PARKS & OPEN SPACES

ASSET MANAGEMENT PLAN
JUNE 2024

DOCUMENT CHANGE HISTORY

Version	Date	Prepared / Updated by	Reviewed by
2024/1	February 2023	WIML	
2024/2	June 2023	WIML	
2024/3	February/ March 2024	AM/JG	

CONTENTS

DEFINITIONS

Reserve	Any Land set aside under the Reserves Act 1977
Open Space	Public open space that may not necessarily be defined as reserve under the reserves Act.

ACRONYMS & ABBREVIATIONS

AM	Asset Management
AMP	Asset Management Plan
AMS	Asset Management System
Capex	Capital Expenditure
DP	District Plan
GIS	Geographical Information System
LGA	Local Government Act
LoS	Level(s) of Service
Opex	Operational Expenditure
RMA	Resource Management Act
RMP	Reserve Management Plan
SLT	Taupō District Council's Senior Leadership Team
SPM	Asset Management Software System
TDC	Taupō District Council

EXECUTIVE SUMMARY

To be inserted once updates completed.

1 INTRODUCTION

1.1 The Taupō District

Park land and assets are spread throughout the district, with most concentrated around the three main towns. Taupō is the largest town in the district, with a population of around 25,000. Taupō has become self-sufficient in terms of its sporting and community infrastructure and sharing infrastructure with neighboring towns has not been feasible or desirable due to the distances needed to travel. Therefore, the Taupō community has provided its own.

Mangakino and Tūrangi townships owe much of their development to hydroelectricity projects on the Waikato and Tongariro Rivers. Both these towns have experienced a decline in population since the completion of the hydro schemes. Mangakino has a population of around 880, and Tūrangi has around 3,600. Tūrangi and Mangakino are approximately a 45-minute drive from Taupō and have their own Open Spaces and sporting facilities. Residents also travel through to Taupō for scheduled matches as required, or to use Taupō facilities.

Taupō's natural assets and its central location in the North Island have meant that it has long been a popular holiday destination. Taupō has capitalised on this natural advantage by promoting itself as the "Event Capital of New Zealand". Council (and other providers) have developed infrastructure to meet the needs of not only the usually resident population but also the influx of visitors that occur in holiday periods and those associated with events. This includes a range of parks assets and other community infrastructure.

Land and assets have been acquired by Council in a variety of ways over an extended period and vary widely in condition, quality, and suitability. The character and demands of the Taupō district have also changed and will continue to change over time. One of the challenges faced by Council is ensuring that the parks assets provided will meet the current and future needs of the district's communities in a way that is cost-effective, environmentally sustainable, and contributes to the achievement of community outcomes.

The Council intends to develop a coherent open space framework that helps to maintain a rich and diverse network of Open Spaces that protect the region's ecology and support the identity, health, cohesion, and resilience of the district's communities through providing quality Open Spaces and facilities. Through protecting, enlarging, and enhancing this network the Council will, over time, create increasing and significant amenity, open space, ecological and economic value.

1.2 Asset Management Purpose

The purpose of the AMP is to identify and provide the required LoS for Council's parks and associated assets in the most cost-effective manner (through the creation, operation, maintenance, renewal, and disposal of assets) for existing and future customers. All decisions will be made considering the direction provided by the TDC Infrastructure Strategy.

A fundamental objective of the AMP will be to identify and implement strategies that optimise asset lifecycle costs.

This AMP has been based on the 2021 Parks Asset Management Plan. Data has been collated and updated by parks assets officers and entered the Council's web-based "SPM Assets" asset management program with current valuation data for the assets and asset components. Contributions for this plan have also been made from Council's parks operations and finance managers.

1.3 Asset Management Scope

The scope of the Parks and Open Spaces AMP includes the following community infrastructure assets:

- Land assets such as parks, playing fields and cemeteries.
- Built or structural assets such as street and park furniture, playgrounds, sports facilities, walkways and cycleways and memorials
- "Green" assets such as gardens, lawns, and trees
- Lakeshore erosion protection assets

The AMP does not include venues and facilities such as the Great Lake Centre, Taupō Event Centre, AC Baths, community halls, public toilets, and Housing for the Elderly, although it may include the grounds upon which some of these facilities are constructed.

The AMP is broken down into the following asset categories which correspond with Council's financial tree structure:

Category	Activity	Assets
Category 1	Parks, reserves, sporting activities	• Parks, gardens, and trees • Sport grounds and facilities • Playgrounds • Walkways and paths
Category 2	Cemeteries	Cemeteries and associated assets
Category 3	Erosion protection	Erosion protection assets

Table 1-1 – Asset categories

The size of the investment in these assets, and importance of the associated services to the community demands excellence in the management of the assets. The community expects them to be managed in such a way that costs are minimised while providing the optimum levels of service the community desires.

1.4 Council Commitment

Council has committed to complying with the LGA requirements to undertake long term planning that describes the activities of the local authority. This AMP is an important document that informs the long-term planning process outlining the key management and investment aspects of Councils Parks and Open Spaces activity.

Council is committed to ongoing asset management improvement and had developed an Asset Management Policy to ensure key long-term planning and asset management objectives are achieved.

1.5 Asset Management Policy and Planning

1.5.1 Purpose of Asset Ownership

One of the main purposes of Local Authorities under the LGA 2002 is "to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost effective for household and businesses". Parks, sports fields, cemeteries, and the assets associated with them come under the definition of community infrastructure.

The purpose of Council ownership of this community infrastructure is to enhance the health and well-being of the Taupō district and its communities by ensuring that communities in the Taupō district have access to good quality community infrastructure and the services provided by that infrastructure.

Asset Category	Purpose of Asset Ownership
Parks, Reserves and Sportsgrounds	To protect and enhance the natural and built environment, and offer enjoyment, leisure and recreation opportunities to both residents and visitors. Reserve status allows protection and preservation of significant areas and natural or heritage values. • Provision of parks, reserves and sportsgrounds contributes to social and cultural outcomes for communities. Parks contribute to the economic development of the district by providing venues and opportunities for events and recreation activities that bring participants, supporters, and visitors to the district. Parks also contribute to environmental outcomes by providing opportunities for improved biodiversity and water quality. Parks, reserves, and sportsgrounds along with their associated assets and the provision of street furniture and public landscaping are not provided by the private sector in the Taupō district. However, there are many recreation and sporting facilities and assets that have been developed and are managed and maintained by both the private sector and not-for-profit organisations on land owned by Council and other parties. These facilities are not covered by this AMP.
Cemeteries	• The Burial and Cremation Act 1964 (the Act) and its associated regulations ensure that every community has access to places for burial and cremation. Cemeteries are an essential public service and in New Zealand local authorities (councils) currently have the legal responsibility for providing them. In the Taupō district, cremation services are provided by the private sector. • Maintenance of cemeteries also protects the heritage values.
Lakeshore erosion protection	Erosion protection assets are provided by Council, on Council reserves to protect land and associated parks assets, and essential services located in or close to some lakeshore reserves. Although they provide a measure of protection for private properties behind reserves, this is not the primary reason for their establishment and maintenance.

Table 1-2 – Purpose of asset ownership.

The level of service provided by these assets, and the associated funding implications are defined within this AMP (Section 4).

1.5.2 AMP Policy

This AMP has been prepared in accordance with the requirements of the Taupō District Council AM Policy.

A fundamental asset management objective is to optimise asset lifecycle costs for all parks assets. The AMP will follow the direction outlined in the TDC Infrastructure Strategy and TDC AMP as part of the TDC Asset Management System shown below but additionally includes the use of some more advanced tools related to long term programming and pricing renewal projects, using SPM Assets 6.0 asset management program.

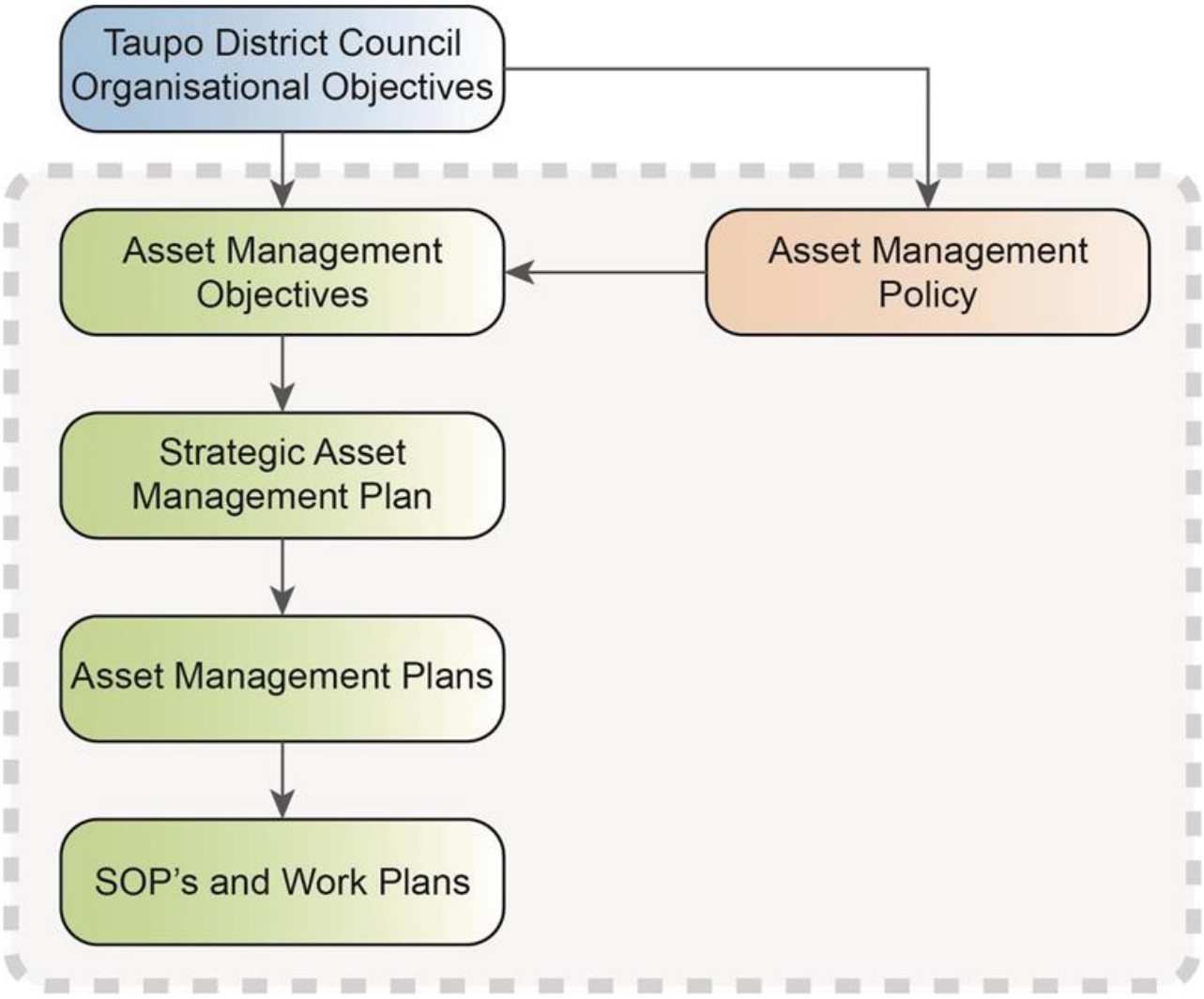

Figure 1-1-Council's asset management system.

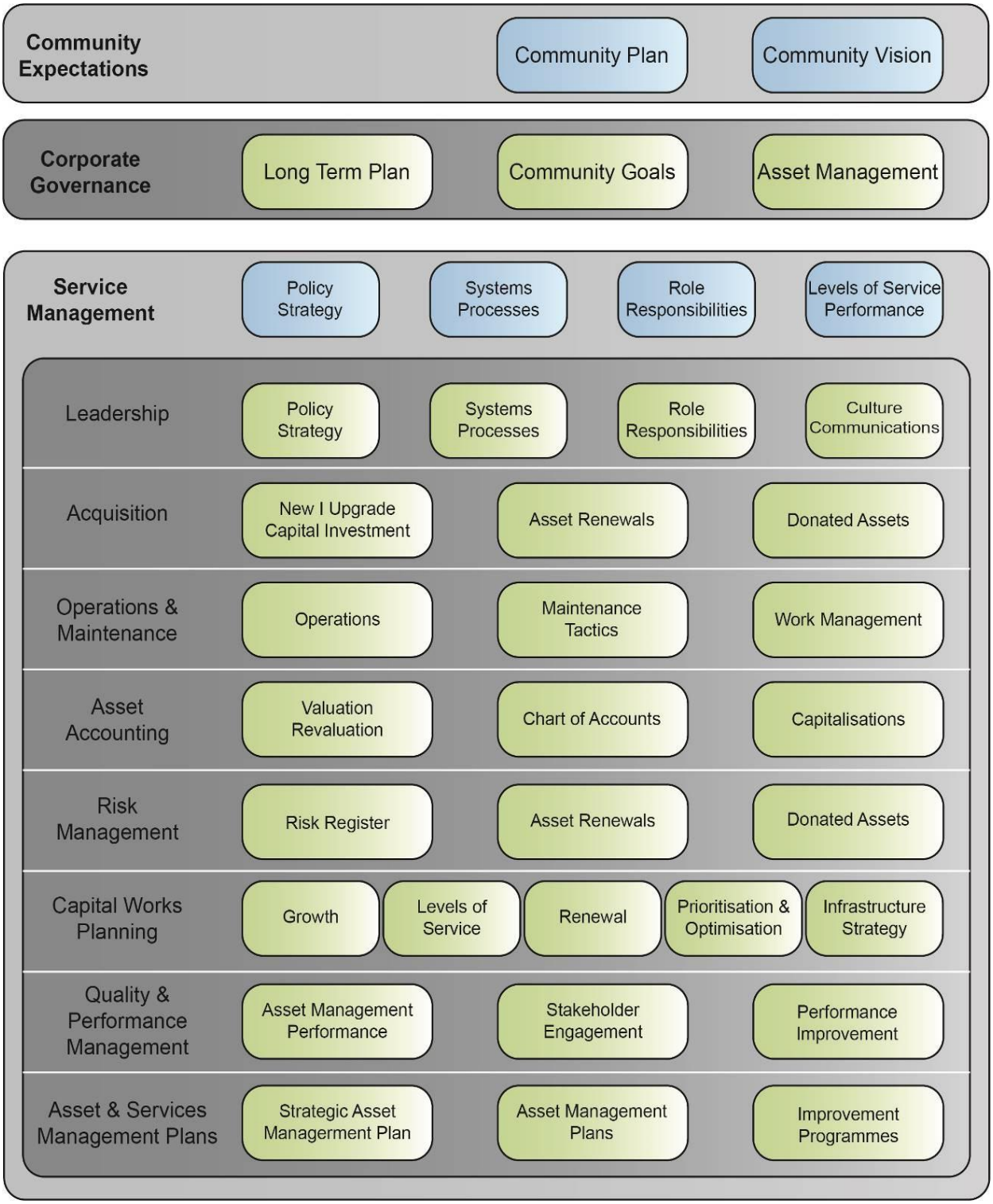

Figure 1-2 – Overview of Asset Management Functions

1.5.3 Asset Management Planning

The goal of infrastructure asset management is to meet a required level of service in the most cost-effective manner through the management of assets for present and future customers. The key elements of asset management are:

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

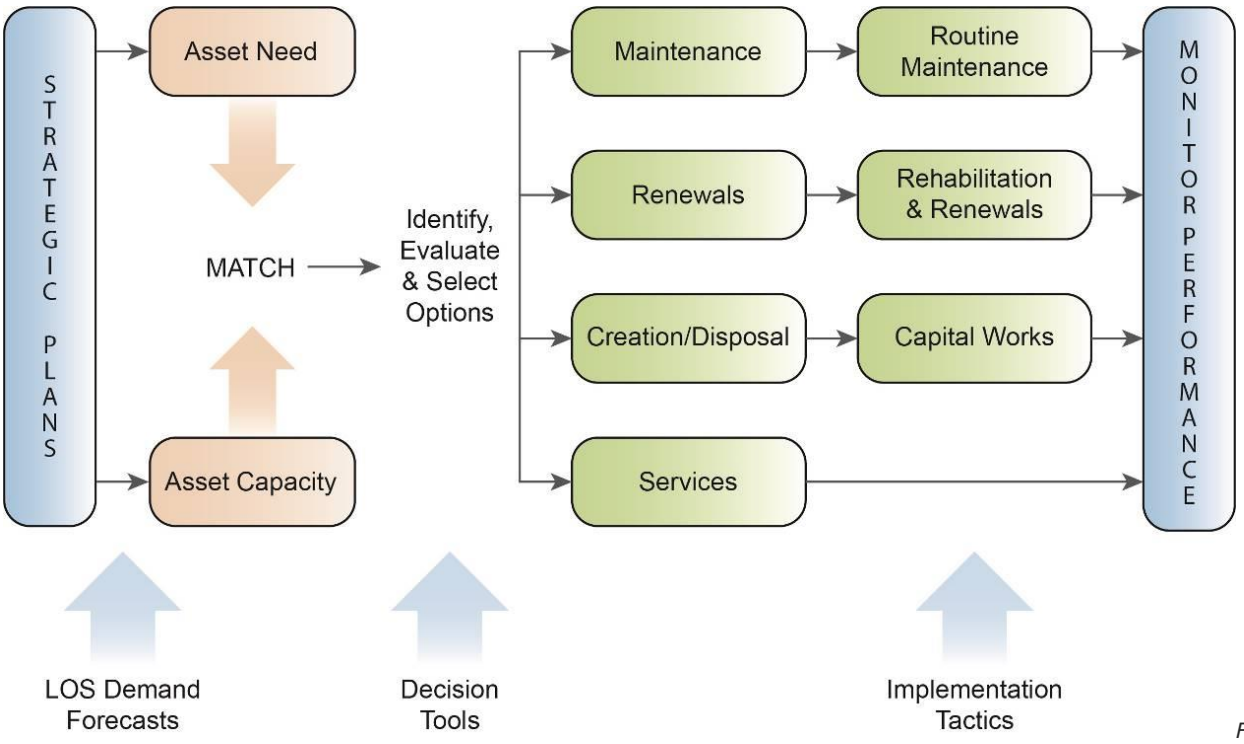

Figure 1-3 – High level asset management plan process

The AMP process is intended to demonstrate that Council is managing the assets responsibly, and that customers will be consulted over the price/quality trade-offs resulting from alternative levels of service. AMPs are therefore concerned with outlining optimal life cycle management strategies and providing details of the associated costs. This identification of future needs, management options, and cash flows, provides the ability to even out peak funding demands and account for asset depreciation loss of service potential.

The main benefits derived from AM planning are:

- Alignment with the TDC Asset Management Policy and TDC Infrastructure Strategy
- Improved understanding of service level options and standards
- Optimum lifecycle (long term) costs are identified for an agreed level of service.
- Better understanding and forecasting of asset-related management options and costs.
- Managed risk of asset failure
- Improved decision making based on costs and benefits of alternatives.
- Clear justification of forward works programs and funding requirements
- Improved accountability over the use of public resources
- Improved customer satisfaction and organisational image

1.5.4 Asset Management Plan Complexity

This AMP is a *Core Level* plan based on the requirements of the International Infrastructure Management Manual (IIMM – 2015) which is aligned with ISO 55001.

Core asset management functions are those which produce an AMP based on providing current LoS and meet minimum legislative requirements by supporting a long term (10 year plus) cash flow forecast and accounting for changes in the service potential of assets. Core AMPs define existing LoS and identify costs based on renewal accounting principles.

Advanced AMPs identify processes to optimise lifecycle AM strategies and provide a greater degree of confidence in the resulting cash flow predictions. Advanced AM functions include predictive modelling, risk management, optimised renewal decision making (ORDM) and service level reviews.

1.5.5 Assumptions

This section describes the key assumptions that have been made in relation to preparing this AMP and the 2024 TDC LTP.

1.5.5.1 Financial

Assumption	Potential risk	Mitigation measure
All costs are in current NZ dollars and no present value analyses have been done	Not the required funds to undertake capital works	Councils LTP and AP spend can be adjusted annually to meet Councils revenue and finance policy
There is no allowance for inflation over the 2024 to 2034 LTP period included in the budgets shown in this AMP. However, unit	Not the required funds to undertake capital works	Successive AP funding allocations will be based on the original AMP budgets as submitted for the LTP, and will include an appropriate adjustment for inflation based on approved information held by the finance department

Assumption	Potential risk	Mitigation measure
costs will rise by inflation over the period of the plan		
Renewal projects are delivered and paid for during the particular year identified in the related AMP	Funding for renewal projects not committed for project commencement during the programmed year may not necessarily be able to be extended beyond that year	
Most costs included in data from SPM are component costs only	Labour, materials, and services costs also need to be included (estimated) to arrive at a project budget cost for the asset	Possible improvement to SPM is required to enable project labour, materials, and services costs to be added to the current component only cost data
Leased reserve area maintenance costs	The maintenance costs of reserve areas subject to a lease that places the onus of maintenance on the Lessee, have not been included	
Lack of accurate asset replacement cost estimates	Not the required funds to undertake capital works	Where an asset replacement cost is not known a best assessed estimate has been applied
Perpetuity asset annual maintenance cost	Not the required funds to undertake opex works	Where the annual maintenance cost of an asset maintains that asset in perpetuity, no replacement year has been included

Table 1-3 – Financial assumptions

1.5.5.2 Non-Financial

Assumption	Potential risk	Mitigation measure
Growth Projections are based on the 2023 growth model projections	Assets unable to meet demand changes	Need to update data when available

Assumption	Potential risk	Mitigation measure
Asset condition ratings are applied to all assets during condition assessment surveys, and are either in accordance with national standards, or for some identified assets, specifically set to suit an individual requirement for quality of service	Resources (physical and technological) are not prioritised to enable appropriate oversight and condition assessment of assets	Surveys and condition assessments were completed for all parks during the 2023 calendar year
The acceptable minimum asset condition will vary depending on the asset criticality	However, it is generally accepted that assets with condition ratings of 4 & 5 will be prioritised for replacement or retirement	
Maintenance and operation costs for planned redevelopment assets	If not clearly identified, there is potential for unnecessary expenditure to occur on assets for development soon	Identify assets due for redevelopment, reallocate O&M funds
Outsourcing of activities	Over commit the current Parks resources. Causing issues with routine O&M delivery and development project delays	Options will be considered for large projects and scoping / strategic planning task to outsource these activities
Internal service provision	Lack of clarity around some asset responsibilities between internal TDC departments. Causing confusion and lack of focus	Clearly identify where one TDC department will hold the overall responsibility for an asset, but will look to other TDC department to undertake specific works for them e.g., park roadways/car park resealing

Table 1-4 – non-financial assumptions

1.5.6 Significant Negative Effects

While most people enjoy visiting parks and reserves or living next to open space, sometimes there are potential negative effects associated with them. These negative effects can be caused by deliberately anti-social behaviour or as an inadvertent by-product of legitimate park activity. Council manages open space to minimise any negative effects where possible the table below details the negative effects and possible mitigation measures:

Negative Effect	Possible Mitigation
Asset creation, operation, maintenance, depreciation, renewal, and disposal makes up a significant part of Council's annual costs	The development of appropriate levels of service can reduce the cost of asset management by ensuring that Council is not over-providing. Optimisation of life-cycle management will also reduce the costs associated with each stage of an asset's life
Assets such as play equipment, public toilets, sports grounds, trees, and cemeteries are not always welcomed close to residential boundaries	Council is subject to DP rules that avoid, reduce, and mitigate adverse effects. Council also has policy in reserve management plans and stand-alone policies such as the Tree and Vegetation Policy. These provide opportunities for consultation with the community and other measures to mitigate issues from existing or proposed new reserve development
Noise from users and events in parks can create a nuisance for neighbours	Application of DP limits and restrictions
Security and privacy can be compromised for Parks and Open Spaces neighbours	Location of gates, walkways, high vantage points and possible points of entry to neighbours' properties away from shared boundaries and neighbour backyards where possible
Localised traffic congestion- Increased traffic because of events held in parks and open space can have quite wide-spread effects and demand for parking spaces can create problems for venue neighbours	Provision of adequate parking spaces on site and multiple entry points to reserves where possible. Ensure that events are appropriate to the size of the park and adequate communication with neighbours if atypical events take place
Vandalism, graffiti, crime, and anti-social behaviour can be a problem in unsupervised Parks and Open Spaces because of design (poor sight lines from the exterior) and location	Design and modification of parks and reserves using Crime Prevention Through Environmental Design (CPTED) principles. Timely removal of graffiti or damage minimises the perceived payoff for the offenders and reduces the likelihood of reoffending
Incursion people or their sports equipment (balls and their recovery etc.) into neighbouring properties can be a cause of conflict between park users and adjacent residents	Site goalposts and activity areas which promote the chances of escape of items away from neighbouring properties where possible
Plant and pest infestation may require some level of control appropriate to their size, location and intent and these controls may affect visitors or neighbouring properties. Plant and animal pests may migrate from Council land onto neighbouring properties or impact on the	Good public communication and adequate signage is installed where appropriate to inform the public of possible risks. Use of herbicides and pesticides in publicly accessible areas is managed sensitively and safely with good communication so as not to cause harm to visitors or neighbours. This is

Negative Effect	Possible Mitigation
quality of the open space if the maintenance of an area is infrequent or neglected.	particularly important if baits are laid near locations which may be used by dog walkers
Balancing the preservation of trees for biodiversity and natural beauty with the desire for unobstructed view shafts presents a complex challenge. Trees play a crucial role in supporting diverse ecosystems, providing habitat for wildlife, and maintaining ecological balance. Trees contribute to the overall health of our environment, offering aesthetic and recreational value to communities. However, unobstructed views are often considered essential for appreciating scenic landscapes and increasing property values	A review of the Tree and Vegetation Policy 2014 placing greater priority on tree preservation and shifting the cost of any approved tree removal onto the applicant Greater education within the community regarding Council's tree stock and the benefits it provides.
The cost of keeping staff and contractors safe while maintaining and developing open space assets has continued to rise. This is particularly evident in traffic management	The Parks Team will continue to review operational procedures and asset location and design to address this

Table 1-5 – Possible negative effects

1.6 AMP Maturity Target and improvement responses

The International Infrastructure Management Manual (IIMM) defined asset management maturity index is outlined in the table below:

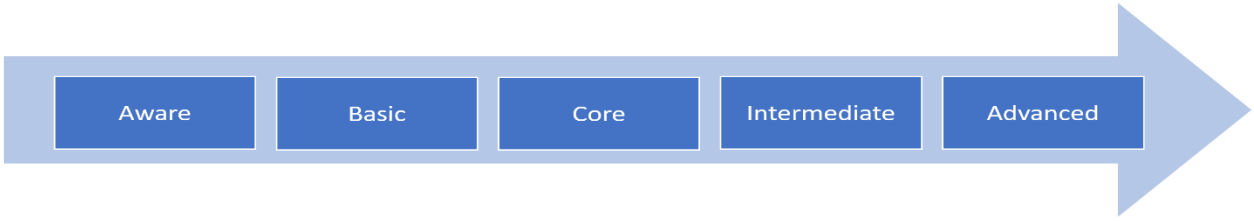

Figure 1-4 IIMM Asset Management Maturity Index

The IIMM maturity index can be used to describe the overall asset management plan maturity level being strived for. It can also be used to set target maturity levels per AMP section.

The target AMP maturity for the Parks and Open Spaces is **CORE**

An AMP maturity was assessment was undertaken in 2021. The assessment looked at the following asset management elements. These elements generally follow the Appropriate AM (from IIMM 2020: Section 1.3.3). The assessment criteria are:

- Description of Assets
- Levels of Service
- Managing Demand
- Risk Management
- Lifecycle Decision Making
- Financial Forecasts
- Planning Assumptions and Confidence Levels
- Outline Improvement Programmes
- Councils Commitment
- Planning by Qualified Persons
- Sustainable and resilient Infrastructure
- The AMP Format (presented in a way that can be readily utilised by the required audience)

The diagram below AMP maturity assessment findings and highlights improvement areas to focus on:

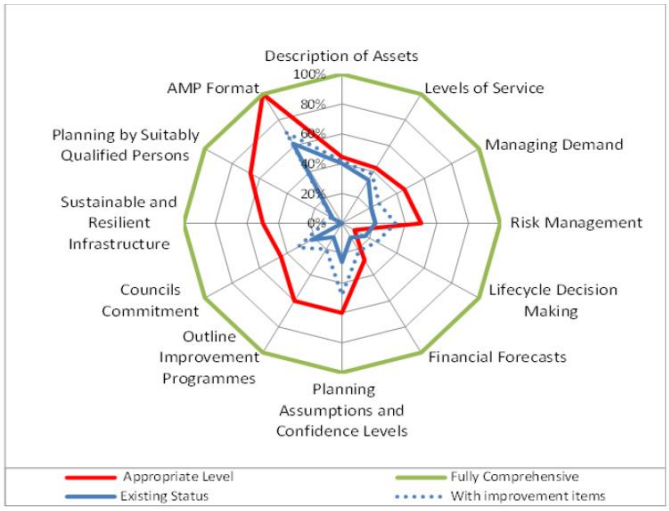

Figure 1-5 2021 AMP Maturity Assessment Findings Summary

The table below summarised the maturity assessment findings and highlights the key improvements made in the 2024 AMP:

Improvement area	How addressed in 2024 AMP
Key Improvements:	
Financial Forecasts	Updated 2024-34 operational and capital budget forecasts in Section 11

Sustainability and resilience strategies and improvement activities	New section added to the 2024 AMP – Section 8 Climate Change, Resilience and Adaptation
Risk Management	Section 7 Risk Management reviewed and updated
Other improvement areas include:	
Managing demand	Section 6 Future Demand reviewed and updated with latest TDC growth information and Parks and Reserves responses to trends
Levels of service	Section 5 Levels of Service reviewed and updated
Planning assumptions	Section 2.4.5 Assumptions updated with 2024 LTP assumptions and Parks and Reserves responses
Improvement programme	Section 13 Improvement Plan updated
Council Commitment information	New section added in Section 1 Introduction
Planning by qualified people	New section added in Section 1 Introduction
AMP format	2021 AMP format has been reviewed and the 2024 AMP format has been updated to align with IIMM best practice guidelines

Table 1-6 2021 AMP maturity assessment findings summary and improvement action undertaken in 2024 AMP.

1.7 Organisational Structure

TDC's organisational structure is regularly reviewed to ensure that it allows staff to be responsive to the needs of the community. At present, responsibility for management of assets in this Parks AMP sits within the Parks Operations Team.

The lakeshore public areas, parks, reserves, public conveniences, and cemetery services in the district are managed by the Parks Operations team.

The sports grounds district wide is managed by the Sportsgrounds Operations team, as part of the District Venues team.

In addition, the Parks Activity can draw on the following in-house resources:

- Finance & Administration teams
- Transport Planning & Operations team for the planning and undertaking of sealed car parking areas for parks, sports grounds, and cemeteries.
- The Project Management Office or Infrastructure Team may provide project management for large capex and renewal projects.
- Facilities may provide project management for smaller capex and renewal projects in particular public conveniences.
- IT team
- Customer Services and Business Support teams.

1.7.1 Parks & Open Spaces & Sportsground teams

The diagrams below detail the structures of the Management and Operations teams responsible for Parks and Open Spaces and the Sportsgrounds.

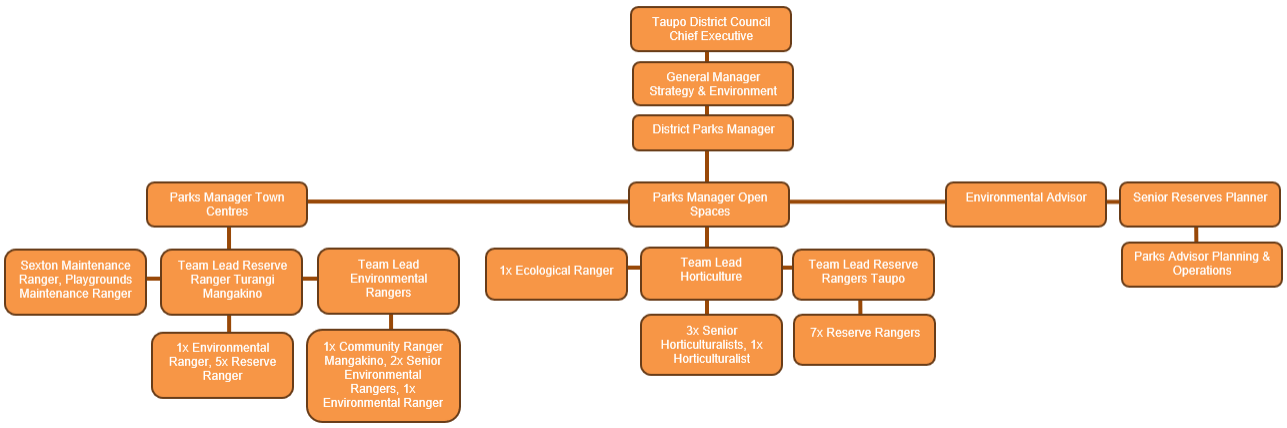

Figure 1-6 – Parks & Open Spaces management organisation

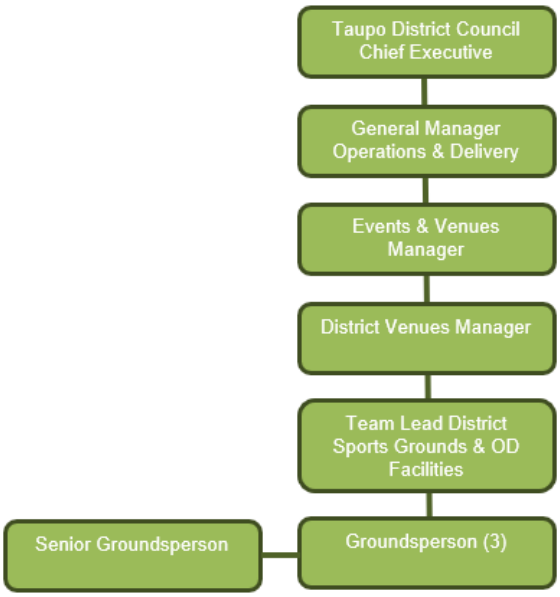

Figure 1-7 – Sportsgrounds management organisation

2 LEGISLATIVE AND STRATEGIC ENVIRONMENT

2.1 Legislative requirements for asset management planning

The requirement for AM planning results from the LGA 2002 and subsequent amendments.

LGA places an emphasis on strategic financial planning and requires local authorities to:

- Prepare and adopt a Ten-Year Plan (LTP) with 10-year planning horizon every 3 years, considering asset creation, realisation, and loss of asset service potential.
- In determining their long-term financial strategy, consider all relevant information and assess the cost/benefit of options.
- Manage assets prudently, in the interests of the district and its inhabitants and ratepayers.
- Clearly identify significant forecasting assumptions and risks underlying financial estimates
- Identify any significant negative effects that any activity within the group of activities may have on the social, economic, environmental, or cultural well-being of the local community.

The preparation and implementation of an AMP from which long term financial strategies will be developed, is a means of compliance with these requirements.

2.2 Key legislation requirements

The key legislative documents relating to the parks and reserves activities and assets are summarised below:

Legislation	Implications
LGA 2002 and Amendments	• Requires the preparation and adoption of a Ten-Year Plan (LTP) with 10-year planning horizon every three years. • Allows Council to make by-laws for the regulation of reserves and public places. • Allows Council to set funding priorities for spending on parks maintenance and development. • Requires consultation with communities before the disposal of land assets if these are used principally for community, recreational, environmental, cultural, or spiritual purposes. • Allows Council to collect development contributions for the funding and provision of reserve land and infrastructure required to meet the needs of community growth

Reserves Act 1977	• Requires and empowers Council to administer and manage the reserves under its control to ensure their use, enjoyment, maintenance, protection, preservation, and (as resources permit) their development. • The Act identifies a system of classification for reserves and ensures that reserves are classified and managed accordingly. • The Act requires the preparation of RMPs (Section 41)
Health & Safety at Work Act 2015	The HSWA requires local authorities to manage all parks, reserves, and property in a safe manner, and conduct or arrange all works to facilitate the Act's requirements for health and safety in the workplace
Building Act 2004 Amendment2017	• Local Authorities are subject to the terms and conditions of the NZ Building Act, and all buildings related to parks and reserves are to comply in design and construction with the requirements of the Act and must be managed to facilitate requirements of the Act concerning any building warrants of fitness
Resource Management Act 1991	Requires Councils to: Sustain the potential of natural and physical resources to meet the reasonably foreseeable needs of future generation. • Comply with District and Regional Plans • Avoid, remedy, or mitigate any adverse effect on the environment. • Consider the principles of the Treaty of Waitangi in exercising functions and powers under the Act relating to the use, development, and protection of natural and physical resources. • Comply with resource consents issued by the TDC and the Waikato Regional Council, for any subdivision of Council owned land, or other development of Council's own property assets that may influence the neighbouring community and environment
Other Acts, Standards and Regulations	• Public Works Act 1981 • Public Bodies Contracts Act 1959 • Burial and Cremation Act 1964 • Fencing Act 1978 • Health Act 1956 • Historic Places Act 1993 • NZS 4404:2004 Land Development and Subdivision Engineering • NZS 5828:2004 Playground Equipment and Surfacing • SNZ HB 5828.1:2006 General Playground Equipment and Surfacing Handbook • SNZ HB 8630:2004 Tracks and Outdoor Visitor Structures • NZS 4121:2001 Design for access and Mobility: Buildings and Associated Facilities • SNZ HB 9213:2003 Guide to Local Government Service Delivery Options • NZS 4242:1995 Headstones and Cemetery Monuments • NZS 4360:2000 Risk Management for Local Government • Camping Grounds Regulations 1985

Table 2-1 – Relevant legislation standards and regulations

2.3 Links with Reserve Management Plans

2.3.1 Requirement and Legislation

As required under Section 41 of the Reserves Act 1977, the Council has adopted RMPs for most major reserves. Under the Act reserve management plans are required to be "under continuous review".

Several the current RMPs are now outdated. Council will continue to develop and review individual RMP's with our partners, for Tūrangitukua Reserves, Motutere Recreation Reserve, and Parakiri Reserve. All other reserve areas will be covered through the development of an omnibus RMP; this allows for greater consistency in the levels of service and management of reserves throughout the district.

2.3.2 Purpose of Reserve Management Plans

A RMP is a tool that allows consistent and appropriate decisions to be made on the management and development of reserves by establishing issues, objectives, policies, and key actions.

Section 41(3) of the Reserves Act 1977 states:

"The management plan shall provide for and ensure the use, enjoyment, maintenance, protection, and preservation, as the case may require, and to the extent that the administering body's resources permit, the development, as appropriate, of the reserve, of the reserve for the purposes for which it is classified…"

RMPs outline TDC's general intentions and provide direction for the use, maintenance, protection, and development of its reserves.

2.3.3 Taupō District Council RMPs

The key aspects of RMPs include:

- Purpose of the reserve
- Context and history of reserves
- Reserve values (Community and Cultural, Recreation and Environmental values)
- Key management issues
- Management objectives and policies
- Implementation plans

The RMP aspects align and feed into the AMP. TDC has prepared the following RMPs:

- Hipapatua/Reid's Farm Recreation Reserve Management Plan (2017)

- Kinloch Recreation Reserves Management Plan (2007)
- Motutere Recreation Reserve Management Plan (2004)
- Nukuhau Boat Ramp Area Reserve Management Plan (2005)
- Southwestern Bay Settlements Reserve Management Plan (2015)
- Spa Thermal Park and Riverbank Recreational and Scenic Reserve Management Plan (2000)
- Tapuaeharuru Bay Lakeshore Reserves Management Plan (May 2022)
- Taupō Sportsgrounds Reserve Management Plan (Aug 2010)
- Taupō Urban Area and Acacia Bay Neighbourhood Recreation Reserves (2006)
- Te Rangiita Waitetoko Lakeside Reserve Management Plan (1993)
- Tongariro Domain Management Plan (2005)

2.4 Links with TDC Strategic Vision

LoS and lifecycle strategies in the Parks AMP are intended to move us closer to the Council Strategic Vision and community outcomes.

Vision:

A District of connected communities who thrive and embrace opportunities.

Community Outcomes:

- Tangata whenua are acknowledged and respected.
- Vibrant places and connected communities
- Resilient communities working in partnership.
- Innovative, thriving economy.
- Flourishing environment

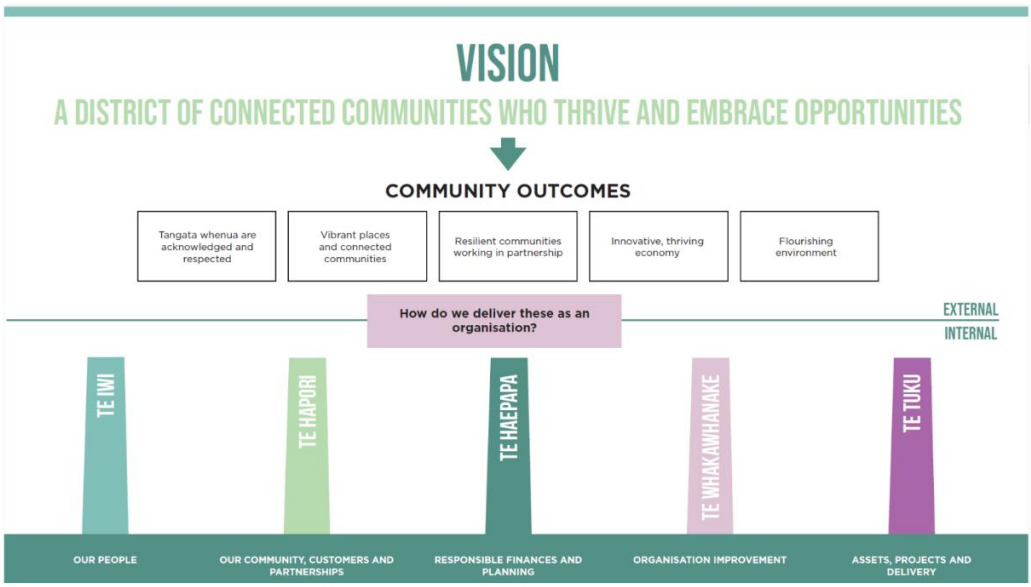

Figure 2-1 – Community Outcomes.

In June 2006, TDC published TD2050 – Growth Management Strategy as a response to unprecedented levels of anticipated growth within the Taupō district. Although this growth hasn't been sustained, TD2050 provides a policy framework to guide where and how future growth should occur and identifies a series of actions to achieve the desired pattern of urban growth. At the core of TD2050 are 12 Strategic Directions. These provide the framework of interrelated policies that guide decision making on growth related issues. TD2050 is due for review, but that review will not be completed in time to influence this AMP. The strategic directions and policies from TD2050 that are specifically relevant to Council's parks assets are outlined below:

Strategic Direction 11	Open Space Networks
Policy 11.1	Networks of Open Spaces shall be used to help manage land use patterns and landscape values within the district and assist in shaping form
Policy 11.2	Open space shall be available for recreation and leisure opportunities for the wider community including visitors to the district
Policy 11.3	Encourage the development of a regional and District Parks and Open Space policy
Policy 11.4	Encourage the investigation and implementation of alternative funding sources for purchase and development of parks, Open Spaces, and green corridors
Policy 11.5	Encourage use of open space to separate growth areas and using a range of tools to achieve this, including both public and private ownership arrangements that are anchored through mechanisms such as legal agreements and district plans
Policy 11.6	Open space provided by rural and undeveloped areas shall be used to manage land use patterns and landscape values within the district and assist in maintaining the rural character of the district

Table 2-2 – TD2050 relevant policies

2.5 Relationship between planning and strategic documents

The way in which AM planning links the strategic planning process with operations and annual plans is illustrated below:

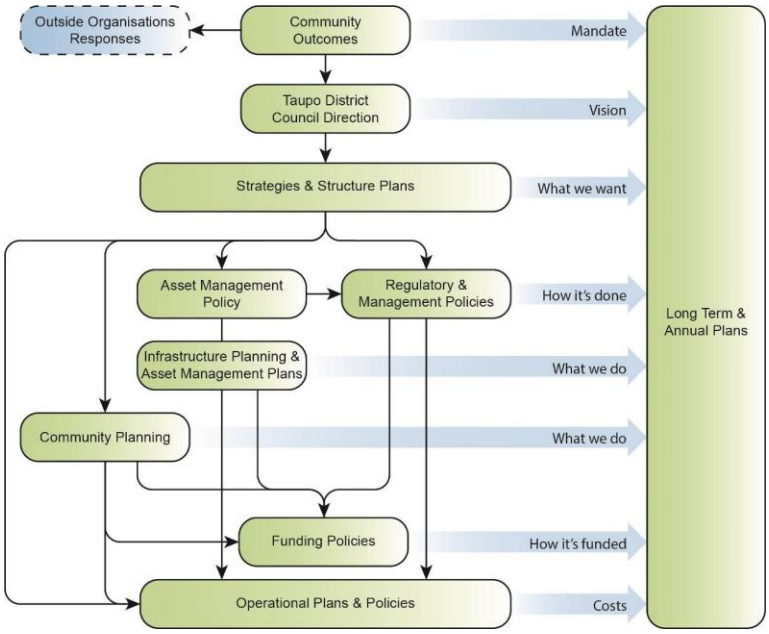

Figure 2-2 –TDC Strategic Planning framework

AMPs are tactical plans for achieving strategies resulting from strategic planning processes, and as such are a key component of the council planning process linking with the following documents.

- Long-Term Plan

The Long-Term Plan (LTP) sets the strategic direction for the Council and is the overarching planning tool which describes the activities the Council will undertake to deliver to achieve the outcomes the community would like to achieve. It also contains the financial forecast for delivery of those services for the next 10 years. The financial provisions within the LTP relating to the management of parks assets are drawn from the Parks AMP.

- Annual Plan

This sets out how Council will undertake its strategic goals and details the specific activities, functions for the first three years of the LTP. The Annual Plan (AP) is updated on an annual basis and gives specific emphasis to revenue and expenditure in each year of the LTP as it arises. It is an opportunity to review priorities and forecasts. The works identified in the AMP are the basis on which future LTP's and annual plans are prepared.

- District Plan

The District Plan (DP) is an implementation tool used to protect values and outcomes important to the community, including those pertaining to Council's parks.

- Asset Management Policy

Provides high level direction as to how all the Council's assets are to be managed as part of a specific Asset Management System aligned with IIMM (2014) and ISO 55000. Has the principals, requirements, and responsibilities for Asset Management, linked to the organisation's strategic objectives.

- Asset Management System (AMS)

This framework consists of the Asset Management Policy, Infrastructure Strategy, six Asset Management Plans and the related Operational Plans and Work Programmes.

- Infrastructure Strategy

Links to the AMP and contains the Asset Management Objectives, Asset Management Practices, Action Plans for Asset Management Improvement, Audit and Review processes.

- Asset Management Plans - Business/Activity Plans and Performance Standards

The Asset/Services Description, service levels, demand forecasts, lifecycle activities, policies, processes, and budgets defined in AMP's are incorporated into business plans for each operational area as activity budgets, management strategies and performance standards and measures.

- Bylaws and Policies

These documents provide objectives, policies and rules that affect the management of parks assets. Relevant policies include Commercial Events Policy, Concession Policy, Encroachment on Reserves Policy, Public Art Policy, Taupō District Cemeteries Management Policy, Tree and Vegetation Policy, Pest Control Policy (Taupō District Council Management of Plant Pests, Unwanted Fungi, and Unwanted Insects as they pertain to vegetation on Council owned Property Policy 2009).

- Reserve Management Plans

RMPs prepared under the Reserves Act provide strategic direction for the management of parks and reserves, and identify policies and plans for the use, enjoyment, maintenance, protection, preservation, and development of parks assets. RMPs are prepared with community involvement and as such are a statement of the community's expectations for Council's management of their parks and reserves.

- Council Strategies

These strategies provide direction for the management of parks assets: Sport and Recreation Network Strategy 2023, Climate Change Strategy 2023, Lake Taupō Erosion and Flood Strategy

2009, Cycling and Walking Strategy 2010, Horse Riding Strategy, Stormwater Strategy, TD 2050 – Growth Management Strategy, Taupō Urban Area Housing Strategy.

- TDC Code of Practice for Development of Land

Defines standards for vested assets, including parks, reserves, and landscaping features.

- Transport Asset Management Plan

Parks and Transportation have four areas where assets overlap. These are street trees & street gardens/furniture; street sweeping; and roads/car parks and paths on reserves. The relationship between the two teams regarding the three asset areas are as follows:

Street Trees and Street Gardens/Furniture

These assets are managed (including planning, inventory recording and valuing) by the Parks and Open Spaces Team through this AMP and maintained by Parks Operations. The Transportation team is responsible for the management of the underlying land and its transportation function, and will have an input into area, size, and safety factors such as site lines and visibility.

CBD street and footpath sweeping

The contract is managed by the Solid Waste Team – Transportation defines the LoS agreement.

Roads and Car Parks on Reserves

Most existing assets currently sit in the Council's Transportation AMP, and are valued and budgeted for by Transportation for maintenance and renewals requirements i.e., re-sealing, and repairing potholes etc. The asset inventory is incomplete and needs to be completed as part of the improvement plan for this AMP. The budget for any new capital expenditure i.e., sealing gravel car parks and new car parks sits within Parks and Open Spaces. All pedestrian paths on parks sit within this AMP with Parks and Open Spaces taking full management responsibility for reserve paths. Transportation provides advice on asset valuation and renewals.

Pedestrian Accessways

Pedestrian accessways (road to road) are the full responsibility of Transportation who value them, record the asset components in their AMP and take on all costs. Reserve accessways are managed through this AMP as part of the reserve.

- Water Services Asset Management Plan

Where a Water Services asset is located on a park, the Water Services Department is responsible for all servicing and maintenance requirements within the footprint of that asset, and the associated infrastructure outside of the footprint. All water reticulation serving park requirements within the boundary of a park is the responsibility of the Parks and Open Spaces Team.

- Wastewater Services Asset Management Plan

Where a Wastewater Services asset is located on a park, the Wastewater Services Department is responsible for all servicing and maintenance requirements within the footprint of that asset,

and the associated infrastructure outside of the footprint. All wastewater reticulation serving park requirements within the boundary of a park is the responsibility of the Parks and Open Spaces Team.

- Stormwater Asset Management Plan

Some of the stormwater assets such as are in stormwater gullies, are closely interwoven with Parks assets. The boundaries between these asset types are defined within the stormwater asset management plan. All stormwater assets located within reserves, such as culverts, detention ponds, overland flow paths, associated signage and safety barriers are managed through the Stormwater AMP. All other assets on those reserves that are not part of the Stormwater AMP are managed through the Parks AMP.

- Property Asset Management Plan

The Property AMP deals with built property assets, many of which such as the GLC, AC Baths and TEC are located within parks managed under the Parks AMP. The Facilities Management Section of the Operational Services Group, and Taupō, Mangakino, and Tūrangi Service Delivery staff, undertake operations and project work for renewals and new asset improvements as set by each of these AMPs. Where a building is sited on a park or reserve the Parks AMP is responsible for the assets outside of the building footprint, and the Property AMP deals with everything inside of the footprint.

- Structure Plans

Adopted and proposed structure plans outline how growth is to be managed within areas - Taupō Urban Structure Plan (TUSP), Taupō Urban Commercial and Industrial plan (TUCISP), Kinloch Community Structure Plan (KCSP), Mapara Valley Structure Plan, and Southern Settlements Structure Plan.

- Mana Whakahono

Adopted in June 2022 the Mana Whakahono covers Resource Management Act, Local Government Act and Reserves Act matters. The agreement is implemented by a co-governance committee equally made up of Ngati Turangitukua [the Ngati Tuwharetoa hapu that holds mana whenua over the Turangi township and its surrounds] and Council appointees.

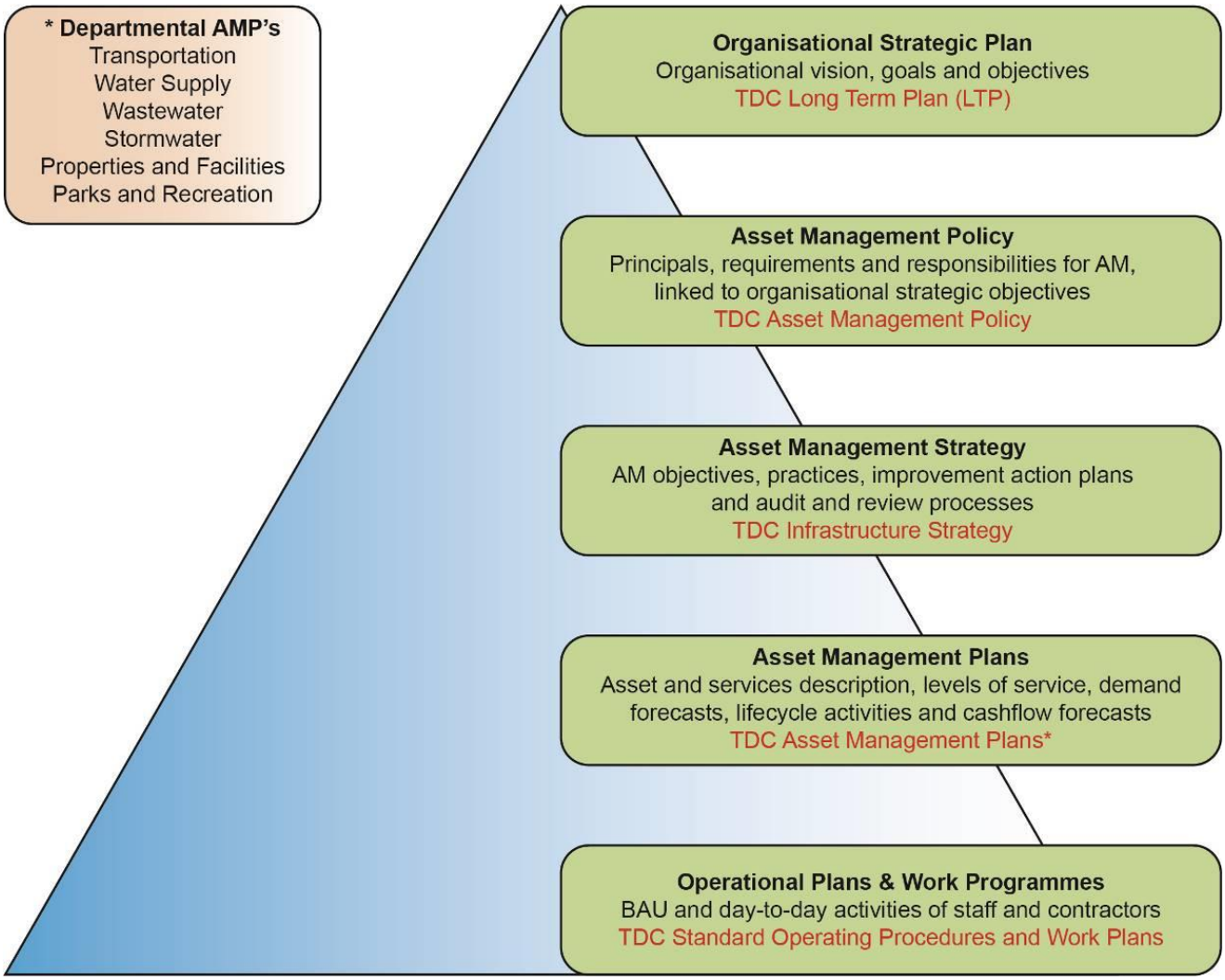

Figure 2-3 –Planning document structure (IIMM 2014 section 2.1)

The diagram below highlights the key linkages between strategic plans, tactical plans, and operational activities:

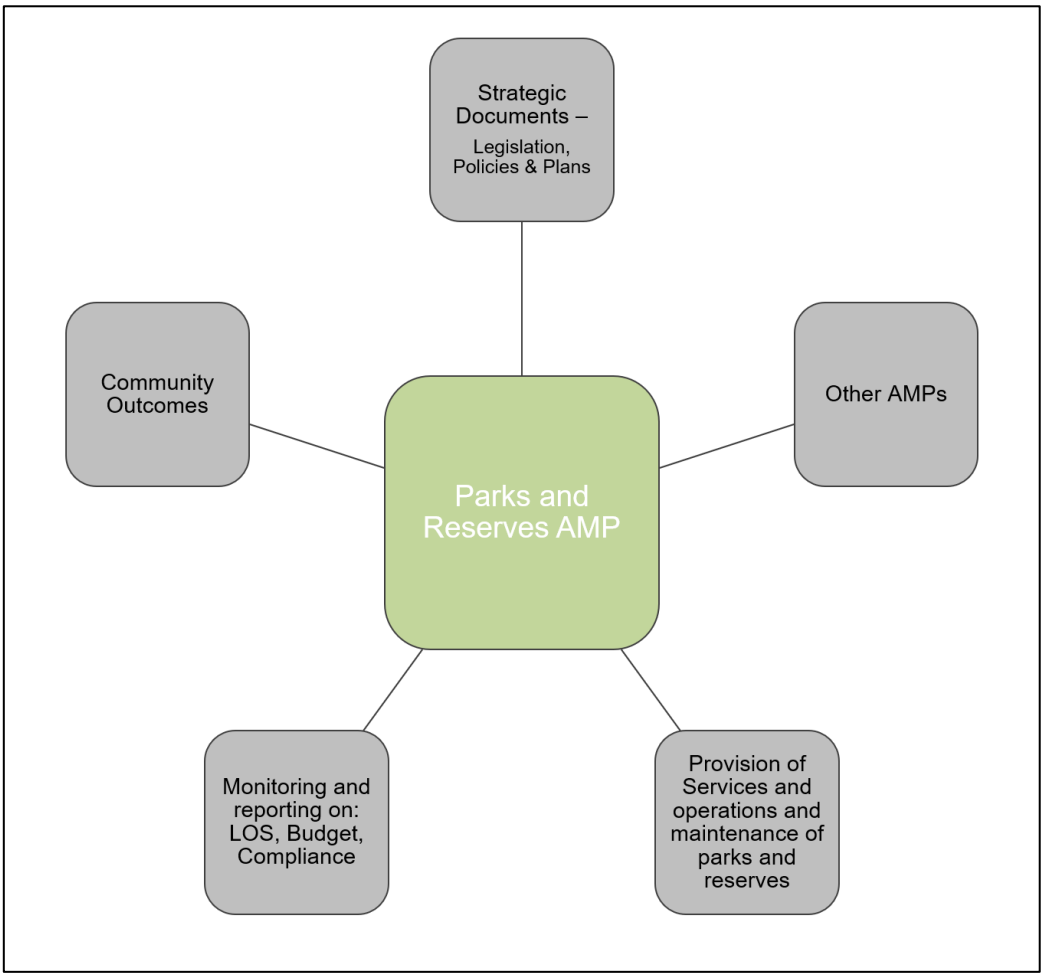

Figure 2-4 Linkages between key plans and activities

3 STAKEHOLDERS AND CONSULTATION

3.1 Stakeholders

To effectively manage the Parks and Reserves network Council Officers need to develop and maintain effective relationships with a variety of individuals and groups. When undertaking service delivery planning and delivery it is necessary to consider and engage, as appropriate, with stakeholders.

A summary of the key stakeholders is set out below:

Internal Stakeholders & Customers
• Venues business managers • Facilities management • Event Managers • Finance staff • Elected members • Infrastructure management • Stormwater management • Council Senior Leadership Team (SLT)
External Stakeholders & Customers
• The community, including residents, ratepayers, and visitors. • Community groups • Sporting codes and clubs • Recreational groups • Department of Conservation • Waikato Regional Council • Tangata Whenua • Consultants and contractors • Event organisers and attendees • Lessees and licensees • Audit NZ • Insurers

Table 3-1 – Stakeholders

The table below details the key stakeholder groups and provides a high-level analysis of their interest in the parks and reserves assets. For each stakeholder group, a matrix is provided to indicate the specific outcomes (needs and wants) that relate to their specific interests. These interests have been assessed as **H** - High, **L** - Low, or nil.

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Elected Members	Internal	Elected Members	• Confidence that Council assets are being effectively managed. • Consistent asset service levels	H	H	H	H	H	H	H	H
Council Senior Leadership Team (SLT)	Internal	CEO Group Managers	• Business objectives alignment • An effective and efficient system for implementing decisions. • Transparency of process and outcomes. • Clear lines of authority and responsibility. • Levels of Service Targets/Measurement • No complaints • Demonstrated value for money. • Demonstrated stewardship.	H	H	H	H	H	H	H	H
Venues Business Managers	Internal	AC Baths Taupō Event Centre ODP	• Clear identification of asset roles and responsibilities • Clear identification of forward plan • Identification of significant risk issues	H	H	H	H	H	H	H	H
Facilities Management	Internal		• Clear identification of asset roles and responsibilities • Clear identification of forward plan • Identification of significant risk issues • Asset Data QA/Confident	H	H	H	H	H	H	H	H

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Parks Operations	Internal		• Clear identification of asset roles and responsibilities • Clear identification of forward plan for key assets • Identification of significant risk issues • Identification of Levels of Service performance targets • Asset Management specific objectives	H	H	H	H	H	H	H	H
Finance staff	Internal		• Efficient investment of funds. • Timely expenditure of funds. • Long term asset funding requirements	H		L		H	L	H	L
Strategy staff	Internal		• Demonstration of the Asset Management System with the Councils Strategic objectives	H	H	H	H	H	H	H	H
Other TDC staff	Internal		• What assets Council is responsible for	L	L	L	L	L	L	L	L

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Great Lake Taupō Development Groups	Internal	Enterprise Great Lake Taupō Destination Lake Taupō Town Centre Taupō Taupō Chamber of Commerce	• Economic development of the Taupō district • Forward plan for key assets • Consistent asset service levels. • Identification of improvement opportunities	H	H	H	H	H	L	H	H
Community	External	Residents	• Demonstrated stewardship. • Consistent asset service levels.	H	H	H	H	H	H	H	H
		Ratepayers	• Demonstrated stewardship. • Consistent asset service levels.	H	H	H	H	H	H	H	H
		Visitors / Tourists	• Consistent asset service levels.	L	L	L	L	L	L	L	L
Community Groups	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Sporting Codes	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Clubs	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Recreational Groups	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Department of Conservation	External		• Compliance with Environmental legislation • Forward plan for key assets	L	L	L	L	L	L	L	L
Waikato Regional Council	External		• Demonstrated stewardship. • Compliance with Environmental legislation • Minimise environmental footprint	H	H	H	H	H	H	H	H

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Tangata Whenua	External	Tuwharetoa Māori Trust Board Site specific Iwi & Hapu Groups	• Demonstrated stewardship. • Compliance with Environmental legislation	H	H	H	H	H	H	H	H
Consultants	External	Preferred Consultants Preferred Advisors	• Clear standards, expectations, and performance measures. • Core asset information	H	H	H	H	H	H	H	H
Contractors	External	Preferred Contractors Long Term Contract Holders Materials Suppliers Testing and Inspecting Project Delivery	Consistency of investment and procurement practice. "Pipeline of work" • Clear standards, expectations, and performance measures. • Clear standards, expectations, and performance measures. • Core asset information	H	H	H	H	H	H	H	H

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Event organisers	External		• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Lessees and Licensees	External	Multiple & Variable	• Consistent asset service levels • Forward plan for key assets	L	L	L	L	L	L	L	L
Audit NZ	External	Audit NZ	• Regular audits of AMP • Demonstrated stewardship. • Clear standards, expectations, and performance measures.	H	H	H	H	H	H	H	H
Government Departments	External		• Clear standards, expectations, and performance measures.	L	L	L	L	L	L	L	L
Insurers	External	Insurance Companies or Brokers	• To assess the level of insurance risk associated with the assets	H	H	H	H	H	H	H	H
Main Local Energy Providers	External	Hydro Geothermal	• Forward plan for key assets • Lakes and rivers • Land effects	L	L	L	L	L	L	L	L

Stakeholder Group	Stakeholder Type	Stakeholder(s)	Nature of Interest in AMP	Functional Need	Integrity of the Asset	User Satisfaction	Safety	Sustainable Investment	Delivery Efficiency	Data & Reporting	Environmental
Internal Affairs	External	Lake Taupō Harbour Master	• Forward plan for key assets • Lake matters • Boat Ramps • Mariners	L	L	L	L	L	L	L	L

Table 3-2 – Detailed stakeholder matrix

3.2 Long Term Plan Consultation

Consultation on the 2024-2034 LTP helps guide Council in balancing the level of service provision against the community's willingness and ability to pay. However, these expectations are fluid and not surprisingly individuals are prepared for Council to spend more money on activities and facilities which directly benefit them than on those which they have less interest in. This leads to a measure of interpretation between the differences and level of support provided for the desires of the community as a whole and those of an individual or an interest group, and a decision on the provision of services for those groups which traditionally are not as vocal, organised or involved in traditional consultative processes.

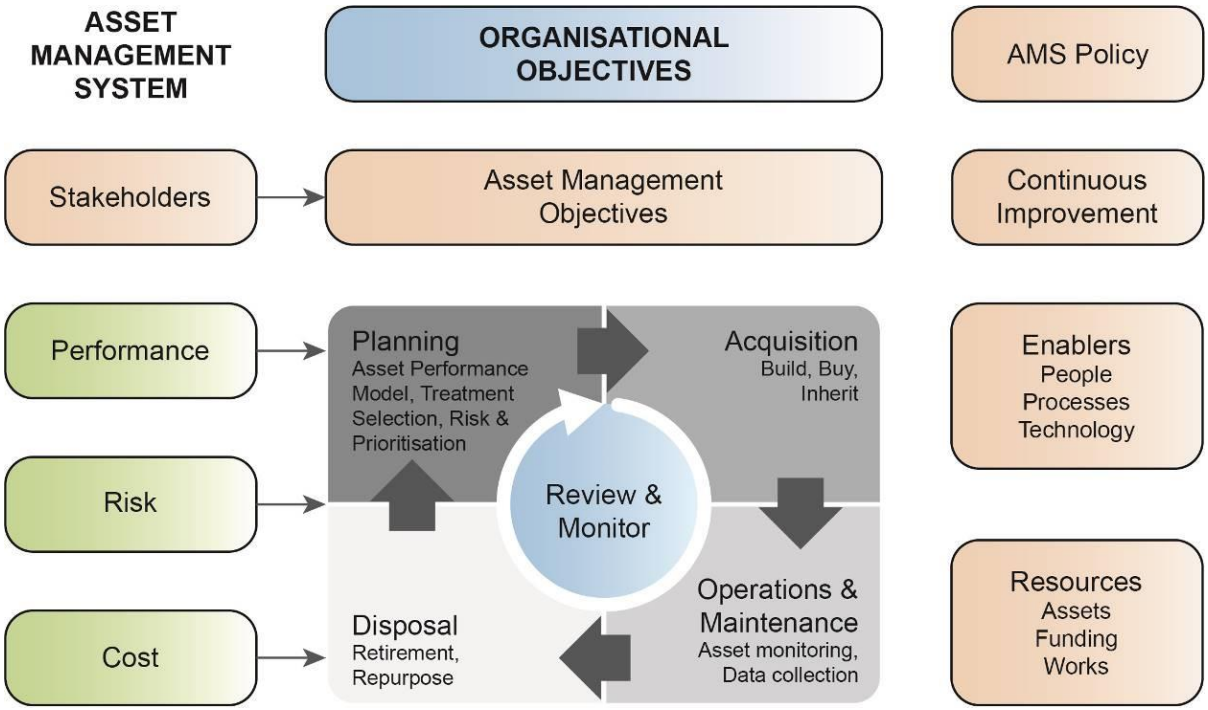

Figure 3-1 – ISO 55000 aligned asset management structure

4 LEVELS OF SERVICE AND PERFORMANCE MEASURES

4.1 Parks and Open Spaces activities and services

The key activities and services provided by the assets covered in this Parks AMP are:

Category	Activity	Assets
Category 1	Parks, reserves, sporting activities	• Parks, gardens, and trees • Sport grounds and facilities • Playgrounds • Walkways and paths
Category 2	Cemeteries	Cemeteries and associated assets
Category 3	Erosion protection	Erosion protection assets
Category 4	Sanitation services	Public conveniences

Table 4-1 –Activities and services provided by assets.

4.1.1 Significant services

The significant services or activities provided by the assets in the AMP are those that contribute to the achievement of community outcomes and the health and wellbeing of the Taupō district. These are:

- Cemeteries,
- Care of public Open Spaces
- Provision of sport, recreation, and event opportunities
- Sanitation services

Significant assets that support these services are:

- The CBD assets for the three-town centres
- Cemeteries
- Public toilets
- Litter bins

Parks that support Taupō's event industry and therefore its economic wellbeing are also significant assets these include:

- Tongariro Domain
- Mangakino Lakefront Reserve

- Tapuaeharuru Reserve
- Riverside Park
- Owen Delany Sports Park and Stadium

Lake margins parks (particularly Taupō Lakefront reserves) and Spa Thermal Park are significant because they are visitor attractions and enhance the Taupō district as a visitor destination. The quality of assets in these parks may therefore be higher than in other parks such as neighbourhood parks that cater mainly for local communities.

Sport and recreation parks in Taupō, Tūrangi and Mangakino are also significant as sporting event venues, and for their physical and social benefits.

Assets that have significant use by visitors to the Taupō District and therefore contribute to economic growth, may demand greater priority for servicing and maintenance requirements compared to other Council properties. Data collection and project planning for maintenance and renewal of these assets and their associated components is a priority compared with other assets, such as neighbourhood Parks and Open Spaces.

4.2 Levels of service

One of the main purposes of Local Authorities under the LGA 2002 is *"to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost effective for household and businesses"*.

The "level of service" (LoS) is a statement of how Council intends to provide local infrastructure, public services, and regulatory functions. Simply put, a LoS is what the organisation intends to deliver. Defining LoS and performance measures ensures that Council can measure performance towards achieving outcomes and can identify where shortfalls are occurring.

A key objective of this AMP is to identify the LoS provided by Parks and Open Spaces assets, to compare this with the expectations of customers, and identify any gaps. This requires a clear understanding of customers' needs, expectations, and preferences. It also requires knowledge of Council's current level of service, and the cost implications of any changes.

The levels of service defined in this AMP will be used:

- To inform customers of the proposed type and level of service to be offered
- To enable customers to assess suitability, affordability and equity of the services offered.
- As a focus for the AM tactics proposed to deliver the required level of service
- To measure the effectiveness of this AMP
- To identify the costs and benefits of the services offered

Key stakeholders & customers of Council's parks assets are described in Section 3 "Key Stakeholders and Consultation". Many stakeholder groups will have different and sometimes conflicting expectations of levels of service. These expectations need to be managed to reduce conflict and unnecessary cost to ratepayers.

The target levels of service for Parks and Open Spaces activities and assets are based on:

Influences	Impact
Community Outcomes	These are a statement of strategic objectives that provide high level guidance for the scope of current and future services, manner of service delivery and definition of levels of service
Customer Expectations	Information gained from customers on expected quality and price of services
Statutory Requirements	Legislation, regulations, environmental standards, and Council By-laws that impact on the way assets are managed (i.e.: resource consents, building regulations, health, and safety legislation). These requirements set the minimum LoS to be provided.
Strategic and Corporate Goals	Provide guidelines for the scope of current and future services offered and manner of service delivery and define specific levels of service which the organisation wishes to achieve. As documented in the TDC Asset Management System
Industry standards	The LoS that other local authorities are providing. NZRA provides Levels of Service guidelines in its Parks Categories an LoS publication (June 2011)
Reserve Management Plans	RMPs are a form of agreement between the reserve administering body and the community about how parks are maintained, used, protected, preserved, enjoyed, and developed

Table 4-2 –Target levels of service.

The Parks and Sports Field network hierarchy is as follows.

Park / Reserve Category	Purpose	Service level	Key Operational Levels of Service
Regional Park/ Reserve Serving population of 100,000+: Tongariro National Park Kaimanawa Ranges	Conservation areas that protect native species and wild spaces To provide access to New Zealand's premier outdoor spaces that help support tourism	• Defined by the Department of Conservation	
Destination Park / Reserve: Serving population of 30,000 – 40,000 • Tongariro Doman • Spa Park	High-scale and high-spec playgrounds and recreation spaces that are a destination for both locals and visitors. Provides a large hub for recreating, supporting social interactions, vibrancy, attracting visitors, and used and valued community amenities. Supported by good walking and cycling connections to town centres to support economic opportunities. Supports medium – large-scale events	• Large-scale playground and play equipment. • Attractions, art, and places of interest • Flat play / recreation grass surface, with moderate high levels of maintenance • Multi use hard court area. • Public conveniences and gardens • High levels of accessibility • Shade provision and drinking fountain. • Eating / picnic area • High quality landscaping, paths, seating, trees, and litter bins • Car parking • Good walking and cycling connections to town centres. • Significant vegetation and open green spaces	• 30mm to 50mm grass height • Stalks no more than 100mm height • Daily litter collection • Daily playground inspection • Monthly furniture check • Monthly check of paved surfaces • Weekly inspection of amenity plantings
Community Park / Reserve: Serving population of 4,000 – 6,000 • Te Kapua Park (which also has some larger	Moderate-scale playgrounds and recreation space serving a large community catchment. Provides a community hub for recreating, supporting	• Most houses in urban areas are within 10 mins cycle (2 – 3 km) from a Community Park / Reserve. • Medium-scale playground and play equipment. • Flat play / recreation grass surface, with moderate level of maintenance • Possibly multi use hard court area. • Moderate levels of accessibility	• 40mm to 80mm grass height • Stalks no more than 150mm height • Weekly litter collection • Weekly playground inspection

scale and destination elements) • Beasley Park • Pihanga Reserve • Mere Road reserve • Raupō Reserve • Brice Street Reserve • Mangakino Lakefront Reserve • Kinloch Lakefront Reserve	social interactions, vibrancy, and highly used and valued community amenities. Supported by good walking and cycling connections.	• Shade provision and drinking fountain. • Eating / picnic area • Landscaping, paths, seating, trees, and litter bins • Car parking • Good shared-pathway access from surrounding community • Larger parks may have skate park, pump track, or water play features.	• 6 monthly furniture check • Twice annual paved surface check • Weekly inspection of amenity plantings
Neighbourhood Park / Reserve: Serving population of 1,000 – 2,000	Basic playground and recreation space within a short distance from most peoples' houses to support recreation and exercise. Provides a greenspace to break up urban development	• Most houses in urban areas are within 10 mins walk (800m) from a Neighbourhood Park / Reserve. • Basic playground with limited amount of play equipment • Flat play / recreation grass surface, with basic level of maintenance • Basic seating / park bench • No facilities • Limited accessibility	• 40mm to 80mm grass height • Stalks no more than 150mm height • Weekly litter collection • Fortnightly playground inspection • 6 monthly furniture check • Twice annual paved surface check
Access and esplanade reserves	Support access to lakes and waterways Support open recreation, leisure, walking and cycling, and picnicking. Green space to break up urban development and provide a buffer between	• Toilets, carparking and good walking and cycling access in popular and swimming areas. • Occasional public seating and picnic areas • Shared paths • Planting and vegetation sections and corridors to support biodiversity and reduce erosion.	• 40mm to 80mm grass height • Stalks no more than 150mm height • Fortnightly litter collection • Annual furniture check • Twice annual paved surface check

	development and waterways. Supports natural biodiversity. Erosion protection Popular natural attractions or swimming areas		• Erosion protection structures monitored bi-monthly. • Seasonal monitoring of revegetation plantings until canopy closure
Stormwater, dog exercise, and green space reserves	Green space to break up urban development and provide a buffer between development and waterways. Dog exercise areas Stormwater management Conservation and vegetation areas	• Walking and cycling tracks where there are useful connections. • Biodiversity sections and corridors to support biodiversity. • Basic level of mowing and maintenance to control pest and fire risks. • Dog walker areas supported by Doggie Doo bags and bins (where possible), seating, and mowed and maintained to support dog exercise.	• 40mm to 80mm grass height • Stalks no more than 150mm height • 50mm to 150mm grass height within overland flow areas • Fortnightly litter collection • Annual furniture check • Annual paved surface check
Civic Spaces	Often within Town Centres or squares Some may have destination elements, supporting small-medium events	• Often contain public art and amenities, with high spec streetscape, furniture, and landscaping	• 30mm to 50mm grass height • Stalks no more than 100mm height • Daily litter collection • Weekly playground inspection • Monthly furniture check • Monthly paved surface check • Weekly inspection of amenity plantings
Skateparks: • Taupō	Parks in our largest urban area to support skating, blading, scootering, and	• Well maintained for safe use • Support a wide range of skill levels	• Weekly safety inspection

• Tūrangi • Mangakino	bmx at a wide range of skill levels. Size of facilities is determined by the population of the surrounding area and level of use		• Monthly furniture check

Table 4-3–Activities and services provided by assets

Facility and Category	Purpose	Service level
Regional-scale stadium: Serving population of > 200,000	Occasional international sports matches. National-level sports matches. Large-scale events	None in the district Stadium seating capacity of > 25,000 Rotorua, Napier, Hamilton, Tauranga are within 2-hours' drive from Taupō and are expected to host these types of events.
District-level stadium: Serving population of 30,000 – 40,000 • Owen Delaney Park Stadium	Medium – large-scale events Regional-level sports matches School athletics competitions	Stadium seating capacity of < 25,000 Grass bank provides further capacity. Lighting Club rooms Set up to host a range of activities (Rugby, Cultural events, Track & Field, Football, Cricket) Parking Top quality sports surfaces
District-level sports grounds: Serving population of 30,000 – 40,000 • Owen Delaney sports fields • Owen Delaney netball courts • Crown Park	Supports local grade and district level-sports. Supports medium-scale events	• Poor weather shelter • Toilets and Changing rooms. • Car-parking • Sports field lighting? • Good quality sports surfaces (irrigated)
Community-level sports grounds: Serving population of 4,000 – 6,000 • Tūrangitukua Park	Supports local grade-sports.	• Poor weather shelter • Function room / main hall • Kitchen

• Hickling Park	Supports small – medium-scale events	• Toilets and changing rooms. • Good quality sports surfaces (irrigated)
Local-level sports grounds: Serving population of 1,000 – 2,000 • Mangakino Rugby Ground • Kaimanawa reserve • Tutemohuta Reserve	Supports local-grade sports	• Poor weather shelter • Toilets and changing rooms. • Good quality sports surfaces (irrigated)

Table 4-4 –Facilities, purpose, and service level.

4.3 Performance measures

Performance measures are the means for determining whether the levels of service are being delivered and received by customers. There are two types of performance measure, technical and customer performance measures.

- **Technical performance measures** relate to the outputs the organisation delivers.
- **Customer performance measures** relate to how the customer receives or experiences the service.

Performance targets define the desired level of performance against each measure. Targets for the next ten years aim to maintain the current level of service in most cases.

4.3.1 Levels of service and performance measures tables

Levels of service have been drafted to identify satisfaction, safety, and provision. There are very few legislative requirements for the Parks & Open Spaces activity, so user satisfaction is the primary driver to measure success in this activity.

LEVEL OF SERVICE	PERFORMANCE MEASURES	LATEST RESULT 2019/20	TARGETS 2021/22	2022/23	2023/24	2024/25 – 2030/31
Our open spaces are well cared for.	Percentage of service requests responded to relating to Council-owned parks and open space.	New measure	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.
	Percentage of service requests responded to relating to Council playgrounds.	New measure	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.
	Percentage of service requests responded to relating to sportsgrounds.	New measure	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.

Public toilet are clean, safe and fit for purpose.	Percentage of service requests responded to relating to public toilets.	New measure	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.	At least 90 per cent responded to within 5 working days.

Figure 4-1 – Level of service and performance measures.

4.4 Gaps and changes to current LoS

4.4.1 Changes to LoS

LoS are forecast to generally remain the same over the period of this AMP. There will be slight changes in LoS based on community consultation outcomes, technology changes, emerging resilience objectives and the increase in the cost of compliance.

Objectives around resilience will see a greater focus on the development of assets within a more natural environment. For example, this might include 'nature play' items built from logs and stones, set within native plantings, providing a user experience that doesn't compromise the surrounding land, or increase carbon outputs to maintain it.

The increase in the cost of compliance, particularly around traffic management may result in some changes to the type and location of some asset provision. For example, the cost of a traffic management set up required to keep staff safe when maintaining a garden bed within a traffic island on a high-volume road, is no longer sustainable.

4.4.2 Gaps in information or levels of service achievement

The following gaps in information have been identified:

- Systematic documentation of condition assessments of some types of equipment. Checks of playground equipment are made regularly but information currently stands alone. There is no integrated system for documenting this information which can be readily accessed, and which can feed through into renewal schedules.
- As park asset use increases the need for increased monitoring and compliance checks needs to move with this. This is particularly important regarding playground safety auditing. However, current staff levels don't allow for this.
- The asset management system software available within Council for recording Parks and Open Spaces assets is not entirely suitable for Parks and Open Spaces management.
- Systematic survey data regarding expectations from parks user segments.
- There is no systematic study or analysis of demand and provision of sports ground facilities within Taupō. Evidence from bookings and discussions with clubs and code parent bodies are the basis of decision making for provision of services at this stage.

4.5 Link to Projects

To meet the increasing demand for quality parks and recreational experiences, Council continues to fund the renewal of existing parks assets as well as develop new ones in key locations. Appendix D – Projects, has the full list of proposed projects for this LTP.

4.6 Future Demand

Demographic projections indicate that the Taupō District population is growing but is also a middle-aged population. The median age in the district is 42 years (2021) which is higher than the national median of 37 years old. Migration to Taupō is a key driver of population growth in the district. People who relocate to Taupō are often older and have established family in the area.

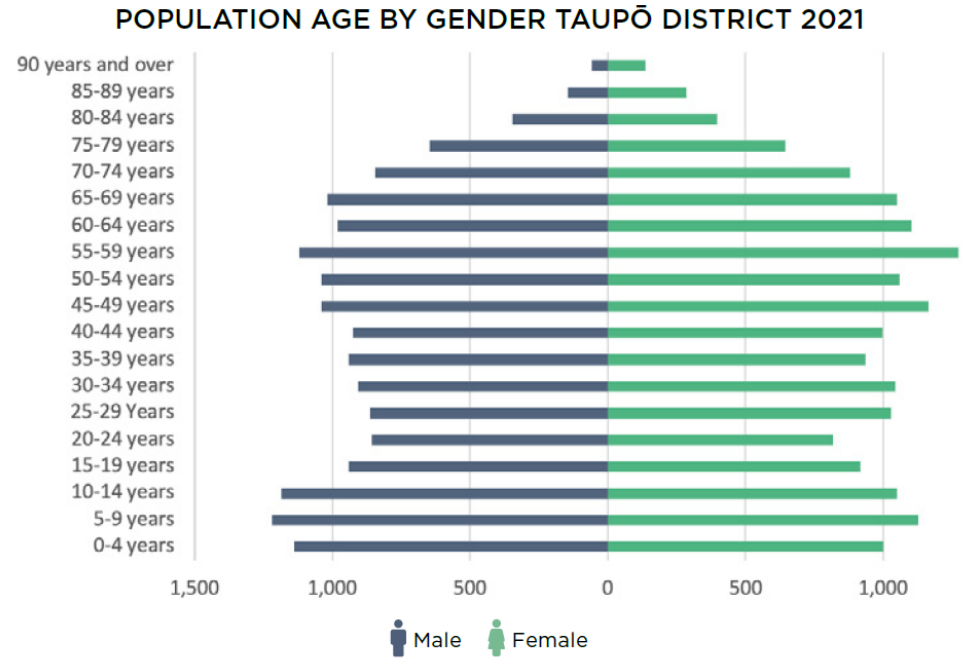

Figure 4-2 – Population age by gender Taupō.

As populations increase with natural growth and migration, increasing pressures are placed on existing assets and new assets may need to be created to cater for the type of growth in specific populations. Development contributions provide the funding for asset development that is required for growth purposes.

4.7 Parks and Open Spaces Demand

Assessment of future demand for Parks and Open Spaces is by its nature less certain than many other Council activities. This demand uncertainty leads to a situation where provision is sometimes only able to be assessed alongside growth instead of in advance.

The location, type and extent of public open space are to a degree dictated by the location and extent of private development. Council can identify areas of expansion, but the specifics are often not at a level applicable for development until a much later stage, developments are also subject to economic forces and other factors which create uncertainty. The exception to this is the East Urban Land development, where Council led the structure planning as

landowner. Council has created new reserve spaces with developers in recent years in the Ngaroto and Kokomea developments at Wharewaka. This will continue as more of the East Urban Land is developed.

Best practice land development approaches see Open Spaces considered as integral to any planned development and considered alongside other considerations instead of after a plan has been finalised.

Council has a reserves acquisition policy which outlines the principles for deciding on acquiring public land. A strategic reserves acquisition fund has been set aside to allow for purchase of suitable blocks of land.

Changes in the age profile of the district will impact how Council provides Parks and Open Spaces. This factor coupled with likely changes in leisure trends may produce quite different requirements from those seen in the past. These factors will continue to influence the planning, development, and evolution of Council's Open Spaces.

4.7.1 Identified Growth Projects

Growth projects are major parks and reserves projects that have significant growth components in that they address both a backlog in demand as well as future growth. These projects will fundamentally seek to increase the available recreation opportunities for current and future communities.

It should be noted that not all identified growth share is funded from development contributions for these projects due to insufficient funds having been collected for the purpose of reserve improvements, the difference will need to be rates funded.

The Parks Team currently have four growth related projects planned to develop existing reserve areas. These are outlined in the following table:

Growth Project	Percentage funded from development contributions
Seccombe Park Development Plan	40%
Wharewaka Reserve Development Plan	40%
Youth Play Spaces	30%
Kinloch Lakefront Development Plan	20%

Table 4-5 – Growth projects on existing reserves.

Areas that will require new reserve spaces to accommodate localised growth have also been identified in the Northern and Southern parts of Taupo.

Northern Taupō: Greenfield Reserves

There are three reserves planned for Taupō North two regular size reserves of 5,000m2 and one smaller 2,000m2 reserve. These will provide a range of recreation areas serving an estimated 1,168 households. These reserves will provide 3 playgrounds costing an estimated $1,290,000. This planning forms the basis of the reserve development contributions charges.

*The locations in the below map are indicative but are to scale.

Figure 4-3 – Northern Taupō Greenfield Reserves.

Southern Taupō: East Urban Land Reserves

There are four reserves planned for Taupō South three regular size reserves of 5,000m2 and one 2,000m2 reserve. These will provide a range of recreation areas serving an estimated 1,520 households. These reserves will provide four playgrounds costing an estimated $1,720,000. This planning forms the basis of the reserve development contributions charges.

*The locations in the below map are indicative but are to scale.

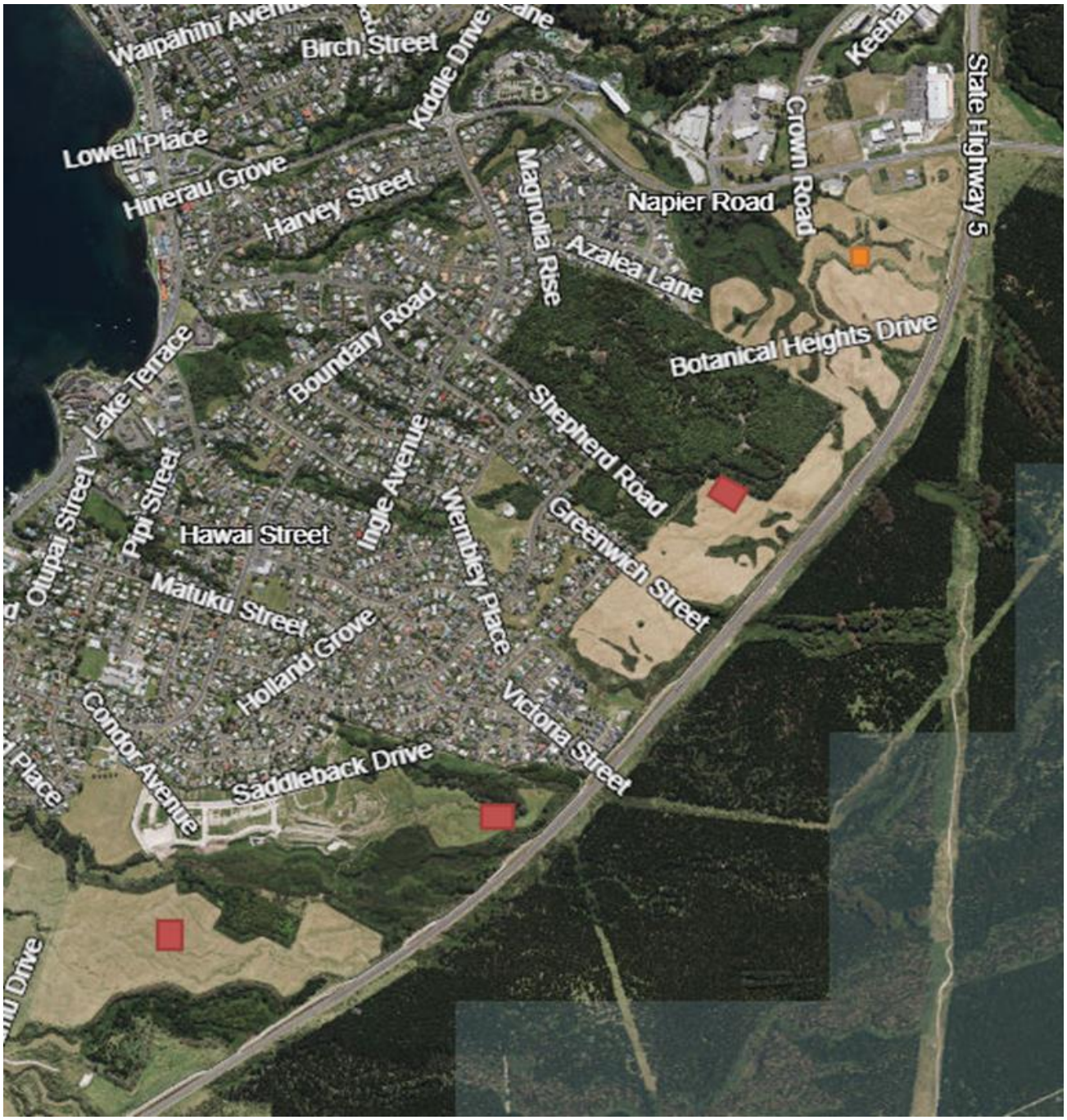

Figure 4-4 – Southern Taupō East Urban Land Reserves

4.8 Cemeteries demand

While there is sufficient current capacity within the district cemeteries in the short to medium term, planning is scheduled to identify areas which may be suitable to expand our cemetery capacity. Open space is still available for development in all cemeteries.

Mortality rates (deaths per 1000 population) have an influence on the requirement for cemetery and cremation services. Although the population is aging, improved health means that mortality is not increasing at the same rate. Death rates for the Taupō District are anticipated to be 300 to 320 per annum in 2024 and around 360 per annum thereafter. Rates increase slowly until they are expected to reach around 380 per annum by 2034. The changes to interment preferences and increasing diversity of the population will mean that cemeteries will have to adapt to these trends, typically by allowing more cremation disposal areas and more areas set aside for different ethnic groups.

4.9 Key Drivers for Demand

The key Parks and Open Spaces demand drivers are:

- **Aging Population -** Aging population is a universal trend; and in addition, we are beginning to see a larger generation of "super-elderly" who are still active and enjoy the use of our parks and facilities. There will be a need in the future to consider the elderly as not only 65 plus, but to break this group down to consider the desires and abilities of those older than 65.
- **Increased Expectations -** Community expectations of the quality of Open Spaces and associated facilities continue to increase. The costs associated with providing better facilities will continue to place added pressure on budgets. The availability of high-end facilities in main centres is adding to the desire to have these facilities available locally.
- **Instantaneous Information and Pervasive Technology -** Users and consumers always expect instant feedback and the availability of information. The development of how Council provides information to users is a key aspect of maintaining engagement with the community. Inclusion of suitable technologies into parks may also add value to users who have been brought up with all pervasive digital technology.
- **Extended Sports Seasons -** Our major outdoor sports, particularly with the increased quality of playing surfaces, have experienced "season creep" with the length of playing season expanding at both ends. Traditional summer and winter codes which historically complemented each other are now increasingly competing for time and space. Increasing demand for limited space may require increased investment in all-weather surfaces, lighting to extend playing hours and management of seasons.
- **Recreation Hubs and Struggling Clubs -** Increased costs and a reduction in traditional funding sources has led to many existing clubs struggling to maintain clubrooms and facilities, many of which are located on Council land. Many facilities are declining after

years of deferred maintenance leading to an increased demand for Council funding and support. Many small clubs and diverse facilities have increased the push towards club consolidation and the "hubbing" of compatible facilities in appropriate locations.

- **Consumer Culture -** Trends in leisure activities are changing, immediate gratification, consumable and "bite-sized" leisure and different modes of activity will influence the development of Open Spaces.
- **Extremes of participation -** The spread of usage intensity has been increasing. Catering for the spectrum from casual to intense will continue to be a challenge.
- **Innovation in Design and Equipment -** Developments in equipment, processes and design all affect the development and use of our Open Spaces including the ways in which Open Spaces deal with overland water flows.
- **Economy -** Private development drives community development to some extent. The ability and rationale for improvement, maintenance and development of parks and open space facilities and activities is largely dependent on the success and growth or decline of the economy. Shifts in economic prosperity have a direct impact on the ability of a Council to fund programmes, and community spaces have typically been funded after essential services (three waters, roads etc.); therefore, leisure areas are generally harder hit in tough economic times than core infrastructure. With the settlement of local Treaty of Waitangi claims, there may be opportunities for public/private partnerships to develop new and existing Parks and Open Spaces.
- **Legislative Changes -** Changes to key legislation can affect the number of resources available for parks and open space development. Recent changes to development contributions in the Local Government Act 2002 Amendment Act 2014 limit the definition of "community infrastructure" to:
    - Community centres or halls for the use of a local community or neighbourhood and the land on which they are or will be situated.
    - The new definition allows transitional provisions allowing continued collection of development contributions on community infrastructure that falls outside the definition under certain circumstances around work already underway before the provisions took effect.
- **Interment Trends -** There has been a shift in the traditional interment methods. Cremation rather than burial is becoming the main method of body disposal which will impact the development of interment options provided in cemeteries. With the creation of the first natural burial area in Taupō, customers have another option for interment. The increased diversity of population groups may also require the provision of distinct cultural areas within cemeteries in the future.

4.10 Demand Management

Council implements the following demand management strategies for the provision and rationalisation of recreation facilities.

- **Charging regimes -** Consider options to recover costs through user charges, considering the ability to pay, assessment of public and private benefit, and council's objectives with respect to community participation in recreational activity.
- **Sports facilities -** The fees charged to sports clubs and other users of sports facilities are targeted to recover 5% of operating costs. There is a balance to be achieved between using price to manage conflicting demand and ensuring public access is not overly restricted.
- **Cemeteries -** Currently cemeteries are 10% rates and 90% user funded.
- **Booking system -** Council has a system in place to allocate use of facilities, particularly sports fields - this prevents overlap of competing interests.
- **Community involvement -** Council involve the community in policy and reserve development through consultation over Strategies, Management Plans and Urban reserve development plans.
- **Strategic Planning** - Council will monitor and assess changes in population structure and recreation preferences to enable provision to be related to varied and changing needs. It will also ensure that land for new recreation opportunities is acquired in a timely fashion as the district develops.
- **Multiple Uses -** The Council will actively promote the development of flexible, multi-use facilities and Open Spaces.
- **Non-asset solutions-** Council will seek to develop effective partnerships with the community, community groups such as schools, and the private sector for the provision of recreation services.
- **Promotion -** Encourage participation in a range of recreational experiences actively promoting opportunities for all levels of ability, age, and gender.
- **Sports Facilities** - Council relies on Sport Waikato to help provide advice on necessary sports facilities and outcomes. Working with Sport Waikato helps us understand the position or role Taupō plays within the region, the provisions made by neighbouring authorities and whether it makes sense to provide some facilities if they are available nearby, particularly for bigger potential facilities. Council has not undertaken a sports field capacity study in recent times. This will be necessary to enable better planning for future demand.
- **Residential Growth -** Existing subdivision rules require adequate provision of open space. The possible increased flood risk due to climate change means that there will likely be an increasing need to build Open Spaces into new developments as flow paths for flood water

5 RISK MANAGEMENT

5.1 Key Risk Identification

The risk management process is an integral part of good management practice. It is an iterative process of continuous improvement that is embedded into existing practices or business improvement. The main elements of the risk management process identified in the Taupō District Council Risk Management Policy 2024 are consistent with the risk management standard AS/NZS 4360:2004.

Key risk identification is covered in the table below. A detailed risk register is contained in Appendix B of this plan. Asset risk management is integrated into Council's corporate risk management process.

Potential Risks	
Risk Type	**Management Practice**
Injury or fatality resulting from type of recreation activity carried out coupled with the nature of the environment and condition of the asset	• Compliance with safety standards and procedures • Barriers • Non-routine hazard warnings
Injury or fatality resulting from type of work activity carried out coupled with the nature of the environment and nature of equipment and materials used	• Staff training • Compliance with industry safety standards and procedures • Risk identification and mitigation, isolation, or elimination procedure in place
Historic and current information gaps resulting from poor data capture and systems leading to failure to identify risks, unnecessary/unexpected costs, and accidents	• Informal checking systems • Partial data capture
Environmental disaster or major event (storm, ecological, earthquake, tsunami, fire)	• Civil Defence Emergency Management Plan
Use of volunteers – less easily managed than employees but can carry out many of the same potentially hazardous tasks	• Regular monitoring via site inspections and good liaison with groups. Attendance at meetings means team has good understanding of what groups are doing. Some additional Health and Safety training may be needed

Potential Risks	
Risk Type	**Management Practice**
Multiple management agency responsibilities internally and externally – lack of clarity in demarcation lines increases risk of issues not being addressed	• Maintain good communication lines and establish clear demarcations of responsibility
Unrestricted and unsupervised access to assets and land under management – control over risky activity is minimal	• Meet equipment standards. • Identify hazards and alert users.
Workplace risks of accidents	• Requirement for full Health and Safety programme included in Service Level Agreement with contractor. • Compliance is monitored. • Compliance with Health and Safety policy for contractors
Physical hazards for visitors.	• Requirement for identification and management of hazards included in Service Level Agreement with contractor. • Compliance is monitored

Table 5-1 – Potential Risks

There are currently no identified high or extreme risks for Parks and Open Spaces assets. Identified risk levels range from negligible to moderate.

The risk of erosion damage to lakeshore reserves is moderate (occurrence with high impact of damage). However, due to the presence of wastewater reticulation assets in some reserves, the priority assigned is high. Many Open Spaces are designated as overflow areas or are in places which it would not be prudent to build. Consequently, some parks are susceptible to flooding or are in locations which are likely to be affected by climate change. Council will need to monitor changes to water body boundaries and trends. Parks and sports grounds in low-lying areas may need to have modified use and management practices.

5.2 Criticality

Few parks and open space assets are critical in the sense that they are necessary for provision of essential community services. However, they are important for quality of life, health, well-being, and environmental sustainability. Both visual and physical access to green spaces has mental and physical health benefits.

5.2.1 Critical assets

- Cemeteries - Vital for maintaining public health by providing suitable locations for the hygienic disposal of the deceased.
- Stormwater overflow - Vital to facilitate release and management of excess water which is not able to be contained within storm water infrastructure during extreme weather events.
- Lakefront reserves and erosion control assets that provide protection to other critical assets such as sewerage pump stations and mains.

Other assets may be critical depending on the measure and definition of criticality and what it relates to e.g., amenity, social capital, environment, ecology, and liveability.

- Public toilets
- Built facilities.
- Sports grounds
- Playgrounds
- Ecological sites
- Neighbourhood parks
- Miscellaneous space e.g., road island

The two major aspects of open space in the community concerning quality of life are amenity and recreation (organised and informal). The most critical assets are destination parks which receive the highest number of visitors and sportsgrounds which cater to many sporting activities. Without these parks it is unlikely that Council could provide enough amenity, event, and sports facilities, to meet the desires of the community. These parks are:

Amenity	Recreation
• Lakefront Reserve • Spa Thermal Park Tongariro Domain • Te Kapua Park	Owen Delany Park Crown Park Hickling Park

Table 5-2 – Destination Parks

6 CLIMATE CHANGE, RESILIENCE & ADAPTATION

6.1 Climate change

Climate change is an important influencing factor affecting future Parks and Open Spaces planning and management. A key feature of climate projections within New Zealand is an increase in frequency of severe rainfall events. The latest climate change projections from the International Panel on Climate Change (IPCC) have been translated for New Zealand. From a planning perspective, the major changes that will impact on Taupō's Parks and Open Space are expected to be:

- A change in frequency of extreme events –such as storm intensity, heavy rainfall, drought, wind extremes and thunderstorms rather than a change in average conditions locally.
- Higher temperatures - temperatures are likely to be 0.7˚C to 1.1˚C warmer by 2040 than in 1995, and 0.7˚C to 3.1˚C warmer by 2090.
- A change in rainfall patterns.

The Waikato Regional Council has conducted the first stage of its Climate Change Risk Assessment. This assessment identifies the significant climate change risks across the Waikato Region. The main risk specifically for the Taupō District is increased rainfall intensity, changes in variability and seasonality of rainfall as well as stronger westerly winds, increasing the risk of flooding and erosion. While the overall volume of rainfall during a year is predicted to remain constant the rainfall will likely be more concentrated around the winter period, more acute when it does occur and likely lead to more severe flooding.

The Taupō District is likely to experience more frequent extreme weather events including intense precipitation and recurrent drought. The frequency and severity of climate change impacts on the Taupō District is highly uncertain. If these impacts are worse than predicted, existing infrastructure might not be sufficiently resilient to cope with them, e.g., Heavy rainfall events may overwhelm stormwater reserves.

The nature of soils in the Taupō region is that they are highly porous and mobile. If not managed by controlling overland water flow and maintaining a vegetative cover on slopes, they can become prone to slipping and continued erosion. This has the potential to be compounded by climate change with increased rainfall and loss of vegetation through high winds.

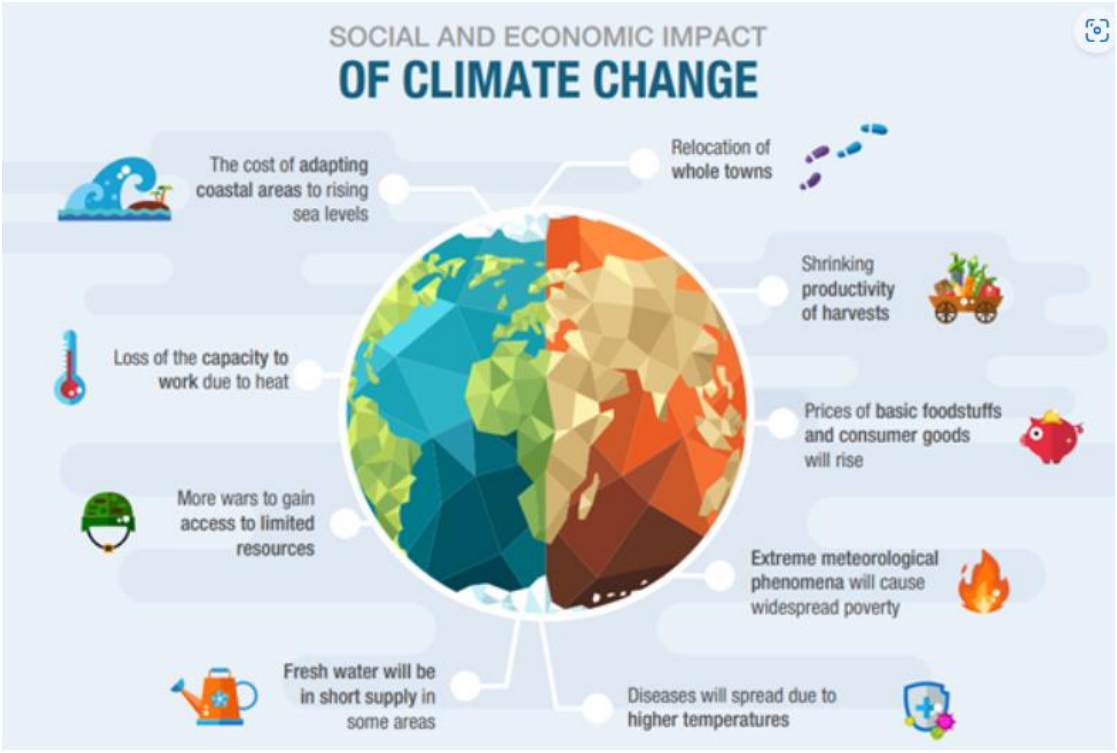

Figure 6-1 – Social & Economic Impact of Climate Change.

Climate change is a major management issue facing all infrastructure providers and the built environment. TDC Parks and Open Spaces will proactively manage activities in line with climate change impacts within its evolving Climate Change Policy framework.

The Parks Team aims to mitigate and manage the adverse effects of climate change through careful planning of future Parks and Open Spaces infrastructure and activities. This will include:

- Location and potential integration of stormwater management in Parks and Open Spaces infrastructure
- Parks and Open Spaces infrastructure design
- Choice of plants, grasses, and vegetation to meet evolving changes in weather patterns.
- Maintenance activities scheduling (frequency and timing)

Major events from the effects of climate change are potentially on the rise. This and our areas proneness to earthquakes can have a devastating impact on the entire community, not just parks and reserves. Sometimes these open spaces serve as safe gathering spots for communities affected. At other times, the nature of the open space means that it is the first to flood or the last to be reinstated. Living with the ongoing effects of climate change may mean that certain tree and plant species are

at risk, that regular irrigation is no longer viable and that lake shore assets are lost or conflict with private property owners.

Historically trees have held a legacy in parks that tell a story of the culture and time they were planted, they soften the built environment, connect people with a space, and provide shade. In our current world of global warming and climate change, trees play an important role in managing carbon emissions.

Managing these factors is part of long-term planning for the Parks and Open Spaces Service.

6.1.1 Asset management responses to climate change

Climate changes may affect how council manages its Parks & Open Space assets in the future and how these assets are affected by associated assets due to climate change. The availability of water for our sports fields and gardens.

Climate changes are expected to influence Parks & Open Spaces services, from both supply and demand aspects. Council will develop strategies for the various possible projections as to the likely risks of climate changes. Currently using GWRC climate change strategy.

Climate changes are expected to influence services, from both supply and demand aspects. The exact effect is however difficult to estimate, and further investigation is recommended.

The Parks activity aims to meet the challenge of climate change through every means available including:

- Resource efficient (i.e., energy efficient, solid waste reduction, water efficient) and greenhouse gas emission reduction design and renewal of recreation and sport facilities.
- Resource efficient (i.e., energy efficient, solid waste reduction, water efficient) and greenhouse gas emission reduction operation of facilities and event delivery.
- Awareness of location and design (in terms of extreme weather and sea level rise) of recreation and sport facilities.
- Promotion of climate change-related information through community events.
- Incorporation of active transport into design of recreation and sport facilities and event planning, e.g., provision of cycle parks, preparation of associated TMP's.

Recreation and sport facilities encourage active transport, e.g., walking, cycling, due to their location relative to residential areas, cycleways, and public transport facilities.

6.2 Resilience and responding to climate change.

As we build new assets and community infrastructure and renew our existing infrastructure, we will aim to build in resilience to the effects of natural hazards including, volcanic and seismic activity, flooding events and droughts along with the consideration of the predictions of climate change.

In the Parks activity area, the following resilience planning will be considered:

- The location of some Parks and Open Spaces assets will need to consider future climate change impacts.
- Material choices needs to be considered in the design of future Parks and Open Spaces assets.,
- Parks and Open Spaces design will also need consideration of land drainage and dual function such as provision of stormwater detention in parks and reserves areas,

Resilience planning means:

- Our infrastructure aims to protect and enhance our built environment as well as create amenity value.
- We provide reliable services and infrastructure that is resilient to natural hazards and adapts to climate change.
- We provide system redundancy and emergency backup systems to our critical infrastructure.

The region is particularly susceptible to volcanic activity. With Mount Ruapehu and Lake Taupō showing signs of increase volcanic activity. A volcanic event could cause major disruption through lahars and ash fall in the district, which would impact on parks and open space assets.

6.3 Adaptation

Taking an ongoing adaptive approach to climate change trends and impacts is important, and the Parks and Open Spaces activity will continuously review and adapt its asset management approach. Some of the important areas where an adaptive management approach will be taken are detailed in the following sections:

6.3.1 Green cover

Green cover and Open Spaces are important in towns and cities because they provide health, wellbeing, and ecological benefits. Taking an adaptive approach to planning and managing green cover in the Parks and Open Spaces area with assist with managing climate change impacts.

The Parks Team will enhance reserves through a range of planting and revegetation options that promote biodiversity. This is both good for the environment and community wellbeing. Plant choices will be made based on those species that are historically naturally occurring in the area. Council will engage with iwi and hapu groups as well as organisations such as Manaaki Whenua, DoC, and Universities to best ascertain this.

When managing weeds on reserves the Parks Team will follow weeding practises that support Te Ao Māori perspectives on the natural environment. Weed management will work to enhance the whenua's ability to heal itself. This means the full range of biodiversity in a landscape is sustained. Weeds will be viewed first as healers of the land [Papatuanuku's kakahu} rather than problems and assessed for their benefits, such as soil stabilisation and erosion control before being removed.

Controlling introduced predators such as rats, mice, possums, rabbits, and stoats is crucial to prevent the decline or extinction of native species and protect revegetation efforts. Currently, the council supports community groups in Motuoapa, Pukawa, Omori/Kuratau, and Taupō. To achieve the goal of a predator-free New Zealand by 2050, we aim to expand support to communities without predator control programs. By working together to regulate predator populations through this relatively low-cost initiative, we can safeguard our native biodiversity and preserve the natural environment for future generations.

Key points:

- Examples of green cover and Open Spaces include natural and semi-natural areas, such as remnant native vegetation areas, parks, gardens, and emerging infrastructure such as plant walls and green roofs.
- Green cover and Open Spaces provide natural cooling of air and surfaces, and support water management in urban areas. The vegetation used in these areas absorbs carbon dioxide, helping to offset greenhouse gas emissions.
- Climate change is causing more severe and frequent heatwaves, drought, rainfall, and storms. These extreme weather events affect our towns and cities, and impact green cover and Open Spaces, reducing their ability to mitigate against future impacts.

- Increasing the amount of green cover and Open Spaces can help to combat the effects of climate change. This is achieved by providing natural cooling of air and surfaces, supporting water management in urban areas, and capturing carbon dioxide from the atmosphere. This will help to keep our Taupō resilient and liveable in the future.

6.3.2 Environmental Adaptation

Future environmental impact planning means that we plan to meet the needs of our community and reduce our impacts on the environment. We will achieve this in the Parks and Open Spaces area by:

- Looking at ways to manage the consumption of energy and associated greenhouse gas emissions to mitigate our impact on climate change.
- Protecting and restoring the health of our natural environment.
- Looking to utilise resources in a sustainable way, minimising waste and seek out opportunities to use wastes as a resource to be reused or recycled.

6.3.3 Overall Activity Management Adaptation

Future Parks and Open Spaces activity management will take an adaptive approach where:

- Climate change trends and patterns are monitored, and management approached adapted to meet these changes and delivery desired levels of service.
- Activity Planning aims to protect and restore the health of our natural environment.
- Parks and Open Spaces activity planning integrates with other Council activities to achieve integrated management outcomes that benefit the community and the environment e.g., utilising Open Spaces to stormwater management and detention.

7 ASSET INFORMATION

7.1 Parks standards

NZRA Parks Categories and level of service statements are used as the basis for parks provision, development, and maintenance. Within the park's category framework is also a catchment hierarchy that is used to organise parks into sub-categories. This allows more detailed development and maintenance standards to be applied to the various categories of parks, and to reserves that are not actively maintained by Council.

7.2 Asset categorisation

Key asset categories covered by this Parks and Open Spaces AMP include:

Category 1 – Parks, reserves, and sports grounds and associated assets.
Category 2 – Cemeteries and associated assets.
Category 3 – Lakeshore erosion protection assets

TDC currently provides a total of 927 hectares of reserve land across the Taupō District. Around 595 hectares is park land or cemetery which is actively managed by the operations team. In addition to park land, Taupō District Council maintains several assets on public roads, particularly in CBD areas. Assets provided and maintained in all these areas include public conveniences, rubbish bins, play equipment, walkways, sports facilities, roads, car parks, lighting, parks furniture, bollards, fences, viewing platforms, irrigation systems, paving, trees, and gardens.

Council provides structures for erosion control in several locations around the district.

Cemeteries are provided in Taupō, Tūrangi and Mangakino for burials and ash interment. A historic cemetery is in Taupō on Gascoigne Reserve. Cremation services are privately provided.

Parks total valuation figures are a combination of the SPM component costs for a park's asset area and finance sections valuation of the land and any structures. Detailed information on assets down to an individual component level is available in Council's SPM asset management system.

7.3 Asset valuation

	Category	Asset	Properties	Replacement value (000)
1	Parks, Reserves & Sports Grounds	Parks and reserves	239	$20,075,863
		Sports Grounds	6	$7,914,629
		Playgrounds	59	$4,257,086
2	Cemeteries	Cemeteries	3	$833,460
3	Lakes Rivers & Mountains	Lakeshore Erosion Protection Assets	14	Yet to be surveyed
		Total Value of Built Assets		$33,081,038

Table 7-1 – Asset categories and value

Note:

- Valuations do not include land or living assets, and are for built assets and components only (e.g., buildings, seats, toilets, play equipment, fences etc.)
- Value is replacement value, not depreciated book value.
- The numbers & values in this chart are taken from the Council's SPM Assets property management program as of June 2023.

7.3.1 Strategic assets

The following assets are listed as Strategic assets (Appendix 2 of the Taupō District Council Policy to Determine Significance 2012).

- Amenity areas, reserves, sports grounds, and facilities under the Reserves Act 1977
- Cemeteries

7.3.2 Financial structure

Assets are structured and listed according to Council's financial tree structure under the following categories:

Figure 7-1 – Cost centres breakdown

7.3.3 Asset componentry data management

The condition of parks & sportsgrounds asset components has typically been assessed on site every three years by Council staff and recorded into the SPM assets programme. The most recent assessment was undertaken during the summer of 2023/24. Condition is graded on a 1 to 5 rating, 1 being excellent, and 5 being poor condition. The PRAMS Working Group National Asset Condition Grading Standards Manual is used for condition grading of parks assets.

Comprehensive asset component data relating to description of the park's assets in Table 1, their valuation, age, and condition is held and maintained in Council's SPM Assets program. SPM Assets has the capability to aggregate and/or disaggregate information enabling asset data to be analysed and valued down to component levels.

Category	Condition	C1	C2	C3	C4	C5	Total
Parks & reserves	%	22.5%	48.7%	26.1%	2.6%	0.08%	100%
Playgrounds	%	35.1%	37.8%	19.4%	7.6%	0.2%	100%
Sportsgrounds	%	49.3%	24.5%	20.4%	3.5%	2.3%	100%
Cemeteries	%	61.5%	13.1%	14.8%	10.6%	0%	100%

Total	%	31.5%	40.6%	23.6%	3.7%	0.6%	100%

Table 7-2 – Asset condition.

The SPM Assets program enables the selection and grouping of specific parks assets and related components for reporting of lifecycle forecasts, quantities, valuation, and asset condition and project programming and costing. Projects are planned for the establishment of new and renewed assets, from data base information, and in consultation with customers and stakeholders. This information is then used to determine future work priorities for maintenance, renewal, and new capital projects. The database is being constantly updated as new assets are added, renewed, or removed.

Asset data is also held in Council's financial database, for asset depreciation and funding purposes. Assets are depreciated for financial accounting purposes on a Straight-Line basis. This is different to the depreciation curve used by SPM to calculate the remaining useful life of an asset and when it will require replacement. In general, by the time an asset in SPM moves from condition factor 1 (being very good condition) to condition factor 2, it has less than half its expected life remaining.

7.4 Asset Description

The table below summarises the types of Parks and Open Spaces assets:

Asset Type	Description
Park and Street Furniture	The current level of provision of park and street furniture and structures is adequate and generally meets current needs. In some cases, there is over provision, i.e., assets that are either providing a level of service higher than required, or that have become redundant and are little used.
Playgrounds	The current level of provision of playgrounds is adequate and generally meets current needs. However, there are some localised inequities in provision, where some communities are over-provided, and others are under-provided. A District Play Plan considering rationalisation, network, partnership, and provision is recommended to account for this.
Path Network	Some parks used for open space and ecological linkages contain concrete paths, and these provide an excellent off-road network of walking opportunities. The paths within some other reserves are metalled or bare pumice. There is a growing expectation that these are paved to provide a better level of service.
Cemeteries	There is adequate cemetery land in Taupō, Tūrangi and Mangakino to provide for the requirements of the current population and anticipated growth. It is not anticipated that any additional reserve land will be required for cemetery purposes in these communities prior to 2025, although the possible lengthy land acquisition

Asset Type	Description
	process should be investigated early enough to allow for adequate time to procure suitable land before space becomes a concern.
Erosion Control	Foreshore erosion can result in land loss, destruction of infrastructure, and property damage. To mitigate the effects of erosion, several erosion protection assets have been constructed on the shoreline of Lake Taupō. Most of these assets are in Tapuaeharuru Bay (i.e., Taupō township) and have been built and maintained through Project Watershed, a funding initiative where Taupō District Council covers 55% of the costs and Waikato Regional Council covers 45%.

Table 7-3 – Asset description.

7.5 Parks, Reserves and Sportsgrounds Assets

Category	Area (hectares)
Parks (excluding streets)	460
Sports Grounds	135
Undeveloped and unmaintained reserves	332
Total	927

Table 7-4 – Land area overview.

There are 444 reserves (not including functioning cemeteries) in the Taupō district covering an area of around 927 hectares. Of these reserves, 595 hectares is developed and maintained as parks or sportsgrounds and the remaining 332 hectares are reserve land assets that are not currently developed or actively maintained by Council. These include areas such as segregation strips, drainage reserves and golf courses that are not maintained by Council.

Valuations of land and living assets such as gardens and trees are not included in the above table. Valuations shown are for built components of parks, reserves, and sports grounds such as park seats, barbeques, irrigation systems, sealed parking areas, goal posts etc.

There is an adequate supply of park land to provide for current recreation and sporting requirements within the Taupō District. Future requirements will result primarily from further growth of the district communities and will be funded mostly from development contributions.

The condition asset components are supposed to be assessed on site every three years by Council staff and recorded into Council's SPM Assets programme. The most recent assessment was undertaken in 2019. Condition is graded on a 1 to 5 rating, 1 being excellent, and 5 being poor condition. The PRAMS Working Group National Asset Condition Grading Standards Manual is used for condition grading of parks and sportsgrounds assets. Renewal is ideally undertaken at condition grade 5 but can occur at an earlier time to suit overall planning practicality. A more consistent ongoing condition assessment program is planned using field staff who frequently visit most parks on a regular basis.

Category	Condition	C1	C2	C3	C4	C5	Total
Parks & Reserves	Percentage	22.50%	48.70%	26.10%	2.60%	0.08%	100%
	Value($)	4510326	9772867	5248279	527620	16771	20075863
Playgrounds	Percentage	35%	37.80%	19.40%	7.60%	0.20%	100%
	Value($)	1493220	1607532	825069	321673	9592	4257086
Sportsgrounds	Percentage	49.30%	24.50%	20.40%	3.50%	2.30%	100%
	Value($)	3898437	1942093	1614040	274723	185336	7914629
Cemeteries	Percentage	61%	13%	15%	11%	0%	100%
	Value($)	506458	111333	125554	90115	0	833460
Total	Percentage	31.50%	40.60%	23.60%	3.70%	0.60%	100%
	Value($)	10408441	13433825	7812942	1214131	211699	33081038

Table 7-5– Condition rating and value of parks and sportsgrounds.

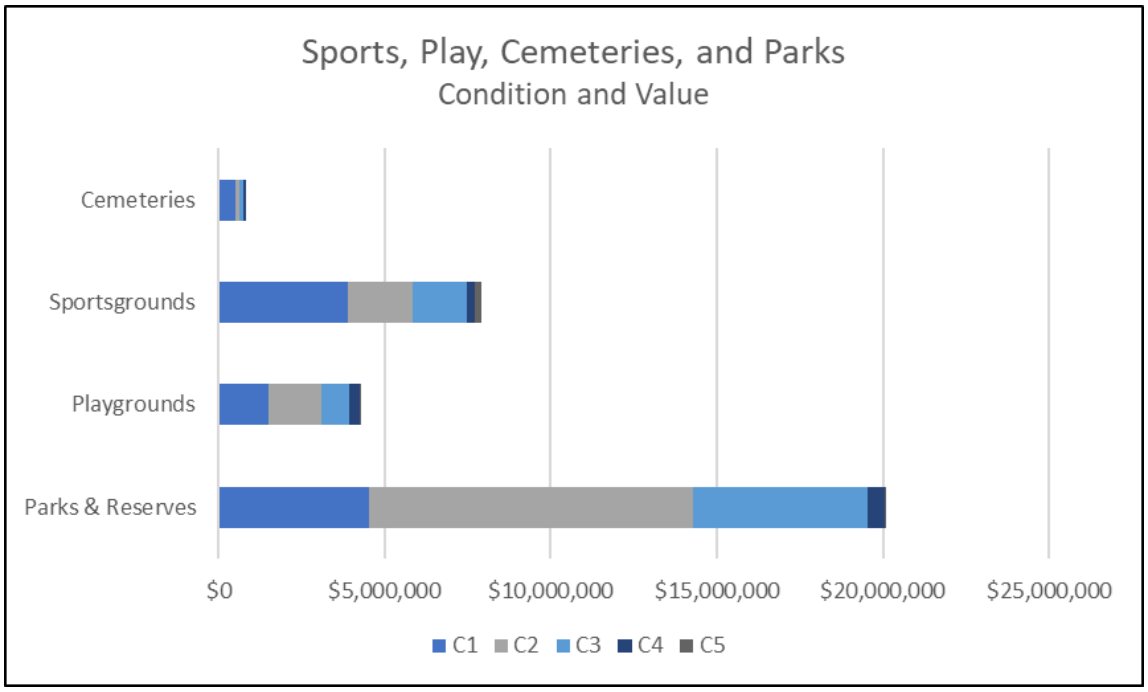

Figure 7-2 – Condition rating and value of cemeteries, parks, and sportsgrounds

The total replacement value of assets in parks, playgrounds and sports grounds is approximately $33 million. This suggests that even if only 2% (value) of assets are

replaced in each year, the cost will be around $660,000 per annum. Currently there is $211,699 of assets identified as being at condition factor 5, i.e., in the last 10% of their life. These will be the highest priority for renewal in the first three years of the AMP.

Parks & Reserves Condition and Value						
Asset	**C1**	**C2**	**C3**	**C4**	**C5**	**Replacement value (000)**
Percentage	22.50%	48.7%	26.10%	2.60%	0.08%	100%
Value	$4,510,326	$9,772,867	$5,248,279	$527,620	$16,771	$20,075,863

Table 7-6–. Condition rating and value of parks & reserves.

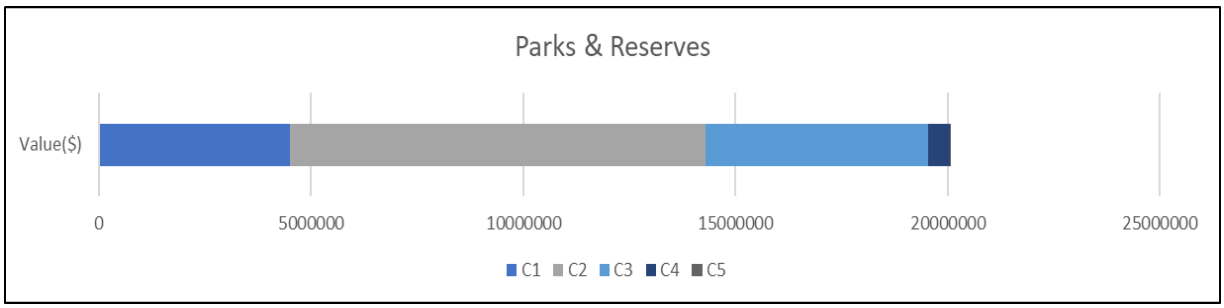

Figure 7-3 - Condition and value of parks & reserves.

Most parks and reserves assets are in good condition, with the bulk of the remaining assets sitting in very good or moderate condition. Although the value of assets graded at condition factor 4 and 5 is around $540,000, the majority of these are paving assets with a life of between 25 to 55 years so still have 6 to 20 years remaining. Furthermore, these components are less than 3% of our total parks and reserves assets.

The main areas of concern for the longer term are furniture, fences, and pedestrian access which are predominantly condition grade 2, meaning that over half their expected life has been spent. Some of these assets are likely to require renewal in the next ten-year period.

7.5.1 Sports fields and related assets

Sports fields provide a setting for organised sports and active recreation. The assets comprise those that are used for or in association with the primary sporting use of the Sport and Recreation parks listed above. These include playing fields, cricket wickets, athletics track, velodrome, netball courts, hockey turf and associated structures and services. Asset types are natural turf playing surfaces, artificial turf playing surfaces, irrigation systems, lighting, goal posts, electrical installations, security and perimeter fences and drainage systems.

Sportsgrounds fall into the category of Sport and Recreation Parks and are equipped and maintained primarily for sports activities. They are:

Sports Fields	Location
Owen Delany Park	Taupō
Kaimanawa Park	Taupō
Crown Park	Taupō
Hickling Park	Taupō
Mangakino Rugby Park	Mangakino
Tūrangitukua Sports Park	Tūrangi

Table 7-7- Sports Fields

Some assets located on sportsgrounds are owned and provided by sports clubs. These include clubrooms, some training lights, and goalposts. Privately owned assets are not included in the scope of this AMP. There is however a proposal for Council to fully, or partially fund significant structures (except buildings) on Council land to ensure safety, quality, and ongoing provision e.g., artificial turf and field lights.

7.5.1.1 Asset Condition

Sportsgrounds Condition and Value						
Asset	**C1**	**C2**	**C3**	**C4**	**C5**	**Replacement value (000)**
Percentage	49.30%	24.50%	20.40%	3.50%	2.30%	100%
Value	$3,898,437	$1,942,093	$1,614,040	$274,723	$185,336	$7,914,629

Table 7-8– Condition rating and value of sportsgrounds.

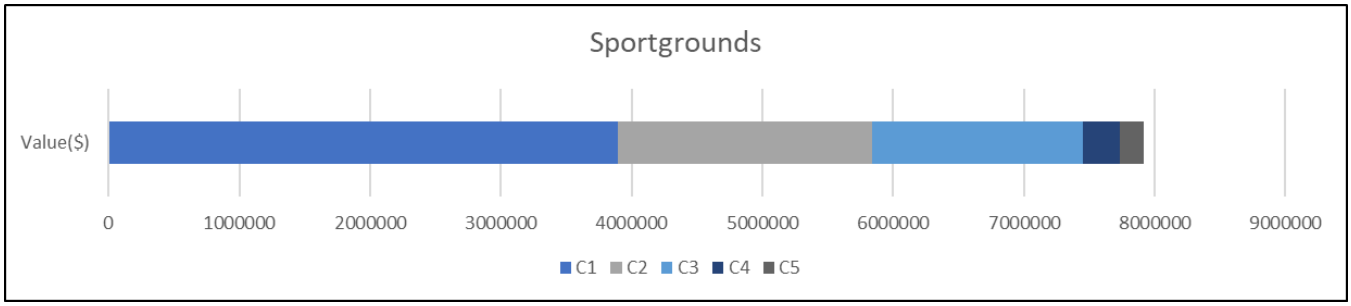

Figure 7-4 - Condition and value of sportsgrounds

The majority of sportsgrounds' assets are in excellent condition, with most of the other components being in good to moderate shape. Assets evaluated at condition 4 and 5 are mostly floodlight assets, which are currently undergoing renewal.

Long-term concerns are mostly related to paving and netball courts, the majority of which are in condition grade 3, meaning that more than two thirds of their anticipated life have already been used. Over the course of the next ten years, a number of these assets will need to undergo renewal.

7.5.1.2 Capacity Performance

The provision of sports fields and related assets provides sufficient capacity to meet current demand, but anecdotal evidence suggests that this is changing. Growth projections indicate that the number of young people is increasing locally with population growth. There are also shifts in sporting use that can create short term increases in demand that are difficult to meet with the current distribution and allocation of field space.

Some of the issues relating to capacity of sports fields are as follows:

- Council has not undertaken a sports field capacity assessments so does not fully understand the potential hours of use availability to address any future growth.
- With significant population growth in the 60 plus age group, requests for the expansion of 'low impact' sporting surfaces, such as pétanque and lawn bowls has increased.
- The climate of Taupō makes it exceedingly difficult to keep a good grass cover in summer without irrigation. Most Taupō sports fields are now irrigated so can be used for both winter and summer sports. Kaimanawa Reserve has irrigation to the wicket block only, and part of Crown Park near Invergarry Road is not irrigated. The capacity of these areas is therefore limited to one season only. The use of water from the Centennial Water supply would be preferable to the use of potable water for irrigation.
- Taupō Great Lake Hockey Club has one water-based turf and a smaller practice turf on Hickling Park. The main turf was built with Council funding and is owned by Council but is managed by the club. The club are also required to fund the maintenance and renewal of the turf. The club have signalled that they need a second turf to cater for use by school groups. However, the Hockey NZ National Facilities Strategy does not support the construction of a second Turf in Taupō based on current usage figures.
- The Great Lake Hockey club is also not managing to create sufficient reserves from fees to fund the renewal of the turf. Council provided emergency funding of half the replacement cost to enable replacement of the turf. This is also likely to require a significant Council investment in the future. This asset is not currently in SPM Assets for renewal funding. Although it has been recommended that Council funds the depreciation of this asset, and other similar club assets, for renewal in the future.

- Rugby league has the use of two fields at Hickling Park, but one is only suitable for practice and the other is reserved for the future construction of a second hockey turf. Hickling Park will therefore only be suitable as a future home ground for league provided a decision is made by Council that the second hockey turf will not be built, suitable changing rooms are provided (either by Council or users) and two fields continue to be sufficient for the needs of the code.
- The netball courts at Owen Delany Park have been affected by significant deterioration of the asphalt with the result that some of the courts are not generally suitable for play. The location is possibly affected by ground conditions and the proximity of the power generation facilities. It may be necessary to reconsider the long-term location of the courts depending on the outcomes of the proposed study into the ground condition and court problems. There may also be the long-term possibility of creating a courts facility at Hickling Park for hockey, tennis, and netball, and using Owen Delany primarily for natural turf activities.
- The netball courts in Tūrangi at Te Kapua Park are deteriorating and will likely need repair or replacement [potentially at another site] in the near future.
- The rugby fields at Owen Delany Park are subject to a lease with the Taupō Rugby sub-union. This affects their availability for other users during the rugby season. Council is currently in discussions with rugby to surrender the lease and enter into a user agreement which would free up the facility for use by others,
- Taupō has four turf wicket blocks at Owen Delany Park which are used for age group tournaments. However, only three can be used at once due to the overlap of the outfields. During tournaments that require four games to be played simultaneously, one game is shifted to Kaimanawa Reserve. It would be possible to increase the outfield area at Owen Delany Park by earth working a stormwater gully and shifting the wicket block, but the returns are unlikely to justify this level of risk or investment.
- Tūrangi has an oversupply of open space, primarily as sports fields at Tūrangitukua Sports Park. Currently being worked on is a Reserve Management Plan for Tūrangi which will assist the Mana Whakahono Committee in decision making regarding the future layout and facilities present on Tūrangi's parks.

7.5.2 Park and street vegetation

The vegetation on parks and streets performs several different functions. It provides visual amenity, shade, shelter and open space for play and leisure, as well as conservation, ecological, landscape, horticultural and educational values. Vegetation helps to define the purpose and character of parks and streetscapes and varies considerably in nature between different parks categories.

Vegetation is found within all parks, and many public streets. The different types of vegetation include:

- Amenity turf (class 1, 2 and 3)
- Stormwater flow paths
- Landscape trees (both street and parks)
- Street plantings (groundcovers and shrubs)
- Native vegetation (revegetation and natural)
- Rose beds
- Annual beds
- Mixed borders
- Ornamental shrubs and groundcovers
- Hedges

7.5.2.1 Asset Description

In the Taupō District there are around 595 hectares of parks, of which around half is actively maintained. Areas that are not actively maintained include areas of native vegetation, wilding pines, blackberry and other plant pests, roads, carparks, and buildings. The majority of the actively maintained area is in amenity turf, with other vegetation types occupying relatively small areas. The primary types of vegetation are:

- Amenity turf premium (sports turf, premier parks, and CBD areas)
- Amenity turf standard (general reserve mowing)
- Amenity turf basic (stormwater overland flow areas)
- Landscape trees
- Street plantings
- Native vegetation
- Rose beds
- Annual beds
- Mixed borders
- Ornamental shrubs and groundcovers
- Hedges

7.5.2.2 Asset Condition

Condition assessments of living assets are not undertaken as condition will often vary seasonally and some assets have very short lives. Living assets are not currently recorded in SPM Assets as they do not conform to the SPM valuation and depreciation protocols and are not considered by Council's financial team to be an asset capable of being capitalised.

7.5.2.3 Capacity Performance

The vegetation assets are performing some of their intended function, and in general support the purpose and character of the park or streetscape in which they are located.

Some of the issues related to the current level of provision and performance of vegetation assets are:

- The high maintenance costs and water use associated with floral displays, annual garden beds and sports turf.
- High site traffic management compliance requirements for street plantings for installation and ongoing maintenance
- The Tongariro Domain is a NZ Horticulture Society Garden of Significance, meaning that standards in this area must be maintained at a high level if this status is desired to be retained.
- Some remaining old planters and street plantings in parts of the Taupō CBD have reached the end of their useful life and need replacement.
- Taupō's climate and poor soils make it difficult to establish and maintain good quality turf without irrigation and fertiliser.
- The dominance of plant pest species in many areas.
- There is no ongoing replacement programme for trees with the result that more trees are currently being removed than are being planted.
- There is an expectation amongst many Taupō residents that park, and street trees will be topped or removed when they start to interfere with views.
- Some of the large established street trees in Tūrangi are having adverse effects on roading assets and neighbouring properties. Many have been removed as part of the kerb and channel renewal programme, prompting other neighbours to request tree removals adjoining their property.
- There is a lack of understanding and prioritisation of the importance of native biodiversity, with the result that many parks and reserves have unsuitable exotic species planted, and the expectation from long term residents that there will be no vegetation between residential areas and the lake.

7.5.2.4 Age and Life Expectancy

The age of turf assets and many trees is lengthy provided they are properly maintained. However, the life expectancy of other vegetation assets is often shorter, and may be further limited by poor plant selection, poor maintenance and by constraints associated with where they are located.

The life expectancy of assets and the presence of constraints (controlled and uncontrolled) will have a significant effect on whole of life costs.

7.5.2.5 Park and street furniture and structures

Parks and street furniture are provided to enhance the use of public open space, and improve its utility, comfort, and convenience. Parks and street furniture include assets

such as seating, bollards, bins, signs, lighting, barbecues, bus shelters and drinking fountains.

Structures also add to the utility and safety of parks, and include functional assets such as fencing, retaining walls, stages, viewing platforms and gates.

Assets such as boardwalks, bridges, steps, and stairways are included under the Walkways and Paths section of this AMP.

7.5.2.6 Asset description

Assets in this category are many and varied, both on location, function, and type. Condition assessments have been undertaken in 2019. Condition assessments are planned to be undertaken on a more regular basis following the current LTP cycle.

7.5.2.7 Asset Condition

The overall condition of assets in this category is variable as there has not been a specific strategy to address installation and types of furniture required. This has resulted in a wide variety of different types of furniture of widely varying quality and appropriateness.

7.5.2.8 Capacity Performance

The current level of provision of park and street furniture and structures is adequate and generally meets current needs. In some cases, there is over provision, i.e., assets that are either providing a level of service higher than required, or that have become redundant and are little used. In other cases, there are localised shortages, for instance of picnic tables at popular lake side parks. Such imbalances need to be identified so that redundant assets can be removed, and funding can be reallocated.

Some of the issues relating to the current level of provision of park and street furniture and structures are:

- There is little scheduled maintenance of park and street furniture and structures.
- Wayfinding signage is provided in the Taupō CBD area but there is little wayfinding signage in parks or other parts of the district. Most existing signage is regulatory in nature and may be out of date and inadequate. Current wayfinding signage is unsuitable and should be replaced with better designed elements.
- Imbalances in standards and levels of provision of furniture and structures occur throughout the district and will require disposal of some assets and creation of new assets.
- The value of parks assets (particularly fencing, seating, picnic tables, bins, bollards, and lighting) is significant, and will require significant expenditure upon renewal to maintain the current level of service.

- There is an incomplete understanding of all assets on Council administered land, some of which aren't recorded in SPM, some of which has been placed by local contributors without Council knowledge and some of which has received undocumented and inadequate repairs over the years. The variety of types and quality of structures on Council land is causing maintenance and planning issues.

7.5.2.9 Age and Life Expectancy

Current asset data is incomplete in terms of asset age. The assets with the lowest life expectancy will generally require more frequent renewal. Combining this with condition factors indicates that short term priorities will be assets that have poor condition and a shorter life expectancy.

7.5.3 Playgrounds and other playing surfaces

Playgrounds provide an environment for children to play and develop physically and socially. They also provide opportunities for social interactions within and between family groups.

Playing surfaces provide environments for informal physical activity and sport, and include tennis courts, basketball courts, skate parks, pétanque terrains, netball courts, chess boards and cycle tracks.

7.5.3.1 Asset description

There are nearly 60 playgrounds in the Taupō District. Most are in Taupō and surrounds, with another group in Tūrangi, the remainder are in rural and lakeside settlements. Some playgrounds consist of a single set of swings, and others in major parks are much more substantial.

7.5.3.2 Asset Condition

Playgrounds Condition and Value						
Asset	**C1**	**C2**	**C3**	**C4**	**C5**	**Replacement value (000)**
Percentage	35%	37.8%	19.4%	7.6%	0.2%	100%
Value	$1,493,220	$1,607,532	$825,069	$321,673	$9,592	$4,257,086

Table 7-9– Condition and value of playgrounds and playing surfaces.

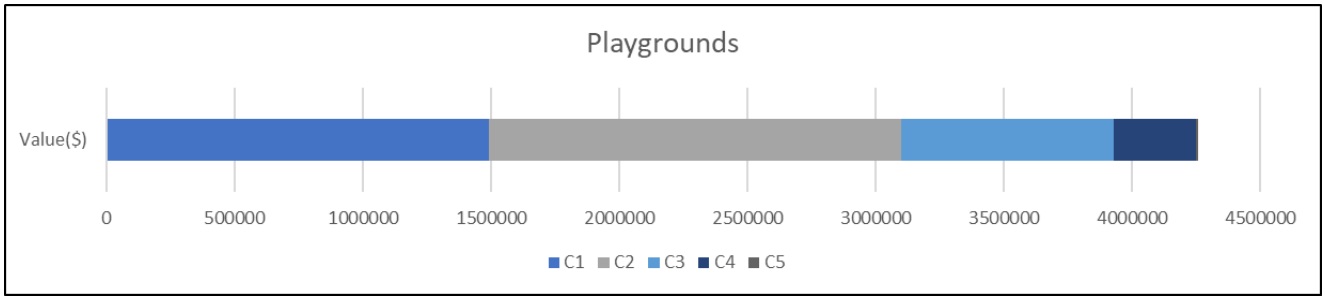

Figure 7-5- Condition and value of playgrounds and playing surfaces.

Playground condition and making sure that they are safe to use is a high priority for the Parks Team. The condition of most playgrounds and playing surfaces is good to very good, with only 7.6% in poor or very poor condition with a value of around $331,265.

The main component that is in poor condition is timber edging and cushion fall around and under play equipment. Cushion fall has a limited life, and the timber edging is required to keep it confined. Cushion fall is not captured in SPM and is an operational cost to top up when needed. As playgrounds are renewed, and when new play equipment is installed, the area in cushion fall will be reduced by replacing with more permanent rubber tiles and artificial turf, edging will also be looked at as we explore a flush surface solution.

7.5.3.3 Capacity Performance

The current level of provision of playgrounds is adequate and generally meets current needs. However, there are some localised inequities in provision, where some communities are over-provided, and others are under-provided. The average level of provision across the district is 7.7 playgrounds per 1000 children under the age of 15. Per census area unit, the level of provision varies from 0 for many rural area units and areas with a low population, to 282 playgrounds per 1000 usually resident population under 15 for Omori. Many lakeside settlements are well above the average reflecting the low occupation rate and number of permanently resident children.

Tūrangi and Acacia Bay both have many playgrounds for their resident population, but these are of poor quality and located on small neighbourhood parks with little room for play. Urban areas such as Hilltop, Tauhara, Nukuhau, and Waipahihi are underprovided. Some of the playgrounds that are provided in these locations are either very old, or poorly located to service the residential catchment. For example, two of the four playgrounds in the Tauhara area unit are located on Spa Thermal Park and Owen Delany Park, over a kilometre from the nearest residential dwellings.

There are 24 tennis courts provided district wide. Eight of these are provided by the Taupō Tennis Club on the Tongariro Domain and are not Council assets and therefore not included in this AMP. The remaining 16 tennis courts are in Acacia Bay, Brentwood, Kinloch, Wairakei Village, Kuratau, Omori, Whareroa, Motuoapa and Tūrangi. The single court at Whareroa is located on privately owned land leased by Council for the provision of the tennis court. There are no Council owned or maintained tennis courts in Taupō itself, or in Whakamaru, Mangakino or Atiamuri.

Te Kapua Park in Tūrangi contains a variety of play assets, including two separate playground areas [one recently developed], a tennis court, two netball courts, a basketball court, and a skate park. This makes Te Kapua Park the most significant informal recreational area in Tūrangi. These assets are expected to provide adequately for informal sports, but other playground areas are still needed to cater for the wider Tūrangi area. There are eight other playground areas in Tūrangi, and these will need to be rationalised down to an appropriate number.

Some of the issues relating to the current level of provision of playgrounds and other playing surfaces are:

- The value of play assets across the district is a significant component of the total value of parks assets. Most of these assets have a relatively long-life expectancy but will eventually require renewal.
- Many playgrounds are not provided with supporting assets such as footpaths, seats, and shade for caregivers.
- Some play equipment is reaching the end of its useful life and will require removal or replacement in the next ten years.
- Some playgrounds may be in good condition but are unattractive and have little play value.
- There has been little planning put into the location and type of assets provided with the result that provision is inequitable and tends to favour lakeside settlements rather than permanently populated areas. This is particularly the case with tennis courts.

- Play equipment in Tūrangi is generally old and spread throughout the town in small neighbourhood and linkage reserves. Rationalisation of equipment is required onto a smaller number of parks that can adequately cater for users.
- Urban areas that are currently inadequately provided for in terms of play equipment (quantity and/or quality) are Tauhara, Taupō Central, Hilltop, Acacia Bay, Nukuhau, Waipahihi and Tūrangi.

7.5.3.4 Age and Life Expectancy

The life expectancy of the majority of playground and playing surfaces assets is 15 to 30 years. The notable exception is playground cushion fall which has a life expectancy of around 3 years due to its tendency to break down. Regular maintenance and renewal are required to maintain impact attenuation. Although cushion fall is relatively cheap (around $66 per m3 delivered), by the time it is installed it costs around $40 per m2 and needs to be replaced around 3 to 4 times during the life of rubber mats and artificial turf. For this reason, it may be more cost effective and safer to upgrade to rubber matting and artificial turf when replacing play equipment and under-surfacing.

7.5.4 Parks, roading and parking assets

7.5.4.1 Asset description

Roads and parking areas are required on parks to facilitate vehicle access and use of parks. Not all parks require vehicle access, and roads and parking areas are usually associated with sport and recreation parks, lake margin parks, outdoor adventure parks, public gardens, and facility grounds. In some cases, roads and parking areas are provided in some areas so that vehicle access to other more sensitive areas can be restricted.

Information on parks roading and parking assets has traditionally been managed by Infrastructure, with Transportation managing maintenance and renewals. Work is proceeding on ensuring that all assets are captured and correctly assessed and valued.

7.5.4.2 Asset Condition

Currently not recorded in SPM – to be included in the Roading team assets under RAMM following an audit to be carried out.

7.5.4.3 Capacity Performance

Several of the Parks car parking assets are feeling the pressure of population and visitor growth in the district. This is particularly evident at Kinloch, Wharewaka and 2 Mile Bay lakefronts where sealed car and boat parking is at a premium. In the past, with significantly less vehicle movements, these sites could sustain parking on grassed areas. However, with greatly increased user numbers, these areas are losing much of their grass

cover. As they become more compacted, retrieving grass cover becomes more difficult and the areas become dusty and rutted.

There are several other issues relating to the current level of provision of parks roading assets including:

- On some lake margin reserves where vehicles are unrestricted there are conflicts between vehicle and pedestrian traffic. Where vehicle access is provided it is often necessary to restrict access to grass areas with barriers
- Stormwater run-off from sealed areas can lead to scouring and flooding if not adequately controlled.
- Unsealed roads and parking areas can lead to dust nuisance for neighbouring properties.
- Large areas of parking are required for peak season use of boat launching facilities. These parking areas can be underutilised for the remainder of the year.
- There is an expectation that all lakeside reserves will have vehicle access up to the edge of the lake. It is difficult to provide parks with different experiences and values when they all have sealed roads and car parking right up to the lake edge. The inherent conflict with vehicles and the principles of open reserve space for recreation is difficult to reconcile.

7.5.5 Walkways and paths

7.5.5.1 Asset description

Walkways and paths are constructed from a variety of materials. They are often shared use, for walkers and cyclists. The standard of walkway construction affects the use of a park, with older people and young families preferring a smooth concrete surface. This standard of construction is generally reserved for high use parks in suburban areas but is being used more for outlying parks.

7.5.5.2 Asset Condition

In general walkways and paths are in good condition. However, there are some areas of concern e.g., the condition of the older sections of cobbled walkway on the Great Lake Pathway (between Kowhai Road and Wharewaka Reserve) is quite poor and these sections will need to be replaced. There are also several reserves that have loose metal paths and steps that are in average to poor condition which affects their use by elderly people, less abled users, and young families.

7.5.5.3 Capacity Performance

An increasing number of parks used for open space and ecological linkages contain concrete paths, and these provide an excellent off-road network of walking opportunities.

With the population of the Taupō District aging, the continued upgrading and provision of walking and easy cycling opportunities will become more important. For this reason, new park developments should include concrete footpath connections through parks, and existing assets should be progressively upgraded to ensure they meet the needs of an aging population.

The popularity of the Great Lake Walkway with walkers and cyclists, and the larger amount of people able to cycle with the increasing use of e-bikes; means that there is a greater amount of conflict occurring in this area. New paths, and the Great Lake Walkway should be widened to at least 2.5m to allow for easy passage of all users without one party needing to move off the path.

The Taupō District Council Transport Strategy – Connecting Taupō 2020 - 2050 identified that we will make our towns and villages walking and cycling friendly. Identifying Target users and their needs will help shape how we provide this.

Target user	User needs
Commuter walking	Short distance to Town Centre Easy, safe arterial road crossings Possible park and walking/ride options to avoid town congestion.
Independent school walking	Short distance to intermediate and high schools Easy, safe arterial road crossings Possible park and walking/ride options to avoid town congestion.
Commuter and school cycling (high confidence)	On road / moderate – high speed (separated where possible) Medium distance to Town Centre, intermediate and high schools High visibility / driver awareness and safety, especially at intersections
Commuter and school cycling (beginner)	Off-road shared paths / low speed Short-medium distance to Town Centre, intermediate and high schools Easy, safe arterial road crossings
Holiday makers (especially at seasonal peaks)	Walking or off-road shared paths cycling / low speed Medium distance to Town Centre and other recreational and leisure attractions Attractive, scenic, leisurely routes Easy, safe arterial road crossings Possible park and walking/ride options to avoid town congestion.
Commuter driving	Easily accessible and defined all-day parking areas, with walking connections to Town Centre, including easy and safe arterial road crossings. Possible park and walking/ride options to avoid town congestion.

Figure 7-6 – Target users and their needs.

Some of the potential improvements to the current level of provision of parks walkways and paths are:

- Pumice tracks are often created by users and mark a desire line of use. Some have also been created by Bike Taupō in gullies, which will need closer management, as urban mountain bike tracks and are well used by walkers. The conversion of these to all weather paths suitable for use by the elderly and family groups has significant cost implications.
- The surface of the remaining section of cobbled path on the Taupō Lakefront is deteriorating and will require replacement. Sections of this are not wide enough for safe shared use by walkers and cyclists and will need to be widened as the surface is improved.
- Wayfinding and information signage on paths and walkways is inadequate.
- Good quality paths should be provided to give access to playgrounds for the elderly and families with children in pushchairs and other accessibility issues.
- It is anticipated that with the changing demographic trends that accessibility will continue to become more important. All new projects and renewals should consider upgraded or improved accessibility options wherever possible.

7.5.5.4 Age and Life Expectancy

Walkways and paths have a variety of ages and life expectancies depending on the materials they are constructed from and the level of maintenance they receive. In general, concrete paths have the longest life and require the least maintenance.

7.6 Cemetery Assets

Public cemeteries are provided in each of the Taupō Districts three main centres, Taupō, Tūrangi and Mangakino. In addition to the Taupō Cemetery, a historic cemetery (Taupō Settlers Cemetery) is located on the Gascoigne Reserve on Spa Road in Taupō. The Settler's Cemetery is no longer used and is maintained as a heritage park asset within the wider park setting.

Cemeteries in the Taupō District				
Name	**Location**	**Total Area (ha)**	**Useable Area (ha)**	**Developed Area (ha)**
Taupō Cemetery	Rickit Street Taupō	5.7	4.1	3.2

Tūrangi Cemetery	Te Aonini Road Tūrangi	1.3	1.2	0.8
Mangakino Cemetery	Waipapa Road Mangakino	5.6	5.6	0.7
Settler's Cemetery	Spa Road Taupō			
Total		12.6	10.9	4.7

Table 7-10– Cemetery assets.

Note The valuation shown is the replacement value of cemetery asset components and does not include land valuations. The value does not include headstones and memorials as they are the property of the plot owner or their next of kin.

7.6.1 Asset Description

Cemetery assets are provided to support the use of the land for burials and ash interments. Assets include roads, parking, paths, concrete beams, seats, plumbing, bins, and fences. Crematoria are not provided by Taupō District Council. A private cremation service is offered in Taupō, by Taupō Funeral Services.

Cemetery Asset Condition and Value						
Asset Component	C1	C2	C3	C4	C5	Replacement Value (000)
Percentage	61%	13%	15%	11%	0%	100%
Value	$506,458	$111,333	$125,554	$90,115	$0	$833,460

Table 7-11– Condition and value of cemeteries.

7.6.2 Asset Condition

Most cemetery assets are in excellent condition, with a significant portion of the remaining assets in good or moderate shape. There are no assets graded at condition five and the value of assets graded at condition 4 are sitting around $90,000. These assets mostly consist of fencing with a base life of 20 to 35 years so still have 8 to 20 years remaining.

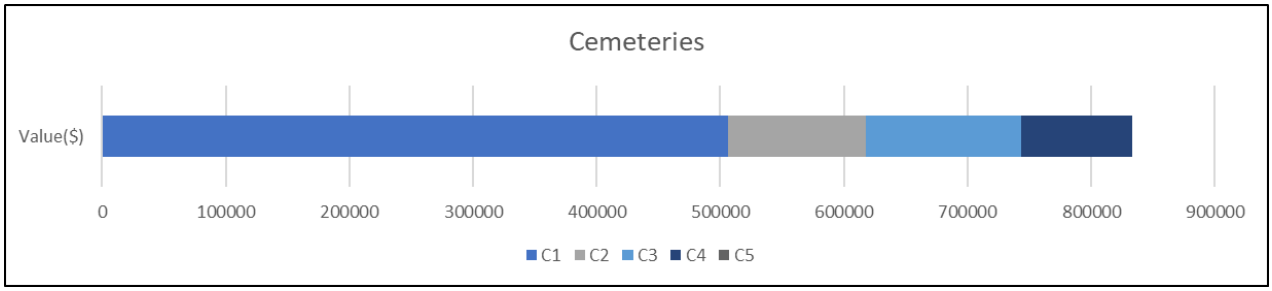

Figure 7-7 - Condition and value of cemeteries

Long-term concerns mostly revolve around addressing community needs and lessening human effect on the cemetery environment. This involves creating a capacity analysis of all our cemeteries followed by developing concepts to utilise the remaining space.

7.6.3 Capacity Performance

Death rates for the Taupō District are anticipated to be 360 per annum by 2025. Rates are likely to increase slowly until they are expected to reach around 380 per annum by 2034.

Interment figures for 2015 to 2023 are identified below:

Type of interment	2015	2016	2017	2018	2019	2020	2021	2022	2023	Annual average
Mangakino burials	10	14	13	13	4	5	4	8	8	8.8
Mangakino ashes	0	4	0	0	0	0	4	4	2	1.6
Tūrangi burials	5	3	4	11	9	6	6	2	5	5.7
Tūrangi ashes	1	2	2	0	3	5	0	4	5	2.4
Taupō burials	32	28	47	37	38	30	31	33	45	35.7
Taupō ashes	30	49	61	56	62	52	48	93	68	57.7

Table 7-12–Interments per annum 2015 to 2022

Cemetery	Ashes	Burial	To be confirmed	Total
Mangakino Public Cemetery	80	560	37	677
Taupō Public Cemetery	2,153	2,591	287	5,031
Tūrangi Public Cemetery	141	512	45	698
Total Interments	**2,374**	**3,663**	**369**	**6,406**

Table 7-13–Total Interment figures per cemetery to June 2017.

There is adequate reserve land in Tūrangi and Mangakino to provide for the requirements of the current population and anticipated growth. It is not anticipated that any additional reserve land will be required for cemetery purposes in these communities for some time. Council has developed another section of the Mangakino Cemetery, including the creation of a further 138 burial plots.

At present, burials are averaging approximately 35 per annum in Taupō, and ash interments approximately 45 per annum. Ash interments require very little space compared with burials and are a more efficient use of land. Ash plots can also be fitted into spaces that have unsuitable ground conditions for burials.

The remaining land at the Taupō Cemetery is earmarked to be developed with design nearing completion, the remaining 1.3 hectares will accommodate approximately 1300 new burial plots and further investment in ash interment provision. At the expected rate of use (40 to 50 per annum for the next 20 years based on projected mortality rates) these plots should last a further 25+ years. There is currently a shift towards cremation with a 200% increase in ash interments in 2023 from 31 in 2015 to 75 in 2023. Creating an annual average of 64 ash internments from 2015 to 2023.

7.7 Lakeshore Erosion Protection Assets

Several erosion protection assets have been constructed along the Lake Taupō foreshore, with a particular focus on heavily populated areas like Tapuaeharuru Bay (Taupō township). These assets have been primarily funded through Project Watershed, a collaborative effort between Taupō District Council and Waikato Regional Council. Under this initiative, the costs of construction and maintenance are shared, with Taupō

District Council covering 55% and Waikato Regional Council covering 45%. These erosion protection assets play a critical role in protecting the shoreline and mitigating the impacts in vulnerable areas.

In the coming years, we intend to enhance our foreshore erosion monitoring program in collaboration with Tūwharetoa Māori Trust Board. Solutions to ongoing erosion problems will begin with beach nourishment and revegetation, moving onto progressively harder engineered structures, should soft erosion options prove ineffective. We will also adopt a more adaptive approach to foreshore erosion management, which means that once resiliency is achieved, existing hard structures may be reduced or removed.

7.7.1 Asset Description

The erosion protection assets located along the foreshore of Lake Taupō include:

- Engineered rock revetment: Rock placed on an engineered foundation, wrapped in geotextile fabric. The Taupō District has a total of approximately 330 m of engineered rock revetments.
- Non-engineered rock structures: large rocks placed on geotextile fabric without an engineered foundation. Often constructed as an emergency response to foreshore erosion. Not a resilient solution in the long term. The Taupō District has a total of approximately 301 m of non-engineered rock structures. It should be noted that this has not been accurately surveyed, nor is it included in SPM.
- 'Historic' groynes: Rock structures constructed perpendicular to the shoreline. Length records for groynes along the foreshore are unavailable as construction occurred before the establishment of Taupō District Council. Data related to these assets is not held in SPM.
- Gabion Baskets: Wire mesh baskets filled with rock. Taupō District has total of 101 m of gabion baskets.
- Vertical structures/walls: Vertical structures constructed parallel to the shoreline. They can be constructed from timber or rock. The Taupō District has a total of approximately 228 m of vertical walls.
- Elco Rock Bags: Bags filled with sand and made of geotextile material. The Taupō District has a total of <50 metres of Elco rock bags.
- Native plantings: Close to 3 kilometres of shoreline has been planted in low growing native species to assist in binding the sandy soils, providing greater resistance to wave action. This 'softer' option will be continued where appropriate as a preventative measure to offset or prevent the need for engineered solutions.

7.7.2 Asset condition

The engineered rock assets are generally in good condition. However, the timber wall in Hatepe has experienced overtopping and will need to be replaced within the next 1-5

years. The Elco rock bags located next to Hole in One, are currently in good condition but are halfway through their design life.

7.7.3 Capacity Performance

The existing erosion protection assets have been built in response to damage caused by severe weather events combined with high lake levels. While these assets have provided adequate protection to a portion of the shoreline, some of the unprotected areas remain vulnerable to erosion. Consequently, it is expected that the quantity and extent of erosion protection assets will increase in the future.

As we continue to gain insights into the unique dynamics of the Taupō environment, we have found that assets designed using current modelling software have proven to be effective in mitigating foreshore erosion. They have been built with a long-term solution in mind and are designed to withstand maximum wave height at upper consented lake levels. In contrast, structures built as emergency responses or without proper design have demonstrated less resilience to erosion and will likely need maintenance or reconstruction soon.

Some of the issues we have experienced with our current erosion protection assets include:

End effects where the waves reach the end of the structure, create turbulence, and increased energy leading to erosion at the end of the shoreline adjacent to the structure. This can undermine the structure and affect its effectiveness over time. Most end effects have been mitigated through beach nourishment.
Erosion protection structures can also disrupt natural sediment movement, leading to sediment accumulation on one side and depletion on the other. To counteract this, beach nourishment or manual sediment transport has been used to redistribute sediment along the shoreline.

At present, we are actively investigating four of the nine priority management areas identified in the 2008 Beca report. These locations are Taupō Township (i.e., Taupō Cliffs), Kuratau, Whareroa and Whangamata Bay (Kinloch). We are also looking into Pukawa which has recently become an additional site of concern. Once we have explored these areas, we will proceed with optioneering and relevant stakeholder engagement.

7.7.4 Age and Life Expectancy

Life expectancy varies from 25 to 60 years with most of the asset value being comprised of assets with a life expectancy of around 60 years.

8 LIFECYCLE MANAGEMENT

The objective of life cycle management is to meet the required level of service in the most cost-effective manner. In general, the decisions that are made about management (design, acquisition, operation, maintenance, renewal, or disposal) need to meet the following objectives:

- Safety
- Legal compliance
- Improved environmental outcomes.
- Good quality assets that are fit for purpose.
- Reduced operating and maintenance costs.
- Genuine need met or community benefit obtained.

The Council maintains ownership and responsibility for managing Parks and Open Spaces and the associated infrastructure. Consultants are used to provide specific expertise and assistance as required. The Council manages projects, expenditure, maintenance, and capital development contracts.

Not all reserves included in this plan are Council owned. Some are owned by the Department of Conservation and administered by Council. This is most often the case with older reserves originally owned by the crown before the Land Act 1961 and the Reserves and Domains Act 1953.

Most maintenance work is undertaken by the Parks Operations team and contracted work is done in accordance with competitive pricing procedures, on a performance basis wherever possible. Contractors are required to program and report on the execution of the works. The contractors used on reserves enable Council to monitor market prices against the cost of providing in-house operations.

Professional services such as arboriculture work are obtained from several professional contractors.

8.1 Operations and Maintenance Plan

Operation is the process of using an asset or making it available for its intended purpose. Operational costs for parks assets include costs such as rates, insurance, depreciation, staff wages, materials, equipment, fuel, and electricity.

Operational activities required to support parks assets include cleaning, mowing, garden care, turf care, line marking, arboriculture, tree planting, weed spraying, pest control, grave digging, etc. The cost of asset operation is a significant part of the whole of life cost

for many parks' assets such as vegetation, sports fields, cemeteries, and public conveniences.

Operational and maintenance activities such as mowing, gardening, cemetery preparation, toilet cleaning and sanitation services and playground maintenance and safety checks are predominantly undertaken by operations staff based in Taupō, Tūrangi and Mangakino. Occasionally contractors are used where skills and equipment are not available in-house or where the work can be completed more efficiently and to an appropriate standard by contractors, due to remote locations or similar.

Arboriculture services are contracted with in house teams only undertaking smaller crown lifting and storm damage clean up. Maintenance standards are monitored on performance criteria measures, levels of service, reports, spot checks by council staff and general feedback by the public (complaints and service requests).

Council will manage and maintain the assets in a manner that minimises the long-term total cost. Scheduled inspections of bridges/structures and playground equipment will be undertaken as justified by the potential impact of failure on levels of service, costs, public health, safety, or corporate image. The inspection programme will be modified as appropriate in response to unplanned maintenance trends. Customer enquiries and complaints are recorded on the customer service request system summarizing data on the date, time, details, responsibility, and action taken.

Service level agreements are in place with the Parks and Reserves Operations team specifying and defining the quantity and quality of the work to be carried out and the respective responsibilities and obligations of the operations and management teams.

8.1.1 Unplanned maintenance

A suitable level of preparedness for prompt and effective response to asset failures will be maintained by ensuring suitably trained and equipped staff to allow prompt repair of critical assets and mitigation of any hazards.

8.1.2 Planned maintenance.

A programme of planned asset maintenance will be undertaken to minimise the risk of critical asset failure (for example, bridges, play equipment), or where justified when considering financial, safety and social impacts (for example, vegetation management). Major maintenance needs will be identified through the scheduled asset condition inspections and those generated from the investigation of customer service requests.

Service level agreements are in place with the Parks and Reserves Operations team specifying and defining the quantity and quality of the work to be carried out and the respective responsibilities and obligations of the operations and management teams.

8.1.3 Repairs

Repairs are carried out because of customer service requests, routine inspections, or planned maintenance work. General maintenance of Council Parks and Open Spaces typically consists of:

- Tree trimming.
- Weed spraying.
- Gardening
- Toilet cleaning and maintenance
- Drain cleaning.
- Planting
- Turf mowing
- Fencing
- Resurfacing
- Rubbish removal.
- Irrigation
- Painting
- Furniture and playground maintenance
- Signage

8.1.4 Renewals Plan

Renewal strategies are designed to provide for the progressive replacement of individual assets that have reached the end of their useful life. This is managed at a rate that maintains the standard and value of the asset base.

This programme must be at a level which maintains current levels of service and the overall quality of the assets. Levels of asset replacement expenditure will vary from year to year, and will reflect:

- Age profile of the assets
- Condition/performance profile of the assets
- On-going maintenance demand
- Differing economic/useful lives of individual assets comprising the overall system of assets

Failure to maintain an adequate renewal programme will result in a decline in the overall standard of the asset network and reduced levels of service. Where the actual

programme falls below the cumulative budget target, the shortfall will be reflected in depreciation of the overall value of the network, resulting in increased reactive maintenance.

By renewing parks, reserves, and sports grounds assets as they reach the end of their useful life, the level of service is maintained. In some cases, renewing an asset to its original condition will not be sufficient e.g., obsolete, or non-complying play equipment. In these cases, when renewals are due the suitability of the asset is considered and if necessary, an upgrade will be completed at the same time.

8.1.5 Asset condition assessments

The renewal projects are generated from condition data which is obtained through condition assessment surveys of all park's assets, undertaken on a three-yearly program.

Assets are condition graded on a scale of 1 to 5 and renewed at condition factor 5. In some cases, renewals are done sooner than scheduled if the benefits outweigh the costs of replacing an asset before it has reached the end of its life. This may be done for safety or amenity reasons. In other cases, the life expectancy of an asset may be extended so that renewal is delayed if there is no immediate need.

8.1.6 Renewals Planning

Renewal needs for key asset groups will be confirmed and identified through scheduled asset condition inspections, investigation of customer service requests and a practical knowledge of the network.

Renewal works will be prioritised and programmed in accordance with the following criteria:

- Public safety risk
- Criticality of assets to activity operation
- Criticality of assets to achievement of service standards and community outcomes
- Financial risk of deferring work
- Intensity of usage
- Environmental risk
- Cost and the ability to gain subsidies.
- Political preference
- Cost/benefit analysis – can we reduce operational costs by renewing the asset? Is there a cost-effective replacement option?
- Safety – is there a safety risk associated with the asset that can be mitigated or eliminated by its renewal?
- Demand for the asset – is it required to maintain a defined level of service?

- Compliance with Performance Quality Standards – does the asset meet current standards or requirements.

In urgent cases work may be undertaken immediately.

Renewal projects are optimised where possible to smooth out expenditure peaks and troughs so that annual renewal expenditure is relatively stable and based on the overall value of the asset. Renewal of assets will be prioritised on the following criteria:

8.1.7 Renewals Budget Forecasting

Financial forecasts are used to define budgets which cater for renewals based on the expected lifespans of existing assets. The projected lifespan of physical assets is based on NAMS guidelines. Projected lifespans may be adjusted as necessary based on current condition assessments and the criticality of the asset. Council will rehabilitate or replace assets when justified by:

- **Risk -** The risk of failure and associated financial and social impact justifies action.
- **Asset performance -** Renewal when an asset fails to meet the required level of service. Non-performing assets are identified by the monitoring of asset reliability, efficiency and quality during routine inspections and operational activity. Indicators of non-performing assets include repeated and/or premature asset failure and inappropriate or obsolete components.
- **Economics -** When it is no longer economical to continue repairing the asset, e.g., the annual cost of repairs exceeds the annualised cost of renewal.
- **Efficiency -** New technology relating to increased efficiencies and savings will be actively researched, evaluated and, where applicable, implemented. In some cases, it may be more economical to replace an existing asset with a more efficient asset before the scheduled end of life.

8.1.8 Deferred Renewals

Renewal works identified in accordance with the renewal strategies may be deferred if the cost is beyond the community's ability to fund it. This can occur when higher priority work is required on another asset, there are short-term peaks in expenditure, there is an inadequate rating base or the political focus changes in the time between planning and implementation.

When renewal works are deferred, the impact of the deferral on economic efficiencies and the ability of the asset to achieve or contribute to the required service standards will be assessed. Although the deferral of some renewal works may not impact on the short-term operation of assets, repeated deferral will create a significant liability in the longer term.

Some assets may not be replaced at the end of their life due to changing trends, use and requirements.

8.2 New Capital Plan

Council acquires or creates assets to satisfy or improve levels of service, or to provide for new demands. Asset creation or acquisition projects for parks and sports grounds are currently identified through consultation processes associated with reserve management plans, annual plans, and the LTP. These projects are funded by Council through rates, loans, and development contributions.

Where projects are required to provide for future demand because of growth, they are funded through development contributions. Such projects include provision of additional reserve land and development of that land with suitable infrastructure.

Detail of those areas throughout the district that are experiencing growth that will result in reserve land purchase and/or development, funded through development contributions can be found in Section 5.8.

8.2.1 Development

Development works will be planned in response to identified service gaps, growth and demand, risk, and economic considerations. When evaluating significant development proposals, the following issues will be considered:

- The contribution the new or improved assets will make to the current and anticipated future levels of service and community outcomes.
- Risks and benefits anticipated to be made from the investment.
- Risks faced by not proceeding with the development works. (These could include safety, social and political risks)
- Ability and willingness of the community to fund the works.
- Future operating and maintenance cost implications

Significant development works will be prioritised and programmed with contributions from:

- The Long-Term Plan/Annual Plan process
- Targeted user groups (for example, tourism operators, industry groups, adjacent residents)
- The general community (through public consultation)
- Council staff and consultants who may be engaged to provide specialist advice.
- Elected members of Council (significant proposals are subject to Council decision and available funding)

Council currently does not have a documented development plan for built assets within parks. However, assets and renewals are forecast under capital expenditure budgets.

In addition, requests by customers who have contacted the Council including things such as park benches, signage, bins, and other small expense assets will be considered on a case-by-case basis for budget allocations.

8.3 Asset Disposal

From time-to-time assets and land may be judged to be surplus to requirements as they no longer contribute to a community purpose. These reasons may include:

- Under utilisation
- Obsolescence
- Provision exceeds required level of service.
- Asset no longer provides the service or fulfils the purpose for which it was intended.
- Uneconomic to upgrade or operate.
- Policy changes
- Service provided by other means (e.g., private sector involvement)
- Potential risk of ownership (safety, financial, environmental, legal, social, vandalism)

Asset disposal processes will comply with Council's legal obligations under the Reserves Act 1977, the Burial and Cremation Act 1964 and Local Government Act 2002, which covers:

- Public notification procedures required prior to sale.
- Restrictions on the minimum value recovered.
- Use of revenue received from asset disposal.

All relevant costs of disposal will be considered when considering disposal options. These costs may include:

- Evaluation of options
- Consultation/advertising
- Obtaining Resource Consents
- Professional services, including engineering, planning, legal, survey.
- Demolition/site clearing/make safe costs.

The use of revenue from the sale of assets, or the source of funds required to dispose of assets, will be decided by the Council at the time of any asset disposal consideration. Allocation of revenue or costs will be subject to any policies or legislation which may dictate the process for disposal.

9 FINANCIAL SUMMARY

The chart below summarises the Parks and Open Spaces funding and expenditure 2024/2034 budgets:

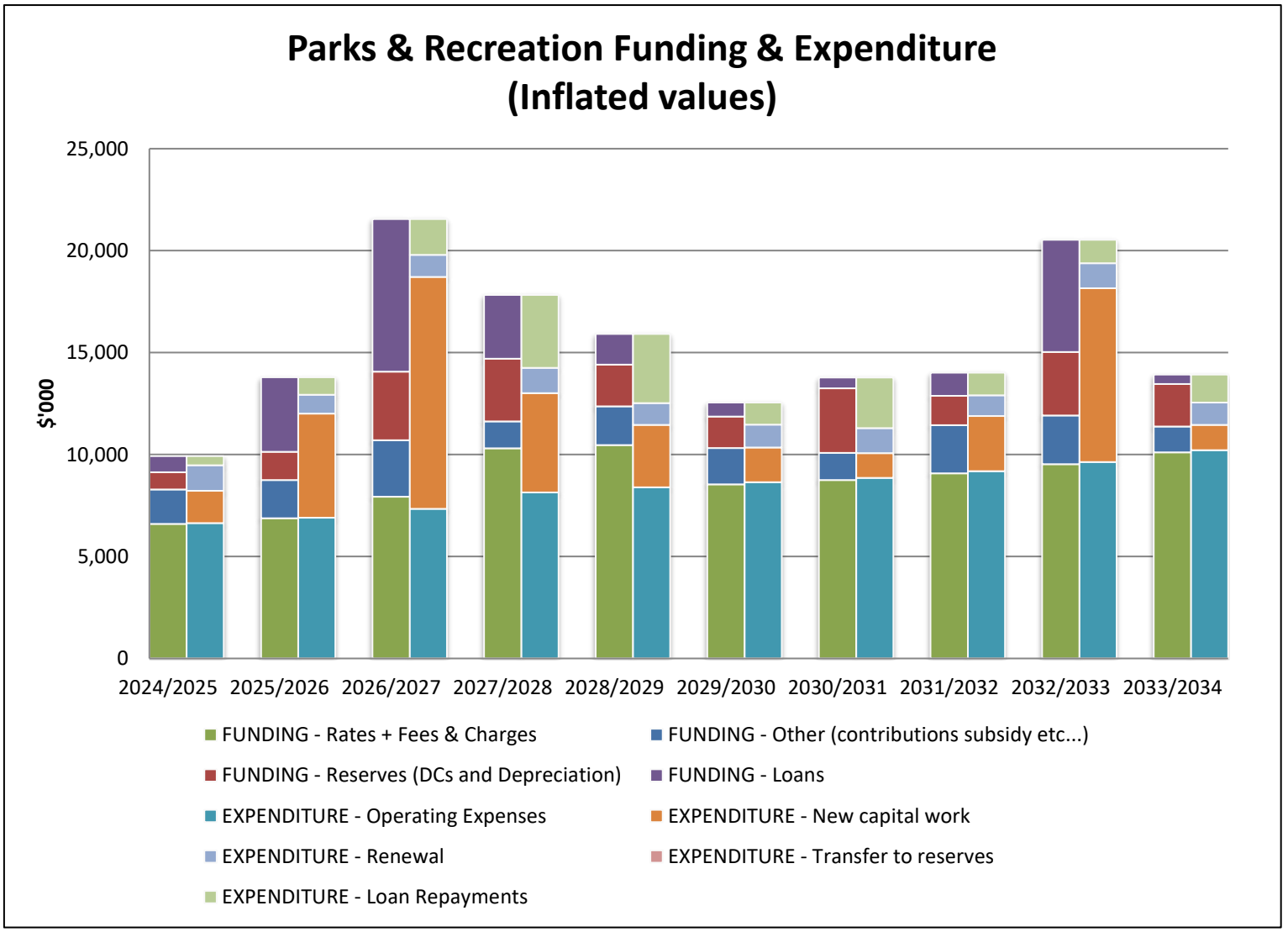

Figure 9-1 - Total Parks & Open Spaces expenditure

10 ASSET MANAGEMENT PRACTICES, STANDARDS & SYSTEMS

10.1 Current Asset Management Practices

This section outlines the decision-making tools Council currently uses to determine long term maintenance, renewal and creation expenditure for Parks and Reserves assets.

AM practices fall under three broad headings:

AM Practice	Description
Processes	The necessary processes, analysis and evaluation techniques needed for life cycle asset management.
Information Systems	The information support systems used to store and manipulate the data.
Data	Data available for manipulation by information systems to produce the required outputs.

Table 10-1–AM practices.

10.2 Asset Management Processes

- Attribute data collection and validation
- New development approvals/as-built records
- Procurement
- Level of service consultation
- Information from contractors
- Standard operating procedures
- Asset management accounting and economics

Depreciated replacement cost is calculated considering an allowance for the expired portion of the expected useful economic life for each infrastructure asset category.

TDC uses the principles of accrual accounting to measure costs of services provided and recognise revenues.

Renewal accounting treats all upgrading, reconstruction, renewal and renovation work which does not increase the capacity or service potential of assets as operating expenditure.

Operating expenditure can be divided into two broad categories; normal ongoing day to day routine maintenance works, and those other more infrequent larger projects that upgrade or renew the asset to its previous service potential.

Creation expenditure involves increases in an asset's service potential or the creation of new assets.

All expenditure on infrastructure assets will therefore fall into one of three categories:

- Operational expenditure
- Renewal expenditure
- Creation (new capital works) expenditure

To the extent that a project results in replacement of an asset caused by physical deterioration, and provides capacity for increased demand, proportions should be allocated to both creation and renewals based on marginal cost.

It is recommended that the split between creation and renewal expenditure is based on marginal cost. This recognises the full cost of renewing the existing asset to its original service potential is an expense as this expenditure cost does not contribute to improving the asset beyond its original design capacity.

10.2.1.1 The Long-Term Plan Process

The Long-Term Plan (LTP) process considers the community outcomes, statutory requirements, the headline indicators, and external pressures to determine what Council can or should be doing to help the community work towards its desired future.

The LTP also contains an action plan that sets out how Council will undertake its strategic goals and details the specific activities, functions and initiatives undertaken in the short term (three years) and long term (10 years).

The LTP draws on information from other documents including the Asset Management Plans and models it in financial terms over a ten-year horizon.

The LTP is updated every three years with the next LTP being currently developed for the 2024 to 2034 period.

10.2.1.2 The Annual Plan Process

The Annual Plan is an action plan that sets out how Council will undertake its strategic goals and details the specific activities, functions and initiatives undertaken. It is produced in the years when there are proposed deviations from the LTP.

10.3 Standards and Guidelines

In all Parks and Reserve works there are standards and guidelines that are available to ensure that Council is following 'best practice'. This includes national standards on playground equipment and safety and the TDC Code of Practice for Land Development.

Whereas Acts and Regulations determine minimum levels of service, standards and guidelines provide the means of compliance with specific levels of service.

NZRA Parks Categories are used as the basis for standards of parks provision, development, and maintenance. Within the parks category framework is also a catchment hierarchy that is used to organise parks into sub-categories. This allows more detailed development and maintenance standards to be applied to the various categories of parks, and to reserves that are not actively maintained by Council. The two parks sub-categories are:

- **Destination parks**

Destination parks service a wider catchment than the immediate neighbourhood in which they are located, either because of their intrinsic attractions or their level of development. Destination parks are often larger than local parks and have a higher capacity for use. They are often also developed to a higher standard than local parks as they have a significant use by visitors to the Taupō District, and therefore need to present Taupō well as a visitor destination.

- **Local parks**

Local parks service the immediate local area, usually a residential community within walking distance or a short drive. Local parks are usually smaller in size than destination parks and have more limited facilities. The quality of facilities will be suitable for local community use, and not as high as destination parks.

10.3.1 Parks Sub-categories and Standards

Park Category and sub-category	Description, Primary purpose & Typical Development Standard
Sport and Recreation Parks	*A sport and recreation park are designed and used primarily for sport and recreation, and is often multi-use, providing a range of community and sporting activities and facilities.*
Destination Parks **Owen Delany Park**	Districtwide services Public toilets Vehicle management, internal roading and parking Sports field lighting Superior quality sports surfaces and facilities (irrigated) Standard quality furniture, information, and wayfinding signage High quality vegetation with significant trees

	Playground
Local Parks Crown Park Hickling Park Mangakino Rugby Grounds Kaimanawa Reserve Tūrangitukua Sports Park Tutemohuta Reserve	Training facilities and changing rooms (often club provided) Public conveniences (usually opened by users only when the park is in use) Vehicle management, internal roading and parking Vegetation in suitable locations High quality sports surfaces (irrigated where necessary) Playgrounds or youth facilities in residential areas Minimal furniture provision is minimal
Neighbourhood Parks	*A developed urban park designed for use by the local residential community for informal play and social gatherings.*
Destination Parks	N/A
Local Parks All neighbourhood parks	• Playgrounds distributed to meet the needs of the surrounding community on larger parks, in safe easily accessible locations. • Where playgrounds are provided, paths, seating, trees, and litter bins provided. • Significant vegetation and open green spaces • Pathways where necessary • Minimal vehicle access provision • Public conveniences, gardens, and sporting facilities (e.g., tennis courts) where need is demonstrated but these are generally the exception. • Development is such that operational maintenance should be minimal
Public Gardens	*Public gardens include parks that are of significance to the district, with an emphasis on horticultural displays. The primary focus in to create a place of beauty and tranquillity through high quality horticultural design and maintenance and other features including historic heritage.*
Destination Parks Tongariro Domain including Riverside Park	Public gardens are developed to a high standard as both a visitor and local attraction. Diverse high quality and well-maintained gardens Extensive, large-scale vegetation Extensive irrigated lawns High quality assets which may include, but are not limited to, paving, paths, public art, lighting, decorative fencing, drinking fountains, water features, gazebos, shade structures, interpretive, wayfinding and regulatory signage, seating, bins, and playgrounds. High quality public conveniences Vehicle management, internal roading and parking Capable of holding large events
Local Parks None currently	Good quality, well maintained gardens Typically, no vehicle access except for maintenance Standard quality furniture with seating, litter bins and paths through the garden
Natural	*Experience and/or protection of the natural environment: native bush, coastal, forestry, farm parks, wetlands, and water bodies*
Destination Parks None currently	• Low level of artificial development as the main purpose of the park is conservation and appreciation of natural values. • Minimal maintenance to allow for natural processes to take place. • High quality vegetation focused on native biodiversity. • Significant vegetation cover with minimal grassed Open Spaces

	• Typically, no vehicle access except for maintenance and park boundary parking • Extensive all-weather pathways • Public conveniences where necessary • Interpretive, wayfinding and regulatory signage • Some shelter and furniture in key locations, boardwalks, lookouts, and stairways in appropriate locations to protect environment, improve experience and enhance accessibility
Local Parks **All natural parks**	Low level of development as the main purpose of the park is conservation and appreciation of natural values. Minimal maintenance to allow for natural processes to take place. Good quality vegetation focused on native biodiversity. Typically, no vehicle access except for maintenance Interpretive, wayfinding and regulatory signage Generally, development is limited to walking or cycling tracks and some fencing
Cultural heritage	*Protection of built cultural and historical environment to provide for commemoration, mourning and remembrance*
Destination Parks None currently	N/A
Local Parks **All operative cemeteries** **Gascoigne Reserve**	Operative cemeteries have sealed internal roads with limited parking on-site primarily for interment access rather than visitor access. Public conveniences Running water Good quality furniture including seating, information signage and litter bins. Trees and low maintenance gardens Paths may be provided where needed in high use areas
Outdoor Adventure	*Outdoor adventure parks allow visitors to experience a range of recreation activities and built facilities requiring a large scale non-urban environment*
Destination Parks Spa Thermal Park	Vehicle management, internal roading and parking High use paths constructed to all-weather standard. Other paths and mountain bike tracks to be safe and useable. Public conveniences and other facilities where appropriate (e.g., changing) High quality assets, including but not limited to, seating, tables, shelters, litter bins and drinking fountains. Interpretive, wayfinding and regulatory signage Playground Significant vegetation, specimen trees and open grassland interspersed with areas of native regeneration. Diverse available activities Scope for including other outdoor adventure activities e.g., pump track, mountain bike, high ropes, zip line etc. Possibly motorised activities permitted dependent on location (e.g., motorsport, aviation, remote controlled vehicles etc.)
Local Parks **Hipapatua/Reid's Farm Recreation Reserve**	• Vehicle management, internal roading and parking where appropriate • Public conveniences where appropriate • Pathways typically unsealed. • Litter bins • Minimal furniture • Interpretive, wayfinding and regulatory signage • Vegetation, specimen trees and open grassland interspersed with areas of native regeneration.

	• Diverse available activities • Possibly motorised activities permitted dependent on location (e.g., motorsport, aviation, remote controlled vehicles etc.)
Civic space	*Open space provided within CBD, designed to provide a space for casual gatherings, meetings, relaxation, lunches etc. They may also provide for large public gatherings, events, and entertainment. Also provide landscape, amenity enhancement and visual open space relief.*
Destination Parks Taupuaeharuru Reserve Taupō CBD Streets	High quality furniture and facilities High quality surfaces and pathways Litter bins Decorative and wayfinding lighting provided in appropriate locations. Public conveniences where appropriate. Often not necessarily due to proximity of other available facilities High quality amenity landscaping Annual beds where appropriate Permanent gardens and vegetation to suit Taupō's climate and provide high amenity value and significant trees in appropriate locations. High quality wayfinding signage and technology Public artworks 3 phase power outlets available
Local Parks Tūrangi Town Centre Rangatira Drive Recreation Reserve (Mangakino Town Centre)	High standard of development to meet local needs for social gathering space (esp. Tūrangi and Mangakino CBD) High quality materials and furniture (vandal resistant) Public conveniences where appropriate Litter bins Playground where appropriate Permanent high amenity gardens Local public artworks Appropriate wayfinding signage 3 phase power outlets for events.
Recreation and ecological linkages	*Recreation and ecological linkages cover a wide range of purposes including protection and enhancement of biodiversity, ecological linkages through the urban environment, and opportunities for walking and cycling linkages.*
Destination Parks	N/A
Local Parks **All recreation and ecological linkages**	Usually relatively minimal development, with limited furniture and signage Pathways typically unsealed. Significant planting aiming to enhance native biodiversity and reduce mowing maintenance in steep areas. Where such parks are created by subdivision, all development must be completed prior to vesting and to an acceptable standard
Lake margins	*Informal recreation and social activity, lake access, a setting to support water-based recreation activities, often a semi-natural setting with varying degrees of modification and development*
Destination Parks All lake margin parks containing DIA boat launching facilities. Taupō Lakefront Reserve, Wharewaka Point, Five Mile Bay reserve, Acacia Bay Lakefront, Kinloch Lakefront, Kuratau Lakeshore Reserve	Relatively high development standard due to the high numbers of users Vehicle management, internal roading and parking areas where appropriate (often associated with DIA boat launching ramps) Public conveniences where appropriate High quality furniture including litter bins, picnic tables, seats, and signage. Wide, shared pathways Trees and vegetation are planted for shade and amenity value. Vegetation to mitigate lakeshore erosion where necessary. Some developments in these areas are completed by the Taupō Harbourmaster to support the use of boat launching facilities e.g., lighting, signage, jetties, and ramps.

	Playgrounds where appropriate Development is generally focused on road access points and parking areas
Local Parks **All other lake margin parks**	Pathways may be provided in popular areas or where there is need for a linkage. Limited vehicle access Limited furniture and signage; generally, only provided where there is vehicle access. Vegetation to mitigate lakeshore erosion where necessary. Trees and vegetation are planted for shade and amenity value

Table 10-2–Parks categories and expected development standards.

10.4 Asset Management Information Systems

The key asset management information systems are detailed in the table below:

System	Description
GIS	GIS displays spatial data relating to land assets. GIS is also being used to display some asset data. There is currently no interface between GIS and SPM assets, so it is not possible to display access asset information from SPM through the GIS system.
Service request system	This is the system used by Council to record customer complaints, comments, or compliments. The information is entered into the system when a customer calls and the call will be categorised depending on the issue. Council staff are tasked with completing these requests in a predetermined timeframe.
Asset validation	Data is collected 3 yearly by staff and maintenance and capital works contractors. This information is then updated into the SPM property database.
SPM assets	Web based asset management programme.
Promapp	Promapp is a procedure development programme that is being used to develop standard operating procedures for all council business.
Objective	Objective is Council's electronic document management system. All information relating to Council business is saved in this system for retrieval when required.

Table 10-3–Key asset management information.

10.5 Data

There are several data and information sources related to the Parks and Open Spaces activity they key data sources are detailed in the table below:

Data Source	Description
Accounting cost data	Cost data for the asset groups are identified in the accounting records. The work category type (maintenance, renewals, and new works) is identified. Marginal costs are only separately identified for significant works. Minor asset expenditure may not be separately identified. Visual inspection to verify quantities for payment for routine maintenance and renewal tasks is done by the professional services.
Growth model	The growth model is updated annually to reflect changes in development patterns. This model predicts the spread and level of growth within the Taupō District Council Area. This model assists Asset Managers in planning forward works for their respective assets.
Asset valuation	The asset valuation provides a three yearly update of the value of the Parks and Reserves Asset in accordance with national standards or specific values entered against assets at the time of creation or
Operational data	Operational data is available on Objective and on site.

Table 10-4–Key data sources related to parks and open space activity.

10.5.1 Data quality assurance

The quality audit regime for data for the Parks and Reserves is under development. The asset data in SPM Assets has not been subject to a rigorous auditing process and is therefore not entirely reliable. An audit process and complete data check is to be added as an action to the Improvement Plan.

11 IMPROVEMENT PLAN AND MONITORING

Council is committed to a continual improvement of AM practices, processes and tools supporting its asset management decisions. To acknowledge this commitment an Asset Management Improvement Plan is developed and regularly reviewed. The Improvement Plan identifies key improvement activities and initiatives which will assist with ensuring that asset management practices are progressively improved over time.

The main purposes of the Improvement Plan are to:

- Identify and develop specific asset management planning processes.
- Identify any areas of weakness and associated improvement activities and projects in the asset management plan.
- Allocate priorities, timeframes, budgets, and other resources to improvement activities.

The diagram below summarises the 2021 AMP maturity assessment findings and highlights improvement areas:

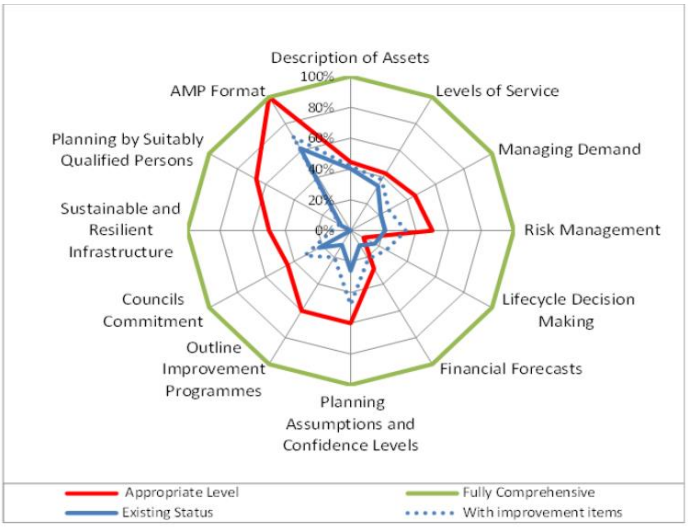

Figure 11-1- 2021 AMP Maturity Assessment Findings Summary

Several improvements have been implemented through the process of updating the 2024 AMP. The table below summarised the key improvements made in the 2024 AMP and future improvements 2024 onwards:

Improvement area	How addressed in 2024 AMP	2024 onwards
Key Improvements		
Financial Forecasts	Updated 2024-34 operational and capital budget forecasts in Section 11	Review budgets through Annual Planning processes and 2027/28 LTP
Sustainability and resilience strategies and improvement activities	New section added to the 2024 AMP – Section 8 Climate Change, Resilience and Adaptation	Continue to develop Climate Change, Resilience and Adaptation strategies and plans
Risk Management	Section 7 Risk Management reviewed and updated	Continue to review and update activity risks and mitigation measures
Other improvement areas include:		
Managing demand	Section 6 Future Demand reviewed and updated with latest TDC growth information and Parks and Reserves responses to trends	Review and update future growth and demand information as part of the 2027/28 LTP
Levels of service and performance measures	Section 5 Levels of Service reviewed and updated	Review levels of service as part of the 2027/28 LTP
Planning assumptions	Section 2.4.5 Assumptions updated with 2024 LTP assumptions and Parks and Reserves responses	Review Assumptions as part of the 2027/28 LTP
Improvement programme	Section 13 Improvement Plan updated	Update Improvement Programme as part of the 2027/28 LTP
Council Commitment information	New section added in Section 1 Introduction	NA
Planning by qualified people	New section added in Section 1 Introduction	NA
AMP format	2021 AMP format has been reviewed and the 2024 AMP format has been updated to align with IIMM best practice guidelines	Review AMP Format to meet any future best practice guidelines
Asset Data	Completed asset condition assessments to inform future renewals forecasting-	
Asset Data		Review asset data quality, condition and gaps and prioritise data improvement actions.
Asset Data/ Financial Information		Update asset valuations in SPM
Resource consents register		Review and update and renew any resource consents.
Risk Register		Review and Update Risk Register
Other TBC		

Table 11-1–2021 AMP improvement actions undertaken in 2024.

11.1 Monitoring and Review Procedures

The Improvement Plan will be regularly reviewed, and progress reported on to ensure that a programme of continuous Parks and Open Spaces AM improvement are achieved

12 APPENDICES

Appendix A – Playground Provision Detailed Overview

Appendix B – Detailed Risk Register

Appendix C – Expected Component Lifespans

Appendix D - Projects

Appendix A – Playground Provision Detailed Overview

Playgrounds and Playing Surfaces

Census area unit	Usually, resident population	Occupied dwellings	Population under 15	Number under 15	Number of Council playgrounds in area	Playgrounds per 1000 pop under 15
Omori	195	11%	11%	21	6	282.3
Motuoapa	240	30%	16%	38	3	78.1
Kinloch	489	31%	17%	85	4	47.0
Wharewaka	498	55%	12%	58	1	17.2
Kuratau	273	39%	28%	75	1	13.3
Tūrangi	2952	64%	24%	714	9	12.6
Acacia Bay	1425	67%	18%	254	3	11.8
Tatua	285	65%	32%	92	1	10.9
Waitahanui	414	50%	23%	93	1	10.7
Mangakino	741	49%	26%	191	2	10.5
Lakewood	1428	87%	21%	304	3	9.9
Rangatira Park	696	89%	18%	123	1	8.1
Richmond Heights	2106	71%	23%	491	3	6.1
Broadlands	639	91%	27%	170	1	5.9
Wairakei-Aratiatia	606	92%	29%	175	1	5.7
Taupō Central	3573	84%	20%	711	3	4.2

Hilltop	3540	82%	21%	747	3	4.0
Tauhara	4113	91%	25%	1032	4	3.9
Waipahihi	1881	74%	29%	544	2	3.7
Nukuhau	1509	82%	23%	341	1	2.9
Marotiri	1557	83%	27%	417	1	2.4
Maunganamu	411	82%	26%	107	0	0.0
Oruanui	2268	89%	24%	549	0	0.0
Rangatira	78	57%	21%	16	0	0.0
Rangipo	99	43%	11%	11	0	0.0
Rangitaiki	138	77%	22%	31	0	0.0
Taharua	57	75%	26%	15	0	0.0
Taupō East	6	100%		0	0	0.0
Tokaanu	195	68%	17%	34	0	0.0
Tongariro	501	27%	15%	77	0	0.0
Total	**32913**		**21%**	**7043**	**54**	**7.7**

Table 12-1–Playground provision per 1000 children under 15 per census area unit (2013 census data).

Note: this does not account for the quality of a playground or the numbers of components within a playground. This reflects the number of locations equipment is provided and may not be a true reflection of the provision of play equipment for a community.

Appendix B1 – Major Risks

Risk Descriptor	Risk Type	Net Risk	Action	Responsibility	Monitoring/Reporting	Timeframes
Knowledge Management **Loss of institutional knowledge, inadequate data management systems regarding asset performance and condition. IT failure**	• Organisational • Financial • Operational	**16**	• Basic knowledge retention systems being implemented. • Hazardous tree database • Condition assessments made on a regular basis for some asset classes but not all	• Asset Managers • Human Resources • IT	• Personal Development Plans • Monthly reports • Weekly team meetings	**Ongoing**
Encroachment	• Financial • Environmental • Safety	**16**	• Nil	• Asset Managers	• Inspections	**Ongoing**
Volunteers	• Public Health • Reputation/Image • Financial	**15**	• Frequent liaison with volunteer groups. • Some hazard briefings	• Asset Management team	• Briefing procedures. • Frequent meetings with groups	**Weekly** **Monthly** **Quarterly**
Vandalism **Arson, graffiti etc.**	• Public Health • Reputation/Image • Financial	**15**	• Security cameras in place in trouble spots • Developing parks with CPTED considerations to increase openness and passive surveillance	• Asset Management team	• Review of video footage • Customer service requests	**Ongoing**
Environmental Hazards **Pests, diseases, water quality, liquefaction, climate change**	• **Public Health** • **Reputation/Image** • **Financial** • **Physical Damage**	**15**	• **Barriers placed where practicable.** • **Alerts to hazards (signage) in place** • **Non-routine hazard alerts**	• **Asset Management team** • **Operations staff**	• **Inspections** • **Customer service requests**	**Ongoing**

Table 12-2–Major risks.

Appendix B2 – Risk Register

Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable.	**Risk Type**	**Gross Risk**			**Current Mitigation Practices**	**Net Risk**			**Monitoring & Reporting**	**Timeframe**
		Consequence	Likelihood	Factor	Description	Consequence	Likelihood	Factor		
Compliance with Legislation and Legal Requirements Inability or failure to comply with consents, statute, and national standards. Increase in requirements.	• Legislative • Financial • Reputation • Image	5	5	**25**	• Staff training. • Regular inspections.	4	2	**8**	• Training procedures. • Inspection reports.	Weekly
Public Health and Safety Accidents causing injury and or damage to Taupō residents/visitors/or property result in claims and or negative publicity (for example falls and trips over protruding assets).	• Public Health • Reputation • Image • Financial	5	5	**25**	• Barriers place where practicable. • Alerts to hazards (signage) in place. • Non-routine hazard alerts placed, when required.	5	1	**5**	• Hazards Register. • Customer service requests.	Urgent
Volunteers	• Public Health • Reputation • Image • Financial	5	5	**25**	• Frequent liaison with volunteer groups • Some hazards briefing (not training) • Volunteers not used for high-risk activities	5	3	**15**	• Briefing procedures • Frequent meetings with groups	Weekly Monthly Quarterly

Vandalism	• Public Health • Reputation • Image • Financial	5	5	**25**	• Security cameras in trouble spots.	5	3	**15**	• Video footage • Customer service requests	Ongoing
Environmental Hazards New/increased pests and diseases, water quality (algal blooms, etc.), faecal contamination.	• Public Health • Reputation • Image • Financial	5	5	**25**	• Appropriate barriers • Alerts to hazards (signage) in place • Non routine hazard alerts	5	3	**15**	• Inspections • Customer service requests	Ongoing
Natural Disaster **(Earthquake, storm, flood)**	• Operational • Financial • Reputation • Image	5	5	**25**	• Emergency response and business continuity plans	4	5	**20**	• Readiness and preparedness exercises/drills	Ongoing
Hazardous Substances/Chemicals	• Environment • Public Health • Reputation • Image • Financial	5	5	**25**	• Staff training • Best operating practice storage procedures • Register maintained by operations unit	5	2	**10**	• Training procedures	Ongoing
Trees	• Public Health • Reputation • Image • Financial	5	5	**25**	• Hazardous trees identified and monitored	5	2	**10**	• Tree database • Customer service requests • Monthly operations report	Ongoing

Unrestricted Access	• Public Health	5	5	**25**	• Reserves locked dusk to dawn but few other effective measures available	5	2	**10**	• Inspections. • Customer service requests	Ongoing
Knowledge Management Loss of institutional knowledge insufficient systems in place to manage data/information, especially regarding asset performance and condition. IT failure.	• Organisational • Financial • Operational	4	5	**20**	• Basic systems being implemented (for example, Asset Register). • Hazardous tree database. • Condition assessments made on a regular basis for some asset classes	4	4	**16**	• Personal Development Plants. • Monthly reports. • Weekly team meetings.	Ongoing
Asset Management Not up to date, or insufficient quality of process and output	• Operational • Legislative • Financial • Reputation • Image	4	5	**20**	• Asset Management Plan implemented	4	3	**12**	• Asset Management Plan development and review	Every three years.
Encroachment	• Financial	4	4	**16**	• Nil	4	4	**16**	• Inspections	Ongoing
Inadequate Processes for Securing Funding Both internal and external sources of funding. Risk of not applying for funding on time or not identifying potential areas where funding is required. Unable to appropriately scope or determine requirements due to inadequate data.	• Organisational • Financial • Reputation • Image	5	3	**15**	• Sources largely internal and processes well regulated – rates, user charges, development contributions • Asset Management Plan reviews	4	2	**8**	• Asset Management Plan development and review • Monthly reports • Annual Plan • Long Term Plan	Ongoing

Project Management Projects inadequately scoped, budgeted, managed, and documented, and reviewed, inadequate consultation with owners, resource consent issues, etc. resulting in time and cost, loss of image and other impacts	• Operational • Financial • Reputation • Image • Safety	5	3	**15**	• Staff training. • Good pool of experience among staff	3	2	**6**	• Weekly meetings • Monthly reports	Ongoing
Customer Interaction Lack of performance, lack or response, lack of fault detection, loss of good public image.	• Operational • Reputation • Image • Financial	3	5	**15**	• Recruitment and training practices. • Service request system in place which is monitored.	3	2	**6**	• Customer service requests	Ongoing
Capital Works Contract Management Unsatisfactory resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor contractor performance.	• Operational • Financial • Reputation • Image • Safety	5	3	**15**	• Standard Council procedures used. • Good pool of experience among staff.	4	1	**5**	• Site inspections. • Weekly meetings • Monthly reports •	Ongoing
Lack of Resources The ability to attract key staff and or retain skilled staff and retain staff knowledge. • *Availability of skilled recruits to replace departing specialists.* • *Lack of capacity to adequately cover expected workload.*	• Organisational • Financial • Reputation • Image	3	4	**12**	• Wide advertising of vacancies.	3	3	**9**	• Personal Development Plans • Monthly reports • Weekly team meetings	Ongoing
External Influences (Cost Escalations) War, rising costs (for example, fuel), pandemic, worldwide incidents. • *Pandemics.* • *Rising fuel costs pose risks for operation of machinery.*	• Economic	5	2	**10**	• Civil Defence Emergency Management and business continuity planning processes • Seeking ways to reduce dependence on oil	5	2	**10**	• Review cemetery records • Monitoring water and energy use of facilities • Weekly team meetings	Ongoing

Inadequate Condition/Performance Assessments Lack of reliable data for renewals/replacements and valuations. *Captured under Knowledge Management.*	• Operational • Financial	2	5	**10**	• Condition Asset reports	2	2	**4**	•	
Increased Rainfall Intensity and Frequency Causing flooding, unpredictable weather events. • *Sports grounds.* • *See also Extreme Natural Hazards.*	• Operations • Financial • Image	3	3	**9**	• Contingency measures to reduce damage to sports grounds when wet. • Ground restrictions and cancellations	3	3	**9**	• Daily site inspections • Monthly operations reports	Ongoing
Multiple Management Agency Responsibilities	• Reputation • Image • Financial	3	3	**9**	• Good liaison and relationships	3	2	**6**	• Weekly meetings • Monthly reports	Ongoing
Lakeshore Degradation	• Reputation • Image • Financial	4	2	**8**	• Care groups very active	4	2	**8**	•	
Maintenance and Operations Management Unsatisfactory resulting in unnecessary or excessive costs and/or insufficient output or quality. Poor contractor performance.	• Operational • Financial • Reputation • Image	4	2	**8**	• Service Level Agreements in place with Council Operations team	3	2	**6**	• Inspections • Monthly Operations reports	Ongoing
Inadequate Planning for Growth Resulting in under-capacity infrastructure.	• Operational • Financial • Reputation • Image	3	2	**6**	• The Council has developed good data for District Plan purposes	3	1	**3**	• Data collection on population and use of infrastructure	Ongoing

Table 12-3–Risk register and management.

Appendix C – Expected Component Lifespans

Age and Life Expectancy

Sportsgrounds	
Asset Components	**Life Expectancy (years)**
Fences	**25**
Signs	**10**
Lighting	**15**
Irrigation systems	**12**
Netball courts	**30**
Velodrome	**30**
Paving	**25-55**

Table 12-4–Sportsground asset life expectancy.

Vegetation		
Vegetation type	**Life expectancy (years)**	**Constraints**
Amenity turf class 1 (sports turf, premier parks, and CBD areas)	Permanent	Climatic conditions, lack of water, poor maintenance, damage
Amenity turf class 2 (general park mowing)	Permanent	Climatic conditions, lack of maintenance, damage, compaction through overuse/events
Amenity turf class 3 (low priority parks)	Permanent	Climatic conditions, lack of maintenance, damage
Stormwater flow paths	Permanent	Climatic conditions, lack of maintenance, damage
Landscape trees	50-300	Climatic conditions, lack of care during establishment,

		lack of space for mature growth, pressure for pruning or removal, damage or disease, poor selection, complaints about vegetation impinging on lake views
Street plantings	10-60	Damage, poor plant selection, lack of water, lack of maintenance, plant failure, complaints about vegetation impinging on lake views
Native vegetation	Permanent	Lack of care during establishment, lack of space for mature growth, poor plant selection, complaints about vegetation impinging on lake views
Rose beds	10-25	Damage, pests and diseases, lack of maintenance, poor pruning technique, lack of care during establishment, poor soil fertility
Annual beds	6 months	Damage, pests and diseases, lack of water, unchecked weed growth, poor plant selection, poor soil fertility
Mixed borders	1-10	Damage, lack of water, lack of maintenance, poor plant selection,
Ornamental shrubs and groundcovers	5-15	Damage, poor plant selection, lack of maintenance, plant failure, pests, and diseases
Hedges and topiaries	10-50	Damage, poor plant selection, incorrect trimming, plant failure, pests, and diseases

Table 12-5–Vegetation life expectancy.

Parks and Street Furniture and Structures	
Asset Components	**Life Expectancy (years)**
Memorial Park Seats	30
Standard Park seats	15
Picnic Tables	15
Bollards	25
Rubbish Bin – Compacting	15
Rubbish Bin - Premier	15
Rubbish Bin Standard	15
Rubbish Bin – recycling	15
Signs	10
Lighting	15
Barbeques	15
Drinking fountains	10
Fences	20-35

Table 12-6–Parks and street furniture and structure life expectancy.

Playgrounds and Playing surfaces	
Asset Components	**Life Expectancy (years)**
Play equipment	10-20
Timber edging	25
Cushion fall (bark)	4

Rubber fall mats and artificial turf	**15**
Skate Parks	**30**
Courts	**30**
Nets and posts	**30**

Table 12-7–. Playgrounds and playing surfaces life expectancy.

Cemeteries	
Asset Component	**Life Expectancy (years)**
Park Seat	**15**
Standard Rubbish bin	**15**
Flagpole	**40**
Post & Rail fencing	**25**
Asphaltic sealed areas	**25**
Concrete Paths	**50**

Table 12-8–. Age and life expectancy of cemetery assets.

Miscellaneous Items		
Asset Type	**Element**	**Physical life**
Driveway / Access	Asphalt/ sealed areas	10
	Carpark marking	5
	Concrete slab	50
	Kerb & Channelling	50
	Metal (loose)	5

	Timber kerbs (parking barriers)	25
External Works	Asphalt Paths	10
	Artificial turf	10
	Cobblestone	25
	Concrete paths and ramps	50
	Concrete pavers or blocks	50
	Handrail	50
	Paint	10
	Retain walls concrete	75
	Retain walls timber	50
	Steps	50
	Tiles	50
Drainage	Channels & Grating	35
	Sump pump	10
Fences	Brick Wall	50
	Block Wall	75
	Post / Rail / Mesh / Wire / Picket / Paling / Iron	25
	Post and Wire	35
	Fence - paint finish	10
	Wire mesh	25

Gates	Steel/Mesh	25
	Timber	25
	Wrought iron gate	50
Furniture	Park seat	15
	Picnic table	15
	Rubbish bin	15
Signs	Exterior	10
Exterior trimmings	Decking	50
	Staircase metal	75
	Staircase timber	50
	Shade cloth	15
Plumbing	Taps	20
Electrical Services	Flood lights	15
	Main fuse box	40
	Main switchboard	40
	Meter boxes	40
	Pole Top lights (external)	15

Playgrounds	Inland	15

Table 12-9–. Expected lifespan of miscellaneous components (NAMS).

Appendix D - Proposed Projects

Name	Primary FIS	Sum of 2024/25	Sum of 2025/26	Sum of 2026/27	Sum of 2027/28	Sum of 2028/29	Sum of 2029/30	Sum of 2030/31	Sum of 2031/32	Sum of 2032/33	Sum of 2033/34
New playgrounds on neighbourhood reserves2024 projects	Growth	-	-	-	-	-	-	-			
2122 Public Art C	LOS										
Atiamuri and River Road Retaining Walls	Renewal	-	-	312,720	-	-	-	192,202	-	-	-
Atiamuri Footpath	LOS	46,080	-	-	-	-	-	-	-	-	-
Community Reserve improvements Taupo North	Growth	-	-	-	-	217,540	-	-	-	-	239,020
Community Reserve improvements Taupo South	Growth	200,000	204,000	208,480	213,080	217,540	221,900	226,120	230,420	234,800	239,020
District Hard Court Resurfacing2024 projects	Renewal										
District Litter Control - Vehicle Renewals	Renewal	-	-	-	138,502	-	-	-	-	152,620	-
District Parks & Reserves - Vehicle Renewals	Renewal	830,000	617,100	459,281	777,742	685,251	704,533	700,972	673,979	716,140	687,183
Erosion Control - Kuratau foreshore2024 projects	LOS	-	-	-	-	-	-	-			
Erosion Control - Taupo Bay including Lake Terrace Cliffs2024 projects	LOS	-	-	-	-	-	-	-			
Fencing contributions (Fencing Act requirement)2024 projects	LOS	-	-	-	-	-	-	-			
Great Lake Taupō Shared Path	LOS	80,000	81,600	4,169,600	-	-	-	-	-	-	-
Kinloch Lakefront Development Plan	LOS	-	-	-	-	-	-	90,448	184,336	5,635,200	-
Local and/or community reserve improvements	Growth			-	319,620	217,540	166,425	339,180		352,200	298,775
Mangakino Lakefront Development Plan	LOS	304,000	881,280	2,084,800	852,320	-	-	-	-	-	-
New neighbourhood reserves2024 projects	Growth	-	-	-	-	-	-	-			
Northcroft Reserve Provision for Market Operations	LOS	256,000	-	-	-	-	-	-	-	-	-
Off-Lead Dog Exercise Areas	LOS	-	-	-	-	261,048	-	-	-	-	-
Parakiri Maintenance	LOS	-	-	-	-	-	-	-	-	-	-

Parks Operations Management - Vehicle Renewals	Renewal	80,000	-	-	-	-	88,760	-	-	-	-
Playground improvements on Reserves land 24-34 Taupo North	Growth						477,085	486,158			
Playground improvements on Reserves land 24-34 Taupo South	Growth		438,600		458,122		477,085		495,403		513,893
Playground improvements2024 projects	LOS	-	-	-	-	-	-	-			
Playground Renewals	Renewal	300,000	306,000	312,720	319,620	326,310	332,850	339,180	345,630	352,200	358,530
Playground Renewals2024 projects	Renewal	-	-	-	-	-	-	-			
Playground Shade Improvements	LOS	300,000	612,000	625,440	319,620	326,310	332,850	339,180	345,630	352,200	358,530
Project Watershed/Lakeshore Erosion	LOS	-	1,785,000	3,617,128	21,308	282,802	-	-	-	-	-
Public Art2024 projects	LOS	-	-	-	-	-	-	-			
Recycling, Rubbish and Dog Litter Bins	LOS	148,800	-	-	-	-	-	-	-	-	-
Reserve Resilience-now incorporates LTP_396 Lake Accessibility	LOS	36,500	15,300	10,424	-	-	-	-	-	-	-
Reserve Security and Safety	LOS	64,000	65,280	66,714	68,186	69,613	71,008	72,358	73,734	75,136	76,486
Salary Sacrifice renewals -G Hadley 2021 Toyota RAV4	Renewal	45,000	-	-	-	48,947	-	-	-	-	53,780
Sculpture Trail	LOS	20,000	10,200	-	12,785	-	15,533	-	18,434	-	21,512
Secombe Park Development Plan	Growth	40,000	489,600	83,392	426,160	-	-	-	-	-	-
Taupo North - reserve land purchases for new local parks 2434	Growth						1,204,269	1,227,171			
Taupo South - reserve land purchases for new local parks 2434	Growth	1,630,688		4,249,573		4,434,248		4,609,140		4,786,069	
Two Mile Bay parking improvements (Parks portion) Mapou St (inc. boat trailer parking)	LOS	50,000	918,000	-	-	-	-	-	-	-	-
Vehicle Renewals2024 projects	Renewal	-	-	-	-	-	-	-			
Wharewaka Point Reserve Development Plan	Growth	40,000	40,800	500,352	2,556,960	609,112	-	-	-	-	-
Youth Play Spaces	LOS	-	-	-	85,232	870,160	887,600	144,717	1,843,360	1,878,400	-

Playground improvements on Reserves land 24-34 Taupo North		-	-	-	-	-	477,085	486,158	-	-	-
Playground improvements on Reserves land 24-34 Taupo South		-	438,600	-	458,122	-	477,085	-	495,403	-	513,893
Taupo North - reserve land purchases for new local parks 2434		-	-	-	-	-	1,204,269	1,227,171	-	-	-
Taupo South - reserve land purchases for new local parks 2434		1,630,688	-	4,249,573	-	4,434,248	-	4,609,140	-	4,786,069	-

Table 12-10–. Proposed projects.