

Figure 1 Raumati South Memorial Hall



Asset Management Plan

Halls and Community Centres Te Kaiwhakahaere Tiakitanga

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1 About this Activity

1.1 Strategic alignment

This Asset Management Plan (AMP) covers the Council's ten Halls and Community Centres. The AMP contains the background information to support investment decisions.

Kāpiti Coast District Council is not the only provider of Community Hall facilities. There are at least 38 private providers of venues, including popular sites such as St Peter's in Paekākāriki, Bluegum Reserve, Te Horo Community Hall, Lindale.

Figure 2 Our Vision



The Council is in the business of owning Community halls because they provide secular meeting places that are available to the general community at little cost. Community halls are therefore one of the ways that the Council meets community outcomes, namely connection, a sense of belonging and accessing the services needed to build strong communities.

Our current assets are an eclectic mix of buildings that have arrived in Council stewardship via many different paths. Half of them are Memorial Halls that were constructed post World War II to commemorate the losses suffered by the community – these halls must be accorded respect and sensitivity commensurate with the significance of their genesis. Of the other half - one is a converted former volunteer fire station, another is an old classroom, one is closed, one is a converted senior citizens hall, and one is a sports hall.

This mix presents a management challenge. The Memorial Halls are on average 68 years old and all ten average more than 60 years old. Many of them are in the style of dance halls and could be considered anachronistic. Given

the age of the buildings it is no surprise that asbestos, fire systems, seismic integrity and sheer age present major challenges for planned and reactive maintenance, renewals and upgrades and managing community expectations. On developing this AMP, factors have been identified that could shape the future of these assets:

- While data is incomplete, utilisation appears low and these assets are not worked hard. There is an opportunity to broaden the utilisation, but this will require investment.
- The buildings are not fitted for or with technology to enable them to be digitally connected. This means that it is difficult or inconvenient for presentations or virtual connections to be effective.
- Internal configuration is generally not flexible, meaning only one user at a time can use the halls.
- A basic analysis of users show that indoor recreation is restricted to light activities – analysis is to be undertaken to test suitability for more active indoor recreation such as basketball, netball and volleyball.
- There is community pressure for places where rangatahi might congregate and recreate. Typically, hall users are older and the obstacles preventing younger from using the halls need to be explored.

One of the obstacles is probably cost. While the funding policy is 80-90% from rates funded and 10-20% user charge, even the modest user charge is a barrier for people who could probably benefit the most from a warm, dry, safe meeting space.

2 Our Assets

We own and operate ten halls and community centres as below:

Hall ¹	% Used	Year Built	Note	Image	Condition (CGI) ²
Mazengarb Sports Hall		2018	- Sports hall and change room facilities - Needs painting in a few years, sound dampening, move from gas to electrical heating. - Improve usage data collection 1 main indoor space to hire		1.06
Paraparaumu Memorial Hall	36.57%	1954	- Refurbished 2021 - EQ Strengthening 2021 2 spaces available to hire		1.09
Ōtaki Memorial Hall	15.18%	1955	- Neighbour to Ōtaki Library 29% NBS - Planned upgrade as part of Ōtaki Community Hub		2.25
Raumati South Memorial Hall	15.04%	1952	- Internal renewals, heating upgrade 2023. - Floor replacement – main hall - Roof replacement – main hall - Reserve land 2 main spaces plus 1 mini space		2.26

¹ Mazengarb Sports Hall usage data is not currently available.

² CGI Condition Grade Index is the overall condition of selected components typically within a property space or hierarchy of property spaces, weighted by replacement cost

Waikanae Beach Hall	21.85%	1970	- Significant works required - Earthquake prone must be strengthened or closed by 2033. - Asbestos present (managed) 1 small space available to hire		2.29
Paraparaumu Community Centre	Temporarily Closed	1997	- Currently closed - Weather tight and design issues - Upgrade needed - Several spaces for hire		2.33
Waikanae Community Centre	15.46%	1991	- Some renewals recently completed in main hall - Further renewals required - Commercial kitchen facilities which need updating 1 Main space for hire		2.54
Reikorangi Hall	10.65%	1895	- Former school - Heritage building - Renewals needed 1 small space for hire - Low use profile needs attention		2.58
Waikanae Memorial Hall	31.29%	1951	- Floor replacement due to flooding 2023/24 - Asbestos present (managed) - Re-roof & re-clad 2027 - Lift install 2027 4 spaces available to hire		2.60
Paekākāriki Memorial Hall	15.82%	1952	- Renewals needed. - Roof maintenance needed 1 main space available to hire		2.80

2.1 Asset Lifecycle

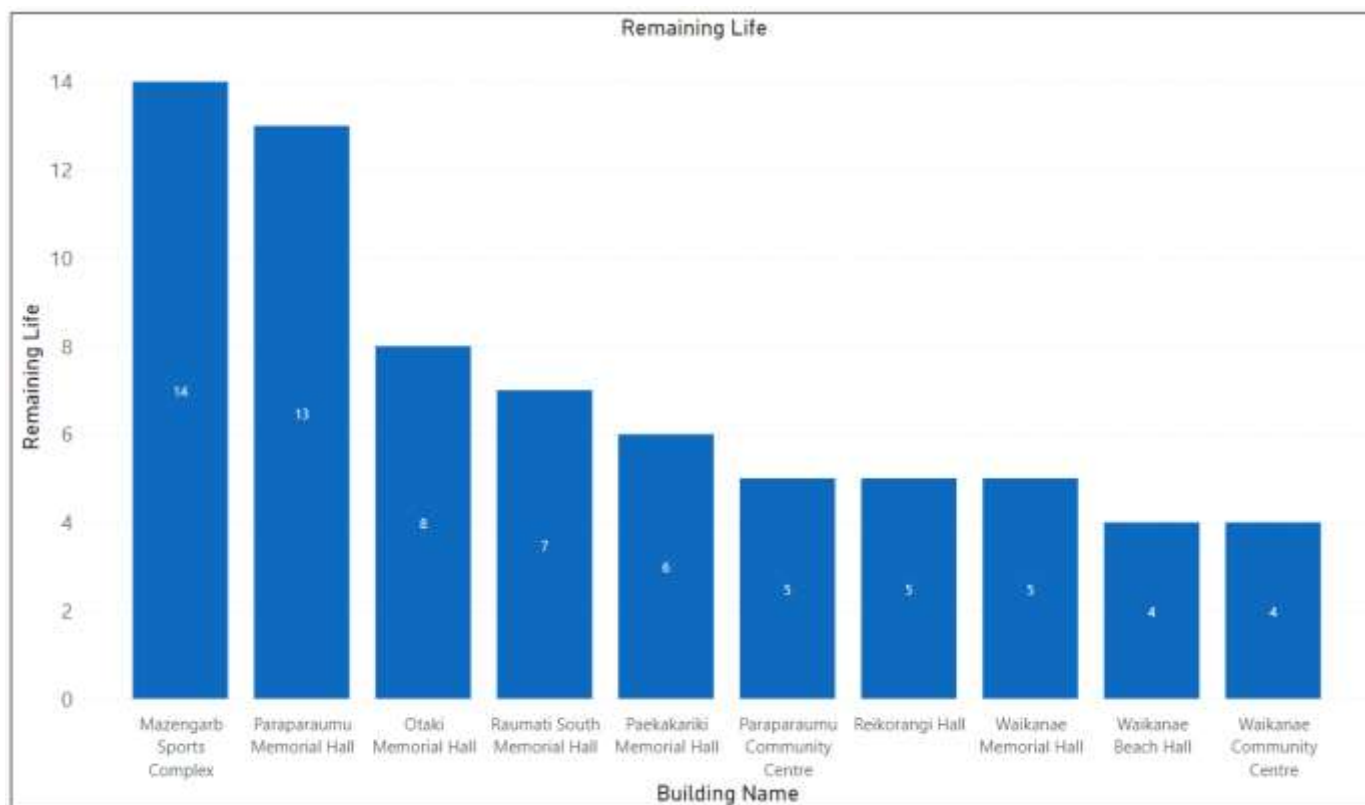
The building code requires that buildings must meet all relevant clauses for their intended lives and sets default minimums of 50 years for the structure and 15 years for claddings. But in New Zealand, we typically expect our buildings to have an economic life for far longer, up to 100 years. The longer the life of the building the more expensive the cost to maintain. And regardless of how well maintained the building, the asset will inevitably begin to fail and will present different risk types, often exacerbated by more intense storm activities and earthquakes.

While our portfolio was built to the standards and needs of the day, times have changed and many of them are barely fit for purpose.

Maintenance Scheduling Management System:

Because of this increased maintenance need, it is proposed to better manage the scheduling of planned and preventative maintenance. This will allow for better identification of trends and for early detection of issues.

Figure 3 Remaining Life³



Some have design features indicative of the time they were built, for example monolithic cladding systems, asbestos roofing, and asbestos cladding. The Reikorangi Hall is a heritage building that needs urgent maintenance, and the Waikanae Beach Hall must be strengthened if it is to be used after 2033.

This presents a challenge to Council with some assets that were originally designed to provide dance halls to the local community. Technological advances, building design, changing demographics, changing community needs and growth are all factors we will consider when forward planning for the halls and community centres.

There is a backlog maintenance, renewals and upgrades which will be presented through the forthcoming LTP.

2.2 Asset Condition

The 3 yearly condition assessment process was recently completed.

Specialist surveys of HVAC and electrical switchboard equipment and moisture tests have been completed as part of the condition assessments. Additionally, drones have been used to complete roof inspections and identify failures as early as possible. All these inputs provide a higher level of certainty regarding renewal requirements and potential health and safety issues.

³ Remaining Life - The time remaining until an asset will cease to provide the required level of service/usefulness. **Remaining life is a calculated value based on base life, condition grades and criticality factors.**

The condition assessments are used to update the component level data and update lifecycle information.

It is also important to note that while considering the condition of the overall asset, one must also recognise that there may be additional influences such as building design defects at Paraparaumu Community Centre which are not factored by the surveyor who is looking at the condition of components that are visible at that moment in time. Engineers' reports and such are contemplated outside of that condition assessment process.

Figure 4 Building Information

Building	Condition Grade Index ⁴	Remaining Life ⁵
Mazengarb Hall	1.06	14
Paraparaumu Memorial Hall	1.09	13
Ōtaki Memorial Hall	2.25	8
Raumati South Memorial Hall	2.26	7
Waikanae Beach Hall	2.29	4
Paraparaumu Community Centre 6(Currently closed)	2.33	5
Waikanae Community Centre	2.54	4
Reikorangi Hall	2.58	5
Waikanae Memorial Hall	2.6	5
Paekākāriki Memorial Hall	2.80	6

2.3 Out of Scope - Paraparaumu College Sports Hall

The Council has a 50% maintenance cost sharing agreement in place with Paraparaumu College for the sports hall, but does not own the asset. The relationship has been in place since 1979 and ends in 2025. This is currently under discussion in the context of a feasibility study for an indoor sports facility.

3 Levels of Service

3.1 Level of service framework

The Council aims to manage the Community Facilities assets to deliver the agreed Levels of Service (LoS) in a sustainable manner over the life of the asset. This section defines the LoS that the Council intends to deliver, and

⁴ CGI is the overall condition of selected components typically within a property space or hierarchy of property spaces, weighted by replacement cost.

⁵ Remaining life is a calculated value based on component base life, condition grades and criticality factors.

⁶ The Paraparaumu Community Centre is closed and currently under review with Council and the community to decide the best way forward.

the measures used for monitoring performance. The adopted LoS supports [Council's vision](#) and is based on user expectation, statutory requirements as well as Council strategies.

Levels of service for the Halls and Community Centres are key to connect the strategic objectives to the service delivery. Levels of service have been developed under a level of service framework to ensure alignment of the long-term plan goals from 'Our Plan on a Page' through to Performance Measures as described below.

3.2 Key performance indicators (KPIs)

The set of quantifiable measures used to gauge long term performance is listed in the table below. These KPIs are designed to align with Council's objectives of providing valued and safe facilities in a cost-effective manner to the community.

No.	Area	KPI	2021/22 Results		2022/23 Target	2023/24 Target	2024/25 Target
1		Customer Satisfaction – Halls	82%		80%	80%	80%
2		Building Compliance	100%		100%	100%	100%

We are proposing to discontinue No 2, as legislative compliance should not be variable.

A new technical KPI is being proposed for the next LTP. This is in keeping with the asset management improvement programme which recommends moving away from only customer satisfaction levels for levels of service, but to include technical levels of service as well, thus increasing asset management maturity levels.

No.	Area	KPI New (proposed)	Measure	2023/24 Target	2024/25 Target
 3		Buildings are well maintained	85% (by component replacement cost) of components must be in Condition Grade 4 or lower.	85%	85%

This measure will be a challenge, however if the assets are to be improved to a suitable standard it is important that the measure is appropriate.

3.3 Customers and stakeholders

Good knowledge of stakeholders' values and drivers are essential for an effective, valued, and supported activity. The table below details the key customers and stakeholder for the Halls and Community Centres.

Group	Area of Interest
The community	Interested in the facilities they use in their area.
Current users	Typically clubs and light indoor recreation
Potential users	Rangatahi, sports such as netball, basketball, business hub

Group	Area of Interest
Local Ratepayers and Resident Associations	Focus on retaining the current levels of service and where possible to make savings to minimise rate impact

3.3.1 Engagement

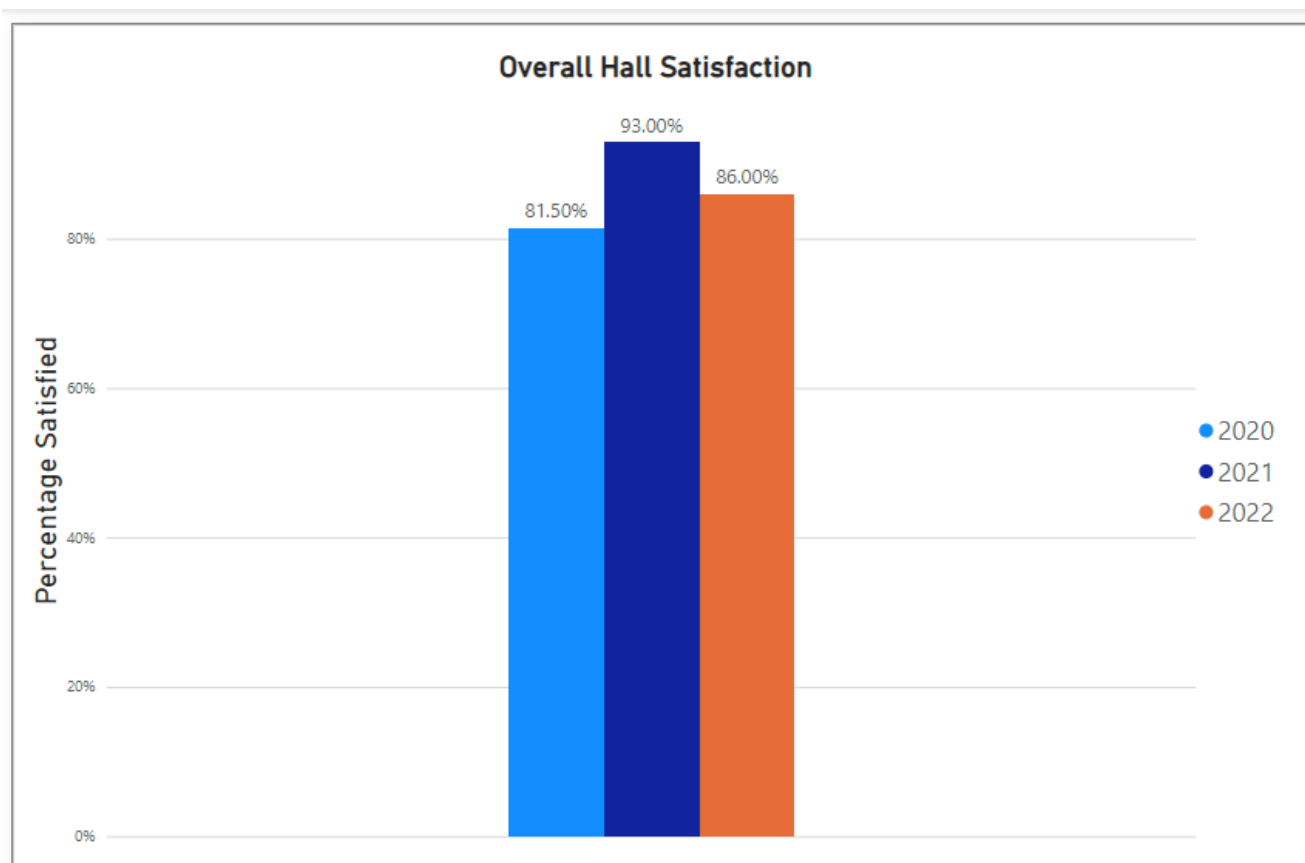
The Community Facilities team actively engages its' customers through surveys and feedback to ensure that the service they deliver are aligned to needs and of value to the community.

3.3.2 Hall Satisfaction Survey Results

General customer satisfaction around halls and community centres has fluctuated but has been consistently above 81%, with 80% being the target, over the past 3 years. Each year a Hall Survey report is produced and the feedback received is often used to plan ahead.

We consider that this area needs further work, this is included in the improvement plan. Customer satisfaction is targeted at current users and it is unclear if this is representative of the best potential users of the halls.

Figure 5 Hall Survey Results 2020 to 2022



3.4 User expectations

Figure 6 User Expectations



Expectations from customers around the various facilities KCDC provide can be grouped into the areas shown in the above Figure 6 User Expectations. These also align with the values in and form part of the annual survey questions.

3.5 Customer values

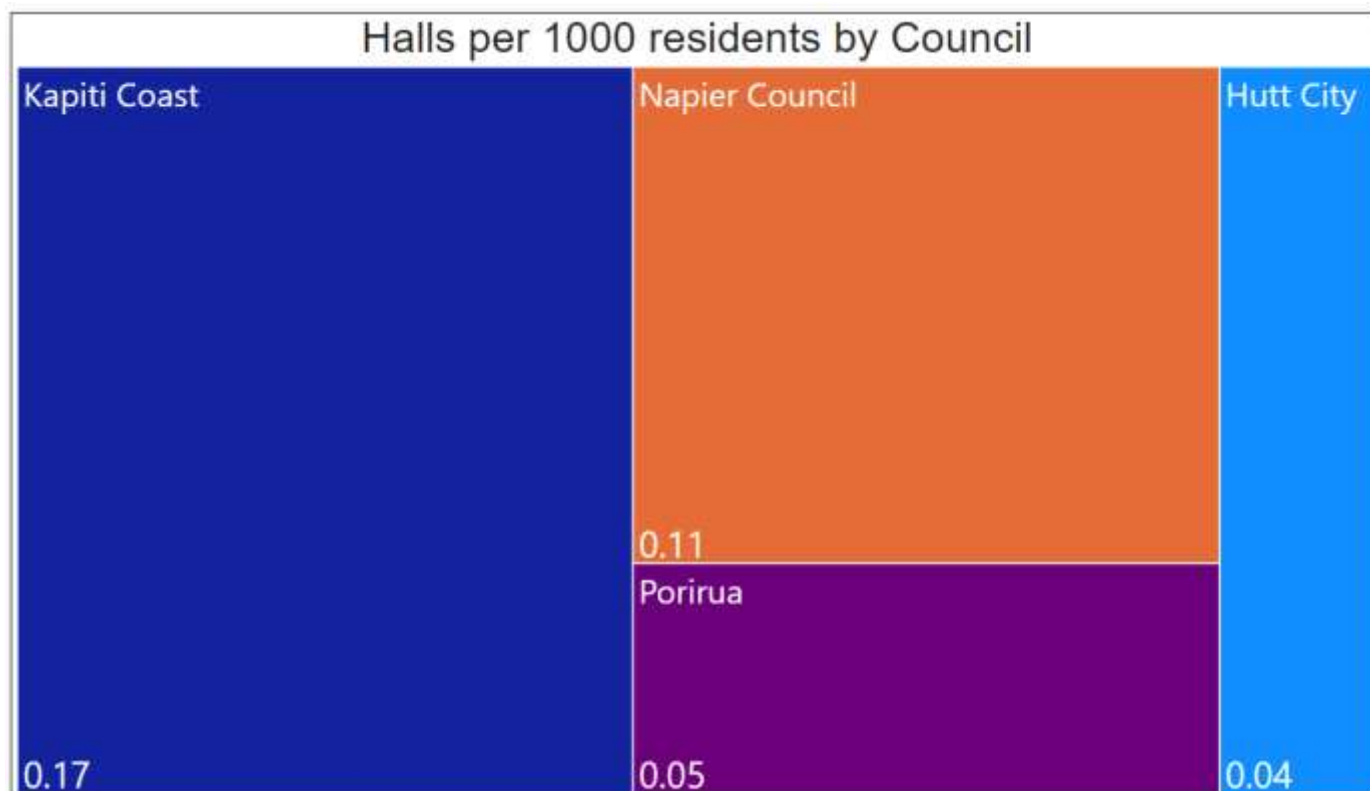
The values that are pertinent are listed in the table below. Values are something that are regarded of importance, worth or usefulness to the community and is how we should operate in our daily activities.

Value		Description
Accessibility		Halls are accessible throughout the district to all users including people who have a wide range of abilities.
Availability		Halls are reasonably available to users through the day and into the evening as appropriate.
Quality		Council ensures that the appearance of halls is acceptable and encourages the use of the facilities.
Safety		Fire systems and earthquake risk are of a high standard
Community Engagement		Providing community connectivity – real and virtual
Responsiveness/reliability		Council responds to contacts promptly, in a respectful and friendly way, issues are addressed promptly.
Whole of community benefits		A range of options is available to address the needs – recreational, economic, and social – of different groups.
Affordability/Value for \$y		Cost of using the halls is not a prohibitively limiting factor.
Sustainability		Council looks ahead for the long-term needs and requirements of its customers and that the properties are managed in a financially responsible manner that does not negatively impact on the user or council.
Amenity		Our halls are warm, safe, dry and pleasant and desirable places to use.
Kaitiakitanga		Halls and activities are managed in a way that they do not negatively impact on the surrounding environment.
Capacity		Halls can meet community needs and can be sufficiently flexible to accommodate a range of activities.
Resilience		Resilient to range of effects; and have utility during and after an event. They have uninterrupted power and internet connection, and emergency radios. Halls have kitchen facilities and can be used as welfare centres

3.6 Benchmarking – Other Councils

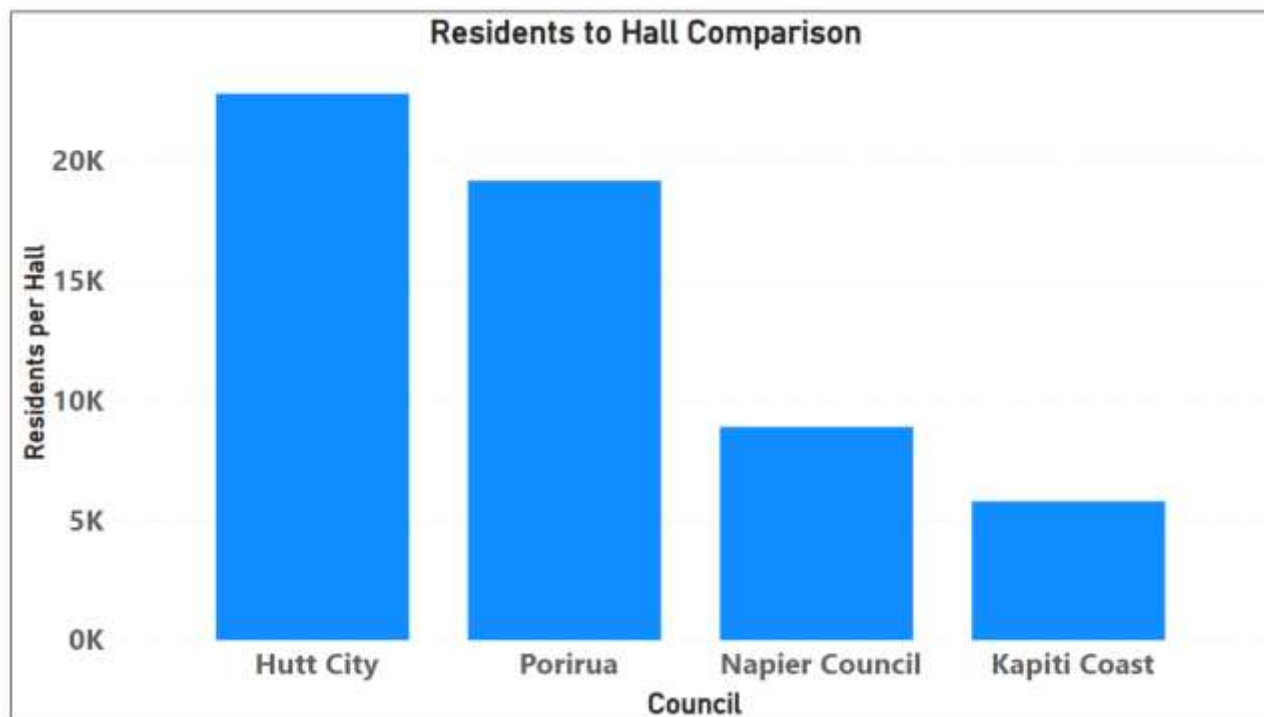
Comparing other Councils' population sizes to the number of halls they own is reflected below. Kāpiti Coast District Council has more halls compared to population than the Councils represented.

Figure 7 Halls to 1,000 Population Other Councils



The image below reflects the number of residents to a hall/community centre in the Councils represented below. Kāpiti Coast has a higher number of halls, or fewer residents to each hall. This probably reflects the geographic spread of the Kāpiti communities. One must also consider, though, that this data does not include other facilities at these Councils such as sports arenas and the like. This is purely a comparison of halls and community centres.

Figure 8 Residents to Hall Comparison



4 Demand Management

This section discusses demand management, future population growth and how these elements will influence the demand for assets. Council has reviewed its growth projections and have made the following assumptions based on data gathering and predictive modelling.

Table 1 2021-2048 Population Growth

Scenario	2021	2048	Additional population	Total population increase (%)
2021-48 projection	57,926	80,477	22,551	72

4.1 Current Demand

4.1.1 Usage Rates

Based on what we know, halls usage is variable at best:

Figure 9 Available Hrs vs Used

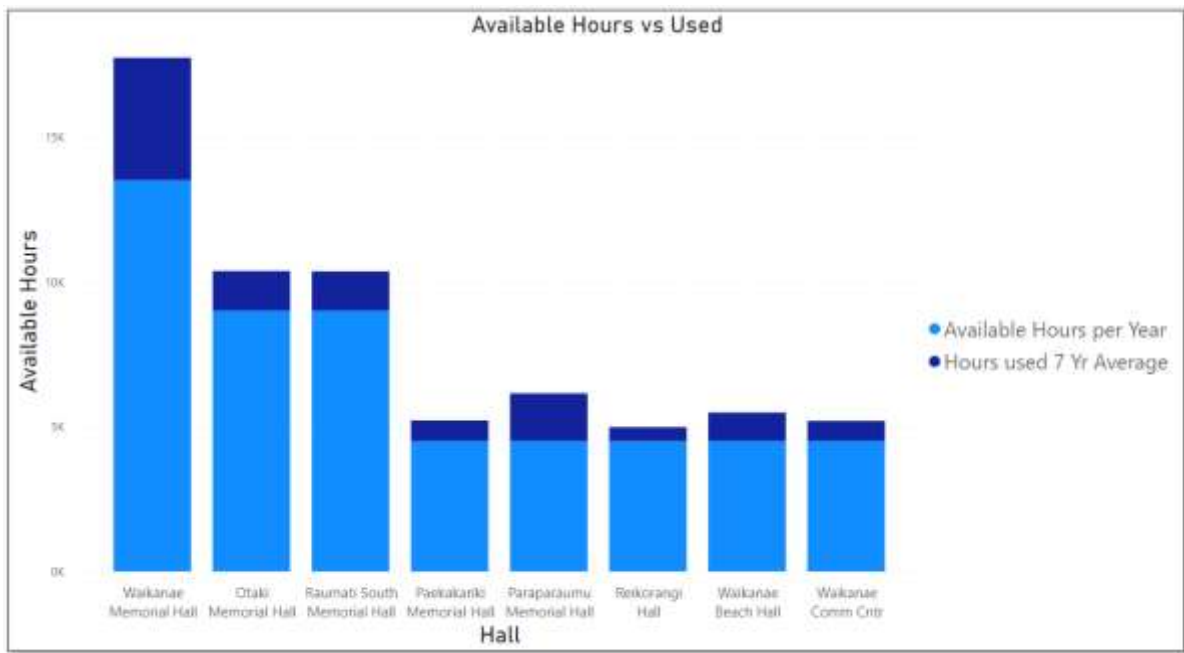
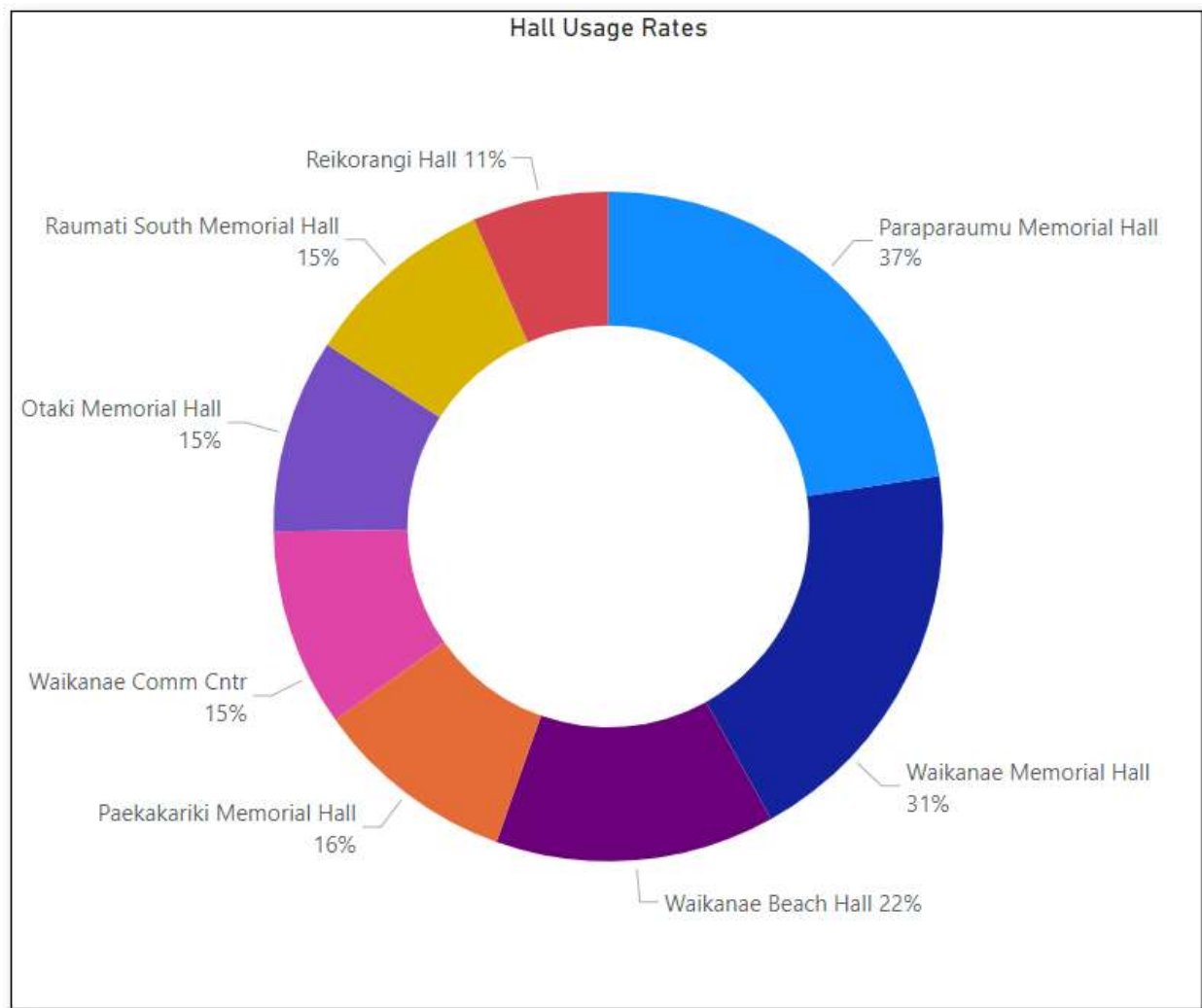


Figure 10 Hall Usage Rates



Halls can be booked from 6am to 12pm most days of the year. From the above analysis Paraparaumu Memorial Hall and Waikanae War Memorial Hall are, on average, the most used halls, followed by Waikanae Beach Hall. The least used is Reikorangi Hall.

Improved sophistication of data collection should include the number of attendees, age groups and type of usage.

Halls are not well used, and on average have bookings 20% of the available time. Ideally, 85% of available hours should be utilised. To see such an increase, options for marketing the availability of halls should be put in place. Currently the only marketing for halls is limited to booking availability on the Council website which is not immediately apparent to the casual observer.

There is opportunity to assess use for indoor sport, join up with sports clubs, or investigate whether a netball court would fit in one or more of the halls. A further option to have permanent staff located in key halls in order to encourage use as a recreation centre and resilient community hub is worth investigating. These options will be part of the improvement plan.

Further, with technological changes over time, our halls have not maintained pace. They do not offer amenities such as wifi, presentation facilities, sound systems or dividers. Upgrades of this nature should be considered in planning renewals or upgrades of all halls where possible.

4.1.2 Key Access – New System

Many existing hall users have their own key access. For the most part this privilege is respected, however on occasion it is not. This creates complications around booking records where some halls are used outside of the booking process.

The new swipe card access system will mitigate the risk this creates and allow council as well as users to have confidence that the hall will be available when it is booked.

It will also provide a higher level of certainty around the hall usage rates and will provide better security to the hall users and the facility.

4.2 Future demand

The Kāpiti Coast District population forecast for 2021 was 57,926 and is now forecast to grow to 80,477 by 2048. Population growth is projected to be higher in Paraparaumu, Waikanae and Ōtaki compared to other wards in the district with a negative growth anticipated in Paekākāriki. The highest growth is anticipated in Waikanae, followed Paraparaumu and then Ōtaki.

Figure 11 Growth %

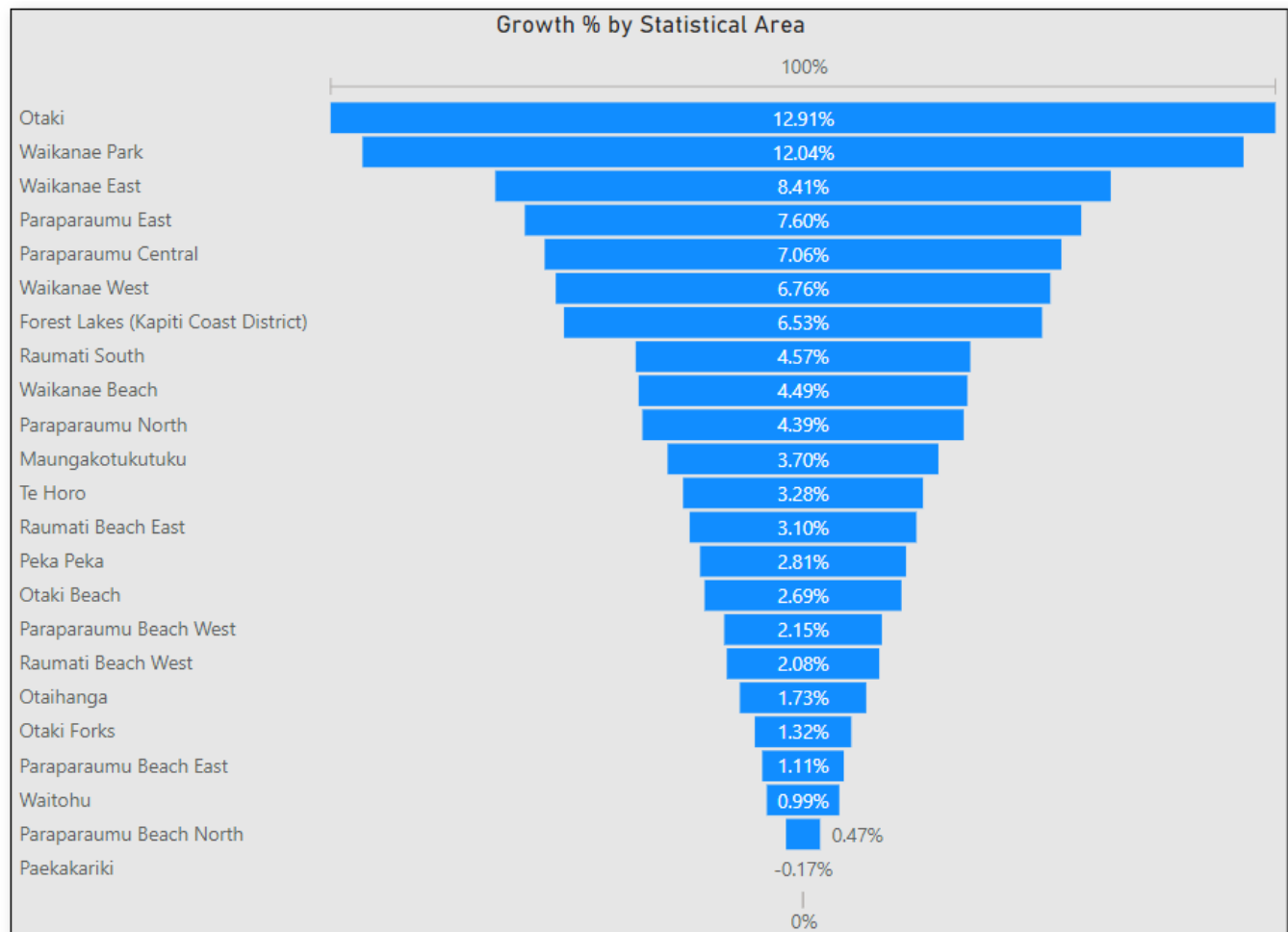
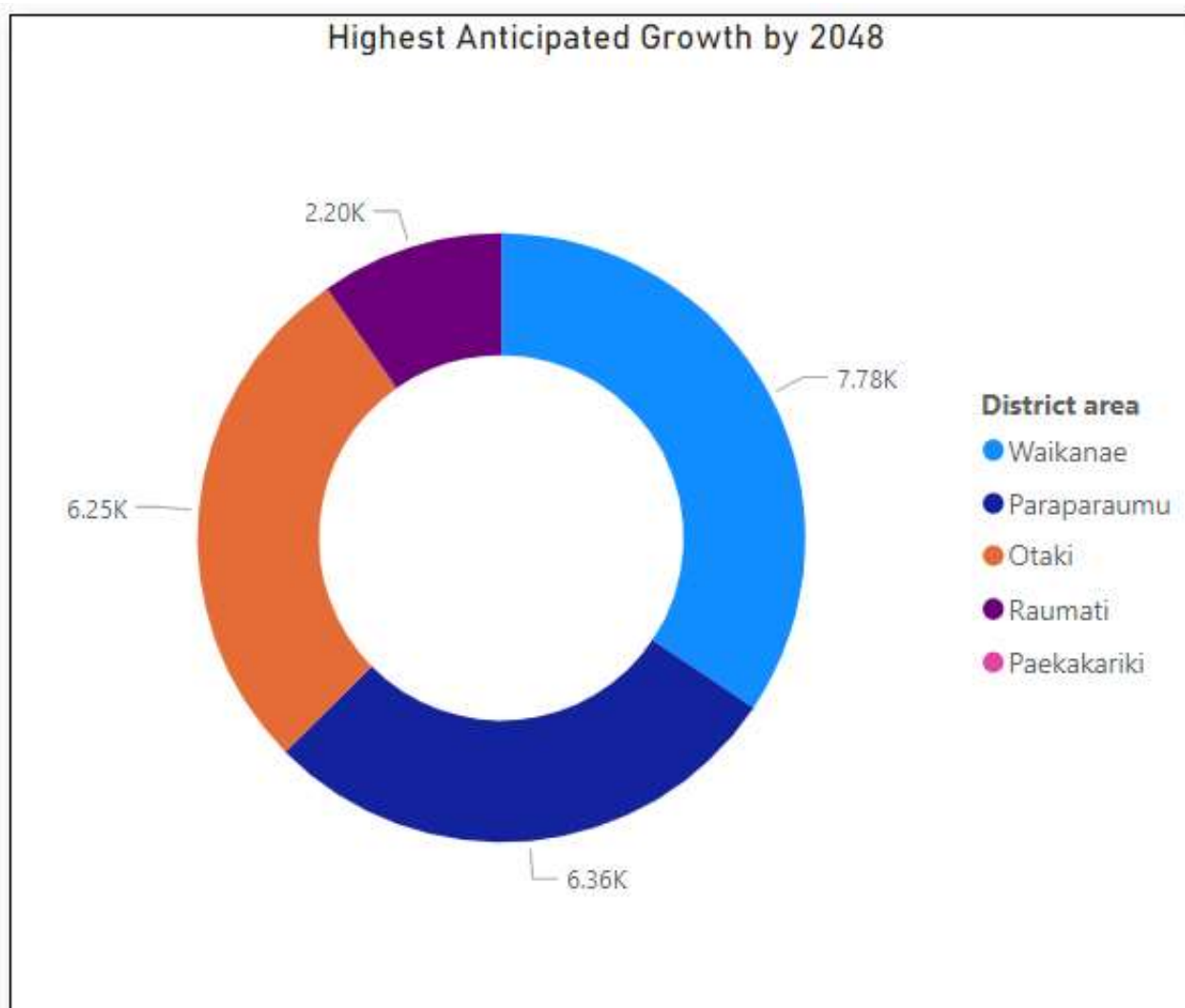


Figure 12 Growth Distribution



4.2.1 Community Halls - Understanding Usage Trends

We currently have limited information about the current use of halls and rely exclusively on booking data and annual customer surveys. Establishing need and future demand will improve with more information and research. Hall booking information is limited to hours of use, but there is only limited information about how many people are present at the event, the age demographic, what the hall is being used for or whether people choose not to book spaces for specific reasons that we are not catering for.

Survey results indicate an overall satisfaction along with some issues which need to be addressed. This feedback has been included in planning, such as replacing the trestle tables, improved heating capabilities, carpet replacements and internal refresh. Some improvement requests, for example kitchen upgrades, are costly and impact bigger funding demands. However, these requests are all considered in the context of planning and other external change drivers, such as community hubs – see [4.3 Central Community Hubs](#).

Council needs also to review how this service fits in with the other non-council provided halls/spaces within the district, and not just in isolation.

4.2.2 Youth Spaces

There is a need for youth spaces which cater to the needs of our Youth. Current halls were designed around the dance hall era post WWII. Culture and needs have changed, and our hall spaces have been slow to keep pace. The plan is to develop a response to this need alongside the development of the Central Community Hubs.

4.3 Community Hubs

Increasingly, multi-purpose, resilient community hubs are replacing older facilities. The Waikanae Library project is a local example of this trend.

Figure 13 Concept Community Hub Type Development



Renewals planned for the Ōtaki Library and Memorial Hall could be changed to an upgrade into a Hub. This opportunity has been enabled by the purchase of the former Harvey Bowler Funeral Home building behind the Ōtaki Library. The building has been demolished and the area is ideally suited for a more modern community facility.

4.4 Demand Review – No Additional Halls

Given the relatively low usage of community halls and centres, we do not anticipate purchasing new sites for additional halls or community centres in the short term. However, there is a definite desire to upgrade the spaces we currently have.

There is a lack of indoor sporting facilities, and this could be an area for further development or upgrade of existing halls to fill this need. For example, there is potential to develop the site with the Waikanae Memorial Hall and the Waikanae Community Centre to provide for additional indoor sport. This is currently a component of the wider feasibility study underway.

4.5 Waikanae Halls

Four of the ten halls are in Waikanae. A new library is also planned that will likely be a community hub.

These halls are all well loved by the community, however there are significant issues with looming costs associated with all five buildings (if the new library is included).

The risk with retaining all five is that scarce funding will see retention of poorly performing assets. An alternative approach could be to consolidate into fewer, better assets in Waikanae, and through partnering with other providers (such as the boat club for example).

4.6 Area for improvement

The table below details the gaps/improvements within the LOS and will form part of the overall Community Facilities improvement plan, see [Appendix B](#).

Gap/Improvement	Impact	Actions
Hall Demand	Full understanding of demand for hall usage, capacity and functions not known.	Engage with the community to understand whether we can improve our hall usage rates. Better monitor current usage using the new access system.

5 Risk Management

5.1 Risk management approach

The risk management process involves continuously identifying the risks and assessing the impact of those risks for Community Facilities and the impact on the organisation. Risks are detailed in the Community Facilities Risk Register which is monitored and reviewed on an annual basis.

Council operates and maintains an active risk register. The risk register records the details of all identified risks, their severity (likelihood and consequence should they happen). Plus, the controls that are implemented to minimise the effects of the likelihood and/or consequence from occurring.

At an operational level, each building and each component within each building has been assessed against a set of criteria to develop a prioritisation that will help influence decision making, response times and inspection frequencies.

5.2 Climate change and Community Halls

Adaptation

Appendix 4 shows halls and flood hazard.

- Ōtaki Memorial Hall is in a ponding zone and close to an overflow path
- Waikanae Beach Hall is in a shallow surface zone and close to an overflow path
- Waikanae Community Centre and Memorial Hall are both in a ponding zone
- Paraparaumu Community Centre is close to a ponding zone
- Paraparaumu Memorial Hall and Community Centre are both close to ponding zones
- Raumati South is close to small ponding areas
- Paekākāriki Hall is sea facing, very close to the coast line and on the edge of a ponding zone

All halls are likely to be more susceptible to flooding and water damage as the result of more intense winds and rainfall. We propose to address this systematically as renewals and upgrades take place.

Mitigation

There is currently a policy in place to replace all lights with energy saving LEDs whenever there is a project or renewal that involves lighting. The same applies to the installation of insulation in halls where roof replacements or ceiling renewals are planned. These actions will reduce energy consumption for the halls.

The Community Facilities team in conjunction with the wider council organisation will look to develop a better understanding of the impacts of climate change at a portfolio level and look at develop a strategy that will address these five key areas:

1. Waste reduction
2. Energy saving
3. Water conservation
4. Social impact
5. Procurement/Supply Chain

5.3 Emergency risk planning

Halls are ideal as places where people can congregate during and immediately following an emergency event. If fitted with emergency generators, radios and wifi, they can become emergency hubs and welfare centres where people can be safe, dry and fed for a short period. It is intended to work alongside WREMO to improve halls as they are upgraded so that they can serve this dual purpose. Halls that are not in tsunami zones or liquefaction zones will be prioritised. Maps of tsunami and liquefaction zones are reflected in the appendices.

The cost of this will be presented in the LTP.

5.4 Hazards and Risks

The variety of halls is reflected in the variety of seismic rating. The Ōtaki Memorial and Waikanae Beach Halls must be strengthened if they are to be occupied post 2033. There is some funding in the LTP for Ōtaki however there is insufficient funding to strengthen Waikanae Beach Hall.

Building	NBS Rating ⁷
Ōtaki Memorial Hall	29%
Paekākāriki Memorial Hall	46%
Paraparaumu Community Centre	100%
Paraparaumu Memorial Hall	80%
Raumatī South Memorial Hall	75%
Reikorangi Hall	55%
Waikanae Beach Hall	15%
Waikanae Community Centre	70%
Waikanae Memorial Hall	69%

The New Zealand Government has legislative drivers that have a direct impact on the community facilities portfolio and how it is managed. In particular:

- Health and Safety at Work (Asbestos) Regulations 2016
- Residential Tenancies (Healthy Homes Standards) Regulations 2019
- Earthquake Prone Building Amendment Act (2016)

⁷ NBS Rating is the National Building Standard rate and means the degree to which a building, or part, meets the seismic performance requirements of the Building Code.

The health and safety of staff, contractors and members of the public are monitored operationally on a routine basis and managed through the Community facilities risk register. Capital works have their own specific health, safety and risk plans.

Should Council fail to comply with the requirements of the new legislation there is a risk of legal and financial implications.

5.5 Asbestos Containing Materials

Unsurprising given their era age, all of our halls have asbestos elements. An asbestos register is kept up to date and regularly reviewed. Along with this we plan to implement annual asbestos checks to ensure any asbestos recommended to be managed in place is still in safe condition or if removal or encapsulation is recommended.

Building	ACM Present	Risk Level	Specialist Recommendation
Ōtaki Memorial Hall	Yes	Low, Very Low	Manage. Remove if part of refurbishments otherwise manage in-situ
Paekākāriki Memorial Hall	No		
Paraparaumu Community Centre	No		
Paraparaumu Memorial Hall	No		
Raumati South Memorial Hall	Yes	Low, Very Low	Manage. Remove if part of refurbishments otherwise manage in-situ
Reikorangi Hall	No		
Waikanae Beach Hall	Yes	Low, Very Low	Manage. Remove if part of refurbishments otherwise manage in-situ
Waikanae Community Centre	Yes	Low, Very Low	Manage. Remove if part of refurbishments otherwise manage in-situ
Waikanae Memorial Hall	Yes	Low, Very Low	Manage. Remove if part of refurbishments otherwise manage in-situ

5.6 Fire Risk

Fire systems in the halls are designed to suit the size of the halls and in all instances are Type 2 fire systems. Type two systems have a single or multizone manual fire alarm system with evacuation and are compliant with NZS 4512.

Each hall is being provided with updated evacuation plans to be placed at the manual call point.

5.7 Areas for improvement

Gap/Improvement	Impact	Actions
Climate Change	Don't fully understand risks from climate change at a property level.	Undertake impact assessments at a property level and use in decision making processes.
Building Hierarchy	Prioritisation/justification of works	Implement building prioritisation use in operational planning.
Maintenance Scheduling System	Reduces risk of excessive reactive maintenance. Allows for better management of funds through effective planning. Allows for identifying trends and early detection of issues and risks.	Implement Maintenance Scheduling System

6 Lifecycle Management

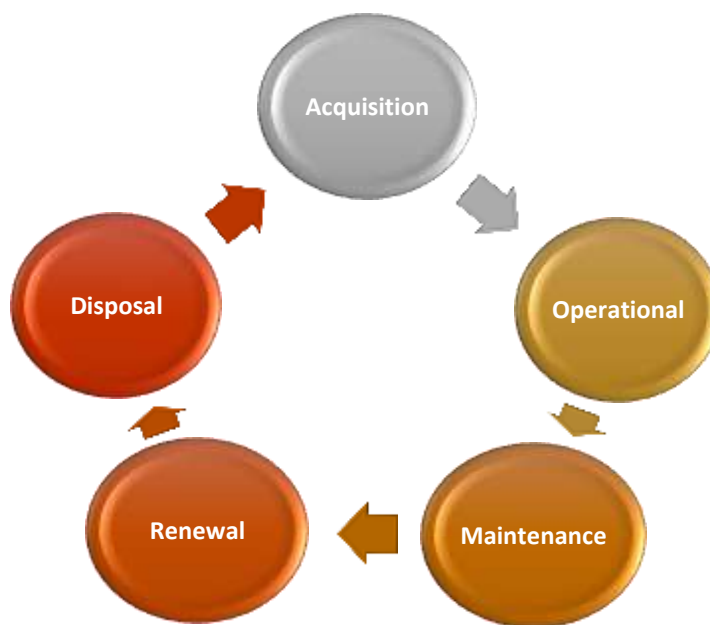
6.1 Overview

The Council takes a whole of life approach to managing assets. The asset life cycle is described in Figure 14 Asset life cycle below. Lifecycle asset management identifies that there are costs that occur at all stages of an asset's life. When acquiring a new asset, it is important to track the anticipated costs for the full life of the asset including acquisition, maintenance and operational costs, administrative costs, depreciation, renewal, and disposal costs.

The asset, once created, will always be in a state of decline, and regular maintenance and condition assessments ensure that an appropriate level of service is provided. The useful life of an asset is impacted by several factors such as:

1. Physical properties – what it is made of, how it was built, different components that make up the asset, operational and maintenance needs.
2. The environment in which the asset resides – climate, socio-economic influencers.
3. Customer requirements – willingness to pay, expectations, demands, level of use.

Figure 14 Asset life cycle



Cycle	Description
Acquisition	The asset is acquired through capital expenditure or other Council processes to satisfy an identified need.
Operations and Maintenance	Routine maintenance is the work that is required to keep the facility assets in a safe and serviceable condition. Work undertaken ranges from cleaning, painting, small repairs, replacing light bulbs. Work is prioritised based on a number of factors; Building Priority, Asset Component, Level of Service. Work is identified through Service Requests (SR) and inspections.
Renewal	Asset are renewed when it is more cost effective in the long term to replace rather than continue to maintain the asset, determined through the analysis of condition and cost information. Renewal expenditure includes the replacement of assets to restore an asset to its original level of service, i.e. capacity or required condition. Creating a renewals programme is complex undertaking with several processes influencing the outcome and in managed through the SPM Assets software
Disposal	Finally, at the end of the asset's useful life, it is removed from service and either sold, re-purposed, or decommissioned. Although the asset has no business value anymore, it may still need to be disposed of efficiently to ensure it does not harm nature or society. If however there is still an operational need for this type of asset, a replacement can be purchased and the life cycle begins again with the acquisition of a replacement.

6.2 Asset Acquisition

The Council has no plans or intention to acquire or build new assets. The focus is on looking after existing infrastructure.

6.3 Operations and Maintenance

Maintenance strategies cover the practices that we employ to operate and maintain the buildings to achieve the optimum use of the asset and the agreed service levels. Council keeps the buildings suitable, accessible, safe and well maintained by carrying out planned, cyclic and responsive maintenance. Maintenance of an asset does not increase the asset's service potential or keep it in its original condition. It slows down deterioration and delays the need for rehabilitation or replacement. It is a way of ensuring that an asset continues to deliver at the required level of service.

Maintenance is generally undertaken through visual inspection and a fit-for-purpose evaluation process. There are three main types of maintenance activity:

- Routine – The regular ongoing day-to-day work that is necessary to keep assets at their required standard, such as regular cleaning.
- Cyclic – Planned and preventative maintenance such as regular maintenance of HVAC systems, lifts and fire systems.
- Reactive – such as minor repairs to damage buildings such as vandalism and emergency repairs.

6.4 Renewals, Upgrades and New Assets

Over the first 4 years of the proposed programme there is \$13.4m assigned to renewals and upgrades for assets that are reaching end of life or that are no longer fit for purpose. Included in this is \$7m for the upgrade of the Paraparaumu Community Centre, originally \$5m. These will be presented in the Long-Term Plan.

An indication of planned renewals are:

- Roof replacement
- Repaint internal and external
- Toilet renewals
- Asbestos Removal
- Trestle table replacements

Below is a high-level overview of the renewals and upgrades required across the Hall and Community Facilities portfolio. This and does not include operational, depreciation and reactive maintenance.

Figure 15 Renewals Proposed

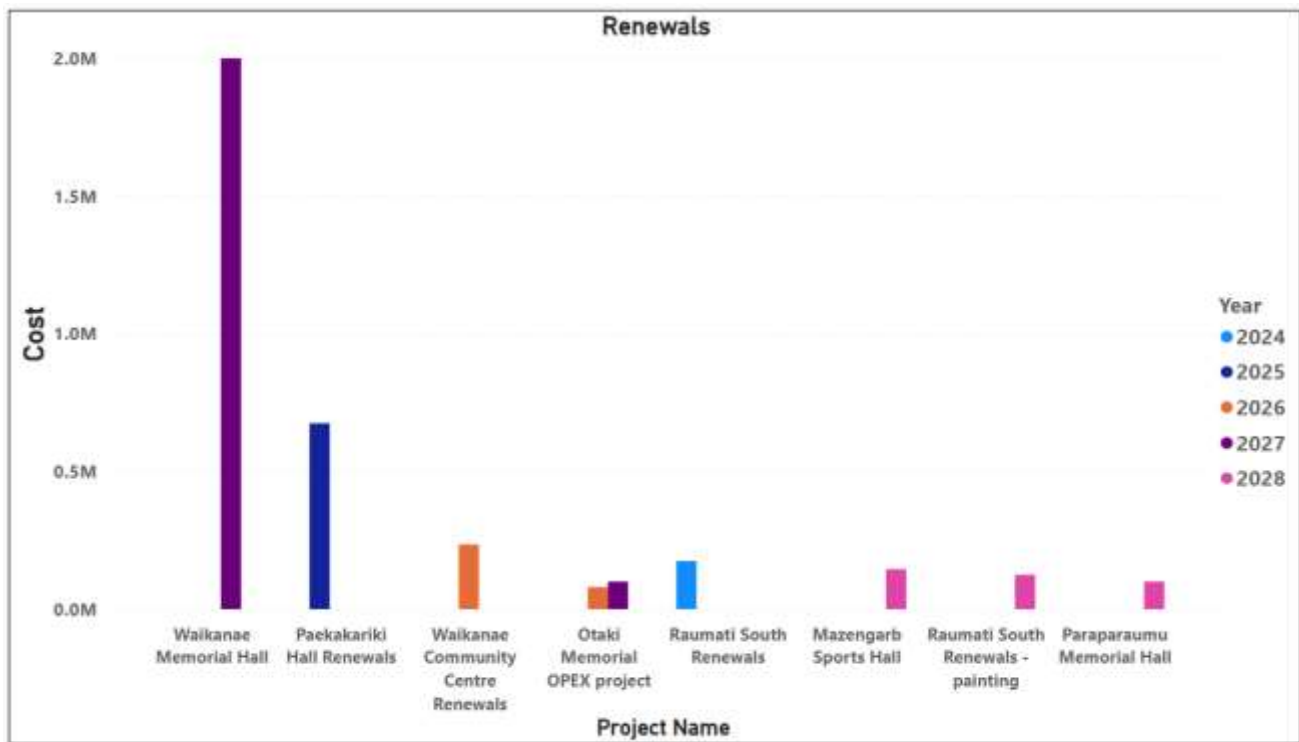
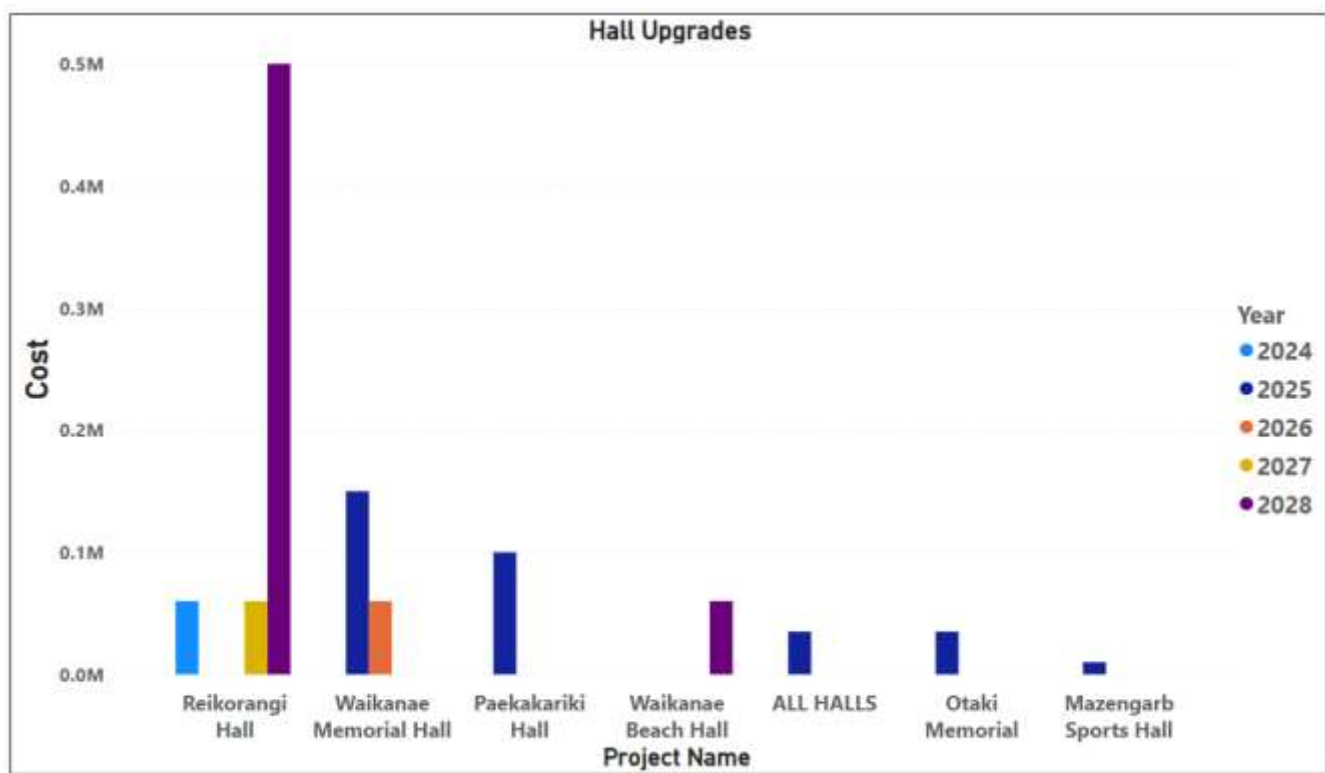


Figure 16 Upgrades Proposed



While the Reikorangi upgrade looks impressive, in truth the building is in poor condition and this expenditure will not substantively change what is on offer.

6.5 Disposals

There are no halls or community centres identified for disposal in the period of this AMP. However, the Waikanae Beach Hall will fall into this category in the next few years.

6.6 Condition

Assets are condition assessed and given a grading, which will give an indication of what remaining life is left for the asset or component. Assessing components or assets is also known as Condition Grading and refers to the assessed state of an asset. This value is used in establishing the calculated remaining life of components. Condition ranges from C1 to C5, with C1 considered superior condition. An item in C1 is assumed to have 100-55% of its life left, C2 has 54-37%, C3 has 36-25%, C4 has 24-11% and C5 has 10-0% left. Furthermore, deterioration happens much faster after the component has reached over 50% of its life.

Figure 17 Deterioration curve

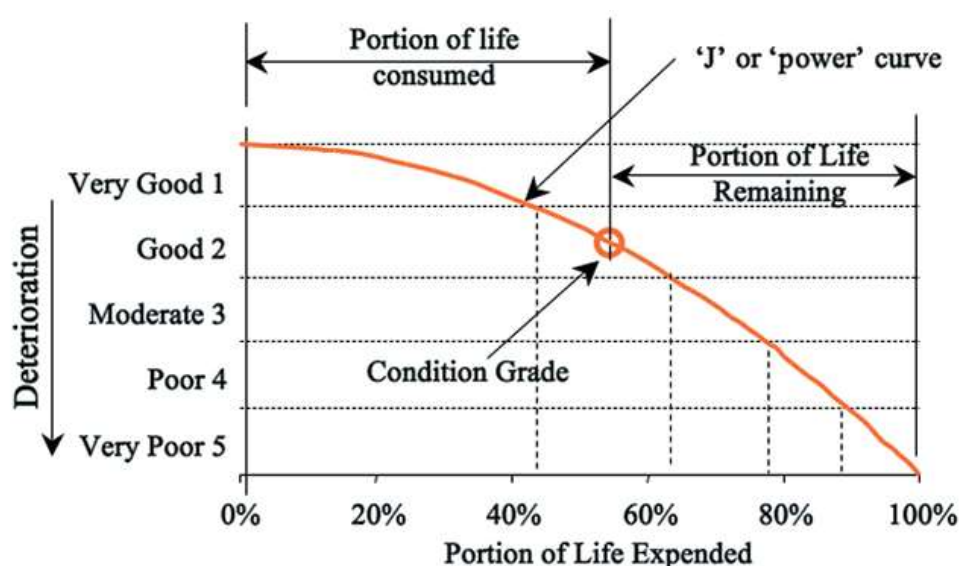
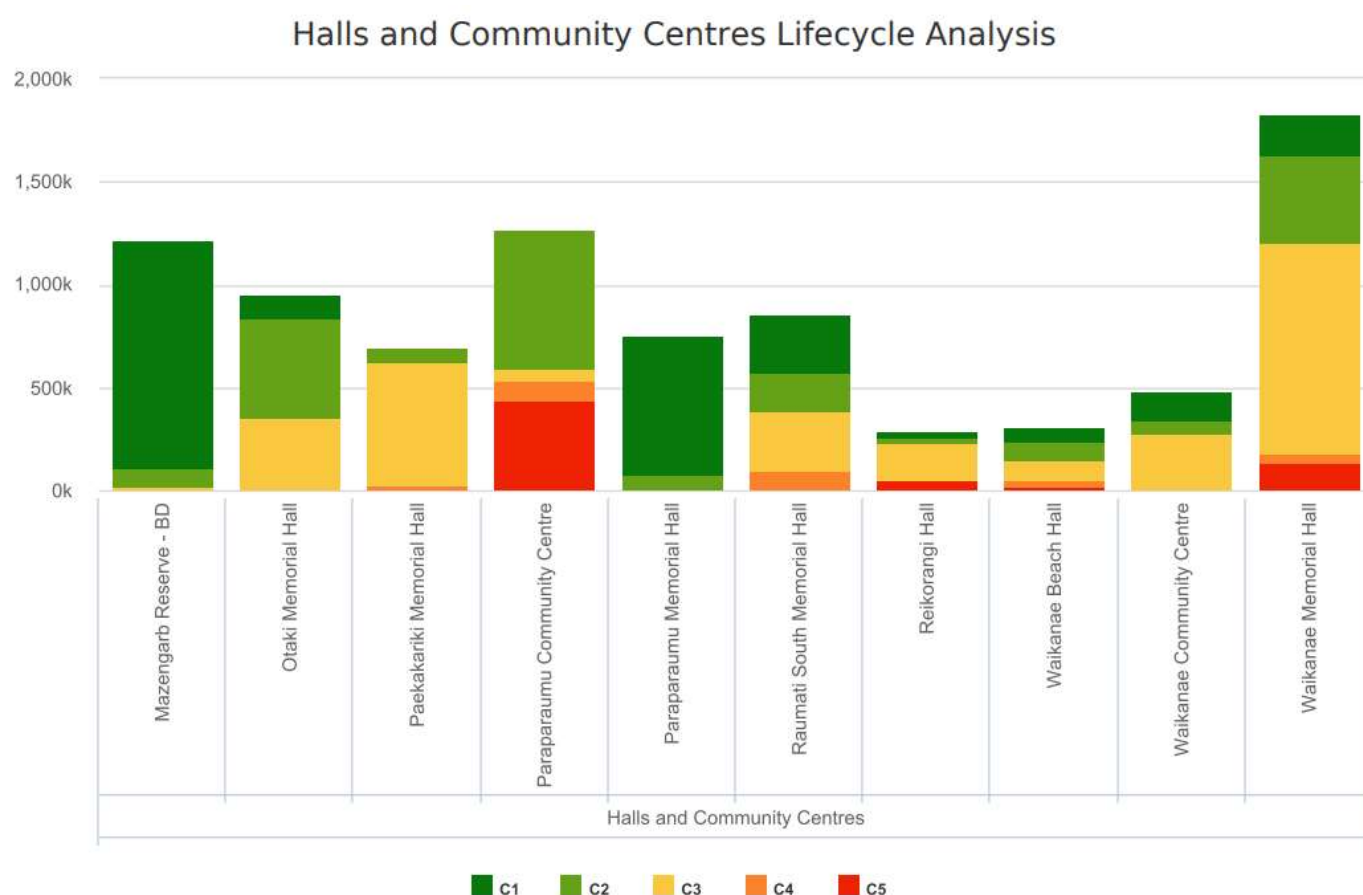


Figure 18 below shows the overall condition of the council owned properties. Much of the property is beyond 50% of remaining life (C2). As such, a fair bit of investment is going to be needed in the short to medium term.

Figure 18 Halls and Community Centre Life Cycle Analysis



Condition assessments for Halls and Community Centres owned properties were complete by 31 May 2023. This improved the level of confidence in the data and about the level of renewals needed. The activity also confirmed the knowledge that it is an aging portfolio with historically deferred renewals. Data improvement is on-going.

6.7 Asset description

6.7.1 Halls and Community Centres

Most of the memorial halls are dated and need of several renewals or upgrades. We have begun this process and so far, Paraparaumu Memorial Hall was completed in 2021, Raumati South Memorial Hall is in progress and Paekākāriki Memorial Hall is planned for 2025.

Name	Area	Year Built
Ōtaki Memorial Hall	Ōtaki	1955
Paekākāriki Memorial Hall	Paekākāriki	1952
Paraparaumu Community Centre	Paraparaumu	1997
Paraparaumu Memorial Hall	Paraparaumu	1954
Raumati South Memorial Hall	Raumati South	1952
Reikorangi Hall	Reikorangi	1895
Waikanae Beach Hall	Waikanae	1970
Waikanae Community Centre	Waikanae	1991
Waikanae Memorial Hall	Waikanae	1981
Mazengarb Hall	Paraparaumu	2018

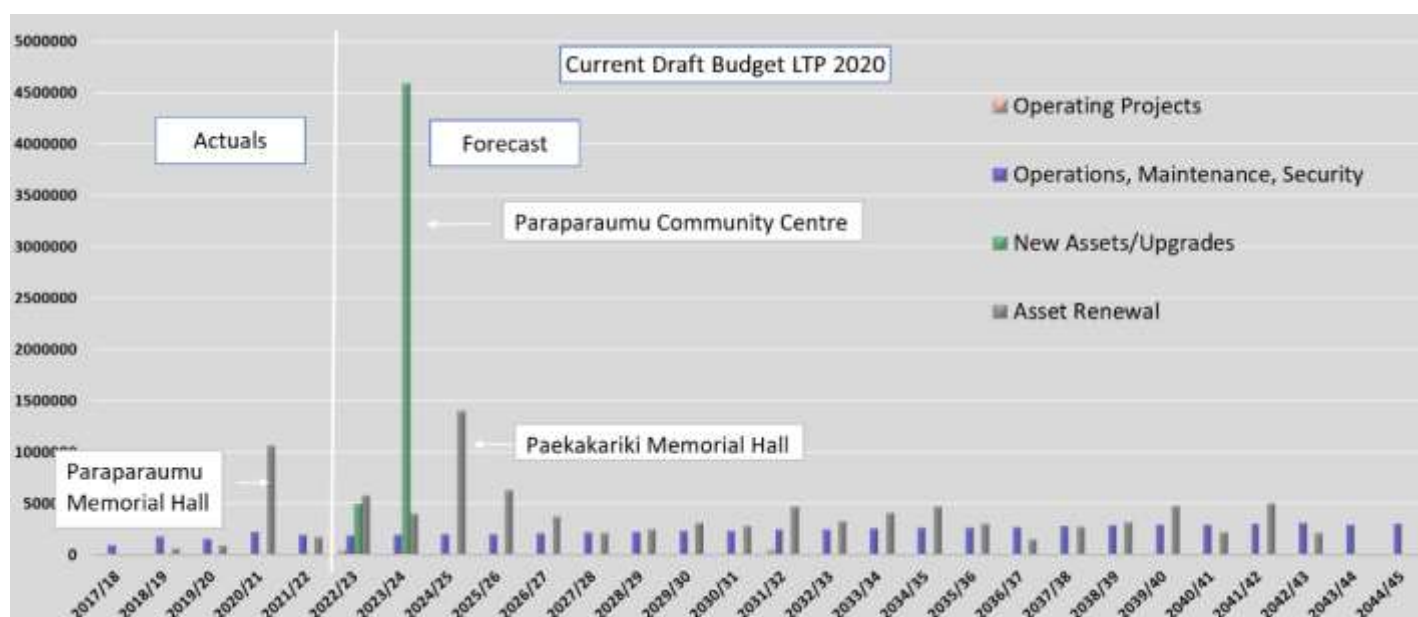
7 Financial Summary

This section contains the financial requirements resulting from the information presented in the previous sections of this Activity Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial overview

The financial overview is a summary of the CAPEX and OPEX for the Halls and Community Centres. The current 2020 LTP budget is shown below. There are new recommendations to be considered for the 2024 LTP.

Figure 19 Current Draft Budget LTP 2020



Following the condition assessments, HVAC reviews, drone roof and electrical inspections there is updated data and new information about the halls.

Some of the larger CAPEX projects planned over the first four years of the 2024 LTP are listed in the table below.

Hall	Annual Opex (000)	Renewals 4 yrs (000)	Upgrades 4 yrs (000)	Upgrades for Emergency Hubs
Paraparaumu Community Centre	\$58		\$7,000	
Ōtaki Memorial Hall	\$55	\$180	\$38	
Paekākāriki Memorial Hall	\$31	\$675	\$100	
Paraparaumu Memorial Hall	\$48	\$120	\$4	\$30
Raumati South Memorial Hall	\$47	\$125	\$4	\$30
Mazengarb Sports Hall	\$53	\$120	\$17	
Waikanae Community Centre	\$39	\$210	\$4	
Reikorangi Hall	\$29		\$624	\$30
Waikanae Beach Hall	\$32		\$1,064	
Waikanae Memorial Hall	\$57		\$2,214	\$30

Emergency hub upgrades will include generators, wifi, water storage and defibrillators.

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is kept current and accurate.

Operating expenses increase due to improved information around when renewals are due and planned through SPM Assets Lifecycle Analysis and a catch up on renewals not completed on time in previous years. We are also moving away from being predominantly reactive in our maintenance approach to proactive and preventative. This means the planned operation expenses will increase and we anticipate this will see a reduced reactive maintenance over time as a result.

We have completed the operational expenses review and the next step in the process is to consider a procurement process to obtain the best price and service to deliver for the community.

Some of the flow on effects of the operational expenses review will be seen in the short term and others in the longer term:

- Improve planned renewals to reduce reactive maintenance
- Improved Procurement Process
- The existing policy for Community Halls is 10-20% fees funded and 80-90% rates funded.
- Future Focus - We anticipate that the maintenance and renewal costs will further increase over the next 5-to-10-year period as we transition into a more evidence-based approach to renewals. Asset valuation and depreciation

Appendix 1 - Relevant statutes and policies

In managing the Hall and Community assets, Council must comply with the following:

Legislation relevant to activity	
Act	Description/Impact
Local Government Act 2002	Sets out the obligations of all Council and Council Controlled Organisations (CCOs) regarding provision of public services and associated regulatory and enforcement powers. Schedule 10 requires Council to meet the current and future needs of communities for good quality local infrastructure and public services that are cost effective. Section 11A(e) outlines that museums, recreational facilities and community amenities are core services of local authorities.
Resource Management Act 1991	The RMA is the main piece of legislation that sets out how we should manage our environment. It is based on the principle of sustainable management. This involves considering effects of activities on the environment now and in the future when making resource management decisions.
Building Act 2004	It is the primary legislation governing the building industry. Its purpose is that: people can use buildings safely and without endangering their health. buildings have attributes that contribute appropriately to the health, physical independence and wellbeing of the people who use them. A Building Warrant of Fitness (BWOF) is a statement supplied by a building owner, confirming that the systems specified in the compliance schedule for their building have been maintained and checked in accordance with the compliance schedule for the previous 12 months, and that they will continue to perform as required.
Health and Safety in Employment Act 2015	Ensuring employees' health, safety, and welfare at work; Protecting non-employees against the health and safety risks arising from work activities; and. Controlling the keeping and use of explosive or highly flammable or dangerous substances.
Reserves Act 1977	The Reserves Act 1977 was established to acquire, preserve, and manage areas for their conservation values or public recreational and educational values.
Property Law Act 2007	The purpose of this Act is to restate, reform, and codify (in part) certain aspects of the law relating to real and personal property
Public Works Act 1981	Public works, such as roads, often cannot be built without affecting private landowners and their interests in land. Under the Public Works Act 1981, the Crown has the power to acquire land to ensure these works can proceed. Compensation is paid to the landowners for the land acquired.
Heritage New Zealand Pouhere Taonga Act 2014	The purpose of this Act is to promote the identification, protection, preservation, and conservation of the historical and cultural heritage of New Zealand.
Fire Safety and Evacuation of Buildings Regulations 2006	This specifies the level of evacuation procedures needed for ensuring the safe, prompt, and efficient evacuation of the building by occupants during a fire emergency.
Earthquake Prone Building Amendment Act (2016)	The Building (Earthquake-prone Buildings) Amendment Act 2016 is the new system for managing earthquake-prone buildings (EPB) and came into effect from 1 July 2017. This new legislation addresses recommendations from the Canterbury Earthquakes Royal Commission and the findings of a comprehensive review by the Government. It standardises the rules and processes that apply to EPB nationally, considering seismicity around New Zealand. The new system is a single national policy framework. The objective is to protect people from harm in an earthquake balanced with the costs of strengthening or removing buildings and the impact on the built heritage. The legislation defines a new category of priority buildings in high and medium seismic risk areas. Those buildings include certain education buildings, some hospital buildings, and buildings used as emergency shelters and for emergency services. New Zealand has been categorised into three areas of low, medium, and high seismic risk. National timeframes for territorial authorities to identify EPB and deadlines for building owners to remediate these buildings will be set relative to their location and level of seismic risk.

Policies and strategies relevant to activity	
Policy / Strategy	Description / Impact
Community Facilities Strategy	Provides a high-level understanding of the community facilities the district has now and those that the Council considers will likely be required in the future as our community's needs change.
Procurement Policy*	Defines KCDC's approach to the procurement of goods and services to support the community in an affordable and efficient manner and provides a standardised approach to procurement for all departments.
KCDC Long Term Plan	Required document under Local Government Act, section 93. Contains financial forecast statements for each activity (including buildings and pensioner housing) over the ten-year period.
KCDC Financial Strategy	Sets out how Council funds its activities, projected debt levels and management of investments.
KCDC Infrastructure Strategy	Shows the current and expected upcoming key infrastructure issues and significant projects and expenditure for the next 30 years.

Standards relevant to Activity	
Standard	Description/Impact
Building Code	The Building Code fits in with the Building Act and lays down a range of requirements relating to built assets which the Community Facilities team consider in managing the portfolio of the group. All new building work must comply with the Building Code, which sets out performance standards that buildings must meet. It covers aspects such as structural stability, fire safety, access, moisture control, durability and services and facilities.
AS/NZS 4360:2000 Risk Management for Local Government	Guidelines for assessing risks and developing risk management strategies
AS/NZS 3500.2:2003 Plumbing and Drainage – Sanitary Plumbing and Drainage	This standard specifies the requirements for the design and installation of sanitary plumbing and drainage from the fixtures to a sewer, common effluent system, or an on-site wastewater management system, as appropriate. The Standard applies to new installations as well as alterations, additions, or repairs to existing installations
AS/NZS 3000:2007 Electrical Installations (Australian/New Zealand Wiring Rules)	Provides requirements for the selection and installation of electrical equipment, and design and testing of electrical installations, especially regarding the essential requirements for safety of persons and livestock from physical injury, fire, or electrical shock
NZS 4512:2003 Fire Detection and Alarm Systems in Buildings	Provides specifies, users, manufacturers, suppliers, installers, and maintenance persons with requirements to enable a fire warning from a fire alarm system in a building to operate at the earliest practicable moment to facilitate appropriate emergency measures
NZS 4241: 1991 Public Toilet Facilities	Provides for the provision of safe convenient-to-use public toilet facilities of appropriate design and quality, using self-contained toilet units and gives guidance on the basic care and maintenance of the facilities and units.
International Infrastructure Management Manual 2015 & IIMM55000	Provides for strong governance and accountability, more effective and sustainable decisions, enhanced customer service, effective risk management and improved financial efficiency.

Appendix 2 – Improvement Plan

No.	Improvement Area	AMP Ref. No.	Action	Priority	Indicative Timeframe		
					2024/25	2024/26	2026/27
1	Appendix 4 Strategic Alignment	1.1	Consider more efficient lighting components in all halls. Implement energy efficiency improvement plan	H			
		1.1	Develop long term plan for each building considering adaptations to mitigate risks of climate change for flooding	H			
		1.1	Improve usage rates of low usage halls (also 4.5)	H			
		1.1	Ensure lighting and visibility adequate	M			
2	Demand Management	4.4	Waikanae Community and Memorial Hall extension, permanent staff on-site option investigate	H			
		4.5	Engage with Community to improve hall usage	M			
3	Risk Management	5.3	Emergency Risk Planning – review placement of community hubs	H			
		5.6	Implement Maintenance Scheduling System	H			

Appendix 3 – Links to Council Strategy

Well-being	Issue		Positive	Negative	Mitigation	Active
 Natural Environment Restored and enhanced progress to low carbon future	 Waste	Waste generated by renewal works.	Assets are upgraded to a better standard/quality/efficiency	Waste from renewals goes to landfill. Older building likely to have some hazardous materials present e.g., asbestos.	Waste Management Plans for all major works. Asbestos Register and Plan	In Place
	 Power	How facilities are powered and use of inefficient lighting components.	Opportunity to install LED when conducting significant renewals.	Potentially high capital costs to undertake a bulk change over.	Monitor and report on usage. Implementing energy efficiency improvement plan.	Improvement Plan
	 Climate	Climate change and impacts of storm surge, sea level rise, increase in number of hot days over 25°C and increase in significance of these events.	Facilities able to withstand the effects of climate change.	Costs may outweigh benefits of adding resilience on some buildings.	Resilience and risk audits of current building stock. Consider how renewals can be done with lower environmental impact while using sustainable resources. Develop long term strategies for all buildings.	Improvement Plan
 Economic Economy is prosperous and has opportunity	 Utilisation	Community facilities may be under or overused depending on size, location, and availability.	Better understanding of the community needs. Adjusting to demonstrated need.	This has an impact on budgets for operational and renewal expenses.	Collect demand and use data. Budget smoothing and planned vs reactionary maintenance. Improving usage rates of low usage halls	In place Improvement plan
	 Safety	The design, age and percentage of NBS of some community halls and centres	Facilities will be safe. Reduce the risk to council.	Increased maintenance and renewal costs due to historically deferred renewals.	Procurement plan for better use of money. Long term Plan for replacement and renewals clearly articulated.	In place with continuous improvement
 Culture Sense of belonging	 Listed Buildings	Historical places owned by Council are complicated to renew and maintain	Retain the culture and identity of Kāpiti.	Costs can be high to fix older building in comparison to building new.	Making good use of the guidelines in 'Heritage New Zealand Pouhere Taonga Act 2014' and other available resources for historical places.	In place

 Social Live and thrive	 Hygiene	Unhygienic facilities	Supporting activities at halls and community centres	Illness and diseases. Negative publicity. Reduction in use.	Regular cleaning regimes for all facilities.	In place
	 Vandalism	Vandalism and Graffiti	Clean, tidy building frontage	Anti-social behaviour. Eye sore. Cost	Efficient clean-up and repair responses to reports of vandalism and graffiti. Ensure lighting and visibility adequate.	In place Improvement plan

Appendix 4 – Maps - Halls



Council Halls and Liquefaction (GNS 2018)



Council Halls and Tsunami Notification Areas



Council Hall

Tsunami Evacuation Zones



Tsunami Notification Area Red



Tsunami Notification Area Orange



Tsunami Notification Area Yellow

