled (planned and unplanned) maintenance work is carried out by small local contractors with appropriate trade skills, knowledge and experience at their normal charge rates on individual work orders or purchase orders. There is a need to develop 'Umbrella' maintenance contracts in future which will give more certainty of maintenance cost and still utilise a range of small contractors in Invercargill.

Existing Property Contracts

There are written contracts for:

- Vegetation Control around Elderly Persons Housing flats.
- Cleaning and supervision of Wachner Place Restroom.
- Cleaning of all other Public Toilets.
- Cleaning of core Council buildings.

3.5 ALTERNATIVE RESPONSES TO ISSUES AND CHALLENGES

3.5.1 Alternative Management Approaches

There are alternative ways of carrying out provision of asset management of buildings:

Activity Managers Manage Assets

This would deliver a less effective outcome as the service activity managers do not have the same depth of knowledge about their assets or building practices. This method would require the Activity Manager to address all operational, maintenance, renewal and growth projects in-house.

Outsource Asset Managers

This could have a more effective outcome but at a much higher cost, it would require educating the consultant in the ongoing operational, maintenance, renewal and projected growth requirements.

Divest Ownership

This would increase cash assets to Council but operationally cost more over time. It would require the disposing of current assets and as Elderly Persons Housing and Civic Theatre are strategic assets these would need to be reclassified before this could happen.

Develop Public / Private Partnerships

This would reduce the requirement for large capital investment but increase the operational cost of any agreement moving forward. This method should be investigated for new assets.

If Council was to use alternative investment approaches there is the potential to lose the corporate knowledge associated with these properties to consultants.

The cost to Council and the ratepayer would likely increase to provide a profit margin to private service providers.

3.5.2 Alternative Building Ownership

Council has traditionally provided its own buildings as this is often the most financially viable option for specialist buildings which have high costs e.g. swimming pools and theatres. For private industry to be involved, there needs to be a profit incentive, which incurs increasing costs for the service. However, public private partnerships have an advantage of reduction in capital funding invested in the asset.

Corporate Buildings

Council is required to have public meetings and requires a space to meet with ratepayers to conduct business but how this is provided is not legislated. Council could lease space to conduct this service, requiring less facility management but would increase the cost of the space.

Community Facilities

The Local Government Act 2002 states that good quality public services are provided. These spaces could also be leased from the private sector, they would most likely come at a higher cost to Council or provide reduced space for the same service to maintain affordability to the community.

Elderly Persons Housing

This Service is not a legislated requirement of Council; it is Council's choice if they wish to remain providing this service. The 2017 Section 17A Review suggested that Council should divest itself of this activity. Some Local Government bodies have sold their Housing portfolios to Community Housing Providers, which are eligible for Central Government subsidies.

Public Toilets

The Wachner Place Restroom facility is staffed, the staff could be removed from this facility and have a cleaning contract put in place. However, this could significantly increase the maintenance cost from damage as the building is not strongly built to withstand physical abuse. The other option would be to install Exeloo's in place of the restrooms.

Investment Properties

This is not a legislated requirement of Council; it is Council's choice if they wish to continue owning and tenanted investment buildings.

Parks Properties

This not a legislated requirement of Council; it is Council's choice if they wish to continue providing the Parks service.

3.5.3 Operations and Maintenance Approach

There are a number of approaches which could be used for maintenance. These include:

Run to failure

This maintenance method is considered low risk but it could only be used for low cost non-critical, easily replaced assets. As the asset condition deteriorates the likelihood of failure increases, this method can also decrease the overall life of the asset when proactive maintenance that can sustain the life of assets is withheld. To use this method for critical assets would be too high a risk for the Activity.

Reactive Maintenance

This maintenance method is considered low risk as it is used for easily visible, non-critical assets. As the asset condition deteriorates maintenance requirements to keep the asset going will become more regular and the cost of running the asset could exceed the value of the asset, this method requires monitoring. To use this method for critical assets would be too high a risk for the Activity.

Scheduled Maintenance

This maintenance method is generally used for critical assets or assets which require inspections under legislation. This method means that we understand the condition and maintenance requirements early and decreases the likelihood of failure, reducing the risk to Council. This method of maintenance generally keeps the asset running well into its useful life without major incident.

A major challenge for the asset manager is striking the right balance between planned maintenance (inspections, scheduled maintenance etc.) and unplanned maintenance (arising from unexpected failures). Any new assets will have projected lifecycle, operational and maintenance assessments undertaken. The activity is progressively moving towards a more scheduled or proactive style of maintenance. This is being enabled by the use of IPS.

Do-Minimum Programme

A do-minimum programme would mean we would only carry out necessary breakdown or unplanned maintenance when breakdown occurs. This approach will end with failure of assets or their short-life components and failure to supply adequate levels of service from buildings.

3.6 THE ASSUMPTIONS WE'VE MADE

3.6.1 Property Assumptions

Specific assumptions to the Property Activity which have been considered in the development of this plan include:

	Assumption	Level of Uncertainty	Area of Impact	Financial Implication
Activity Level	The Property Team will have sufficient resource to cope with additional assets added to the Portfolio.	High	Insufficient resources to carry out full Asset Management Activity for all buildings. Project Management Team has been established to carry out Capital Projects	Additional staffing for Strategic and Operational with the necessary skills may be required to manage new assets.
Activity Level	Each building's current use and tenant will remain the same.	Moderate	- Public buildings - Venues - Parks	Financial and timing impact.
Activity Level	Good communication between Service Activity Manager and Property Asset Team is maintained.	Low	All buildings except Public Toilets and Investment Buildings.	Funding for newly developed projects not in current LTP.
Significant Assumption	Strategic Projects programmes are achievable and not delayed further.	High	Strategic Projects are delayed and carry forward or additional spending is required.	This would affect the timing of debt and have a significant effect on the Capital programme.
Activity Level	Valuations moving forward are consistent.	Moderate	Use the same Valuation Consultant for financial estimates.	Requirements for renewals would increase this impact.

3.7.2 Council Assumptions

The key Council-wide assumptions which have been developed for the Long Term Plan.

As assumptions deal with matters of uncertainty and complexity, they are based on the best information available. Actual results will vary if future events differ from the assumptions and this will result in material variances to this Plan.

The Long Term Plan Background and Assumptions 2024-34 (Objective Ref. A4848736) identifies the risks that underlie those assumptions, the reason for that risk and an estimated potential impact if outcomes vary from the assumptions.

Relevant Assumptions:

Asset Life and Condition

The reliability of asset condition data is fundamental to this assumption. This is one of the areas Audit will assess for those elements in the Infrastructure Strategy.

Population and Households

The population and households assumptions (growth) have a flow through impact on infrastructure required for provision of core services to those households. The current forecasts are substantially in line with the trend forecast of the previous LTP. At a macro-level there is still room to grow within the city, as the original infrastructure was built for a larger population. However there are some areas where there are potential constraints which may require additional infrastructure (e.g. parts of Otatara) as well as connections to new planned developments. These issues however are not significant enough to have an impact at the network level.

Natural Disaster

An update to these assumptions is expected following input from Environment Southland.

Capital Programme Delivery

As for the last LTP, 100% of delivery is forecast for the strategic projects – this reflects that they must be fully budgeted for and as standalone projects will be delivered although timeframes may adjust slightly. Funding adjustments will be planned for through the Annual Plans.

Renewals are forecast at 80% rising to 90% reflecting the continuous nature of the programme, as well as contracting constraints and opportunity for increased maturity in delivery.

3.8 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.

3.8.2 Corporate Risk Identification and Assessment Chart

Level of Service Indicator	Caused By	Consequence						Weighted Averaged Consequences Score	Likelihood	Risk Severity	Controls	
		Health and Safety (0.20)	Service Delivery – Customer Impact (0.15)	ICC Financial Impact (0.20)	Financial – Community (0.15)	Corporate Image and Reputation (0.10)	Legal Compliance (0.20)				Current Practice	Recommended Actions
Our heritage buildings are maintained well and keep their Heritage status.	Heritage New Zealand Pouhere Taonga Act 2014: Civic Theatre – Heritage 1 Anderson House – Heritage 1 Scottish Hall – Heritage 2 8, 10, 12-16 and 18 Esk St West – Heritage 2	1	1	5	2	4	1	2.25	F	L	Knowledge of Act and ICC District Plan designations.	Maintain awareness.
Buildings are safe to use, accessible for those with disabilities and well maintained.	Legislative Compliance: ➤ Fire ➤ Accessibility ➤ Hazardous Substances	4	1	3	3	4	3	3.00	E	L	Fire detection, alarm and fighting systems in buildings, evacuation plan, obtain HNSO Inspection certificates, obtain code of compliance after any building consent work is undertaken.	Carry out BWOF and scheduled maintenance checks.
	Health and Safety	3	1	3	3	5	6	3.10	C	H	Maintain Hazard Register, eliminate hazards, undertake job safety assessments, security and surveillance systems, PoolSAFE certification.	Maintain practice.
	Risk of failure ➤ Seismic event	5	5	5	4	3	1	3.85	E	M	Seismic investigation by Engineer.	Structural improvement, where required, develop contingency plans.

Level of Service Indicator	Caused By	Consequence						Weighted Averaged Consequences Score	Likelihood	Risk Severity	Controls	
		Health and Safety (0.20)	Service Delivery – Customer Impact (0.15)	ICC Financial Impact (0.20)	Financial – Community (0.15)	Corporate Image and Reputation (0.10)	Legal Compliance (0.20)				Current Practice	Recommended Actions
	Asset can meet demand of the Service Activity: ➤ Increase demand in service. ➤ Assets redundant before their end of life.	1	5	2	2	3	1	2.15	D	L	Maintain good communication with Service Activity Managers, building opening hours suit demand, provision of office space infrastructure.	Maintain practice.
	Quality, comfort and performance: ➤ Loss of power.	1	4	1	1	1	1	1.45	C	L	Back-up generator where required, back up data off-site, maintain building to agreed condition rating, repair vandalism, maintain temperature and humidity at agreed levels.	Start surveying public and users of facilities, obtain data on building fault response times.
	Cost Efficiency: ➤ Over capitalisation on current assets.	1	5	1	2	2	1	1.85	D	L	Rents kept below or equal to market rates, plan renewal and capital, monitor energy consumption.	Discuss improvements with Valuer.
Loss of investment opportunity	Expenditure on construction of fixed assets.	1	4	1	1	3	1	1.65	C	L	Infrastructure and financial strategy correlate	Maintain practice.
Unforeseen future costs of owning and maintaining building assets	Council property but which are not presently in Council ownership.	1	1	1	4	5	1	1.85	D	L	Maintain asset knowledge on buildings that may become Council burden.	Recognition of the issues caused by the buildings, which have contributed to the demise of the Trust or CCO which owned them.

Level of Service Indicator	Caused By	Consequence						Weighted Averaged Consequences Score	Likelihood	Risk Severity	Controls	
		Health and Safety (0.20)	Service Delivery – Customer Impact (0.15)	ICC Financial Impact (0.20)	Financial – Community (0.15)	Corporate Image and Reputation (0.10)	Legal Compliance (0.20)				Current Practice	Recommended Actions
Public Toilets are available 24 hours per day.	Maintenance failure.	2	1	2	1	2	1	1.30	C	L	Reactive maintenance contractors available.	Carry out scheduled maintenance checks.
Note: risk schedules will be updated following implementation of the corporate framework												

3.8.3 Summary of Corporate Risks

Risk issues which are rated Medium or High in the management of Building Assets are:

Risk Issue	Risk Description	Action
Health and Safety	Staff, contractors and the public in buildings.	Maintain Health and Safety at Work processes to identify and reduce risk exposures.
Seismic failure	Building occupants.	Maintain buildings above 67% NBS where appropriate.

Invercargill is situated in a medium risk seismic zone, improved building resilience is part of the improvement programme for the Civic Administration Building to support ICC infrastructure activity following a major event.

4 How We'll Manage What We Do

4.1 GOVERNANCE AND REPORTING

Council operates on a four-weekly cycle with meetings of two committees and full Council. These committees have full representation of elected members and accept and receive reports from their relevant Groups with full approval of reports at each meeting. Management Staff attend these meetings to answer any questions that arise.

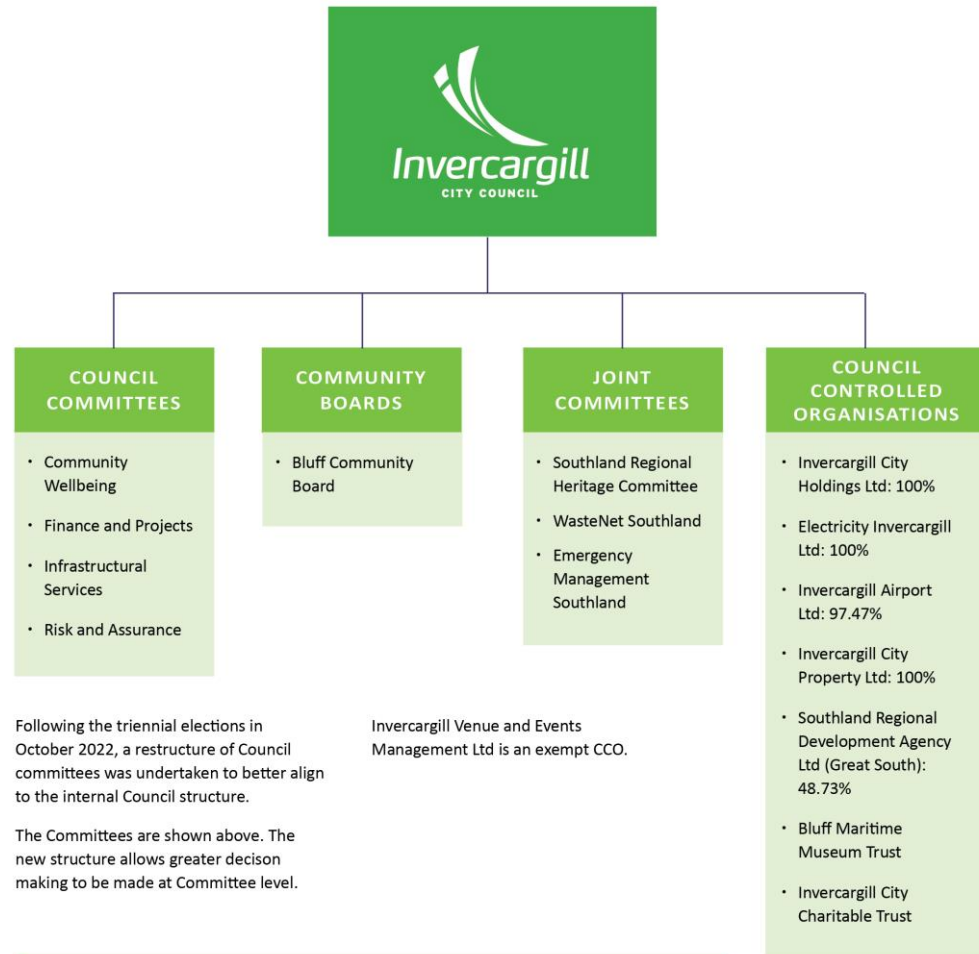
This reporting process ensures accountability to Councillors and allows for transparency to the public. Further to the two committees and Council, there are smaller sub-committees such as Audit that meets to discuss issues relating to the Annual Report, Annual Plan, Long Term Plan processes and any other audit related issues.

The Bluff Community Board is established as a committee which reports to Council on behalf of the Bluff area and deals with any issues relating to their community. Council provides direction to this committee and has a representative sitting on this board.

4.1.1 Council Structure of the Invercargill City Council

Council Structure

Te hanganga kaunihera



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 of and accepting of the current Council structure.

Council develops a Long-Term Plan every three years in line with their obligations under the Local Government Act 2002 and every year following this Council will

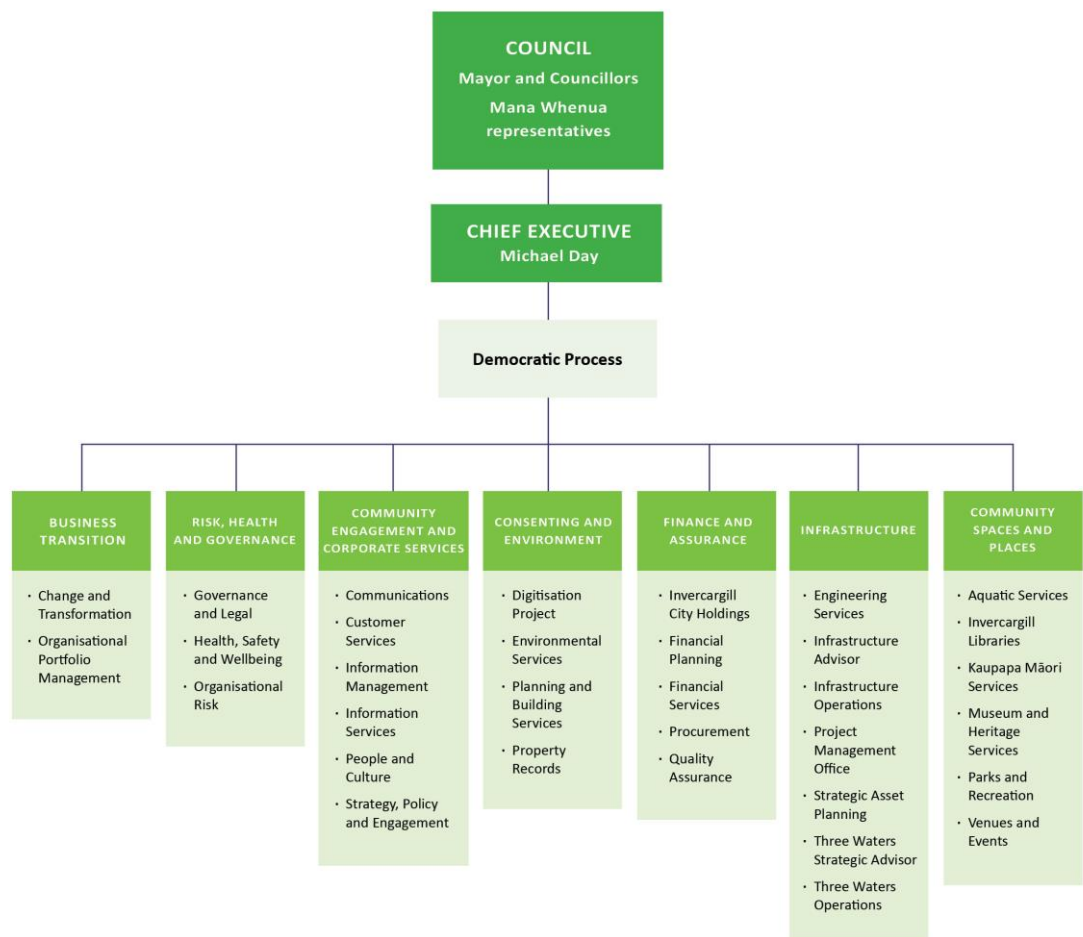
adopt an Annual Plan which will make any amendments to the existing Long-Term Plan and allows for members of the community to submit to this process.

Further, Council will provide an Annual Report, which is a full year financial snapshot of Council's activities for that financial year just completed. This contains a comparison with the financial projections in Council's Long-Term Plan.

4.1.2 Management structure.

Management Structure

Te hanganga whakahaere



The Property Activity is located in the Infrastructure Group.

Council staff operates under a Delegations Register 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.

Level 3 Managers have a financial delegation authorisation limit of \$20,000 for operations, maintenance, renewal and capital expenditure. Any financial requests above the delegated value are required to be approved by the Level 2 Group Manager of Infrastructural Services or Level 1 Chief Executive.

4.2 INFORMATION SYSTEMS AND DATA

4.2.1 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 of our data, putting it on a map, and symbolising it in ways that can help visualise and understand the data. The software displays how places are related which helps 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.

4.2.2 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.

4.2.3 IPS (Infor Public Sector)

IPS is a centralised Asset Management Information System (AMIS) that allows for the effective management of infrastructure assets. Asset needs analysis in IPS can be used to determine and recommend which maintenance and renewal programmes are likely to be needed, to assist with long term maintenance and budgeting plans.

This application has features which provide for:

- Listing of assets in a hierarchical structure e.g. complex, building, facility, equipment. It provides for asset information to be stored e.g. make, age, capacity, location, maintenance schedules, maintenance history, sub-components, condition assessment, etc.
- Management of reactive maintenance work using Work Orders which record work done, cost, contractors employed, types of failure, etc.
- Scheduling of Routine and Periodic maintenance work using work orders as above.
- Inspections of assets and recording of condition, faults, etc.
- Recording of Customer complaints and management of corrective work.

Property asset maintenance work is managed using IPS. 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

4.2.4 TECH ONE

This programme is Council's accounting software which 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 within the system. The system then generates depreciation figures that are used for reporting purposes and also for the funding of depreciation in relation to Council's capital renewal programmes. During the period between revaluations assets are capitalised into the Tech One system as purchased. The system also provides the council reconciliation control environment, maintaining such control as GST and FBT obligations, bank reconciliations, as well of all other balance sheet reconciliations of Council. Tech One replaced AX in November 2020.

4.2.5 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 and to manage employee attendance and tracking.

4.2.6 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 risks associated with managing information in multiple locations.

4.3 MANAGING OUR ASSETS

4.3.1 Asset Overview

As noted in Section 1.2, the management of services are separated from the ownership and management of the assets which house the services. This helps to promote accountability, transparency and efficiency in the acquisition and management of buildings owned by Council.

As detailed in Section 4.2, data and information about building assets is stored in Invercargill City Council systems:

- Maintenance management system - INFOR Public Sector (V11.0.0).
- Document management system – Objective Navigator Version: 10.3.3.0.
- Building Assets Portfolio (Appendix 4.01).
- Files in the Property Team Office.

4.3.2 Asset Groupings

The Property assets included in this Plan are grouped in the following categories. A full description for each property can be found in the Building Assets Portfolio.

- Property - These are the public and operational buildings of Invercargill City Council.
 - Property – Corporate, buildings that are used by the Invercargill City Council for its administrative and governance purposes.
 - Property – Community, buildings that are provided for Community Services and Venues Activities, these are generally specialist buildings which help the community achieve its social, economic and cultural sustainability outcomes.
 - Property – Parks, buildings that are used by the Parks Activity to operate and deliver the Parks service.
- Elderly Persons Housing: This category comprises of 21 complexes with 216 elderly housing units. These are provided to the community as affordable housing for citizens who meet Council's entry criteria.
- Public Toilets: These are toilets in the CBD, suburbs, parks and reserves areas for public hygiene purposes.
- Investment: These are the buildings and land for purposes of commercial activity that are owned by Council and managed by the Property Team.

4.3.3 Building Assets Portfolio Summary

Table 4.3.3 – Summary of Asset Details as at January 2024.

Source document is: ID A3024291, Building Assets Portfolio Spreadsheet - AMP Table 4.3.3

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
1.01	Civic Administration Building	101 Esk Street	Property – Corporate	6 story office building	4	50	0	3.1	100%	4,564,900	27,447,760	201,557
1.02	Bluff Service Centre	94-98 Gore Street	Property – Corporate	Service Centre, suburban library, bank and Lotto	3	73	28	2.8	100%	483,000	1,977,079	17,920
2.01	Animal Care Facility	11 Lake Street	Property – Community	Animal Care Facility	3	11	70	2	100%	1,042,500	1,280,252	26,853
2.02	Civic Theatre	88 Tay Street	Property – Community	1000 seat opera style theatre	3	117	43	1.9	16%	29,490,100	43,785,793	904,203
2.03	Scottish Hall	112 Esk Street	Property – Community	Dance Hall	3	66	15	2.2	10%	2,389,000	5,937,906	118,016
2.04.1	Invercargill City Library	50 Dee Street	Property – Community	Borrowing Library	3	34	47	2	100%	25,034,100	40,923,529	806,220
2.04.2	Archive	62 Dee Street	Property – Community	Records Storage	3	65	65	1.8	22%	3,829,700	5,673,530	122,920

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
2.05	Southland Aquatic Centre	58 Elles Road	Property – Community	Swimming Pool	3	26	20	2	100%	22,134,200	52,283,460	1,574,113
2.07	Parking Building	11 Leven Street	Property – Community	8 deck, 281 space, parking building	2	39	41	2.2	7%	4,067,600	12,675,626	233,327
2.08	Bluff Senior Citizens Centre	10 Onslow Street	Property – Community	Community centre	2	53	34	2.5	N/A	412,300	1,063,638	21,651
2.09	Solid Waste Transfer Station	303 Bond Street	Property – Community	Covered collection pit, green waste pit, recycling shed	4	26	30	2.5	18%	4,529,100	3,857,645	84,482
2.10	Rugby Park Stadium	278 Tweed Street	Property – Community	3,517 seat Stadium	3	22	25	-	2%	1,042,500	1,280,252	26,853
2.11	Anderson House	91 McIvor Road	Property – Community	House, two story	3	98	25	-	N/A	2,457,800	4,478,442	90,299
2.12	Surrey Park Grandstand	31 Surrey Park Road	Property – Community	850 seat Grandstand	2	59	0	-	0	540,500	3,075,147	63,789
3.01	Aidan Place	132 Princes Street	Elderly Persons Housing	Pensioner Flat	1	41	40	2.6	98%	1,077,100	1,509,605	85,478
3.02	Anzac Court	9 Tone Street	Elderly Persons Housing	Pensioner Flat	1	32	49	2	100%	594,000	1,194,306	31,188

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
3.03	Aurora Place	15-29 Janet Street	Elderly Persons Housing	Pensioner Flat	1	70	11	2.4	100%	924,100	1,588,488	123,736
3.04	Cairnsmore Flats	160 Leet Street	Elderly Persons Housing	Pensioner Flat	1	42	39	2.6	98%	2,246,000	1,994,332	158,773
3.05	Clarendon Court	60 Stirrat Street	Elderly Persons Housing	Pensioner Flat	1	37	45	2.7	98%	1,841,000	2,455,199	114,930
3.06	Elston Lea Village	50 Murphy Street	Elderly Persons Housing	Pensioner Flat	1	65	16	2.8	99%	3,494,000	8,599,710	371,821
3.07	Jim Brass Place	154 Elles Road	Elderly Persons Housing	Pensioner Flat	1	31	50	2	98%	616,900	738,532	29,951
3.08	Kelly Court	210 Crinan Street	Elderly Persons Housing	Pensioner Flat	1	52	29	2.2	98%	728,000	994,337	70,143
3.09	Kinross Flats	30 Henderson Street	Elderly Persons Housing	Pensioner Flat	1	41	40	2.1	99%	676,100	1,194,306	51,670
3.10	Korimako Court	12 Waverley Street	Elderly Persons Housing	Pensioner Flat	1	44	37	2.5	99%	1,463,000	1,595,868	112,207
3.11	Laurel Court	2 Maltby Street	Elderly Persons Housing	Pensioner Flat	1	45	36	2.6	98%	1,196,000	1,262,204	86,648

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
3.12	Miller Street	13-29 Miller Street	Elderly Persons Housing	Pensioner Flat	1	73	8	3.4	100%	465,000	729,846	47,855
3.13	Nevill Place	26 Selwyn Street	Elderly Persons Housing	Pensioner Flat	1	48	33	2.7	100%	1,902,100	2,458,500	214,099
3.14	Niven Place	104 Earn Street	Elderly Persons Housing	Pensioner Flat	1	52	29	2.5	228%	728,000	994,337	61,298
3.15	Otarewa Village	90 Conon Street	Elderly Persons Housing	Pensioner Flat	1	34	47	2.2	99%	2,961,100	3,817,145	177,139
3.16	Pateke Place	429 Yarrow Street	Elderly Persons Housing	Pensioner Flat	1	48	33	2.6	99%	1,040,000	1,197,908	80,174
3.17	Powell Court	295 Pomona Street	Elderly Persons Housing	Pensioner Flat	1	35	46	2.6	99%	808,000	987,438	44,845
3.18	Stirling Flats	25 Gregory Street	Elderly Persons Housing	Pensioner Flat	1	38	43	2.3	96%	675,900	1,194,306	39,837
3.19	Stratpine Flats	246 Ettrick Street	Elderly Persons Housing	Pensioner Flat	1	52	29	2.1	99%	771,000	994,337	66,289
3.20	Thorndale	3 Lithgow Street	Elderly Persons Housing	Pensioner Flat	1	40	41	2.1	100%	741,100	1,056,130	52,497

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
3.21	Willow Park	64 Adamson Crescent	Elderly Persons Housing	Pensioner Flat	1	36	39	2	99%	1,463,000	1,617,434	96,582
4.01	Wachner Place Restrooms	20 Dee Street	Public Toilets-CBD	Supervised	2	26	41	1.9	N/A	1,271,000	1,311,707	30,853
4.02	Don Street Exeloo	67 Don Street	Public Toilets-CBD	Connected - Automated	2	24	6	1.7	N/A	NA	NA	NA
4.03	Dee Street Exeloo	62 Dee Street	Public Toilets-CBD	Connected - Automated	2	16	14	1.9	N/A	NA	NA	NA
4.04	Car Park Exeloo	11 Leven Street	Public Toilets-CBD	Connected - Automated	2	7	23	1.8	N/A	NA	NA	NA
4.05	Windsor Exeloo	19 Windsor Street	Public Toilets-CBD	Connected - Automated	2	19	11	2.9	N/A	NA	NA	NA
4.06	Glengarry Exeloo and Dump Station	87 Glengarry Crescent	Public Toilets-CBD	Connected - Automated	2	14	16	2.5	N/A	NA	NA	NA
4.07	South City Exeloo	254 Elles Road	Public Toilets-CBD	Connected - Automated	2	13	17	2.7	N/A	NA	NA	NA
4.08	Stirling Point Exeloo	33-39 Ward Parade	Public Toilets-CBD	Connected - Automated	2	26	4	2.8	N/A	NA	NA	NA

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
4.09	Bluff Service Centre Exeloo	94-98 Gore Street	Public Toilets-CBD	Connected - Automated	2	26	4	2.3	N/A	NA	NA	NA
4.10	Queens Park - Coronation Ave Exeloo	216 Queens Drive	Public Toilet - Parks	Connected - Automated	2	22	3	2.3	N/A	NA	NA	NA
4.11	Queens Park - North Circle Exeloo	216 Queens Drive	Public Toilet - Parks	Connected - Automated	2	8	42	1.4	N/A	NA	NA	NA
4.12	Queens Park - Winter Garden Exeloo	216 Queens Drive	Public Toilet - Parks	Connected - Automated	2	15	35	1.9	N/A	NA	NA	NA
4.13	Queens Park - Playground Toilet Block	216 Queens Drive	Public Toilet - Parks	Connected - Manual	2	67	-17	2.6	N/A	139,400	408,688	9,611
4.14	Queens Park - Tennis Pavilion Toilet	216 Queens Drive	Public Toilet - Parks	Connected - Manual	2	7	43	1.7	N/A	NA	NA	NA
4.15	Anderson Park - Playground Toilet Block,	91 McIvor Road	Public Toilet - Parks	Connected - Manual	2	43	7	2	N/A	25,500	183,284	5,100
4.16	Anderson Park - Norski Toilet,	91 McIvor Road	Public Toilet - Parks	Unconnected	2	18	7	2.6	N/A	NA	NA	NA
4.17	Bluff Camping Ground Toilet	21 Gregory Street	Public Toilet - Parks	Connected - Manual	2	43	7	2.2	N/A	157,900	292,580	6,858

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
4.18	Eastern Cemetery - Depot Toilet Block	10 East Road	Public Toilet - Parks	Connected - Manual	2	43	7	1	N/A	26,000	98,989	2,571
4.19	Crematorium - Toilet Block	111 Rockdale Road	Public Toilet - Parks	Connected - Manual	2	43	7	2.1	N/A	34,900	156,852	4,085
4.20	Donovan Park - Pond Toilet Block	110-220 Bainfield Road	Public Toilet - Parks	Connected - Manual	2	43	7	2.2	N/A	56,300	216,539	6,007
4.21	Donovan Park - Yard Toilet Block	110-220 Bainfield Road	Public Toilet - Parks	Connected - Manual	2	43	7	4	N/A	NA	NA	NA
4.22	Elizabeth Park - Toilet Block	151 Lime Street	Public Toilet - Parks	Connected - Manual	2	43	7	2.3	N/A	35,700	134,979	3,175
4.23	Makarewa Domain - Toilet Block	66-84 Flora Road East	Public Toilet - Parks	Connected - Manual	2	43	7	3.5	N/A	NA	NA	NA
4.24	Ocean Beach Reserve - Toilet Block	11 Kirk Crescent	Public Toilet - Parks	Connected - Manual	2	0	40	3.3	N/A	54,000	128,458	3,108
4.25	Surrey Park - West End Toilet	550 Tay Street	Public Toilet - Parks	Connected - Manual	2	46	-21	2.5	N/A	NA	NA	NA
4.26	Surrey Park - Double Novaloo Toilet	550 Tay Street	Public Toilet - Parks	Connected - Manual	2	7	18	2.2	N/A	NA	NA	NA

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
4.27	Surrey Park - Triple Permaloo Toilet	550 Tay Street	Public Toilet - Parks	Connected – Manual	2	10	15	2.2	N/A	NA	NA	NA
4.28	Myross Bush Domain - Toilet Block,	238 Mill Road North	Public Toilet - Parks	Unconnected	2	43	7	2.2	N/A	NA	NA	NA
4.29	Omaui Reserve Toilet	221 Mokomoko Road	Public Toilet - Parks	Unconnected	2	20	5	3	N/A	NA	NA	NA
4.30	Otatara Reserve - Carpark Toilet Accessible	104 Dunns Road	Public Toilet - Parks	Unconnected	2	11	14	2	N/A	NA	NA	NA
4.31	Otatara Reserve - Picnic Area Toilet	104 Dunns Road	Public Toilet - Parks	Unconnected	2	20	5	2.8	N/A	NA	NA	NA
4.32	Sandy Point - Information Centre Toilet	81 Sandy Point Road	Public Toilet - Parks	Connected – Manual	2	8	17	1.3	N/A	NA	NA	NA
4.33	Sandy Point - Daffodil Bay Toilet	Daffodil Bay Road	Public Toilet - Parks	Unconnected	2	27	-2	2	N/A	NA	NA	NA
4.34	Sandy Point - Kilmock Track Toilet	Kilmock Track	Public Toilet - Parks	Unconnected	2	29	-4	1.3	N/A	NA	NA	NA
4.35	Sandy Point - Noki Kaik Toilet	Sandy Point Road	Public Toilet - Parks	Unconnected	2	24	1	2.3	N/A	NA	NA	NA

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
4.36	Sandy Point - Rover Track Toilet	Daffodil Bay Road	Public Toilet - Parks	Unconnected	2	31	-6	1.5	N/A	NA	NA	NA
4.37	Sandy Point - Mountain Bike Track Toilet	Sandy Point Road	Public Toilet - Parks	Unconnected	2	23	2	1.6	N/A	NA	NA	NA
4.38	Sandy Point - Fosbender Park Toilet	310 Dunns Road	Public Toilet - Parks	Unconnected	2	28	-3	2.2	N/A	NA	NA	NA
4.39	Sandy Point - Dunns Rd Toilet	Dunns Road	Public Toilet - Parks	Unconnected	2	7	18	1.3	N/A	NA	NA	NA
4.40	Sandy Point - Water Ski Club Toilet	Sandy Point Road	Public Toilet - Parks	Septic Tank	2	49	-24	2.5	N/A	44,600	184,063	4,453
4.41	Seaward Bush - Toilet	166 Mason Road	Public Toilet - Parks	Unconnected	2	19	6	1.9	N/A	NA	NA	NA
4.42	Estuary Walkway - Toilet	Invercargill Estuary Walkway	Public Toilet - Parks	Unconnected	2	7	18	1.3	N/A	NA	NA	NA
4.43	Thomsons Bush - Toilet	584 Queens Drive	Public Toilet - Parks	Unconnected	2	12	13	1.7	N/A	32,000	42,175	1,067
4.44	Queens Park Yard - (in storage)	216 Queens Drive	Public Toilet - Parks	0	1	9	41	1.4	N/A	NA	NA	NA

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
4.45	Waikiwi Exeloo	290 North Rd	Public Toilet CBD	Connected - Automated	0	1	49	0	N/A	NA	NA	NA
5.01	20 Don Street	20 Don St	Investment - Endowment	20 Don St Business House	2	6	44	1.5	N/A	NA	NA	NA
5.02.8	Awarua Heritage Precinct, Cottage A	1276 Bluff Highway	Investment - Strategic	German Cottage A	1	110	10	2.5	99%	NA	NA	NA
5.02.9	Awarua Heritage Precinct, Cottage B	1276 Bluff Highway	Investment - Strategic	German Cottage B	1	110	10	2.5	99%	NA	NA	NA
5.02.10	Awarua Heritage Precinct, Cottage C	1276 Bluff Highway	Investment - Strategic	German Cottage C	1	110	10	2.6	99%	NA	NA	NA
5.02.11	Awarua Heritage Precinct, Homestead	1276 Bluff Highway	Investment - Strategic	Homestead	1	110	10	2.9	N/A	NA	NA	NA
5.02.12	Awarua Heritage Precinct, Garages - Cottages	1276 Bluff Highway	Investment - Strategic	0	1	0	0	-	95%	NA	NA	NA
5.02.13	Awarua Heritage Precinct, Farm House	1276 Bluff Highway	Investment - Strategic	0	0	0	0	-	0%	NA	NA	NA
5.03.1	Building	20 Spey St	Investment – Commercial (Trading)	Rockgas-	1	43	10	2.9	100%	NA	NA	NA

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
5.03.2	Building	20 Spey St	Investment – Commercial (Trading)	Sono Sound	1	43	10	3. 2	100%	NA	NA	NA
5.04	Building	69 Don St	Roading	Office Building	1	43	10	2. 5	N/A	NA	NA	NA
5.05.6	Development, 66 Dee demolished	66 Dee St	Investment - Strategic	Land / Cleared site	0	113	-33	N/A	N/A	NA	NA	NA
5.06	Building	141 Bond Street	Investment – Endowment (Industrial)		1	43	10	3. 6	N/A	NA	NA	NA
6.01	Picnic shelter, Anderson Park	91 McIvor Rd	Property - Parks	Pavilions / Shelters	1	48	10	2. 2	N/A	43,400	155,072	2,067
6.02	Shelter Shed, Anderson Park	91 McIvor Rd	Property - Parks	Pavilions / Shelters	1	43	10	2. 1	N/A	29,000	34,797	580
6.04	Amenities, Anderson Park	91 McIvor Rd	Property - Parks	Sheds / storage / plant	2	43	10	3. 3	N/A	9,000	64,422	1,125
6.05	Accommodation, Bluff Camp Ground	Bluff Camping Ground	Property - Parks	Public Use	2	43	10	2. 6	N/A	67,800	252,424	5,608
6.06	Amenities & Decking, Bluff Camp Ground	Bluff Camping Ground	Property - Parks	Public Use	1	43	10	2. 7	N/A	270,500	292,580	8,993

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
6.07	Chapel, Crematorium	Crematorium	Property - Parks	Public Use	2	43	10	2. 2	N/A	469,900	1,976,752	43,298
6.08	Cremator Bldg & Workroom, Crematorium	Crematorium	Property - Parks	Sheds / storage / plant	2	43	10	2. 9	N/A	446,100	1,841,757	38,926
6.09	Ash Grinding Room, Crematorium	Crematorium	Property - Parks	Sheds / storage / plant	2	47	10	2. 9	N/A	Included in Portfolio 6.08 Assessment	Included in Portfolio 6.08 Assessment	Included in Portfolio 6.08 Assessment
6.11	Crops Office, Donovan Park	Donovan Park	Property - Parks	Pavilions / Shelters	1	43	10	-	N/A	NA	NA	NA
6.12	Woolshed, Donovan Park	Donovan Park	Property - Parks	Sheds / storage / plant	1	43	10	4. 1	N/A	10,000	231,979	3,333
6.13	Pig Shed, Donovan Park	Donovan park	Property - Parks	Sheds / storage	1	43	10	3. 4	N/A	NA	NA	NA
6.14	Office & toilets, Eastern Cemetery	Eastern Cemetery	Property - Parks	Offices / Amenities	2	43	10	2. 6	N/A	109,300	342,641	6,847
6.15	Storage & Workshop, Eastern Cemetery	Eastern Cemetery	Property - Parks	Sheds / storage / plant	1	43	10	1. 2	N/A	286,400	362,523	7,800
6.17	Pavilion, Makarewa Domain	Makarewa Domain	Property - Parks	Pavilions / Shelters	1	43	10	2. 4	N/A	NA	NA	NA

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
6.19	Potting Shed, Nursery	Nursery	Property - Parks	Sheds / storage / plant	1	43	10	2.7	N/A	184,000	459,448	7,667
6.20	Boiler House & Hopper, Nursery	Nursery	Property - Parks	Sheds / storage / plant	1	43	10	2.5	N/A	140,000	255,449	4,242
6.21	Office Building, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	2	43	10	1.8	N/A	68,000	605,772	4,710
6.22	Workshop, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	-	N/A	271,100	392,942	5,906
6.23	Main Shed, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	2.6	N/A	132,100	1,266,118	20,240
6.24	Mechanical Workshop, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	2.6	N/A	19,000	326,531	3,800
6.25	Amenities, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	2	43	10	1	N/A	141,900	504,847	3,248
6.26	Three Bay Shed, Hardy Plank, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	2.6	N/A	141,900	504,847	3,248
6.27	Seven Bay Shed, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	2.6	N/A	20,000	119,914	6,667

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
6.28	Four Bay Shed, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	2.6	N/A	15,000	70,439	395
6.29	Three Bay Shed, Corrugated Iron, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	2	N/A	10,000	114,299	263
6.30	Playground Workshop (Skyline Garage)	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	2	N/A	11,000	63,072	478
6.31	Carpenter Workshop, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	2.8	N/A	4,000	67,929	174
6.32	Dry Soil Shed, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	1.4	N/A	18,000	60,376	375
6.33	Storage Shed, Operations	250 Racecourse Rd	Property - Parks	Operations Dept	1	43	10	1	N/A	NA	NA	NA
6.34	Tea Kiosk, Queens Park - Cheeky Llama	216 Queens Drive	Property - Parks	Public Use	2	43	10	2.7	N/A	368,400	993,273	19,304
6.35	Office, Queens Park	216 Queens Drive	Property - Parks	Offices / Amenities	2	43	10	3	N/A	124,800	998,957	19,110
6.36	Amenities, Queens Park	216 Queens Drive	Property - Parks	Offices / Amenities	2	43	10	2.7	N/A	105,500	547,268	12,202

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
6.37	Meeting room & Storage, Queens Park	216 Queens Drive	Property - Parks	Offices / Amenities	2	43	10	2.5	N/A	Included in Portfolio 6.35 Assessment	Included in Portfolio 6.35 Assessment	Included in Portfolio 6.35 Assessment
6.38	Supervisors Office, Queens Park	216 Queens Drive	Property - Parks	Offices / Amenities	2	43	10	3.2	N/A	Included in Portfolio 6.35 Assessment	Included in Portfolio 6.35 Assessment	Included in Portfolio 6.35 Assessment
6.39	Tennis Club Building, Queens Park	216 Queens Drive	Property - Parks	Pavilions / Shelters	1	67	10	2.6	N/A	41,000	191,530	3,154
6.40	Band Rotunda, Queens Park	216 Queens Drive	Property - Parks	Pavilions / Shelters	1	43	10	2.5	N/A	NA	NA	NA
6.41	Vehicle & Storage Sheds, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	3.7	N/A	3,000	61,071	4,646
6.42	Mechanical Workshop, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	3.1	N/A	124,800	253,361	4,333
6.43	Workshop Storage Shed, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	3.6	N/A	8,000	164,357	2,667
6.44	Old West Truck Shed, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	3.6	N/A	10,000	629,435	10,000
6.45	Civil Defence Shed, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	3.3	N/A	182,000	389,241	6,500

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
6.46	Fire Shed Storage, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	2.4	N/A	76,000	162,397	2,714
6.47	Operations Storage #1, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	2.7	N/A	18,000	136,685	2,250
6.48	Operations Storage #2, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	3.4	N/A	5,000	40,637	625
6.49	Kiosk Storage Shed, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	2.3	N/A	18,000	20,554	346
6.50	Open Wire Shed, Queens Park	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	3	N/A	NA	NA	NA
6.51	Campbell Is Teal Flight, Aviary	216 Queens Drive	Property - Parks	Aviary	1	23	10	3	N/A	756,000	2,403,996	70,841
6.52	Main Flight, Aviary	216 Queens Drive	Property - Parks	Aviary	1	23	10	2.2	N/A	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment
6.53	Walk Through Flight, Aviary	216 Queens Drive	Property - Parks	Aviary	1	23	10	2.1	N/A	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment
6.54	Native Flight, Aviary	216 Queens Drive	Property - Parks	Aviary	1	23	10	2.5	N/A	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
6.55	North End Flight, Aviary	216 Queens Drive	Property - Parks	Aviary	1	23	10	2.1	N/A	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment
6.56	Walkway, Aviary	216 Queens Drive	Property - Parks	Aviary	1	23	10	1.7	N/A	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment
6.57	Aviary Cages, Queens Park	216 Queens Drive	Property - Parks	Aviary	1	23	10	3.8	N/A	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment	Included in Portfolio 6.51 Assessment
6.58	Winter Garden, QP Winter Garden	216 Queens Drive	Property - Parks	Plants	1	43	10	2.9	N/A	187,000	1,710,234	35,031
6.59	Cacti House, QP Winter Garden	216 Queens Drive	Property - Parks	Plants	1	43	10	2.6	N/A	15,000	59,697	1,000
6.60	Glass House, QP Winter Garden	216 Queens Drive	Property - Parks	Plants	1	43	10	3	N/A	17,000	56,705	944
6.61	Versatile Garage, Winter Garden	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	1.7	N/A	20,000	28,057	465
6.62	Boiler House, Winter Garden	216 Queens Drive	Property - Parks	Sheds / storage / plant	1	43	10	2.7	N/A	80,000	191,792	3,200
6.63	House, Queens Park	216 Queens Drive	Property - Parks	Residence	1	56	10	2.5	N/A	126,100	480,033	10,149

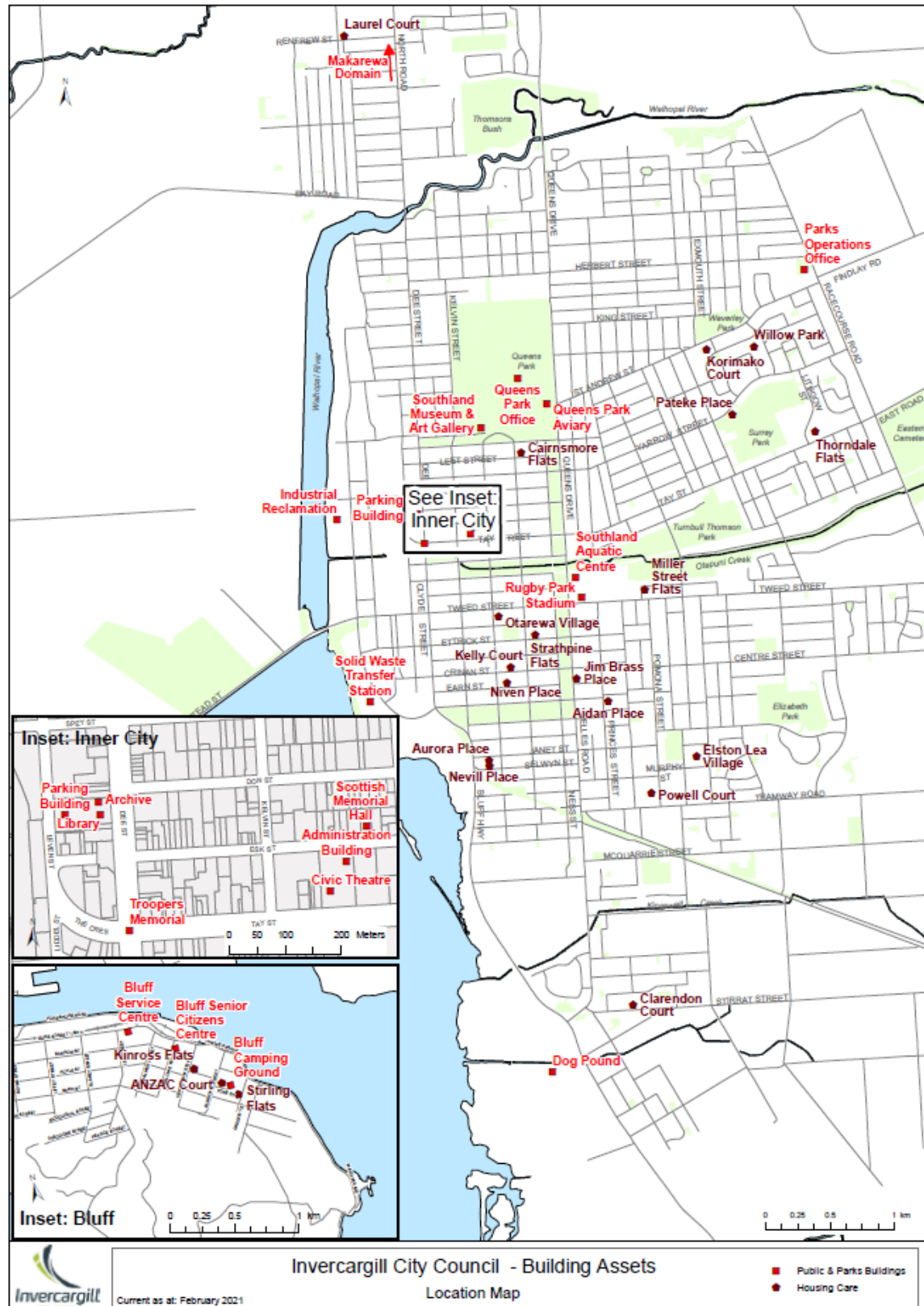
Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
6.64	Information Centre, Sandy Point	81 Sandy Point Rd	Property - Parks	Pavilions / Shelters	1	43	10	2.4	N/A	NA	NA	NA
6.65	Oreti Links Pavilion, Sandy Point	254 Sandy Point Rd	Property - Parks	Pavilions / Shelters	1	48	2	3.2	N/A	NA	NA	NA
6.66	Versatile Garage #1, Sandy Point	81 Sandy Point Rd	Property - Parks	Sheds / storage / plant	1	43	10	2.5	N/A	26,000		1,573
6.67	Versatile Garage #2, Sandy Point	81 Sandy Point Rd	Property - Parks	Sheds / storage / plant	1	43	10	3.6	N/A	20,000	47,525	952
6.68	Verstile Garage #3, Sandy Point	81 Sandy Point Rd	Property - Parks	Sheds / storage / plant	1	43	10	3.1	N/A	15,000	36,402	714
6.69	Implement Shed Open, Sandy Point	81 Sandy Point Rd	Property - Parks	Sheds / storage / plant	1	43	10	2.6	N/A	6,000	10,986	214
6.70	Versatile Garage House, Sandy Point	81 Sandy Point Rd	Property - Parks	Sheds / storage / plant	1	43	10	2.7	N/A	10,000	34,800	769
6.71	Scutching Shed, Flax Mill, Sandy Point	29 Sandy Point Rd	Property - Parks	Sheds / storage / plant	1	43	10	4.1	N/A	To be demolished	To be demolished	To be demolished
6.72	Storage Shed, Surrey Park	Surrey Park	Property - Parks	Sheds / storage / plant	1	43	10	2	N/A	46,000	53,734	902

Portfolio Reference	Asset	Address	Group	Description	Criticality	Age	Reamining Useful Life	Condition	Utilisation %	Fair Value (\$)	Replacement Cost (\$)	Depreciation Cost (\$)
6.73	Wachner Place Clock & Amenities	20 Dee Street	Property - Parks	Pavilions / Shelters	1	43	10	3.4	N/A	NA	NA	NA
6.74	Depot, JG Ward Reserve, Bluff	JG Ward Reserve	Property - Parks	Sheds / storage / plant	1	43	10	2.5	N/A	10,100	177,661	3,135
6.75	Building, 34 Forth St	34 Forth St	Property - Parks	Pavilions / Shelters	1	96	0	3.1	N/A	NA	NA	NA
6.76	Building, 40 Forth St	40 Forth St	Property - Parks	Pavilions / Shelters	1	56	12	2.5	N/A	NA	NA	NA
6.77	Animal Building & Veranda, Queens Park	216 Queens Drive	Property - Parks	Pavilions / Shelters	1	43	11	2.3	N/A	NA	NA	NA

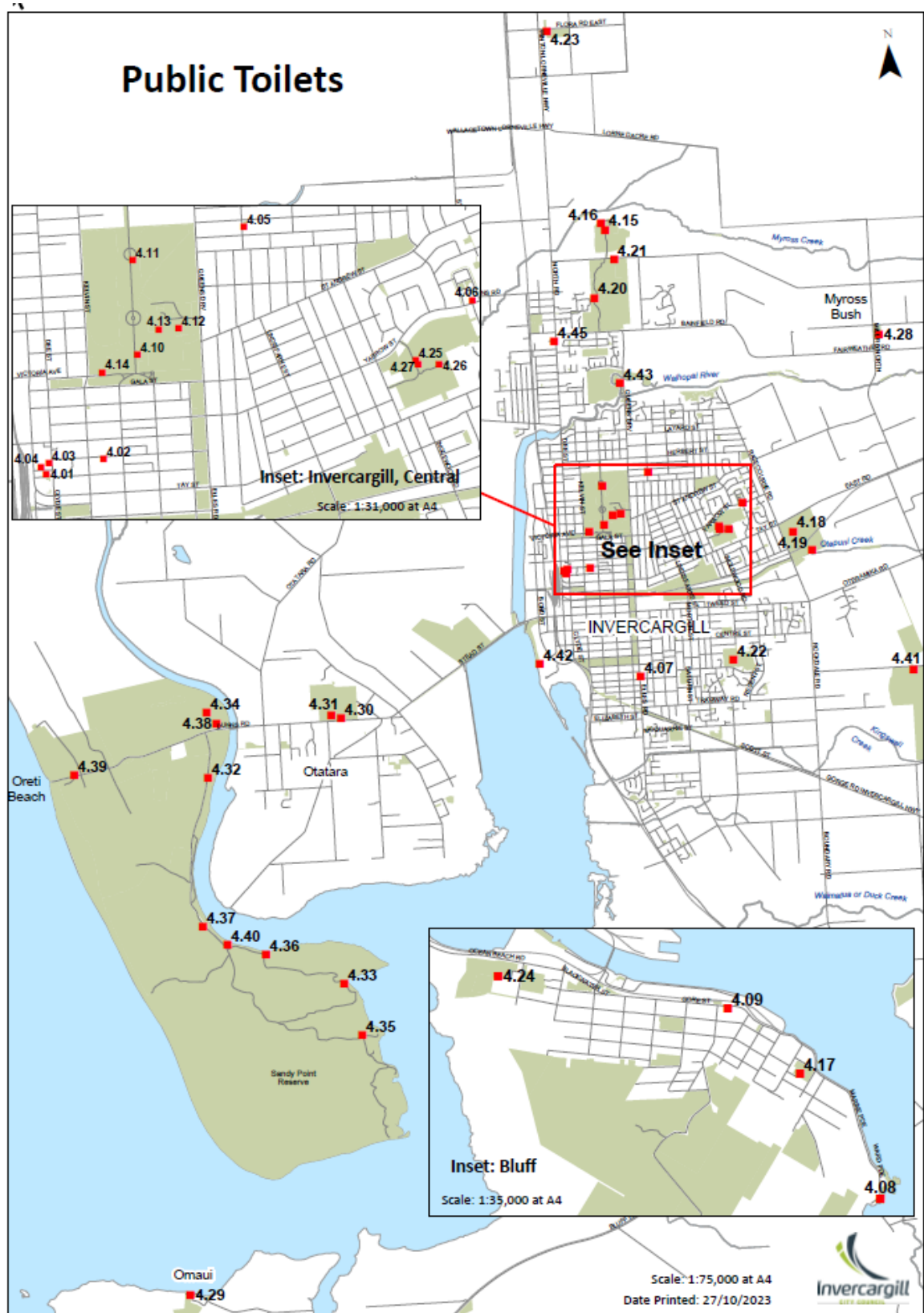
4.3.4 Building Asset Location Maps.

Locations of the main Public buildings and Elderly Persons Housing flats are shown in the following map.

Map 4.3.4.1 Locations of Property Buildings and Elderly Persons Housing Flats



Map 4.3.4.2 Locations of Public Toilets.



4.3.5 Asset Criticality

Critical assets are defined as those which have a high consequence of failure (not necessarily a high probability of failure). These are the assets that are likely to result in a more significant financial, environment and social cost in terms of impact on Council's organisational objectives. Therefore more attention should be given to these buildings to ensure their continual and long-term operation.

4.3.5.1 Summary of Asset Criticality

See also the Building Asset Criticality Criteria in Appendix 4.03 and a summary in the Building Assets Portfolio Summary in 4.3.3 above for the Criticalities of all building assets.

A summary of the most critical buildings, with a criticality assessment score of 2 or greater, is listed in the following Table.

Portfolio Reference	Asset	Group	Importance Rating	Population Rating	Criticality
1.01	Civic Administration Building	Property - Corporate	3	3	3
2.02	Civic Theatre	Property - Community	2	4	3
2.06	Southland Museum and Art Gallery	Property - Community	4	2	3
2.1	Rugby Park Stadium	Property - Community	2	4	3
1.02	Bluff Service Centre	Property - Corporate	2	2	2
2.03	Scottish Hall	Property - Community	2	3	2
2.04.1	Invercargill City Library	Property - Community	2	3	2
2.04.2	Archive	Property - Community	2	2	2
2.05	Southland Aquatic Centre	Property - Community	2	3	2
2.09	Solid Waste Transfer Station	Property - Community	4	1	2
2.11	Anderson House	Property - Community	2	2	2
2.12	Surrey Park Grandstand	Property - Community	2	3	2

5.01	20 Don St - Leases & Building	Investment - Endowment	2	2	2
6.01	Picnic shelter, Anderson Park	Property - Parks	2	2	2
6.07	Chapel, Crematorium	Property - Parks	2	2	2
6.73	Wachner Place Clock & Amenities	Property - Parks	2	2	2

4.3.5.2 Calculation of Criticality

The calculation of asset criticality is the Sum of the Importance Rating and Residential Population Rating e.g. the Civic Administration Building (Portfolio Reference 1.01 in Table 4.3.3 above) is Importance rating (3) x Population rating (i.e. number of staff in the building) (3) = 9, which gives a Criticality Level of 3 – medium from the following tables.

Importance Rating	Example Structure
1 - Very Low	➤ Machinery storage sheds ➤ Garages ➤ Glasshouses ➤ Residential Properties
2 - Low	➤ Public Toilets and Change rooms ➤ Art facilities ➤ Community Halls and Centres ➤ Sports Clubrooms
3 - Medium	➤ Primary schools, colleges or adult education facilities ➤ Health care facilities, e.g. with a capacity of 50 or more resident patients but not having surgery or emergency treatment facilities ➤ Airport Terminals, principle railway stations e.g. a capacity greater than 250 ➤ Correctional institutions ➤ Emergency medical and other emergency facilities not designated as post-disaster ➤ Power-generating facilities, water treatment and wastewater treatment facilities and other public utilities not designated as post-disaster
4 - High	➤ Facilities designated as essential facilities ➤ Facilities with special post-disaster function ➤ Medical emergency or surgical facilities ➤ Emergency service facilities such as fire, police stations and emergency vehicle garages ➤ Utilities or emergency supplies or installations required as backup facilities for post-disaster response

	➤ Designated emergency shelters, designated emergency centres and ancillary facilities
5 - Very High	➤ Special facilities are facilities above and beyond category 4, such as munition storage and critical data centres

Population Rating	Small Residential Population (<20,000)	Medium Residential Population (<100,000)
1	0 – 50	0 – 50
2	51 – 100	51 – 250
3	101 – 1,000	251 – 2,500
4	1,001 – 5,000	2,501 – 10,000
5	5,001 – 10,000+	10,001 – 50,000+

Criticality Level	Description (Sum of ratings from both Importance Rating and Residential Population Rating)
1 - Very Low	Score = 1 – 3
2 - Low	Score = 4 – 7
3 - Medium	Score = 8 – 12
4 - High	Score = 13 – 18
5 - Very High	Score = 19 - 25

4.3.6 Asset Condition

Asset Condition reflects the physical state of the asset. This is critical information for determining the remaining useful life of an asset and more importantly the timing for possible intervention steps to bring levels of service, provided by the asset, back to a desired standard.

The majority of the Property Assets building stock are ageing and many are half way or more through their useful lives. Because of this there will be an increasing need for maintenance and renewal expenditure to be undertaken in the upcoming years. To evaluate the likely future cost every component of the buildings is assessed for condition and remaining life and from this an estimate of the future cost and timing of maintenance and renewals of the components is built up.

WSP has been chosen as the Consultant to carry out condition assessments to provide independent and expert input and to create supportable and believable future budgets. We have initially assessed some of the assets that are most critical to Council. The next phase will be to extend this to all buildings in order to give consistency of results and budgets across the whole portfolio.

4.3.6.1 Minimum Condition

Building major maintenance and renewal is required to keep the properties at a condition which supports the Level of Service required. A Minimum condition level is used to trigger when major maintenance and renewal should be carried out to keep buildings at or above this level. To do this, minimum condition levels are set using a hierarchy of space uses and building criticalities across Council. Space use is categorized as follows.

- | | |
|-------------------------|---|
| 1. Premium | Spaces of high quality, e.g. Council Chambers |
| 2. Tenancy / Commercial | Spaces leased by Tenants and Hirers |
| 3. Public | Spaces provided for public access and utilisation |
| 4. Office | Spaces used for Council operations |
| 5. Utility | Spaces used for storage, works |

Buildings are also assessed for Criticality Level, as described in Section 4.3.5. Ratings are described as High, Medium or Low with regard to consequence of failure of the following factors:

1. Health & Safety
2. Reputation
3. Operations
4. Environment
5. Cost

A matrix is then used to determine the minimum condition ratings as shown in the following Table.

All Elements		Minimum Condition: 1 (best) to 5 (worst)				
Use	Premium	3	3	3	2	2
	Tenancy / Commercial	3	3	3	3	3
	Public	3	4	3	3	3
	Office	4	4	3	3	3
	Utility	4	4	4	3	3
Criticality Score		1	2	3	4	5

4.3.6.2 Condition Assessment Procedure

Condition Assessments are carried out to a criteria set out by NAMS / IIMM (National Asset Management Support Group / International Infrastructure Management Manual). See the Asset Condition Criteria (Appendix 4.04) for the assessment criteria and assessments in the Building Assets Portfolio (Appendix 4.01) for details about each property. The grades of asset condition are as follows:

Condition Grade	Proportion of Consumed Life	Description
1 – Very Good	Between New - 45%	Sound structure with no evidence of deterioration
2 - Good	Between 45 – 60%	Functional, sound and showing minor deterioration of surfaces
3 - Moderate	Between 60 – 75%	Affected appearance and operation. Deteriorating or damaged surfaces
4 - Poor	Between 75 – 90%	Fabric damage and operational performance affected, breakdowns or ongoing maintenance required
5 – Very Poor	Between 90 – 100%	Badly damaged, operation unreliable immediate or imminent replacement required

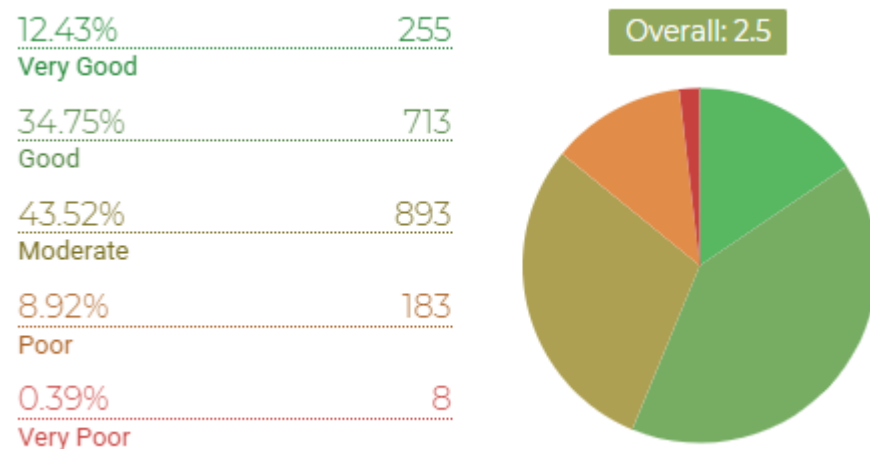
This is followed by a detailed and complex analysis by component, using unit rates and component sizes, to build up the cost and timing of periodic maintenance and capital renewal, room by room, for every building over the life of the building.

4.3.6.3 Building Asset Condition Assessment and Reporting

ICC has engaged WSP in 2011, 2014, 2017-18 and 2021-22 to complete a condition assessments of most ICC buildings. ICC owns this data which is viewed using ADT (Asset Data Toolset), which is WSP's assessment management software. The data from these assessments is planned to be transferred into our asset management software Infor Public Sector (IPS), however this needs finalisation of the asset hierarchy and implementation of new modules of IPS prior to transferring the data.

The following chart is an example of condition ratings as at 2022, for the Elderly Persons Housing Flats. The Overall rating for all of Elderly Persons Housing was 2.5. However, Miller St it was 3.4 i.e. poor condition.

Condition Rating Summary of Elderly Persons Housing Flats.



4.3.6.4 Building Asset Condition Schedule

Building major maintenance and renewal is required to keep the buildings at the required condition which supports the Level of Service of that activity. A framework of space uses is used to allocate minimum acceptable ratings as follows.

1. Premium Spaces for accommodation of VIPS, e.g. Council Chambers
2. Hirer Spaces used by hirers
3. Public Spaces used for public access
4. Office Spaces used for Council operations
5. Utility Spaces used for storage, works
6. Tenant Spaces leased to exterior parties

Assets are also assessed for High, Medium or Low Impact of Failure (Or using the Criticality Rating 4.3.5) with regard to the following:

7. Health & Safety
8. Reputation
9. Operations
10. Environment
11. Cost

Many factors can determine the useful life / end of life of buildings such as:

- Economic life: whereby the costs of continuing to operate the asset warrant it now being replaced.
- Technical advances which might make the existing asset obsolete.
- Changes in community expectations meaning that the asset no longer has the capacity to meet community standards.
- Growth impacts meaning that the asset's capacity falls short of the new demands.
- Compliance: changing standards mean the asset becomes non-compliant.

Many buildings in the ICC portfolio are reaching the end of their economic lives. The buildings are assessed using the above criteria and decisions will be made with Activity Managers about refurbishment and retention or replacement. It can be seen in the following table that two Elderly Persons Housing complexes have urgency for refurbishment or replacement decisions. Further information about replacement of Elderly Persons Housing flats is included in Section 5.

Economic End of Life years are summarised in the following table in chronological order.

Portfolio Reference	Asset Name	End of Economic Life Year
2.12	Surrey Park Grandstand	2021
3.12	Miller Street	2029
3.03	Aurora Place	2032
2.03	Scottish Hall	2036
3.06	Elston Lea Village	2037
2.05	Southland Aquatic Centre	2041
2.10	Rugby Park Stadium	2046
2.11	Anderson House	2046
1.02	Bluff Service Centre	2049
3.08	Kelly Court	2050
3.14	Niven Place	2050
3.19	Strathpine Flats	2050
2.09	Solid Waste Transfer Station	2051
2.06	Southland Museum and Art Gallery	2054
3.13	Nevill Place	2054
3.16	Pateke Place	2054
2.08	Bluff Senior Citizens Centre	2055
3.11	Laurel Court	2057

Portfolio Reference	Asset Name	End of Economic Life Year
3.10	Korimako Court	2058
3.04	Cairnsmore Flats	2060
3.21	Willow Park	2060
3.01	Aiden Place	2061
3.09	Kinross Flats	2061
2.07	Parking Building	2062
3.20	Thorndale	2062
2.02	Civic Theatre	2064
3.18	Stirling Flats	2064
3.05	Clarendon Court	2066
3.17	Powell Court	2067
2.04	Invercargill City Library	2068
3.15	Otarewa Village	2068
1.01	Civic Administration Building	2069
3.02	Anzac Court	2070
3.07	Jim Brass Place	2071
2.04	Archive	2086
2.01	Animal Care Facility	2091

4.3.8 Earthquake Prone Buildings

The Canterbury September 2010 and Christchurch February 2011 earthquakes resulted in the development of a new methodology for assessment of Earthquake Prone Buildings which was issued in July 2017. The methodology sets out how territorial authorities identify and manage potentially earthquake-prone buildings (EPB), determines whether a building or part is earthquake prone and what its earthquake rating is. It also sets out a methodology for engineers to undertake engineering assessments of buildings in *The Seismic Assessment of Existing Buildings: Technical Guidelines for Engineering Assessments, July 2017, Version 1*, referred to as “The Engineering Assessment Guidelines”.

The earthquake-prone building provisions apply to non-residential buildings and some larger residential buildings. Some buildings are specifically excluded, including farm buildings, retaining walls, fences, certain monuments, wharves, bridges, tunnels and storage tanks.

The methodology provides for the categorisation of buildings with regard to risk as follows:

Category	For High and Medium Seismic Risk Areas (Invercargill is in the medium seismic risk area)
Category A	Unreinforced masonry buildings.
Category B	Pre-1976 buildings that are either three or more storeys or 12 metres or greater in height above the lowest ground level (other than unreinforced masonry buildings in Category A).
Category C	Pre-1935 buildings that are one or two storeys (other than unreinforced masonry buildings in Category A).

4.3.8.1 ICC Target %NBS Rating

Current practice is to use 67% NBS as the minimum requirement for existing buildings. This limits the risk with regard to life safety of our employees to no more than 5 times the risk provided by occupancy of a new building on the same site. This is the minimum level recommended by the New Zealand Society of Earthquake Engineers. The following table is the Building Grading System for Earthquake Risk of existing buildings.

% NBS rating of a building	Rating	Approximate risk to life in a building compared to a new building, 50 year building life	Relative risk description
>100%	A+	<1	Low risk
80-100%	A	1-2 times greater	Low risk
67-79%	B	2-5 times greater	Low to Medium risk
34-66%	C	5-10 times greater	Medium risk
20-33%	D	10-25 times greater	High risk
<20%	E	More than 25 times greater	Very high risk

4.3.8.2 ICC Buildings Earthquake Strength

Most ICC buildings have had seismic assessments carried out (see the following table). Many were carried out prior to the establishment of the new Methodology in 2017 and were re-assessed in 2020-21.

Portfolio Ref	Building	Construction Materials	Category	Assessment Date / Type	Assessed NBS
1.01	Civic Administration Building	Reinforced Concrete	B	2011 06 09, DEP 2018 09 22, DSA 2020 11 11, PS2	100%, 500yr return Up to 100%NBS (IL2) 100%NBS with Ties
1.02	Bluff Service Centre	Masonry, Reinforced Concrete retrofit	A	2023 07 03 DSA-T	60%NBS
2.02	Civic Theatre				
	Auditorium	Masonry	-	2013 12 18, IEE 2021, PS4	67% scaled to 55% >67%
	Stage house	Reinforced Concrete	-	2013 12 18, IEE	100% scaled to 81%NBS
2.11	Anderson House	Reinforced Concrete	-	2014 01 17, DEE 2022 08 26, DSA	<10%NBS 67%
2.03	Scottish Hall				
	Front of House element	Reinforced Concrete	-	2021 04 30, ISA	100%NBS, N-S 100%NBS, E-W

Portfolio Ref	Building	Construction Materials	Category	Assessment Date / Type	Assessed NBS
	Hall element	Reinforced Concrete	-	2011 08 08, IEP 2021 04 30, ISA	54%NBS 100%NBS, N-S 35-45%NBS, E-W
2.07	Parking Building	Reinforced Concrete	-	2011 04 29, IEP 2021 02 02, ISA	100%, 500yr return 80-90%NBS, N-S 80-90%NBS, E-W
2.04	Invercargill Library	Concrete and steel	-	2011 08 31, IEP 2020 11 06, ISA	100%NBS. 70-80%NBS, N-S 100%NBS, E-W
2.04	Archive	Concrete and Masonry	-	2012 08 09, IEP 2020 12 18, ISA	About 100%NBS 60-70%NBS, N-S 100%NBS, E-W
2.10	Rugby Park Stadium				
	Main Stand	Concrete and steel	-	2012 08 09, IEP	100%NBS
	West Stand	Concrete and steel	-	2012 08 09, IEP	100%NBS
	West Bleachers	Steel	B	2012 08 09, IEP	16%NBS
2.12	Surrey Park Grandstand	Concrete and steel	C	2013 02 21, IEP	22%NBS
2.05	Southland Aquatic Centre	Steel	-	2012 08 14, IEE	About 98%NBS
5.01	20 Don St	Steel	-	New build, CCC	100%NBS
2.08	Bluff Senior Citizens	Masonry	-		Not assessed
2.09	Solid Waste Transfer Station	Concrete and steel	-		Not assessed
2.01	Animal Care Facility	Concrete and steel	-		Not assessed
3.01 – 3.21	Elderly Persons Housing flats	Various	-		Not assessed
4.01 – 4.43	Public Toilets		-		Not assessed
Various	Investment Buildings		-		Not assessed
Various	All single storey Parks Buildings		-		Not assessed
6.08	Crematorium,		-		Not assessed
6.21	Parks Operations office,		-		Not assessed
6.34	Tea Kiosk	Various	-	2023 07 12 DSA(T)	30% NBS
6.35	Queens Park office,		-		Not assessed
6.58	Winter Garden,	Masonry	A		Not assessed
6.73	Wachner Place.	Steel			Being assessed

Portfolio Ref	Building	Construction Materials	Category	Assessment Date / Type	Assessed NBS
	Clock tower	Concrete, Steel	-	2023 10 11 DSA(T)	75% NBS
	Canopy	Steel	-	2023 10 11 DSA(T)	78% NBS
	Toilets	Concrete, Steel	-	2023 10 11 DSA(T)	68% NBS
	Totems	Masonry	-	2023 10 11 DSA(T)	32% NBS
Not ICC	42-46 Kelvin St	Masonry	C	2012 11 09, DEE 2021 05 11, ISA	67%NBS 67%NBS N-S 40-50%NBS E-W
Key:	IEE Initial Earthquake Evaluation IEP Initial Evaluation Procedure DEE Detail Engineering Evaluation ISA Initial Seismic Assessment (New Methodology) DSA Detailed Seismic Assessment DSA(T) Targeted Detailed Seismic Assessment PS2 Producer Statement – Design Review				

From the table it can be seen that:

- 42-46 Kelvin Street is leased for the He Waka Tuia Gallery. It is not owned by ICC but has been included in the re-assessments because it houses ICC staff.
- The Winter Garden fits the EPB criteria but has not had an assessment made yet.
- Some buildings are below 67%NBS and have plans for being improved or demolished, i.e.
 - Surrey Park Grandstand, (repair)
 - Rugby Park West Bleachers, (repair)
 - Bluff Service Centre
- Four buildings are below 67%NBS and currently have no plans for improvement. These require investigation and consideration of improvements i.e.
 - Archive (transverse direction).
 - The hall element of the Scottish Hall (transverse direction).
 - The property at 42-46 Kelvin Street which is leased for He Waka Tuia Gallery (transverse direction)
 - Tea Kiosk

4.3.9 Asbestos

Asbestos is a naturally occurring fibrous mineral which has been widely used as a component of building fabrics for many years. It provides qualities of heat resistance, electrical insulation and wear resistance. It comes in six forms, Blue, White, Green, Red, Yellow and Grey.

However asbestos breaks into micro-fibres which when inhaled or ingested, causes mesothelioma, asbestosis, lung and other cancers. It has been banned from use in New Zealand since 2016.

Building owners have a duty to indicate the presence and location of asbestos in buildings to staff and contractors working in Council's buildings.

4.3.9.1 Asbestos Management Plans

The Health and Safety at Work (Asbestos) Regulations 2016 require an up-to-date- Asbestos Management Plan for workplaces where asbestos or asbestos containing materials (ACM) is identified or likely to be present.

When is an asbestos management plan needed?

A PCBU (person controlling a business or undertaking) must have an asbestos management plan in place for a structure where asbestos is found or is likely to be present at a workplace from time to time.

Having an asbestos management plan will ensure that a PCBU can manage risks in situations where people at the property – such as workers, tenants, clients or other visitors – could be exposed to respirable asbestos fibres.

What is an asbestos management plan?

An asbestos management plan sets out where any identified asbestos or asbestos-containing material is present, and how it will be managed. The workplace PCBU must make sure a copy of the asbestos management plan is readily accessible to workers and their representatives, as well as to other PCBUs. A copy of the plan should be kept at the workplace.

The workplace PCBU must review and (if necessary) revise the asbestos management plan every five years, or when:

- Asbestos controls are reviewed.
- Asbestos is removed, disturbed, sealed or enclosed.

- The plan is no longer adequate for managing the asbestos risks. For example, if new asbestos is identified, or if a previously inaccessible area is now accessible.

As well, a representative for workers at a workplace may request a review of an asbestos management plan if the representative reasonably believes that:

- Any of the situations noted above affects, or may affect, the health and safety of a member of the work group being represented, and
- The workplace PCBU has not adequately reviewed the asbestos management plan in relation to the situation.

4.3.9.2 ICC Asbestos Management Plan

As part of Councils' development of an Asbestos Management Plan, a contractor, Engeo, has been engaged to provide an on-line database ***Building Materials Information System (BMIS)*** which provides the management plan which is compliant with the Health and Safety at Work (Asbestos) Regulations 2016.

Copies of the asbestos surveys are readily accessible to workers and managers by using the Engeo Asbestos Plan Worker Access Link, see also Objective ID FA213276.

Workers carrying out repair work on Council buildings use the survey information and work through a planning guide to help document their asbestos related safe work practices.

The BMIS provides for 5 year reviews and updates as asbestos is removed, disturbed or sealed.

4.3.10 Asset Prioritisation

Maintenance and capital works on buildings are prioritised according to the needs of Council and the Property Team so that limited resources can be allocated to the right buildings at the right time. Prioritisation needs to be consistent across all asset types. This assists Council to recognise and decide on the most important asset issues, while considering financial and non-financial factors such as criticality, condition, remaining life and performance.

4.3.10.1 Summary of Asset Prioritisation

The following table summarises the buildings which have a priority of 2 or greater. This information will be used to prioritise work in the Recommended Periodic Maintenance Programme, Section 3.3.1, and the Capital Renewal Programme, Section 3.3.2.

Portfolio Reference	Asset	Group	Condition Rating (1-5)	Criticality Rating (1-5)	Financial Rating (1-5)	Remaining Life Rating (1-5)	Priority
2.03	Scottish Hall	Property – Community	3	2	5	4	3.3
6.01	Picnic shelter, Anderson Park	Property – Parks	4	2	3	4	3.3
6.73	Wachner Place Clock & Amenities	Property – Parks	4	2	3	4	3.3
6.65	Oreti Sands Golf Pavilion, Sandy Point	Property – Parks	4	1	3	5	3.2
2.05	Southland Aquatic Centre	Property – Community	3	2	5	3	3.1
3.06	Elston Lea Village	Elderly Persons Housing	3	1	5	3	3.1
2.06	Southland Museum and Art Gallery	Property – Community	3	3	5	2	3.1
3.03	Aurora Place	Elderly Persons Housing	3	1	4	4	3.0
1.02	Bluff Service Centre	Property – Corporate	3	2	5	2	2.9
2.09	Solid Waste Transfer Station	Property – Community	3	2	5	2	2.9
3.12	Miller Street	Elderly Persons Housing	4	1	2	4	2.8
1.01	Civic Administration Building	Property – Corporate	2	3	5	1	2.8
2.02	Civic Theatre	Property – Community	2	3	5	1	2.7
3.13	Neville Place	Elderly Persons Housing	3	1	5	2	2.6
3.1	Korimako Court	Elderly Persons Housing	3	1	5	1	2.5
3.04	Cairnsmore Flats	Elderly Persons Housing	3	1	5	1	2.5
2.04.1	Invercargill City Library	Property – Community	3	2	5	0	2.5
2.04.2	Archive	Property – Community	3	2	5	0	2.4
2.12	Surrey Park Grandstand	Property – Community	3	2	0	5	2.4
2.07	Parking Building	Property – Community	3	1	5	1	2.4
3.05	Clarendon Court	Elderly Persons Housing	3	1	5	1	2.3

Portfolio Reference	Asset	Group	Condition Rating (1-5)	Criticality Rating (1-5)	Financial Rating (1-5)	Remaining Life Rating (1-5)	Priority
3.21	Willow Park	Elderly Persons Housing	3	1	4	1	2.3
3.15	Otarewa Village	Elderly Persons Housing	3	1	5	0	2.3
3.01	Aiden Place	Elderly Persons Housing	3	1	4	1	2.2
4.08	Stirling Point Exeloo	Public Toilets-CBD	3	1	1	4	2.2
4.09	Bluff Service Centre Exeloo	Public Toilets-CBD	3	1	1	4	2.2
3.16	Pateke Place	Elderly Persons Housing	3	1	3	2	2.2
3.08	Kelly Court	Elderly Persons Housing	3	1	3	2	2.2
3.14	Niven Place	Elderly Persons Housing	3	1	3	2	2.2
3.19	Strathpine Flats	Elderly Persons Housing	3	1	3	2	2.2
3.11	Laurel Court	Elderly Persons Housing	3	1	3	1	2.1
4.02	Don Street Exeloo	Public Toilets-CBD	3	1	1	4	2.1
4.01	Wachner Place Restrooms	Public Toilets-CBD	3	1	4	1	2.0
2.1	Rugby Park Stadium	Property - Community	3	3	0	3	2.0
4.05	Windsor Exeloo	Public Toilets-CBD	3	1	1	4	2.0

4.3.10.2 Calculation of Prioritisation

The Priority is ranked on a scale of 1 to 5, similar to Condition and Criticality. A financial ranking (also 1 – 5) based on project cost has been included which will give higher prioritisation to higher cost projects. A ranking has also been included for remaining lives of buildings giving the highest ranking for buildings with less than a decade of remaining life. The overall prioritisation ranking is an average of four contributing ratings.

The highest ranking means the highest priority for receiving periodic maintenance and renewal expenditure.

Criticality Level	Description (Sum of ratings from both Importance Rating and Residential Population Rating)
1 - Very Low	Asset will not receive periodic maintenance and renewal if funding not available, asset should continue for some time.
2 - Low	Asset should receive periodic maintenance and renewal but will remain operational if funding or resourced not available.
3 - Medium	Asset should receive periodic maintenance and renewal to keep asset in operational state.
4 - High	Important that periodic maintenance and renewal are carried out to restore asset to operational state.
5 - Very High	Imperative that periodic maintenance and renewal are carried out to restore asset to operational state.

This approach is used to prioritise and refine maintenance and capital expenditure plans and investigation activities to address critical areas.

4.3.11 Asset Capacity and Utilization

The Capacity of buildings is described by a range of measures of their ability to perform a required function such as occupancy (fire loading), area, space, function etc. See the Building Assets Portfolio Summary in 4.3.3 above for a summary of Capacities of all building assets.

Utilisation is a measure of the extent to which the capacity of a building is used:

- If the overall Utilisation exceeds 100% the asset is being used above its design capacity and may require intervention if there is no corrective action available.
- If the overall Utilisation equals 100% the building is meeting its design capacity.
- If the overall Utilisation is less than 100% the asset is under-utilised for its design purpose.

See the Building Assets Portfolio Summary in 4.3.3 above for a summary of Capacity and Utilisation of the building assets. Utilisation of buildings varies considerably depending on its purpose. E.g. a public toilet which is available 24 hours per day may well have few users at night yet is fulfilling its purpose.

4.3.11.1. Summary of Asset Capacity and Utilisation.

The following table summarises the capacity and utilisation of buildings which also have the highest criticality.

Portfolio Reference	Building	Group	Capacity	Unit	Utilisation	Utilisation Ratio	Unit	Criticality
1.01	Civic Administration Building	Property - Corporate	2,040	hours / yr	2,040	100%	hr utilized / yr	3
2.02	Civic Theatre	Property - Community	1,095	bookings / yr	176	16%	bookings / yr	3
2.1	Rugby Park Stadium	Property - Community	1,248	hours / yr	30	2%	hr utilized / yr	3
4.01	Wachner Place Restrooms	Public Toilets-CBD	4,368	hours / yr	437	10%	hr utilized / yr	3
4.02	Don Street Exeloo	Public Toilets-CBD	8,760	hours / yr	991	11%	hr utilized / yr	3
4.03	Dee Street Exeloo	Public Toilets-CBD	8,760	hours / yr	167	2%	hr utilized / yr	3
4.04	Car Park Exeloo	Public Toilets-CBD	8,760	hours / yr	332	4%	hr utilized / yr	3

4.3.12 Asset Performance

The performance of the asset is the ability to provide the required level of service to customers. Generally this can be measured in terms of reliability, availability, capacity, and meeting customer demands and needs.

The benefits of knowing the current performance level of an asset are:

- Ability to plan for and manage the delivery of the required level of service.
- Avoidance of premature asset failure, leaving open the option of cost effective renovation.
- Risk management associated with asset failures, and mitigation of the consequences of failure.
- Accurate prediction of future expenditure requirements through understanding remaining asset life and capital investment needs.
- Refinement of maintenance and rehabilitation strategies.

4.3.12.2 Asset Performance Procedure

Operational Performance is measured as a combination of the extent to which buildings have the following functionalities. Each function is scored from 0 – 100% for completeness and the total performance score is the average of all functions which apply to the building. The functions are:

- Code of Compliance.
- Building Warrant of Fitness.
- Access for people with disabilities.
- Weather-tightness.
- Firefighting system.
- Fire Alarm system.
- Insulation to code.
- Space heating for occupant comfort.
- Potable Water.
- Security system.
- Toilets.

4.3.13 Asset Sustainability

The Local Government Act requires Council to take into account the social, economic and cultural interests of people and communities, the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations by taking a sustainable development approach. Sustainability can be defined as:

Development which meets the needs of the present generation without compromising the future generation from meeting their own needs
(Brundtland Report, 1987).

A landlord's greatest ability to influence sustainability outcomes are highest during the planning and design phase of buildings. Asset type, location and design can significantly impact sustainability outcomes, for example, accessibility, urban form, land-use, heritage, health and wellbeing. Good planning and design can lead to improved economic and social benefits.

The operation of infrastructure has ongoing impacts - particularly as they relate to energy use and emissions, runoff, noise, light, ecological impacts, safety etc. Operation can provide ongoing employment and economic benefit.

The construction of infrastructure impacts on material use, energy, water, waste, etc. Construction can provide employment, with potential to target 'social' procurement.

4.3.13.1 Social and Cultural Sustainability

The building assets provide our community services with the fabric to show equality, social cohesion and inclusiveness, free from any prejudice. We want to promote intergenerational equality, meeting the needs of the present generation without compromising the needs of future generations.

We provide the meeting places for our community to become empowered and enabled to express and celebrate our ever diversifying heritages, whilst recognising the particular cultural significance of Maori and Tangata Whenua of New Zealand.

4.3.13.2 Environmental Sustainability

Buildings Assets seek to reduce consumption of resources and the effects of development on the environment. Relevant aspects of sustainable design will be incorporated into future building developments including but not exclusive to:

- Minimise materials and waste during construction.
- Use Sustainable materials in construction.
- Minimise Electricity Supply and Consumption.
- Carry out Energy Audits.
- Minimise or eliminate the Use of Fossil Fuels.
- Minimise or eliminate the production of Climate Change Gases – Reduce our “Carbon footprint”.
- Adopt Green Buildings Systems.
- Minimise water use and waste generation in buildings.
- Design for adaption and resilience to hazards including climate change.

The core buildings owned by the Invercargill City Council (ICC) have not been designed for sustainability. This is a recent awareness which seeks to reduce consumption of resources and the effects of development on the environment. Relevant aspects of sustainable design will be incorporated into future building developments.

Electricity supply to Council is managed by the Property team using the ICC Procurement Process. Electricity is supplied under a 3 year contract. The current supplier of Non-half Hourly power is Meridian Energy and Time of Use is Mercury Energy. The current contract period runs to February 2026. Consumption data is collected for analysis by Carbon EMS (formerly Energy and Technical Services, ETS) and input to ‘e-Bench’, an analysis and reporting service.

A Level 2 Energy Audit, subsidised by EECA (Energy Efficiency and Conservation Authority) has been carried out on three core buildings. These are the Administration Building, Library and Southland Aquatic Centre. The recommendations of the audit have been progressively implemented culminating in replacement of a chiller with a 4-pipe heat pump in the Library in 2010-11 financial year and replacement of coal boilers with wood-chip boilers at Southland Aquatic Centre in 2011-12. These projects were incorporated in the relevant Service Level Agreements with Activity Managers.

4.3.13.3 Economic and Financial

Asset Management is an activity, its purpose is to provide the desired level of service in the most cost effective manner through the management of assets for present and future customers. We do this by:

- Taking a lifecycle approach to managing capital expenditure.
- Recognising the consumption of assets and appropriately funding it (Council does not fund depreciation of buildings).
- Categorising capital versus operational expenditure.
- Allocating costs and preparing forecasts over the long-term (30 years or more).
- Reporting on financial performance.

4.3.13.4 Summary of Sustainability Challenges and Issues

To be more sustainable in its operations Council needs to:

- Begin funding of depreciation of buildings. This will steadily increase the renewal expenditure and capital reserve movements to match depreciation.
- Begin measurement of Council's Carbon Footprint to understand the amount of greenhouse gases emitted by the activities of Council.

4.3.14 Asset Resilience

4.3.14.1 Resilience Assessment, Current and Desired

Resilience is a topic that we are learning about from events such as the Christchurch, Kaikōura and Wellington earthquakes. Invercargill City Council is seeking to make our organisation and infrastructure more resilient.

The working definition of resilience to Invercargill City Council is the ability of the organisation to survive a crisis and thrive in a world of uncertainty. Resilience includes both planned risk management (Section 3.8) and consideration of asset criticality to events which are of high impact but low probability. 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 to the 'unknown unknowns'.

*100 Resilient Cities** has four dimensions and three drivers within each:

- Health and Wellbeing
 - Meet basic needs
 - Support livelihoods and employment
 - Ensure public health services
- Economy and Society
 - Foster economic prosperity
 - Ensure social stability, security and justice
 - Promote cohesive and engaged communities
- Infrastructure and Environment
 - Provide reliable communication and mobility
 - Ensure continuity of critical services
 - Provide and enhance natural and man-made assets
- Leadership and Strategy
 - Promote leadership and effective management
 - Empower a broad range of stakeholders
 - Foster long-term and integrated planning

* <http://www.100resilientcities.org/resilience>

4.3.14.2 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 shared organisation results in streamlined decision making and faster response times.

The Group Manager of the Consenting and Environment Group is the Council liaison with EMS. In the event of an emergency, all Asset Managers are to meet in the Committee Rooms and Council Chambers and deliver services as required. If the Civic Administration Building is inaccessible, the Parks Operations Building on Racecourse Road would be utilised as a “Plan B”. Although not officially requested, there is an expectation that Council could approach PowerNet at Racecourse Road, as a Council Controlled Organisation, which could provide office space to the Asset Managers if required as a “Plan C”.

4.3.14.3 Summary of Resilience Issues and Challenges

Resilience, including business continuity is a relatively new focus of asset management. Resilience will be part of the review of risk management being undertaken in the 2021-22 financial year, working on contingency planning with service activity managers part of this will be thinking about what the ‘unknown unknowns’ are.

5 How We'll Fund It

5.1. FUNDING OVERVIEW

Rates funds are provided for all building asset operation costs. Building budgets include operational costs such as electricity, insurance and rates. Inclusion of operational charges may skew the perceived cost of the Property operation.

5.1.1 Funding Rationale

The following rationale has been used in this Asset Management Plan:

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

- Operational and maintenance expenditure are expense costs and are funded by rates in the year of expenditure.
- Renewals expenditure is funded by rates or debt. Loss of Service Potential (LOSP) reserves are not accumulated to fund building depreciation.
- Capital expenditure for new assets and improvement of existing assets is funded by debt to provide inter-generational equity in the provision of community assets.

Debt funding increases the operations cost by the cost to service the loan, plus any operational and depreciation costs which are required as a result of renewal projects.

Depreciation is not funded for Building Assets.

Any growth or increases to service level projects are funded by debt held by the Council in compliance with the Financial Strategy. This provides for debt to be no greater than 1.5 times the income of the Council service.

5.2 FINANCIAL SUMMARY - WHAT THE ASSETS COST

5.2.1 Council Funding of Building Assets activity and programmes.

	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	7,761	7,761	8,536	9,388	10,325	11,355	12,374	13,359	14,260	14,964	15,627	15,768
Subsidies and grants (Capital)	4,010	4,010	6,180	-	-	-	-	-	-	-	-	-
Subsidies and grants (Operational)	-	-	-	-	-	-	-	-	-	-	-	-
Direct charges revenue	-	-	-	-	-	-	-	-	-	-	-	-
Rental revenue	10	10	10	11	11	11	11	11	12	12	12	12
Finance revenue	-	-	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	11,781	11,781	14,726	9,399	10,336	11,366	12,385	13,370	14,272	14,976	15,639	15,780
Employee expenses	3	3	3	3	3	3	3	3	4	4	4	4
Administration expenses	70	4	4	4	4	4	4	5	5	5	5	5
Grants & subsidies expenses	-	-	-	-	-	-	-	-	-	-	-	-
Operational expenses	1,195	1,195	1,440	1,506	1,543	1,580	1,618	1,655	1,692	1,730	1,766	1,804
Utilities expenses	650	716	745	766	789	813	838	863	888	915	942	971
Repairs & maintenance expenses	1,200	1,219	1,614	1,649	1,754	1,794	2,013	2,056	2,097	2,139	2,179	2,221
Depreciation and amortisation	4,631	4,592	4,573	5,347	5,258	6,310	6,679	6,178	5,915	6,280	5,977	5,860
Finance expenses	-	130	393	489	1,352	2,316	2,598	2,533	2,434	2,279	2,065	1,802
Internal charges and overheads applied	22	22	23	23	24	24	25	25	26	26	27	27
Total expenses	7,771	7,881	8,795	9,787	10,727	12,844	13,778	13,318	13,061	13,378	12,965	12,694
OPERATING SURPLUS / (DEFICIT)	4,010	3,900	5,931	(388)	(391)	(1,478)	(1,393)	52	1,211	1,598	2,674	3,086
CAPITAL EXPENDITURE - Funded												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	9,156	11,096	8,137	28,899	19,302	-	-	-	-	-	-	18,682
• to replace existing assets	2,844	5,427	4,824	1,378	11,275	11,124	1,305	1,842	1,583	1,054	1,052	1,364
TOTAL CAPITAL EXPENDITURE	12,000	16,523	12,961	30,277	30,577	11,124	1,305	1,842	1,583	1,054	1,052	20,046
Gross proceeds from sale of assets	-	-	43	-	-	-	-	-	-	-	-	-

Table 5.2.1.2 Building Assets Property Financial 10 Year Summary Graphs (Inflated)

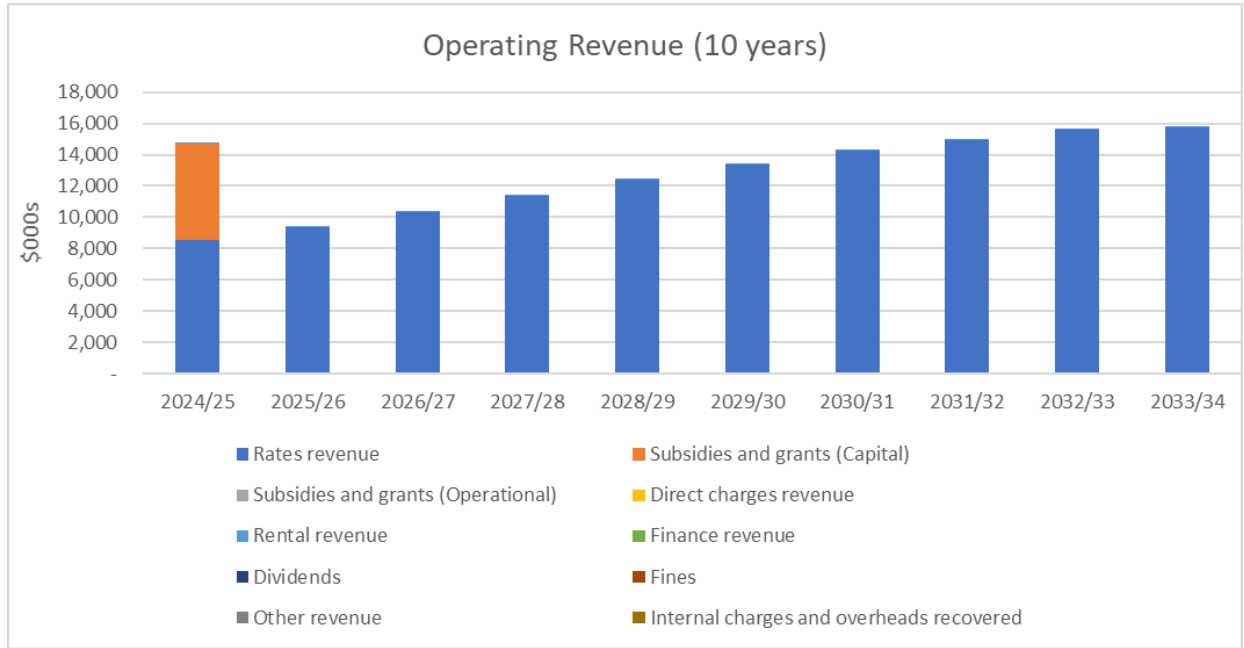


Table 5.2.1.3:

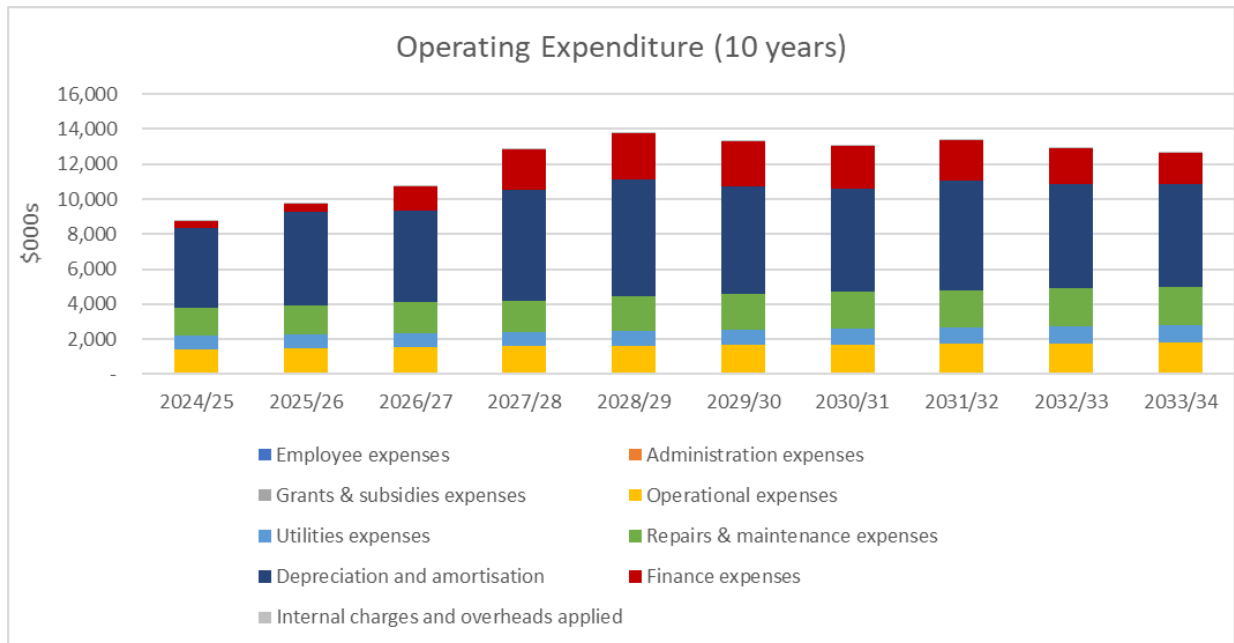


Table 5.2.1.4:

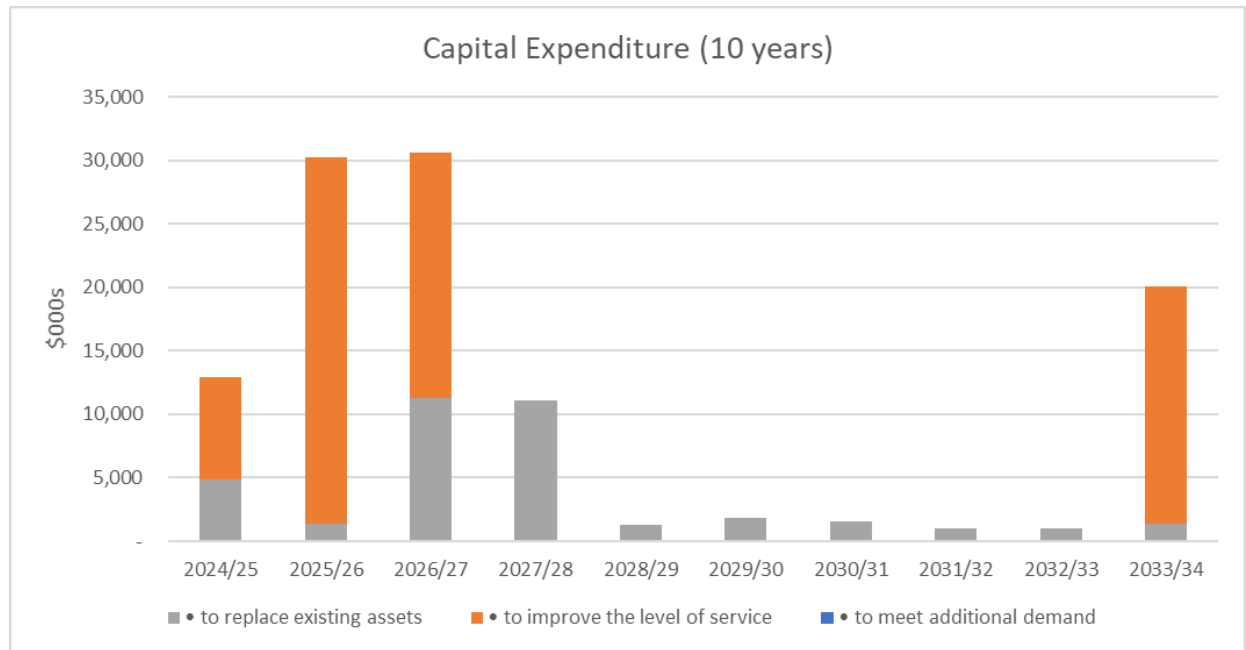


Table 5.2.1.5: Building Assets Property Financial 30 Year Summary Table (Inflated)

	2025 - 2029	2030 - 2034	2035 - 2039	2040 - 2044	2045 - 2049	2050 - 2054
	LTP	LTP	LTP	LTP	LTP	LTP
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
OPERATING						
Rates revenue	51,978	73,978	88,821	108,064	131,476	159,961
Subsidies and grants (Capital)	6,180	-	-	-	-	-
Subsidies and grants (Operational)	-	-	-	-	-	-
Direct charges revenue	-	-	-	-	-	-
Rental revenue	54	59	66	73	80	88
Finance revenue	-	-	-	-	-	-
Dividends	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-
Total revenue	58,212	74,037	88,887	108,137	131,556	160,049
Employee expenses	15	19	20	21	25	26
Administration expenses	20	25	25	30	32	35
Grants & subsidies expenses	-	-	-	-	-	-
Operational expenses	7,687	8,647	9,432	10,167	10,982	11,879
Utilities expenses	3,951	4,579	5,153	5,688	6,282	6,935
Repairs & maintenance expenses	8,824	10,692	11,789	13,015	14,370	15,866
Depreciation and amortisation	28,167	30,210	31,863	28,843	27,473	26,022
Finance expenses	7,148	11,113	9,660	9,660	9,660	9,660
Internal charges and overheads applied	119	131	145	160	177	195
Total expenses	55,931	65,416	68,087	67,584	69,001	70,618
OPERATING SURPLUS / (DEFICIT)	2,281	8,621	20,800	40,553	62,555	89,431
CAPITAL EXPENDITURE - Funded						
• to meet additional demand	-	-	-	-	-	-
• to improve the level of service	56,338	18,682	-	-	-	-
• to replace existing assets	29,906	6,895	7,820	7,994	7,619	6,122
TOTAL CAPITAL EXPENDITURE	86,244	25,577	7,820	7,994	7,619	6,122
Gross proceeds from sale of assets	43	-	-	-	-	-

Table 5.2.1.6: Building Assets Property Financial 30 Year Summary Graphs (Inflated)

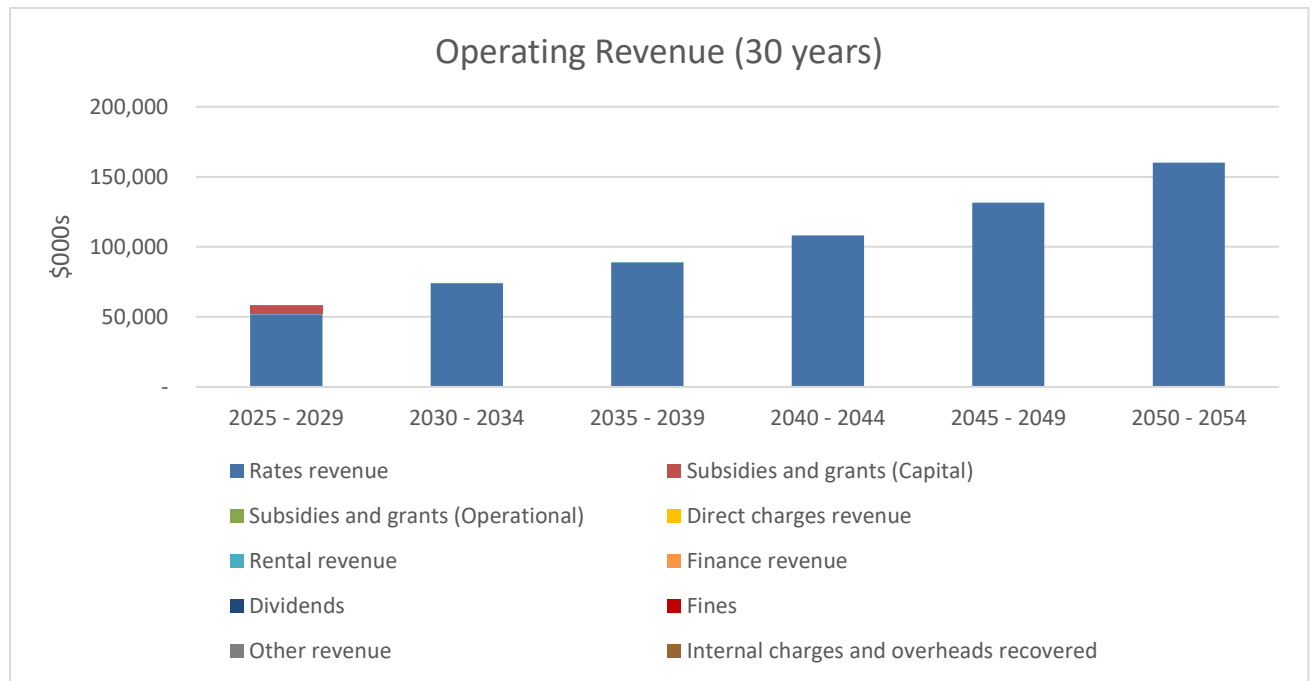


Table 5.2.1.7:

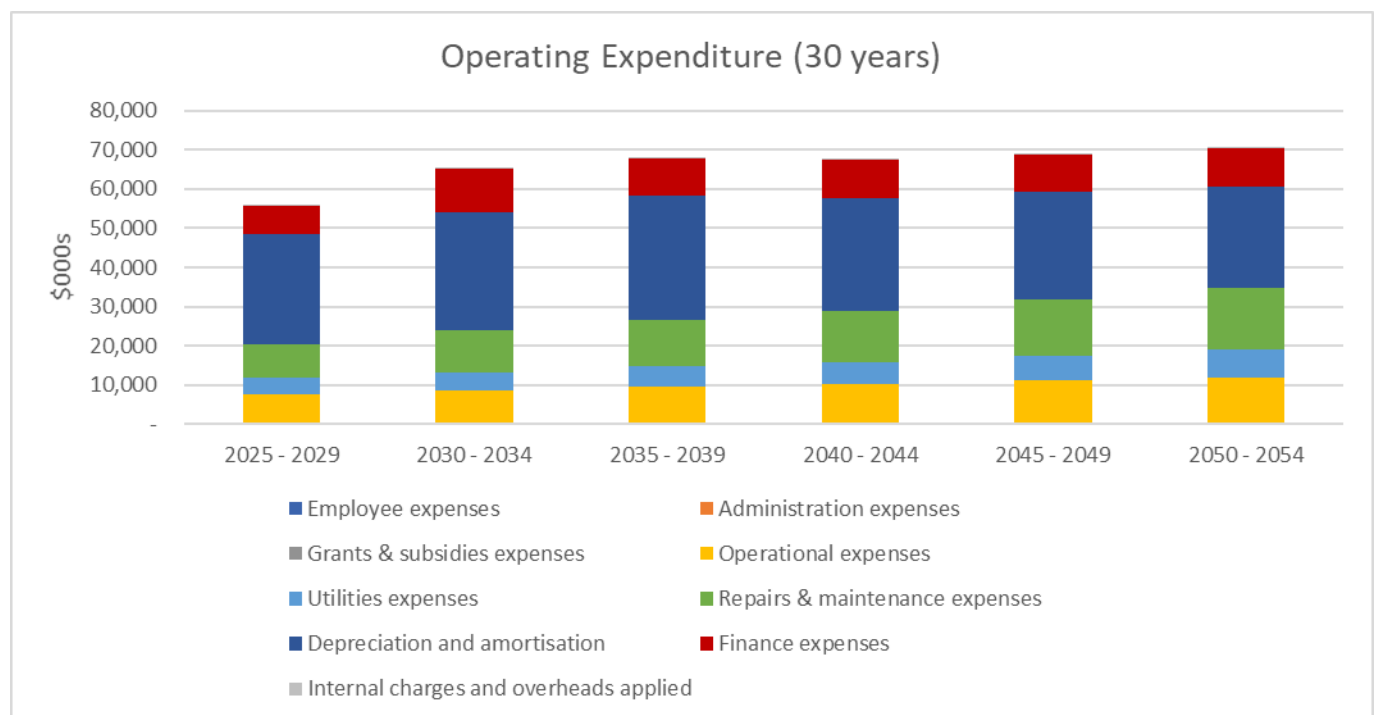


Table 5.2.1.8:

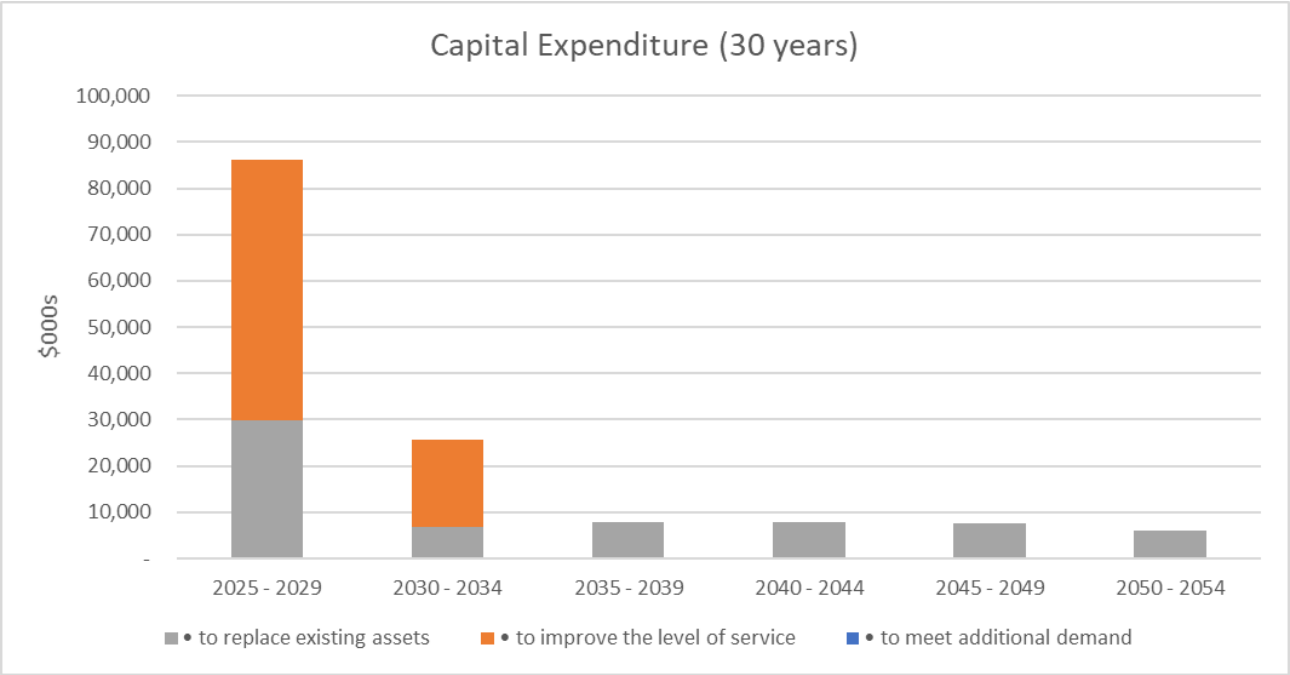
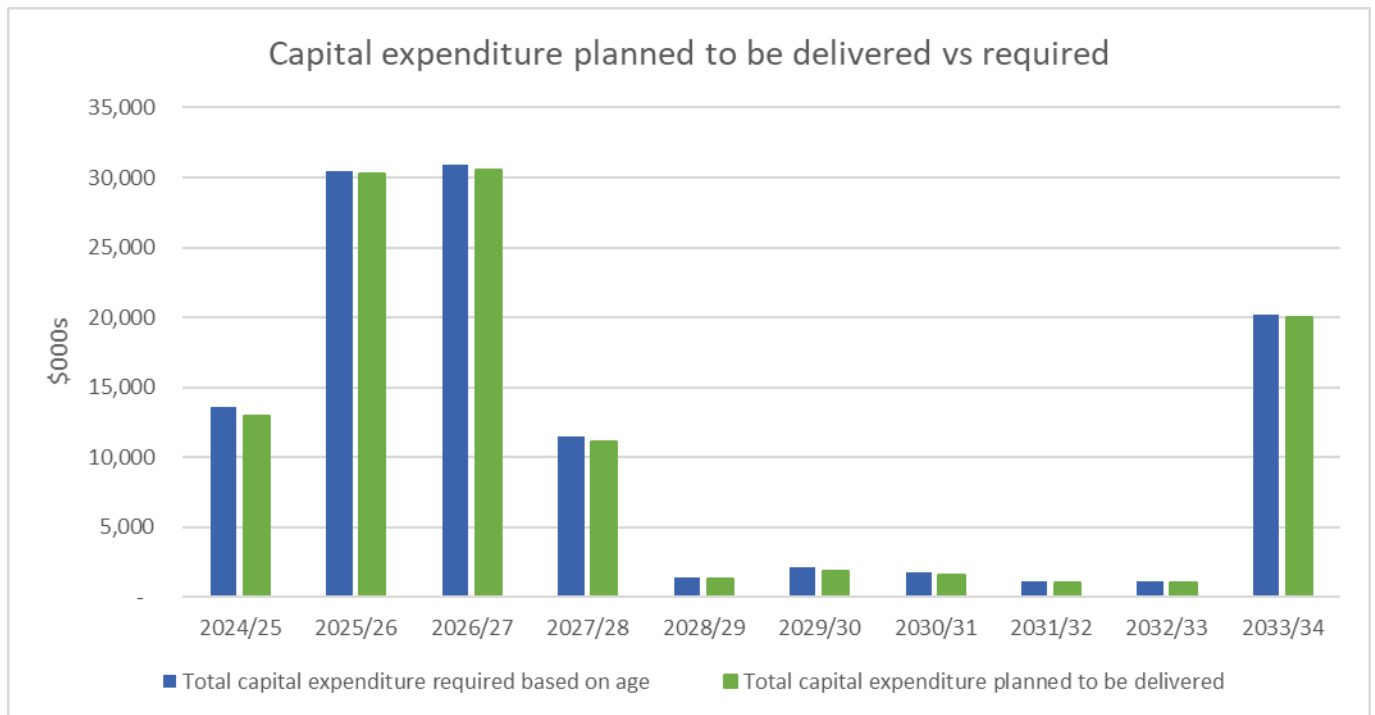


Table 5.2.1.9: Building Assets Capital Expenditure Planned for Delivery vs Required 10 Year Summary Table (Inflated)

	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Annual Plan	Forecast	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Capital expenditure required based on age												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	9,156	11,096	8,137	28,899	19,302	-	-	-	-	-	-	18,682
• to replace existing assets	3,279	5,825	5,447	1,567	11,651	11,463	1,450	2,121	1,759	1,171	1,169	1,515
Total capital expenditure required based on age	12,435	16,921	13,584	30,466	30,953	11,463	1,450	2,121	1,759	1,171	1,169	20,197
Capital expenditure planned to be delivered												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	9,156	11,096	8,137	28,899	19,302	-	-	-	-	-	-	18,682
• to replace existing assets	2,844	5,427	4,824	1,378	11,275	11,124	1,305	1,842	1,583	1,054	1,052	1,364
Total capital expenditure planned to be delivered	12,000	16,523	12,961	30,277	30,577	11,124	1,305	1,842	1,583	1,054	1,052	20,046

Table 5.2.1.10: Building Assets Capital Expenditure Planned for Delivery vs Required 10 Year Summary Graph (Inflated)



This graph shows that the capex funding requested for renewal of existing assets will be fully funded in the Long Term Plan.

5.2.2 Financial Implications – Strategic Projects.

There are several Strategic Projects in the Long Term Plan for which decisions are yet to be finalised, which will affect the establishment and timing of budgets for the Property operation.

5.3 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 every year projected operating revenues are set at a level sufficient to meet the year's 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 give consideration to 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, i.e. Building consent for work carried out by private residents.

<i>Who Benefits</i>	<i>Funding Sources and Proportions</i>	<i>Demand Generators</i>
<i>Public/Private:</i>	<i>Other Sources of funding:</i>	
The Service activity benefits from the Building Assets, it is their budget which determines the split between who benefits.	Internal Charges	Demand on the Service Activity puts demand on the Building Assets.

5.3.1 Expenditure Definitions and Funding Sources

Expenditure Type	Expenditure Definition	Funding Source
Operational	Expenditure that is necessary to keep assets utilised appropriately i.e. power, insurance, rates, overhead costs.	Rates
Unplanned Maintenance	Daily work necessary to keep assets operating to required service levels i.e. repairs and unplanned maintenance, scheduled maintenance.	Rates
Periodic Maintenance	Maintenance works expected within a 10 year period but at intervals exceeding annually, to protect and preserve lives of existing components of assets at original size or capacity e.g. redecoration, exterior painting.	Rates

Expenditure Type	Expenditure Definition	Funding Source
Capital Renewal	Works that restore or replace an existing asset to its original size, condition or capacity (i.e. separately identifiable components e.g. lifts, HVAC plant, roof cladding, the value of which will be 'capitalised' i.e. added to the Asset Register, and depreciated).	Rates and Net Debt. Capital servicing of debt (principal and interest cost) is funded by rates or charges.
New Capital - Service Level	Works to upgrade or improve an existing asset beyond its original performance in response to changes in usage, customer expectations or anticipated future need (i.e. separately identifiable projects, the value of which will be 'capitalised' i.e. added to the Asset Register, and depreciated).	Net Debt and grants from Community funding organisations. Capital servicing of debt (principal and interest cost) is funded by rates or charges.
New Capital - Additional Demand	Works to create a new asset or improve an existing asset beyond its original capacity in response to changes in usage, customer expectations or anticipated future need (i.e. separately identifiable projects, the value of which will be 'capitalised' i.e. added to the Asset Register, and depreciated).	Net Debt and grants from Community funding organisations. Capital servicing of debt (principal and interest cost) is funded by rates or charges.

5.4 ASSET VALUATIONS

5.4.1 Valuation Types

Valuations are carried out according to building and plant asset types and for different purposes. Valuations for the same asset will not necessarily have similar results.

Valuation types are as follows:

Asset Group	Valuation Type
Operational Buildings and land - Corporate Buildings - Community Facilities - Elderly Persons Housing flats - Public Toilets - Parks property	Fair Value
Investment Buildings and land - Endowment property - Commercial (Trading) property - Strategic property	Market Value
Plant - Fixed plant - Mobile plant	Book Value

5.4.2 Fair Valuations - Operational Buildings and Land

The value of the assets has been considered by Rural Value on a Fair Value basis in accordance with PBE IPSAS17 under a highest and best use scenario. "Fair Value" is the price that would be received for sale, or paid to transfer a liability in an orderly transaction between market participants at the 1 July 2019.

The valuations on Core Buildings are carried out to component level. Components of building assets are the same as for depreciation (see Section 5.4.6), these are:

- Structure – substructure, frame, walls, upper floors, roof, windows and doors.
- Roof – roof structure, linings and materials.
- Services - Electrical (switchboards, cabling, sockets, lights).
- Services - Plumbing and Drainage, (domestic hot and cold water, sewage, storm-water, soil drainage).
- Internal Fit-out – stairs, wall, ceiling and floor finishes, internal doors and decoration.
- Plant – heating, ventilation and air conditioning – does not include heat source i.e. Boiler.
- External Works/Other Improvements – road, paving, parking, fencing and any other improvement on the land outside the exterior face of the building – excludes plantings.

Economic and residual lives have been defined for all major buildings.

Please see Table 4.3.3 above for a summary of Fair Value and Replacement Costs. The full report is filed in Objective ID A2819880 (July 2019).

5.4.3 Market Valuations - Investment Property and Land

Investment Properties are tradable and have a measurable Market Value. The market value is the price that would be expected to be received on the open market.

Most Investment Property is land and leases which are not the core business of this Asset Management Plan. However many properties contain buildings therefore the list of properties containing buildings have been included for completeness. Buildings are referenced by their Property Portfolio Number.

5.4.3.1 Commercial Leases¹

Portfolio	Assessment	Commercial Leases	Area	Fair Value	Impts	Land	LV	CV
	30380/23500	115 BARROW ST (Bluff Electrical)	0.1012	67,500	0	67,500	61,000	61,000
	30150/05100	118-122 DEE ST (P Vandervoon)	0.1012	350,000	0	350,000	345,000	345,000
	30150/22400	29 YARROW ST (G W D Ltd.)	0.1012	350,000	0	350,000	355,000	355,000
	30150/52700	26 TYNE ST (Great Southern Ltd)	0.08091	100,000	0	100,000	108,000	108,000
	30170/68001	194 CONON ST (Nga E Wha Soc.)	0.032	10,000	0	10,000	12,000	12,000
	30150/32700	99-101 SPEY ST (Moir Construction Ltd)	0.1012	350,000	0	350,000	435,000	435,000
	30380/25100	71 BARROW STREET (Bluff Oyster)	0.1012	50,000	0	50,000	52,000	52,000
	30380/31000	72 BARROW STREET (Scouts)	0.0326	15,000	0	15,000	13,000	35,000
5.1	30150/31301	20 DON STREET	0.4048	14,195,000	12,195,000	2,000,000	1,600,000	13,800,000
		13,800,000McCulloch						
		McCulloch and Partners						
		Cruickshank Pryde Law						
		The Auction House Café						
		Craigs Investment Partners						
		MediaWorks						
		Standalone Insurance						
		Vodafone						
		McSharp Holdings Limited (3 x carparks)						
		Venom Limited (rent from 12-10-18)						
		Middle of the Road Holdings Ltd						
		Toasted Café						
		Indulge Beauty Limited						
12 TOTAL COMMERCIAL			1.1479	15,487,500	\$12,195,000	\$3,292,500	\$2,981,000	\$15,203,000

¹ This will be updated prior to release

5.4.3.2

Awarua Farm Land /
Industrial

Portfolio	Assessment	Awarua Farm / Industrial		Area	Fair Value	Impts	Land	LV	CV
	<i>Note sub-division 40 Colyer Road / Powernet 0.36 ha and 62 Colyer Road / Taha 1.0217 ha</i>								
5.2.3	29510/40000	136-150	COLYER ROAD AWARUA (M A Mitchell block)	213.8394	4,900,000	850,000	4,050,000	5,250,000	6,560,000
	29510/39901	1276	BLUFF HIGHWAY (part of McKenzie Block)	96.6131	2,000,000	350,000	1,650,000	1,910,000	2,770,000
			La Trobe University Radar (part of McKenzie Block)						
			Awarua Communications Museum (part of McKenzie Block)						
5.2.8 - 10			German Cottages x 3						
5.2.11			Homestead						
	29510/39907	90	HAMILTON ROAD	70.5697	900,000	50,000	850,000	690,000	715,000
	29510/39905	99	AWARUA SIDING ROAD (Legendairies Ltd - Run off block))	169.1342	1,850,000	100,000	1,750,000	2,260,000	2,350,000
5.2.7	29510/39800	5	HAMILTON ROAD (A Molenaar block)	41.1178	900,000	50,000	850,000	950,000	1,100,000
5.2.6	29510/39500	167	COLYER ROAD AWARUA (McLellan block)	20.4771	450,000	150,000	300,000	455,000	640,000
	29510/4000	262	COLYER ROAD AWARUA	1.0217	100,000	25,000	75,000	180,000	180,000
7 TOTAL		AWARUA FARM/INDUSTRIAL		612.7730	\$ 11,100,000	\$ 1,575,000	\$ 9,525,000	\$ 11,695,000	\$ 14,315,000

5.4.3.3

Strategic Development

	Assessment		Strategic Development	Area	Fair Value	Impts	Land	LV	CV
5.5.1	30150/07900	6	Esk Street West (Vacant Jan 2013)	0.0321	85,000	0	85,000	104,000	170,000
5.5.2	30150/07801	8	Esk Street West	0.0846	150000	0	150000	170,000	530,000
		9	Leven Street/Picadilly Lane (6 x carpa	0.0089	35000	0	35000	14,000	14,000
5.5.3	30150/07700	10	Esk Street West	0.0306	95000	0	95000	109,000	114,000
5.5.4	30150/07600	12&16	Esk Street West	0.0267	70000	0	70000	101,000	105,000
5.5.5	30150/07500	18	Esk Street West	0.016	45000	0	45000	55,000	95,000
5.5.6	30150/06700	66	Dee Street (Twisted World)	0.0607	165000	0	165000	305,000	306,000
	30250/08900	135	GRACE STREET (South Alive)	0.0933	50000	0	50000	68,000	68,000
	30250/10300	262	NESS STREET (South Alive)	0.0853	50000	0	50000	52,000	55,000
9 TOTAL STRATEGIC DEVELOPMENT				0.4382	\$745,000	\$ -	\$745,000	\$978,000	\$1,457,000

5.4.3.4

Farm and Grazing Leases

	Assessment		Farm & Grazing Leases	Area	Fair Value	Impts	Land	LV	CV
	30250/66701	155	STEAD ST (John Conner)	101.07	650,000	25000	625,000	1,010,000	1,010,000
	29510/42004	14	KEKENO PLACE (RN Jennings)	19.2445	150000	15000	135000	175,000	175,000
	29590/40503	313	BAY RD (AJ Sherman T/A Alkarr Trust)	23.6445	250000	25000	225000	680,000	680,000
3 TOTAL FARM & GRAZING				143.959	\$1,050,000	\$65,000	\$985,000	\$1,865,000	\$1,865,000

5.4.3.5

Industrial Lease

Assessment	Industrial Lease	Area	Fair Value	Impts	Land	LV	CV
29970/49900	94 PRESTON ST (only part to Sevwright))	0.0343	20,000	0	20,000	9,000	9,000
29970/51701	99 PRESTON ST (only part to Sevwright))	0.034	40,000	0	40,000	70,000	70,000
30170/11801	55 CRINAN ST (EH Ball)	0.2427	200,000	0	200,000	119,000	122,000
30150/11200	90 MERSEY ST (ex Mobil, surrendered)	0.096	150,000	0	150,000	185,000	200,000
30150/111000	15 SPEY ST (Tulloch Transport Ltd)0.1561	0.1561	100,000	0	100,000	670,000	670,000
"	96 MERSEY ST (Tulloch Transport Ltd)	0.1774	220,000	0	220,000	-	-
"	102 MERSEY ST (Tulloch Trans. Ltd)	0.2428	275,000	0	275,000	-	-
30150/11400	108 MERSEY ST (Front Tulloch Trans. Ltd)	0.4047	500,000	0	500,000	780,000	780,000
-	108 MERSEY ST (Back Tulloch Trans. Ltd)	0.2866	210,000	0	210,000	-	-
30170/11897	257 BOND ST (Pyrotek Incorporated)	0.6763	500,000	0	500,000	480,000	480,000
30150/12200	91 MERSEY ST (Chevron N Z)	0.4047	610,000	0	610,000	700,000	700,000
30150/11605	152 MERSEY ST (Firth Concrete Ltd)	0.3999	200,000	0	200,000	445,000	445,000
30120/41314	116 OTEPUNI AVE (RobaK Investments)	0.0506	50,000	0	50,000	48,000	48,000
30150/00101	14 MERSEY ST (Bradley/Hucklebridge)	0.1937	250,000	0	250,000	300,000	300,000
30150/12502	192 BOND ST (Downer EDI Works)	0.4047	450,000	0	450,000	540,000	540,000
30150/11603	210 MERSEY ST (Downer EDI Works)	0.4378	550,000	0	550,000	520,000	520,000
30150/11600	141 BOND ST (Eden Haulage/S. Solomon)	2.4746	1,750,000	0	1,750,000	1,530,000	1,900,000
5.3.2 30150/01900	20 SPEY ST (Rockgas/Midco)	0.6855	830,000	210000	620,000	880,000	1,330,000
5.3.1	20 SPEY ST (Sono Sound)						
30150/487	69 DON ST (Johri)	0.0202	250,000	50000	200,000	101,000	220,000
20 TOTAL INDUSTRIAL		7.4226	7,155,000	\$260,000	6,895,000	7,377,000	8,334,000

5.4.3.6

Residential Leases

Assessment		Residential Leases		Area	Fair Value	Impts	Land	LV	CV
	30170/68002	91	EARN ST (TR Wilson)	0.0692	30,000	0	30,000	21,000	21,000
	30170/32300	50	TEVIOT ST (MC Adam)	0.1012	35,000	0	35,000	36,000	36,000
	30170/54300	118	BOWMONT ST(Jakl Invest.Pty Ltd)	0.1012	35,000	0	35,000	33,000	33,000
3 TOTAL		RESIDENTIAL		0.2716	100,000	\$ -	\$100,000	90,000	90,000

5.4.4 Rating Valuations

The Rating Valuation is the value calculated for properties within the city boundary which are used for distribution of city rates. The value calculated is based on what properties are selling and renting for in surrounding neighbourhood and uses its size and usage. The valuations are historically referred to as a GV or government valuation. The Rating Valuation includes separate items for land and capital improvements.

Property within the city boundary is valued every 3 years by an accredited Valuer who is employed by the Consenting and Environment Group of the Invercargill City Council to carry out this task.

The most recent rating valuations were carried out in July 2023 and released in October 2023. The 2023 values are shown in the Table 5.4.4 below.

The Source document is ID A3332589.

Table 5.4.4 Ratings Valuations.

Portfolio	Activity / Building Asset	Valuation Number	Rating Valuation 2023 Land \$	Rating Valuation 2023 Improvements \$	RV 2023 Total \$
	Corporate Buildings				
1.01	Civic Administration Building	30150/45600	3,700,000	9,700,000	13,400,000
1.02	Bluff Service Centre	30380/23801	150,000	420,000	570,000
	Community Facilities				
2.02	Civic Theatre	30150/45600	3700000	9700000	13,400,000
2.03	Scottish Memorial Hall	30150/47500	580,000	650,000	1,230,000
2.04 & 2.07	Library/Archive & Parking Building	30150/7000	1,890,000	14,610,000	16,500,000
2.05	Southland Aquatic Centre	30120/17402	1,180,000	19,220,000	20,400,000
2.08	Bluff Senior Citizens Centre	30380/26202	150,000	60,000	210,000
2.1	Rugby Park Stadium	30120/17400	2600000	3400000	6,000,000
2.11	Anderson House	29520/43000	600000	1310000	1,910,000
	Housing Care				
3.12	Miller Street	30120/13300	180,000	410,000	590,000
3.03	Aurora Place	30250/18800	600,000	800,000	1,400,000
3.13	Neville Place	30250/18801	600,000	1,400,000	2,000,000
3.06	Elston Lea Village	30230/40601	700,000	4,850,000	5,550,000
3.14	Niven Place	30170/67300	175,000	595,000	770,000
3.19	Strathpine Flats	30170/59200	175,000	595,000	770,000
3.08	Kelly Court	30170/64300	175,000	595,000	770,000
3.16	Pateke Place	30090/36301	175,000	595,000	770,000
3.11	Laurel Court	29970/20700	370,000	1,030,000	1,400,000

Table 5.4.4 Ratings Valuations Cont'd.

Portfolio	Activity / Building Asset	Valuation Number	Rating Valuation 2023 Land \$	Rating Valuation 2023 Improvements \$	RV 2023 Total \$
3.1	Korimako Place	30090/53301	200,000	870,000	1,070,000
3.04	Cairnsmore Flats	30140/5400	200,000	870,000	1,070,000
3.01	Aidan Place	30180/28600	220,000	940,000	1,160,000
3.09	Kinross Flats	30380/58700	110,000	410,000	520,000
3.2	Thorndale Flats	30070/53500	240,000	550,000	790,000
3.18	Stirling Flats	30380/67201	130,000	390,000	520,000
3.05	Clarendon Court	30240/16202	280,000	1,420,000	1,700,000
3.21	Willow Park	30090/65601	320,000	730,000	1,050,000
3.17	Powell Court	30230/13200	220,000	610,000	830,000
3.15	Otarewa Village	30170/49001	800,000	1,570,000	2,370,000
		30170/49002	4,000	2,000	6,000
3.02	ANZAC Court	30380/66300	115,000	415,000	530,000
3.07	Jim Brass Place	30180.12201	81,000	559,000	640,000
Public Toilets					
4.01	Wachner Place Restroom	301500/7400	850000	940000	1,790,000
Investment Property					
5.1	20 Don St	30150/31301	2630000	17670000	20,300,000
	Commercial Leases – ICC Depts				
	Industrial Reclamation 121 Bond Street	30150/11615	810000	10000	820,000
5.6	141 Bond Street	30150/11600	1,980,000	660,000	2,640,000
TOTAL			26,890,000	98,556,000	125,446,000

5.4.5 Insurance Valuations

The Insurance Valuation is the value calculated for building assets which is used for protection of the Council from future loss. The Insurance Valuation includes separate items for reinstatement, demolition and inflation effects to give a total insured value. This valuation assumes reinstatement of an asset to its existing condition at the time of loss which may include deteriorated condition and low seismic capacity.

Property within the city boundary is valued every two years by the Finance Team in conjunction with the Council's insurance broker.

Insurance Valuations have been updated in July 2010. The new values are shown in Table 5.4.5 below.

Table 5.4.5²

Portfolio Reference	Activity / Building Asset	Replacement Value \$	Replacement Inflation \$	Indemnity Value \$	Indemnity Inflation \$	Demolition \$	Insured Value Total \$
	Corporate Buildings						
1.01	Civic Administration Building	16,500,000	25,640,000	6,450,000	258,000	1,350,000	20,490,000
1.02	Bluff Service Centre	1,370,000	160,000	650,000	26,000	80,000	1,610,000
	Community Facilities						
2.01	Animal Care Facility	890,000	60,000	790,000	32,000	70,000	1,020,000
2.02	Civic Theatre	35,100,000	4,910,000	25,370,000	880,000	990,000	41,000,000
2.03	Scottish Memorial Hall	4,340,000	610,000	1,450,000	58,000	270,000	5,220,000
2.04	Library	17,700,000	2,830,000	11,190,000	448,000	1,060,000	21,590,000
2.04	Archive	3,240,000	360,000	2,640,000	106,000	260,000	3,860,000
2.05	Southland Aquatic Centre	38,000,000	6,100,000	24,020,000	960,000	1,190,000	45,290,000
2.06	Southland Museum and Art Gallery	25,200,000	3,780,000	9,626,000	385,000	670,000	29,650,000
2.07	Parking Building Leven Street	9,100,000	1,270,000	4,210,000	168,000	1,160,000	\$11,530,000
2.08	Bluff Senior Citizens Centre	670,000	60,000	282,000	11,300	43,000	773,000
2.09	Waste Transfer Station	3,470,000	420,000	2,050,000	82,000	270,000	4,160,000
2.1	Rugby Park Stadium	19,500,000	2,540,000	13,530,000	541,000	900,000	22,940,000
	Rugby Park Score Board	103,000	10,000	30,000	1,200	10,000	123,000
	Rugby Park Media Tower	1,170,000	150,000	990,000	39,600	70,000	1,390,000
	Rugby Park Caretakers shed/gym	450,000	60,000	90,000	3,600	40,000	550,000
	Rugby Park Terraces	1,600,000	210,000	1,000,000	40,000	110,000	1,920,000
	Rugby Park Lights	1,660,000	220,000	410,000	16,400	45,000	1,925,000
2.11	Anderson House	5,900,000	708,000	1,366,000	54,600	156,000	6,764,000
	Anderson House Workshop and Service Building	340,000	27,000	84,000	3,400	39,000	406,000
	Anderson House Carved Building and Toilets	96,000	9,000	40,000	1,600	5,000	110,000

² This table will be updated prior to release

Portfolio Reference	Activity / Building Asset	Replacement Value \$	Replacement Inflation \$	Indemnity Value \$	Indemnity Inflation \$	Demolition \$	Insured Value Total \$
2.12	Surrey Park Grandstand	2,990,000	329,000	759,000	30,400	140,000	3,459,000
	Elderly Persons Housing						
3.01	Aidan Place – 132 Princes Street	1,110,000	100,000	577,000	23,100	53,000	1,263,000
3.02	ANZAC Court – 9 Tone Street	880,000	79,000	543,000	21,700	45,000	1,004,000
3.03	Aurora Place – 15-29 Janet Street	1,150,000	104,000	299,000	12,000	56,000	1,310,000
3.04	Cairnsmore Flats – 160 Leet Street	1,480,000	133,000	747,000	29,900	70,000	1,683,000
3.05	Clarendon Court – 60 Stirrat Street	1,810,000	181,000	1,036,000	41,400	83,000	2,074,000
3.06	Elston Lea Village – 50 Murphy Street	5,860,000	740,000	2,250,000	90,000	252,000	6,852,000
3.07	Jim Brass Place – 154 Elles Road	550,000	50,000	354,000	14,200	34,000	634,000
3.08	Kelly Court – 210 Crinan Street	760,000	53,000	289,000	10,100	36,000	849,000
3.09	Kinross Flats – 30 Henderson Street	890,000	80,000	436,000	17,400	44,000	1,014,000
3.1	Korimako Place – 12 Waverly Street	1,200,000	108,000	571,000	22,800	56,000	1,364,000
3.11	Laurel Court – 2 Maltby Street	950,000	86,000	443,000	17,700	44,000	1,080,000
3.12	Miller Street – 13-29 Miller Street	530,000	42,000	139,000	5,600	29,000	601,000
3.13	Neville Place – 26 Selwyn Street	1,840,000	184,000	813,000	33,000	74,000	2,098,000
3.14	Niven Place – 104 Earn Street	760,000	61,000	289,000	11,600	36,000	857,000
3.15	Otarewa Village – 90 Conon Street	2,830,000	311,000	1,723,000	68,900	115,000	3,256,000
3.16	Pateke Place – 429 Yarrow Street	920,000	83,000	391,000	15,600	42,000	1,045,000
3.17	Powell Court – 295 Pomona Street	740,000	67,000	441,000	17,600	35,000	842,000

Portfolio Reference	Activity / Building Asset	Replacement Value \$	Replacement Inflation \$	Indemnity Value \$	Indemnity Inflation \$	Demolition \$	Insured Value Total \$
3.18	Stirling Flats – 25 Gregory Street	900,000	81,000	478,000	19,100	45,000	1,026,000
3.19	Strathpine Flats – 246 Ettrick Street	760,000	61,000	289,000	11,600	36,000	857,000
3.2	Thorndale Flat – 3 Lithgow Street	790,000	71,000	419,000	16,800	37,000	898,000
3.21	Willow Park - 64 Adamson Crescent	1,210,000	109,000	704,000	28,200	56,000	1,375,000
	Public Toilets						
4.01	Wachner Place Restroom	1,070,000	90,000	770,000	31,000	50,000	1,210,000
4.02	Don Street Exeloo	180,000	14,000	37,000	1,000	2,000	196,000
4.03	Dee Street South Exeloo	160,000	13,000	88,000	3,500	2,000	175,000
4.04	Leven Street Exeloo	149,000	12,000	126,000	5,000	2,000	163,000
4.05	Windsor Exeloo	180,000	14,000	46,000	1,800	2,000	196,000
4.06	Glengarry Exeloo	180,000	14,000	91,000	3,600	2,000	196,000
4.07	South City Exeloo	180,000	14,000	101,000	4,000	2,000	196,000
4.08	Bluff Stirling Point Exeloo	198,000	16,000	40,000	2,000	2,000	216,000
4.09	Bluff Service Centre Exeloo	180,000	14,000	37,000	1,000	2,000	196,000
4.10 &12	Parks Exeloo Toilets (Coronation Ave and Winter gardens)	380,000	30,000	75,000	3,000	4,000	414,000
4.11	Queens Park second Circle	188,000	15,000	141,000	5,600	2,000	205,000
4.13	Queens Park Playground	301,000	27,000	147,000	5,900	11,000	339,000
4.14	Queens park Tennis Area Permaloo	69,000	4,000	65,000	2,600	1,000	74,000
4.20	Donovan Park	130,000	8,000	54,000	2,200	6,000	144,000
4.22	Elizabeth Park	95,000	6,000	39,000	1,600	4,000	105,000
4.28-43	Parks Environmental Toilets	420,000	27,000	205,000	8,200	19,000	466,000
	Investment Property						
	20 Don St	16,900,000	2,700,000	16,370,000	655,000	1,550,000	21,150,000
5.2	Awarua – Buildings						
	Awarua Farm House 1	460,000	41,000	154,000	6,200	22,000	523,000

Portfolio Reference	Activity / Building Asset	Replacement Value \$	Replacement Inflation \$	Indemnity Value \$	Indemnity Inflation \$	Demolition \$	Insured Value Total \$
	Awarua Farm House 2	320,000	29,000	248,000	9,900	17,000	366,000
	Awarua Farmhouse	500,000	45,000	76,000	3,000	23,000	568,000
	Awarua Farmhouse	330,000	30,000	51,000	2,000	22,000	382,000
	Awarua Farmlet and Ancillary Buildings	550,000	50,000	221,000	8,800	42,000	642,000
	Awarua Ancillary Sheds	620,000	62,000	224,000	9,000	94,000	776,000
	Awarua Generator Sheds & Garages	430,000	34,000	64,000	2,600	114,000	578,000
5.2.2	Awarua Milking Shed & Storage Plant	2,000,000	180,000	535,000	21,400	96,000	2,276,000
5.2.8-5.2.10	German Cottages (3)	960,000	90,000	714,000	28,600	54,000	1,104,000
5.2.11	Awarua Homestead	740,000	74,000	143,000	5,700	109,000	923,000
	Commercial – Buildings						
5.3	20 Spey Street	1,160,000	104,000	304,000	12,200	117,000	1,381,000
	Strategic Property						
5.4	69 Don Street	630,000	57,000	204,000	8,200	37,000	724,000
	Parks Buildings						
	Buildings – Public use:						
6.31	Tea Kiosk	870,000	78,000	386,000	15,400	33,000	981,000
6.57 – 6.60	Winter Gardens	1,560,000	172,000	362,000	14,500	83,000	1,815,000
6.62	Information Centre (Rangers Station)	180,000	14,000	76,000	3,000	11,000	205,000
	Buildings – Offices / Amenities						
	Park Operations yard	2,320,000	278,000	778,000	31,100	340,000	2,938,000
6.32	Workshop and Offices	5,630,000	680,000	780,000	31,000	750,000	7,060,000
	Garaging - Parks	130,000	10,000	84,000	3,400	16,000	156,000

Portfolio Reference	Activity / Building Asset	Replacement Value \$	Replacement Inflation \$	Indemnity Value \$	Indemnity Inflation \$	Demolition \$	Insured Value Total \$
	Workshop, Garage, Administration Offices	2,360,000	236,000	561,000	22,400	209,00-	2,805,000
6.13	Cemetery Buildings	294,000	24,000	151,000	6,000	19,000	16,000
	Buildings – Pavilions / Shelters						
	Buildings – Workshop / Storage / Equipment sheds						
6.14	Cemetery Shed	276,000	22,000	202,000	8,100	32,000	330,000
	Workshop Parks	157,000	13,000	91,00-	3,600	21,000	191,000
6.49 – 6.55	Buildings – Aviary	1,770,000	159,000	669,000	26,800	86,000	2,015,000
6.17-6.18	Nursery Complex	1,490,000	149,000	650,000	26,000	167,000	1,806,000
	Animal Enclosure	359,000	29,000	284,000	11,400	28,000	416,000
6.06	Crematorium	2,660,000	293,000	987,000	39,500	133,000	3,086,000
6.07	Cremator	\$500,000	\$20,000	\$500,000			\$520,000
6.05	Bluff Camping Ground	690,000	62,000	407,000	16,300	43,000	795,000
	Buildings – Plants						
	Residences						
6.61	Rangers Dwelling	380,000	30,000	151,000	6,000	37,000	447,000
6.68	Dwelling Sandy Point	350,000	32,000	142,000	5,700	32,000	414,000
						Total =	319,642,000

5.4.6 Depreciation Forecast

Historically buildings have had depreciation calculated at 2%, which provides an asset life of 50 years. This assumes an average life of components even though some elements will have shorter lives, say a roof, others would have a longer life, say the foundations.

Depreciation for buildings has been calculated for this Asset Management Plan using the fair value of the building and remaining useful life of each component rather than an average expected life. The “Fair value” which is used in this calculation is established by the valuation process provided by QV in Section 5.4.2. This provides values at a component level which has allowed a more sophisticated approach to be considered.

Fair Value is the current estimated market value of the component.

Components of building assets are:

- Structure – substructure, frame, walls, upper floors, windows and doors.
- Roof – roof structure, linings and materials.
- Services - Electrical (switchboards, cabling, sockets, lights).
- Services – Hydraulic, plumbing and drainage, (domestic hot and cold water, sewage, storm-water, soil drainage).
- Internal Fit-out – stairs, wall ceiling and floor finishes, internal doors and decoration.
- Plant – heating, ventilation and air condition – does not include heat source i.e. Boiler.
- External Works/Other Improvements – parking, layout, fencing and any other improvement on the land outside the exterior face of the building – excludes planting.

This approach takes the current fair value which is then divided by the remaining useful life provides the consumption or depreciation value. Taking this at component level as above, means the impacts of low remaining lives are accounted for in the assessment of calculated depreciation.

Future decisions will need to be made for there to be a viable and financially acceptable solution for renewal funding, particularly in the case of Elderly Persons Housing. This gap could be bridged by rates or debt funding to meet future costs. For instance, the Civic Theatre as a Category 1 Heritage building will need detailed condition assessment for modelling of renewals funding and be treated favourably because of the expectation that the building will remain at similar delivery and service levels for long periods.

What has been identified by the condition ratings undertaken, is that there is some certainty and a level of accuracy over demand projections (for works needed to keep the buildings at similar level but older) for the next 10 and 30 years. The information also supports that there is no unseen financial demand just beyond 30 years but should recognise that the current calculated depreciation is well in excess of the current available funding - leaving a gap.

The Activity Plan for Elderly Persons Housing has a funding approach which is reliant on an increase of rents to maintain the delivery of the service in the long term and provide some capital for renewal and expansion of the service.

The long term expectation for buildings and in particular Elderly Persons Housing needs to be strategically considered as the funding approach indicates that the delivery of the service may in the long term need capital injection otherwise the service will not be viable. Buildings will get old and need replacement or become redundant compared to standards and the fair value would slip causing high depreciation demands. Some of the existing buildings are well through their lives and no significant reserves are held so renewal costs can only be funded through loan or third parties. This gap would need funding.

Council is transitioning within areas such as piped networks to renewing its assets measured against consumption (assessed depreciation) this is termed funding of depreciation. A future progression to a similar approach to building assets should be developed and communicated.

Any proposed new assets added to the portfolio will need to consider whole of life costs and how depreciation is considered and funded in their financial forecasts.

6 How We'll Know We're Delivering

6.1 HOW WE'LL MANAGE IMPROVEMENTS

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 Finance and Projects Committee with the Risk and Assurance Committee held every quarter and Week Four being Council. The 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 and from these reports is entered into Councils systems where appropriate. 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.

6.2 FREQUENCY OF REVIEW

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

The Annual Report shows the current financial status and levels of service for all Council activities and assets measured against the yearly targets set in the Long-Term Plan. The Annual Report is a holistic overview of all of Council's performance.

6.3 ASSET MANAGEMENT CONFIDENCE LEVEL

The Building Assets management process underwent a confidence level assessment in 2017 and was assessed as being at Level B, meaning an accuracy of $\pm 10\%$. Condition assessments will need to be increased to a detailed level to provide us with sound data for projected renewal programmes.

6.4 RELIABILITY OF FINANCIAL FORECASTS

6.4.1 Maintenance and Renewal Forecasts

As mentioned above we have a confidence in our maintenance and renewal programmes of $\pm 10\%$. If an error is made which would have a negative impact on our budgets, this would be funded by an increase of Council debt.

Any operational efficiencies that are achieved are used to pay off Council debt.

6.4.2 Capital Development Forecasts

Building asset capital development forecasts are either provided by a quantity surveyor or calculated from QV Cost Builder (the tool used by quantity surveyors) to calculate the cost of new developments. There is a contingency built in to the projected costs of any growth projects, to cover unknown issues and changes of scope.

6.5 CONTINUOUS IMPROVEMENT

6.5.1 Current Asset Management Practice

The process of Asset Management that we use has been described in this plan. It includes use of techniques of condition assessment, performance monitoring and risk management to determine the optimal level of maintenance that should be carried out to ensure assets deliver the levels of service required.

This process provides us with the ability to demonstrate whether or not we are sustainably managing our building assets. The AMP should inform the LTP of the financial needs of the asset. Once the LTP is approved, the AMP should be updated, comparing needs with approved funding levels and highlight any consequences should funding be constrained. This is an iterative process which will achieve continuous improvement over time.

6.5.2 Asset Management Maturity

For this to be achieved an awareness is required of where our current practices stand. This can be reviewed and rated in the asset management maturity self-assessment process.

The self-assessed Asset Management Maturity Assessment Tool (AMMAT) (Appendix 4.06) was used in 2017. Our current maturity is assessed as **core**, but as per the Asset Management Policy (Appendix 2.01) our goal is to achieve **intermediate** by 2025. There are many opportunities for improvement in the management of Property Assets and knowing the gaps in our activity helps us to achieve these.

The Asset Management Strategy (Appendix 2.02) refers to improvement actions required to achieve our asset management objectives.

6.5.3 Asset Management Improvement Plan

A plan of improvement to lift us from a level of maturity of '**core**' to '**intermediate**' has been created as shown in the following table.

Table 6.5.3 Asset Management Improvement Plan

Objective	Approach	Action	Measure	Timeline	Responsible
Council infrastructure assets are managed in accordance with statutory and regulatory requirements	Identify all Statutory and Legislative requirements and ensure these are covered by the set levels of service.	Develop lifecycle Asset Management Plans	Ensure all requirements to achieve the levels of service are met.	November 2024	Property Team
	Monitor that we are achieving the required and legislated levels of service.	Report data to Service Activity Managers from IPS	Service Activity Manager is receiving an annual report prior to service level agreements so that they are better informed going into the agreement.	June 2024	Assets Technician
		Integrate IPS and Tech One	Service Levels can be reported on from IPS	August 2027	Asset Management System Manager
Progressively improve and integrate catchment of asset evidence for planning, delivery, operation, renewal and disposal of assets	Collect and maintain accurate and detailed information for all assets using an Asset Management Information System (IPS and RAMM).	Process for data collection and storage is developed, including establishing asset hierarchy to record condition data. Large volume of data to be collected from Investment Property, Parks Toilets and Parks buildings.	Condition data from WSP is recorded against individual assets on AMIS during the next assessment.	August 2027	Assets Technician
	Hold condition and performance information to support decision making.				
	Assets are assessed using a common criticality framework.	Develop one common criticality framework for all activities.	Criticality data is recorded against all high critical assets in AMIS.	August 2027	Asset Management Team

Objective	Approach	Action	Measure	Timeline	Responsible
	Use predictive modelling to develop and implement preventative maintenance and efficient renewal programmes.	Develop Advanced Asset Management (AAM) Module in AMIS.	AAM is used to plan for renewals	June 2027	Asset Management System Manager
		Seamless integration of asset and financial data.	Interface AMIS with Council financial system.	Unknown if Tech One will have full integration.	Group Manager Infrastructure Services
The activity is operated in a prudent manner	Regularly review the operational aspects of the infrastructural services to ensure that they are being delivered effectively, efficiently and to best practice.	Develop a method to record fault response times in AMIS.	Response times are recorded and reported on.	Unknown	Asset Management Team
Assets are renewed in a financially prudent manner	Renewals are carried out based on optimised decision making, major expenditure decisions are prioritised in order from the highest benefit cost ratio and non-asset solutions are considered.	Procedures are used for optimized decision making (ODM), cost benefit analysis (BCA) and Lifecycle Cost Analysis (LCA).	New projects and large renewals are reported to the Executive Leadership Team Meetings in a better business case format.	March 2026	Asset Management Team
			Better business case training is undertaken.	March 2026	
			Capital projects prioritisation is documented.	June 2026	Asset Technician
	The quantity and impact of deferred renewals (if any) is tracked.	Deferred renewals are monitored and reported against in regards to risk, cost and impact.	Annual Report reporting at end of financial year.	Ongoing	Property Team
	Transparent financial processes are used within building assets.	Individualise the loss of service potential reserves.	Assets have clear reserves.	March 2026	Property Team and Finance Team
		Market rental on buildings assets are assessed.	All commercial properties have their rental assessed.		

Objective	Approach	Action	Measure	Timeline	Responsible
Monitor and review levels of service to meet demand	Monitor requests for service to determine user expectations and/or needs, to consider how they align with current levels of service.	Develop a training strategy to increase the understanding of asset management with Staff, Council and Customers with appropriate and factual information.	Training strategy is in place, used and understood.	December 2024	Asset Technician and Property Support Officer
	Use satisfaction surveys and/or specific focus groups as a means of determining the needs and expectations of the community.	Use surveys to identify customer expectations and delivery gaps.	1000 responses to survey	August 2026	Asset Technician and Property Support Officer
Measure, advance and improve the asset management system to the maturity level target as set out in the Asset Management Policy	Development of Asset Management Plans to maturity levels as outlined within the Asset Management Policy.	Develop a process for implementing regular Asset Management Maturity Assessments to monitor progress.	Process is in place	July 2026	Asset Technician and Property Support Officer
		Understand the cost of moving to the maturity level that the activity is committed to.	Cost and requirements documented	September 2025	Property Team
	Staff responsibilities for Asset Management activities be included in the Asset Management Plans and also reflected in individual job descriptions	Report annually in individual performance reviews to the Director of Works and Services against the Improvement Plan documented in Asset Management Plans.	Improvement plans are linked to job description and performance reviews.	April 2025	Group Manager - Infrastructure Services
	Report annually to the Group Manager - Infrastructure against the Improvement Plan documented in Asset Management Plans.				

Objective	Approach	Action	Measure	Timeline	Responsible
Management of our assets is undertaken in a sustainable and environmentally conscious manner	Look to provide sustainable outcomes throughout asset processes	Understand how sustainability can be consistently applied to Asset Management Plans.	Integrate sustainability into the new risk management framework is adopted by Council	June 2026	Corporate Planning and Asset Management Team
		Work with EECA to develop better sustainability processes	Implemented improvements recommended in energy audits	June 2024	Operational Property Team
		Consider the most sustainable method to renew Elderly Persons Housing flats	Elderly Persons Housing strategic direction is understood and agreed with Council	2024	Group Manager Finance, Property Team, Asset Technician and Elderly Persons Housing Officer.
		Depreciation becomes fully funded	Depreciation is fully funded in the future	Unknown	Group Manager - Infrastructure, Building Assets team.
	Develop resilience for the activity.	Develop contingency plans with Activity Service Managers for their activity.	Documented contingency plans for all buildings.	October 2026	Service Activity Managers and Building Assets Team

The long term expectation for buildings and in particular Elderly Persons Housing is being strategically considered as the funding approach is dependent on debt, paid for from an increase of rents, for the service to be viable.

6.5.4 Changes from the Previous Asset Management Plan

The following Changes have been made to the activity since the 2021 AMP:

- The property team now resides under a new structure which has changed from being “Asset Based” to “Activity Based”.
- Additional buildings and property i.e. Elderly Persons Housing, Public Toilets, Tisbury Storage Facility and Parks Buildings, have been added to the property portfolio in 2022 which has caused short term deterioration of the plan quality. This will be recovered in the next two years.

6.5.5 Monitoring and Review

Improvement plans have been integrated into staff job descriptions, this will put emphasis on improvements to be developed within the Activity. These will be discussed at individual performance reviews.

Service Level Agreements will be reviewed annually for the annual plan, this will also be an opportunity to review the improvement programmes.

This will be initiated by the property team.

6.6 ASSET MANAGEMENT PROCESS RISKS

There are some significant asset management process risks for the management of Building Assets at the time of completion of the Asset Management Plan for the LTP.

Risk Issue	Risk Description	Action
Data quality on system integration.	Unlikely that Tech One will be able to be integrated with IPS.	Investigation by IT and Finance Teams to find solutions in “One Council”.
Budget constraints for system integration.	Cost of Tech One integration with IPS.	Group Managers’ buy-in to value and need for this system to support asset management of building, parks and linear assets.
Budget constraints of moving to the maturity level that the activity is committed to.	Many steps to be taken as outlined in 6.5.3 above.	Estimate Cost and documentation of requirements.

7 Glossary

- Asset Management Plan (AMP)
- Asset Management Information System (AMIS)
- Better Business Case (BBC)
- Central Business District (CBD)
- Civic Administration Building (CAB)
- Community Housing Provider (CHP)
- Council Controlled Organisation (CCO)
- Crime Prevention Through Environmental Design (CPTED)
- Energy Efficiency and Conservation Authority (EECA)
- Energy Technical Services (ETS) and input to 'e-Bench', an analysis and reporting service
- Green building - is the practice of increasing the efficiency with which buildings use resources — energy, water, and materials — while reducing building impacts on human health and the environment, through better siting, design, construction, operation, maintenance, and removal — the complete building life cycle
- Heating Ventilation and Air Conditioning (HVAC)
- Independent Qualified Person (IQP)
- Infor Public Sector (IPS)
- Information Technology (IT)
- Invercargill Venues and Events (Venues)
- Investment Logic Mapping (ILM)
- Institute of Public Works Engineers Australasia IPWEA
- Life Cycle Analysis (LCA)
- Long-term Plan (LTP)
- Loss of Service Potential (LOSP)
- Multiple Criteria Analysis (MCA)
- New Zealand Asset Management Support (NAMS)
- Society of Local Government Management (SOLGM)
- Southland Aquatic Centre (SAC, Splash Palace)
- Southland Museum and Art Gallery (SMAG)
- Southland Regional Development Strategy (SoRDS)
- Disposal cost – Any costs associated with the disposal of a decommissioned asset.

8 Appendices

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

See Objective File Plan: Folder fA253851

Number	Type	Title
1.01	Assumptions	2024-2034 Long-term Plan Assumptions
2.01	Policies and Strategies	Asset Management Policy, April 2017
2.02	Policies and Strategies	Asset Management Strategy, April 2017
4.01	Building Assets	Building Assets Portfolio
4.02.01	Building Assets	Service Level Agreement Animal Care Facility 2020
4.02.02	Building Assets	Service Level Agreement Aquatic Services 2020
4.02.03	Building Assets	Service Level Agreement Corporate 2020
4.02.04	Building Assets	Service Level Agreement Elderly Persons Housing 2020
4.02.05	Building Assets	Service Level Agreement Venues 2020
4.02.06	Building Assets	Service Level Agreement Library and Archive 2020
4.02.07	Building Assets	Service Level Agreement Museum 2020
4.02.08	Building Assets	Service Level Agreement Roding 2020
4.02.09	Building Assets	Service Level Agreement Public Toilets 2020
4.02.10	Building Assets	Service Level Agreement Parks Buildings 2020
4.02.11	Building Assets	Service Level Agreement Investment Property
4.02.12	Building Assets	Service Level Agreement Solid Waste Management
4.03	Building Assets	Building Asset Criticality Criteria
4.04	Building Assets	Building Asset Condition Criteria
4.05.1	Building Assets	LTP Property Financials and Graphs
4.05.2	Building Assets	LTP Public Toilets Financials and Graphs
4.05.3	Building Assets	LTP Investment Property Financials and Graphs
4.06	Building Assets	Building Self-Assessment Asset Management Maturity
5.01	Section 17A Review	Investment Property
5.02	Section 17A Review	Elderly Persons Housing
5.03	Section 17A Review	Invercargill Venue and Events Management