



South Wairarapa District Council

Greytown Town Centre

Management Plan

November 2010



DOCUMENT CONTROL SHEET

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EXECUTIVE SUMMARY

Introduction

Greytown has had three town halls over the past 141 years of its colonial history. The first was built in 1869 on the corner of Main and Church Streets and was in use until 1889 when it was destroyed by fire. The second, located to the west of Main Street and known as the Palace Hall was privately owned and used as a community centre over the period 1889-1906 until it too was the casualty of fire.

The third and current town hall was refurbished in 2006-07 and renamed the Greytown Town Centre (GTC). The refurbished building was officially opened in July 2007, 100 years after its original opening ceremony.

This Plan is a sub-set of Council's Amenities Activity Management Plan specific to the future management of the GTC.

Purpose of Management Plan

The reasons for this management plan are twofold. The first is to fulfil a condition of funding approval dating back to April 2005. The Greytown District Trust Lands approved a substantial grant towards the cost of restoring and refurbishing the Greytown Town Hall on the condition (*inter alia*) that Council retained ownership of the property and took responsibility for the future maintenance of the buildings and its fittings.

Secondly, and of longer term importance, the Plan provides Council with a structured planning document to guide future planning and funding decisions for the asset that will ensure its cultural heritage value is maintained.

This Plan is a living document. This first version has been drawn from an initial assessment of available records of asset data from the building renovation project and a visual inspection. It provides the benchmark for the planning of future asset management of the GTC through processes involving regular reviews, detailed inspections, consultation with users and updating. Inherent in this is a process of constant improvement. The section headed "Improvement Plan" sets out the areas where assumptions underpinning forward planning advice warrant further attention.

Links to Community outcomes

The GTC directly contributes to the following community outcomes:

Community Outcomes	How the GTC contributes
Healthy & economically secure people.	By providing an amenity to assist an active community.
Educated & knowledgeable people.	By providing a library service as an integral part of the GTC amenity.
Vibrant & strong communities	By providing an amenity for the Greytown community that connects with its past and thereby engenders a sense of belonging and pride.

Community Outcomes	How the GTC contributes
Sustainable South Wairarapa	By providing an amenity that is managed to remain sustainable

Goals and Objectives

The goals for the GTC are to:

- a) Ensure that the heritage value of the GTC is maintained and preserved as a signature-piece of colonial district architecture housing services and facilities for future generations of residents and visitors to use and enjoy

The objectives are:

- a) To meet the required levels of service in the most cost effective way through the creation, operation, maintenance, renewal and disposal of the facility to provide for existing and future users
- b) Ensure that an important heritage building is maintained
- c) To provide enhanced library and heritage archival services including provision of a home for the consolidated archive of Greytown and South Wairarapa District
- d) To bring other community services to one convenient site.

The GTC management plan has been developed to:

- a) Meet Council's obligations under the letter of funding approval from Greytown District Trust Lands dated 21 April 2005
- b) Provide the linkage between Council's goals and objectives for GTC and the current levels of service.
- c) Provide a detailed description of GTC assets that Council owns and manages.
 - a) Estimate the financial expenditure requirements for the next ten years including operation, maintenance, renewals and capital expenditure.
 - b) Describe the current value of the GTC assets
 - c) Show how the GTC will be managed in order to achieve levels of service and meet demand for services
 - d) Identify opportunities for improving the quality of the GTC Management Plan and the estimated timeframe for implementation of those improvements.

Effects of Facility on Community Wellbeing

The GTC has a number of effects on the social, environmental, economic and cultural wellbeing of the community:

Wellbeing	Positive Effects	Negative Effects
Social	<ul style="list-style-type: none"> • Venue for community activity and social interaction • Education through the hosting of the Greytown library and storage of historical information 	<ul style="list-style-type: none"> • None identified

	<ul style="list-style-type: none"> relating to the Greytown district A safe repository for storage and archiving of the District's history 	
Environmental	<ul style="list-style-type: none"> Improved amenity values Public toilets 	<ul style="list-style-type: none"> Increased activity – pressure on traffic and pedestrian areas
Economic	<ul style="list-style-type: none"> Draw-card to area e.g. history, function venue, library Events and general attractions e.g. art exhibitions More direct / indirect spending within the district through increased visitation from events/facilities hosted at the GTC 	<ul style="list-style-type: none"> Cost of owning and operating facility - not self funding (economic benefits are indirect i.e. by association)
Cultural	<ul style="list-style-type: none"> Heritage education Preservation of local history and heritage Provides community with venue for increased variety of activities Promotes retention of district character Maintains heritage of physical landscape 	<ul style="list-style-type: none"> None identified.

Table: Significant effects of the amenity

Levels of Service

Levels of service are determined by Council's understanding of customer needs such as through user surveys and interaction with facility users.

The current levels of service (LOS) area as published in Council's 2009-19 LTCCP. They are generic to the Amenities significant activity, rather than specific to the GTC. They are based on the overarching objectives of ensuring that adequate recreation and cultural facilities are provided for the residents in the district, meeting the required levels of service in the most cost effective way, and encouraging community utilisation of the facilities.

Service Level	Key Performance Indicators	Baseline Performance (2008/09)	Performance Target	How it will be measured
Town Hall				
The hall is available for people to book	% of available hall hours used	New	45%	Council records

<i>Service Level</i>	<i>Key Performance Indicators</i>	<i>Baseline Performance (2008/09)</i>	<i>Performance Target</i>	<i>How it will be measured</i>
Town Hall				
through a booking system				
Public Toilets				
Public toilets are convenient, clean and safe	Ratepayers and residents satisfied with public toilets facilities	47% (2005)	55% by 2011/12	Community satisfaction survey in 2011/12
Library				
	Taking programmes out into the community and providing a wide variety of programmes in the library	New	3 per library	Wairarapa Library Service
	% of ratepayers and residents satisfied with libraries	95%	95%	Wairarapa Library Service annual survey
	% of ratepayers and residents satisfied with libraries	83% (2005)	95% by 2011/12	Community satisfaction survey in 2011/12

The above levels of service are the key customer/ community related levels of service. Additional technical and regulatory levels of service, which often determine the minimum levels of service, are included in the main body of the Management Plan

The process leading to the final design of the GTC refurbishment plan followed a significant level of community engagement. The services to be provided at the facility were part of that. Council has not carried out any formal consultation with customers on the levels of service options for the services provided such as library and public toilet hours. Apart from technical and regulatory requirements, it has been assumed that the current service levels are those expected by the community and other users. Testing this assumption is included in the improvement programme and may be reinforced by other strategy studies carried out by Council e.g. a hall or recreation strategy.

Future Demand

The key issues impacting on demand forecasts for use of the GTC facility are:

- a) An aging population and demographic profile - the district is over-represented in the over 65 age bracket, is under represented in the under 5 years bracket and has a high proportion of childless families, in comparison with the national average
- b) The need for the facility to be relevant to community needs
- c) An increase in demand for access to the GTC outside normal working hours
- d) An apparent stabilisation in District population
- e) The impact of increasing demand for tourism related information
- f) Access to technology

The growth in the visitor/tourism industry, changing work patterns and the increased importance placed on leisure time mean that the opening hours available for public access to the GTC will need to be sufficiently flexible to accommodate the shift in demand for access to services such as the library, public toilets, visitor information and the Council service centre outside normal operating hours.

Managing peak demand for use of GTC will allow utilisation of the facility to be optimised within its existing capacity. This can be achieved through the use of systems that balance compatible user demand with available space. The following strategies will enable this objective to be met:

- a) Structuring the use of the facility to achieve a balance between general accessibility requirements (e.g. the library), hours of use and compatible bookings (e.g. special events or exhibitions, or as a meeting venue)
- b) Recovering costs by charging users, taking into account their ability to pay, market rates for commercial use versus community use, assessing public and private benefit, and Council objectives for community use of the facility.
- c) Developing a booking system which sets out the hiring process, conditions of use, hire charges, hall equipment and damage and cleaning bond requirements.

A booking policy for the GTC needs to be established and the associated charges reviewed on an annual basis taking account of:

- Community versus commercial use
- Regular versus one-off use
- Age group of users
- Resident versus non-resident usage

Existing Asset Components and Condition/Performance Ratings

The GTC facility comprises the following asset components. Condition and performance gradings are based on a visual walk-over inspection in October 2010. Given the recentness of the refurbishment project in 2006/07, the condition and performance of most of the building components is excellent to good. However, there are some minor areas where the early stages of deterioration are apparent and need to be addressed through routine maintenance treatments.

Asset Type	Asset Component	Condition Grading	Condition Data Confidence	Performance Grading	Performance Grading Confidence
External					
Structural frame	250 UB beam	1	C	1	B
	PFC portal	1	C	1	B
	150 PFC beam	1	C	1	B
	Steel CHS column	1	C	1	B
	Posts	1	B	1	B
	Lintels	1	C	1	B
Roof	Roof cladding	1	A	1	A
	Roof framing	2 (sagging evident in cladding, NE end)	B	1	B
	Chimneys/vents	1	A	1	A
Spouting	Guttering and spouting	1	A	2 (leaf blockages)	A
Exterior walls	Horizontal timber weatherboards	2	A (viewed from GL)	1	A
	Translucent insulated cladding (north side)	1	A (viewed from GL)	1	A
	Zincalume cladding	1	A (viewed from GL)	1	A
Joinery	Windows timber double-hung	1	A	1	A
	Windows timber fixed	1	A	1	A

Asset Type	Asset Component	Condition Grading	Condition Data Confidence	Performance Grading	Performance Grading Confidence
	Windows new type	1	A	1	A
	Louvre vents joinery	2 (handle broken on 1 louvre)	A	1 (can't open louvre with broken handle)	A
Glazing	All glazing	1	A	1	A
	Clerestorey glazing (fly tower)	1	A	1	A
Doors	Doors - solid timber	1	A	1	A
	Doors – external	1	B	1	A
	Door – large sliding, north side	1	A	1	A
Stairs	Stair treads	1	A	1	A
	Stairs and banisters	1	A	1	A
Balcony	Balcony	2 (painting touch-ups needed)	A	1	A
Foundation	Foundation and piles	2 (not inspected)	C	1	B
Grounds	Paving – motor vehicles	2 (moss in corners and minor pitting)	A	1	A
	Road markings – parking area	2 (fading)	A	1	A
	Paving pedestrian areas	2 (some minor cracking)	A	1	A
	Trees and plantings	1	A	1	A
Internal					
Ceilings	Forum ceiling	2 (paintwork heat discolouration around heater grills)	B (based on external appearance viewed from floor level)	1	A
	Library and	1	B (based on	1	A

Asset Type	Asset Component	Condition Grading	Condition Data Confidence	Performance Grading	Performance Grading Confidence
	commercial areas ceiling		external appearance)		
Walls	Forum walls (10m height)	1	B (based on external appearance)	1	A
	Library walls (10m height)	1	B (based on external appearance)	1	A
	Commercial area walls	1	B (based on external appearance)	1	A
Flooring	Lower level timber floors	1 (some joiner filling missing)	A	1	A
	Ramp and amenity area linoleum floors	1	A	1	A
	Commercial area and mezzanine floors	1	A	1	A
Joinery	Internal doors	1	A	1	A
	Kitchen joinery	1	A	1	A
Services					
Plumbing and drainage	Kitchen fittings	1	A	1	A
	Toilet and bathroom fittings	1	A	2 (non-flush urinals causing malodour problems)	A
	Water supply connection to boundary	2	C	1	B
	Wastewater connection to boundary	2	C	1	B
Electrical	Light fittings - fluorescent	1	B	1	A
	Light fittings Hi bay	2 (4 years old. One lamp has flicker. One out)	B	1	A

Asset Type	Asset Component	Condition Grading	Condition Data Confidence	Performance Grading	Performance Grading Confidence
	Electrical fittings	1	B	1	B
Heat. & Vent AC	Fixed heaters incl heat pumps in WBS room	1	B	1	A
	Ventilation ducts and outlets	1	B	1	A
Other	Elevator	1	A	2 (no emergency lighting or power)	A
	Smoke and heat alarm detection systems	1	A	1	A

Valuation

The valuation of the GTC asset is assessed at \$8,796,500 based on the 2006 rating valuation. As the infrastructure is individually identified and valued, this overall valuation will become more accurate.

Depreciation currently is also based on the rating valuation and splits and will be calculated on an individual asset basis as the valuation is improved

Asset group	Economic life (Years)	Residual life (Years)	Replacement Value	Depreciated replacement value (\$)	Annual depreciation (\$)
Structure	80	75		926,800	12,357
Roof	40	35		124,100	3,546
Building services	45	40		451,100	11,278
Internal Fit-out	35	30		225,400	7,513
Plant	25	20		225,200	11,260
Site works	N/A	N/A		5,000	N/A
Total			2,182,373	1,957,600	45,954

Maintenance and Operations Strategy

Regular inspections to assess the condition of the GTC asset components are key to preserving the life and heritage value of the GTC. Inspections will identify future risks and maintenance needs or repair work that is required.

The following table identifies the plan for inspections programme and actions. It can be added to or amended over time in light of condition and performance monitoring and maintenance experience.

Asset	Frequency¹	Inspector	Checks
Superstructure	6- monthly	Independent contractor	Check for signs of deterioration
External walls	6- monthly	Property and Facilities Officer	Check for signs of deterioration, graffiti, vandalism
Roofing	6- monthly	Independent contractor	Check for rust and growths, fixings, flashings,
Rainwater disposal	Monthly – June to December	Independent contractor	Check and clear gutters, downpipes and sumps/drains
Flooring	Annually	Property and Facilities Officer	Check for signs of deterioration
Foundations	5- yearly	Independent contractor	Check for signs of deterioration/decay
Elevator	Monthly	Independent contractor/supplier	Check operating and back-up safety systems
Fire alarm and smoke detection systems	3- monthly	Independent contractor/Supplier	Check operating and back-up safety systems
Heating and ventilation	6- monthly	Independent contractor/supplier	Check operating settings and performance
Lightning, storm, earthquake	Immediately following event	Property and Facilities Officer	Check for damage
Landscaping and pavement areas	Monthly	Property and Facilities Officer	Check for damage, vandalism
Building Warrant of Fitness	Annually	Independent contractor	Building WOF (Fire Safety, signage, etc.)
Building conservation monitoring	Annually	Conservation consultant	Monitoring of building conservation, specialist conservation advice

¹ Includes recommendations in the Greytown Town Hall Conservation Report prepared by D. Kernohan of Architecture Diagnostics

Renewals Strategy

Preliminary assessments indicate that the majority of the GTC assets are in a good state of repair given the recent completion of the refurbishment work. A forward programme of renewals has been prepared based on nominal economic lives for the respective asset types. Regular inspections and monitoring of the condition and performance of the facility will identify the need for earlier or later replacement interventions.

Development (Improvement works) Strategy

At this point, no capital works are considered necessary to increase the capacity or configuration of the GTC to meet the forecast increase in demand.

GTC Identified Risks

Critical GTC asset components and risk areas are assessed in the table below.

Critical asset component/area affected	Risk description	Consequence	Risk Rating	Current mitigation	Managed risk rating
Internal area - general	Accident	Serious injury	High	Check for safety issues on a programmed basis	Low
Building conservation fittings/finishings	Deterioration of key building elements.	Decline in conservation value of asset components and finishings	Moderate	Condition assessments and planned routine maintenance	Low
Library	Earthquake	Serious injury due to collapsed shelving	High	Ensure all free standing fittings or storage devices are securely tied to building structure.	Low
Kitchen area	Fire	Serious injury	High	Alarm monitoring measures in place. Installation and regular testing of heat and smoke alarms. Fire evacuation plan.	Moderate
Building interior - general	Earthquake	Serious injury due to fire or collapsed internal cladding and fittings	High	Ensure all free standing fittings or storage devices are securely tied to building structure. Evacuation plan.	Low
Building structure	Earthquake	Serious injury or loss of life due to collapsed	Extreme	Building designed to resist seismic loading in	Low

		structure		accordance with Building Act. Annual WoF inspections. Evacuation plan. Inspect building structure immediately after moderate to high strength earthquakes (5.0 and above on Richter scale)	
Elevator	Fire or earthquake	Serious injury due to smoke inhalation or burn	High	Regular testing of equipment, back-up power supply, staff training in lift evacuation procedures.	Low.
Commercial offices	Fire or earthquake	Serious injury due to smoke inhalation	High	Alarm monitoring measures in place. Installation and regular testing of heat and smoke alarms. Fire evacuation plan.	Low
Meeting rooms	Fire or earthquake	Serious injury due to smoke inhalation	High	Alarm monitoring measures in place. Installation and regular testing of heat and smoke alarms. Fire evacuation plan.	
Archive room	Moisture or temperature related deterioration of documents damage.	Decay and loss of historical records.	High	Thermostatically controlled temperature and moisture. Regular checking of settings and servicing of H & V unit.	Low

	Database of records not completed.	Important historical records not retrievable because not recorded.	High	Engage archivist to index and establish record database	Low
Mezzanine floor	Fire or earthquake	Serious injury due to smoke inhalation	High	Alarm monitoring measures in place. Installation and regular testing of heat and smoke alarms. Fire evacuation plan.	

A risk management plan for the GTC has not been completed to date and this is an area of focus in the Improvement Plan.

Financial Summary

The following table summarises the financial forecasts for the GTC Management Plan:

	Frequency (Years)	Year									
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
O & M:											
Direct costs - salaries & wages		7,901	8,138	8,382	8,633	8,892	9,159	9,434	9,717	10,008	10,309
General exp.		419	432	445	458	472	486	501	516	531	547
Inspections & misc. maintenance		176	696	717	739	761	784	807	831	856	882
Cleaning		1,609	1,658	1,707	1,758	1,811	1,866	1,922	1,979	2,039	2,100
Power		13,635	14,044	14,465	14,899	15,346	15,807	16,281	16,769	17,272	17,791
Building maintenance		11,184	11,519	11,865	12,221	12,587	12,965	13,354	13,755	14,167	14,592
Rates		1,687	1,738	1,790	1,844	1,899	1,956	2,015	2,075	2,137	2,202
Corp. services apportionment		9,796	10,090	10,392	10,704	11,025	11,356	11,697	12,048	12,409	12,781
In house prof. services		743	765	788	812	836	861	887	914	941	970
Depreciation		24,280	25,008	25,759	26,531	27,327	28,147	28,992	29,861	30,757	31,680
Insurances		2,685	2,766	2,849	2,934	3,022	3,113	3,206	3,302	3,401	3,503
Wash exterior cladding		500	515	530	546	563	580	597	615	633	652
Clean translucent cladding		250	258	265	273	281	290	299	307	317	326
Clean spouting		500	515	530	546	563	580	597	615	633	652
Clean glazing (6 monthly)	6 monthly	800	824	849	874	900	927	955	984	1,013	1,044
Inspect foundations	5		500					580			
Repair carpark paving	5		1,000					1,159			
Tree and grounds mtce.		500	515	530	546	563	580	597	615	633	652
Repair kitchen & bathroom fittings		750					869				
H & V servicing			150	155	159	164	169	174	179	184	190
Elevator servicing		8700	8,961	9,230	9,507	9,792	10,086	10,388	10,700	11,021	11,352
Fire detection servicing		1037	1,068	1,100	1,133	1,167	1,202	1,238	1,275	1,314	1,353
Total O & M		87,152	91,159	92,349	95,120	97,973	101,782	105,679	107,058	110,270	113,578

Renewals &

refurbishments:

Repaint:

Roof	7		1,000			1,230
Chimney & vents	7		500			615
Spouting	7		750			922
External weatherboards	7		6,000			7,379
Window frames	7		2,400			2,952
Doors	7		600			738
Recoat stair treads	4	500			563	633
Stairs and banisters	7		500			615
Balcony	7		500			615
Carpark markings	5	250			290	
Main Forum walls & ceilings	8			14,000		
Commercial interior	7			20,000		
Library interior	8			11,000		
Repolish timber floors	10				6,500	

Replace:

Replace light fittings - lamps	3	2,500		2,732		2,985	3,262
Roof	20						
Chimneys and vents	20						
Spouting	20						
Timber weatherboards	50						
Translucent cladding	50						
Zincalume cladding	20						
Windows	50						
Doors	50						
Stairs	50						
Balcony	50						
Foundations	50						
Carpark surfacing	15						
Road markings- carpark	5	250				290	
Pedestrian paving areas	15						

Linoleum flooring	10							17,500			
Commercial and mezzanine floor areas	11								17,500		
Kitchen joinery	9					1,500					
Internal doors	50										
Kitchen joinery	15										
Toilet & bathroom fittings	10							1,000			
Water supply connection	50										
Sewerage and SW connections	50										
Electrical & light fittings	9					22,500					
Heating units	15										
Ventilation units	20										
Total renewals and refurbishments		2,500	1,000	12,250	22,732	25,000	24,563	28,565	17,500	0	18,961
Improvements:											
Nil		0	0	0	0	0	0	0	0	0	0

Key Assumptions:

The following key assumptions relate to the GTC Management Plan:

- The economic life of all refurbishment work completed at the GTC commenced in 2006/07 (i.e. all refurbishment works are 4-years old at the commencement of the financial forecast - 2010/11)
- The reliability of the condition, performance and replacement cost estimates is based on a first order assessment and walk-over visual inspection, as reflected in the assigned confidence grades
- Cost estimates past Year 3 (2012/13) are more likely to change as programmes become refined and detailed
- Maintenance allocations are largely based on maintaining current levels of service
- All expenditure is stated in dollar values, exclusive of GST, as at 1 July 2010 with allowance added for inflation at the rate of 3.0% over each subsequent year of the 10-year planning period
- It is anticipated that there will be a gradual increase in operations and maintenance expenditure in real terms over the planned period due to the continued ageing of the asset. This may be offset in part by improved asset management decision making made possible by an enhanced data base
- Significant increases in the forecasts may however result from more detailed evaluation of asset renewal requirements. These costs may be offset slightly by resultant reductions in maintenance costs for the assets involved. As this reduction is difficult to quantify it has not been allowed for in the financial forecasts
- No allowance has been made for any capital development (improvements) at the GTC facility over the next 10-year 2010/11 to 2019/20 planning period
- Changes in the district population will not impact on the expenditure forecasts for the facility. The most significant changes may result from changes to user requirements for access to the library and associated facilities outside traditional work hours.

Current Asset Management Practices

The following is a snapshot of the current status of asset management practices.

- Some operational processes are documented in service contracts which are occasionally audited
- A preliminary risk assessment has been undertaken but no forward plan developed
- An asset database for the facility has been started but is not comprehensive and needs to be registered in an asset management system with linkages between expenditure and building elements.
- Condition assessments are currently being worked through for GTC assets
- A manual request for service system is utilised for complaints and enquiries

Improvement Plan 2010-2012

The following are the improvements planned for this Management Plan for the 2010-12 planning period:

Item	Description	Relative Priority				Target Completion Date	Additional Resources Required	Actual Completion Date	Comment
		1	2	3	4				
1	Survey the community's satisfaction with the current levels of service provided.			x		Next review due 2011/12	Survey contractor		
2	Formalise asset data collection and updating procedures.	x				March 2011			
3	Formalise all routine building and equipment maintenance contracts and record in a centralised database with scheduled "bring-ups"		x			March 2011			Current servicing arrangements are not comprehensive, coordinated, or in some cases, up to date.
4	Improve contractor maintenance reporting against significant asset groups		x			March 2011			
5	Collect lifecycle costs for each significant asset group	x				On-going			
6	Develop accurate and complete asset inventory register for GTC complete with condition and performance attributes		x			On-going			
7	Spare								
8	Investigate AMS for integrated storage of asset and utilisation			x		June 2011			

	data							
9	Monitor GTC usage trends				x	On going		
10	Install system to monitor performance against levels of service and other performance measures			x		June 2011		
11	Investigate linkage of AMS with financial system and allocate life cycle costs against asset types				x	July 2011		
12	Link maintenance history to significant assets or asset groups		x			On-going		
13	Install system to record customer enquiries/complaints against asset types.			x		Sept 2011		
14	Develop a risk management plan			x		December 2011		
15	Convert hard copy as-built records to electronic format and link to AMS database		x			December 2011		
16	Include in the 2012 -22 LTCCP levels of service and KPI's that relate to maintaining the cultural heritage value of the GTC		x			March 2012		
17	Review and introduce a booking and fee system that takes account of ability to pay, market rates for commercial use versus		x			June 2011		

	community use, assessing public and private benefit, and Council objectives for community use of the facility.								
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Key

1 = High importance/high urgency

2 = High importance/low urgency

3 = Low importance/high urgency

4 = Low importance/low urgency.

1.0 INTRODUCTION AND BACKGROUND

1.1 About this Management Plan

1.1.1 Document structure

This document describes the background to and ensuing management strategies for operating and maintaining the GTC facility to preserve its physical and cultural heritage values while achieving agreed levels of service. As a subset of South Wairarapa District Council's (SWDC's) Amenities Activity Management Plan (not located), it has been structured to present the relevant aspects specific to effective management of the GTC in a logical sequence, as follows:

- Introduction – the history of the facility leading to its current status and cultural heritage value, the purpose of the Plan moving forward, and the rationale for Council ownership
- Levels of service - what the community/users of GTC expect and what will be done to achieve it
- Planning for the future – managing demand for use of the facility (growth)
- Lifecycle management - the assets making up the GTC facility and how they will be managed
- Risk management – the asset components that will have the greatest impact if they fail and management strategies to mitigate these risks
- Management practices – processes to be used to monitor building condition and make decisions on how the asset components will be maintained
- Financial forecast - what it will cost to maintain and preserve the facility
- Improvement Programme - measures to improve management decisions for the GTC
- Appendices – relevant supporting material

1.1.2 Links to other planning documents

This management plan is a subset of Council's Amenities Activity Management Plan (AMP). AMPs' are a key component of SWDC's planning processes that in turn link to the following documents:

- Long Term Council Community Plan: Defines the strategic direction for the next 10 years. AMP's inform and supplement the information in the LTCCP and confirm the Council's role in achieving community outcomes.
- Annual Plan: The works identified in the LTCCP become the basis from which future annual plans are prepared and identify the services to be provided in a particular financial year.
- Contracts: The service levels, strategies and information requirements contained in AMP's are translated into service delivery contract specifications and reporting requirements.
- Bylaws, Standards and Policies: These tools for asset creation and subsequent management are needed to support AM, LoS and tactics.

- Reserve Management Plans: Identify the policies and objectives for the management of a reserve or group of reserves and set parameters for development.

1.2 Brief history of the GTC

The GTC was originally the Greytown Town Hall, built by Harry Humphries in 1907 on land originally owned by the McMaster family. The land was sold to the Greytown Borough Council for £200 pounds sterling (equivalent to \$400), funded by Sir Walter Buchanan.

Greytown has had three town halls over the past 140 years of its history. The first was built in 1869 on the corner of Main and Church Streets and was in use until 1889 when it was destroyed by fire. The second, located to the west of Main Street and known as the Palace Hall was privately owned and used as a community centre over the period 1889-1906 until it too was the casualty of fire. The third and current town hall was refurbished in 2006-07 and renamed the Greytown Town Centre (GTC).

TOWN HALLS OF GREYTOWN

The Present Building Is Greytown's Third Town Hall

The first Town hall was built by public subscription from the sale of public shares in 1869. It was situated on the corner of Main and Church Streets, just south of St Luke's church. The Hall was in use until 1889 when it was destroyed by fire.

The second Town Hall, known as the Palace Hall, was privately owned by J. Barnard and used as a community centre from 1889 - 1906. This Hall was on the West side of Main Street. Fires were a hazard in colonial times and this building was also burnt down.

The Building of the Third Town Hall

This handsome building was built on land owned by the McMaster family, who sold it to the Borough Council for 200 pounds. Sir Walter Buchanan M.P. financed the deal for the Council. The architects were Varnham and Rose. The building contractor was Harry Humphries. The price was 1830 pounds. The money was raised by a loan of 2,000 pounds which was narrowly approved by a poll of ratepayers - 90 to 80. The foundation stone was given by Irala Te Whaiti. It was opened by the Mayor D. P. Loasby on 19 December 1907.

The Hall has been a fine building and has witnessed many celebrations. It was used as a picture theatre from the 1930's. The building was noted to have splendid acoustics, a deep stage with high flies above, dressing rooms below and a large auditorium with a horseshoe gallery.

In 1974 the building was upgraded by a team of dedicated volunteers. The work was financed by the Greytown District Trust Lands Trust. Alterations were dedicated to local identity Frank Dennes. A small plaque reminds us of the work he did for the Trust and for the town. The building was also painted and the piles replaced.

Since the 1980's the building was used less and less and became dilapidated. Various suggestions were made to modify the building to enhance its usefulness. In 2000 a committee was formed and successfully lobbied South Wairarapa District Council to take action.

The Greytown Town Centre Steering Committee selected a concept plan from Wellington architects Architecture Workshop Ltd. This plan retains the flooring, stage, ceilings and much of the exterior walls. The Council accepted the plan, which was endorsed at a large public meeting in July 2004.

Tenders were called in 2006 and local firm Holmes Construction Group Ltd was the successful bidder. The tender price was \$1.93m. Most of this money was raised by the Steering Committee. Over 70 citizens or firms are gold or silver sponsors.

Now known as Greytown Town Centre-Te Kotahitanga - the building now incorporates

- * A much larger library with computers and reading areas for young and old
- * A secure archival unit and storerooms in the basement
- * Three meeting rooms of varying size
- * Four rental office spaces
- * An attractive venue for family celebrations, small business conferences, concerts etc.

29 July 2007

In 1972, the future of the building was the subject of much public debate. Eventually, group of volunteers led by Joe Rewi, renovated the exterior in 1975 through the addition of a new, contemporary styled, frontage and entrance.

In 2002, the SWDC called a public meeting to discuss the future of three important public assets – the former Greytown Borough Council Chamber, the Masonic Lodge Building and the Greytown Town Hall. Over 85% of those present supported Council retention and development of the Town Hall.

The Town Hall was later described in a Conservation Report prepared by David Kernohan of Architecture Diagnostics as “..solid” but with dark interiors. At that time, the building was “...virtually unused and did not comply with the requirements of the Building Act 2004. Interior and exterior painting was required, the kitchen was condemned and the toilets of a poor standard.”

A Greytown Town Centre Development Subcommittee was formed as a subcommittee of the Greytown Community Board. It comprised Board members, members of the public, SWDC members and interest groups. It worked with architects in producing concept plans to redevelop the Town Hall as multi-purpose facility including the Greytown community library.

The key components of the refurbishment project included:

- Relocation of an enlarged (double the size) Greytown library from its former location in the Lodge building equipped with modern information technology
- Translucent insulated cladding on the north wall in lieu of weatherboards and interior linings to increase light and to provide a link to the town square across McMaster Street
- Restoration of the face of the building to Main Street (SH2) to the original 1907 configuration
- Cladding of the new south facade with vertical run Zinalume
- Complete removal of the original interior balcony (dress circle), replaced with open mezzanine floor for display and study space
- Provision of a meeting room below the mezzanine floor, extended on the south side to provide extra width and a stepped access ramp to the mezzanine
- Provision of an exhibition/meeting space, offices for public and commercial use, and an archive storage “pod”
- Addition of an elevator to provide disabled access to all levels
- Earthquake strengthening, installation of stairs and ramps
- Provision of natural ventilation at basement and high level

The above concept received strong community endorsement (72% of those present) at a public meeting held to discuss the proposal on 1 July 2004.

The transformation of the building from a fundamentally singular and virtually unused town hall to a refurbished multi-use facility, linked visually with the ‘town square’ across McMaster Street to the north, led to renaming of the building as the “Greytown Town Centre”.

Between December 2004 and June 2005, \$1.348M had raised from funding initiatives. By December 2006, private and public sector funding contributions totalled \$1.6M.

The refurbishment contract went to tender early in 2006 at an estimated cost of \$1.545M with the contract subsequently awarded to Holmes Construction Group Ltd. The successful tender price for the project was \$1.93M.

The GTC was officially opened by the Prime Minister on 29 July 2007, 100 years after its original opening ceremony.



1.3 Rationale for Council ownership of the GTC

The Local Government Act provides the statutory authority for Council to own and manage properties for the purpose of maintaining and promoting community well-being.

Local Government reorganisation in 1989 saw the Greytown Town Hall (along with many other assets) pass from the former Greytown Borough Council to the newly formed South Wairarapa District Council. Council has maintained its ownership responsibilities for the Hall ever since.

1.4 Reason for the GTC Management Plan

A primary role of the Greytown Town Centre Development Steering Committee involved raising the necessary funds to undertake the agreed refurbishment of the town hall at an estimated cost in 2005 of approx \$1,545,000 plus GST.

The Greytown District Trust Lands was a major funder of the refurbishment project. In its letter of funding approval dated 21 April 2005, the Trust approved funding to the value of

\$500,000 over four years beginning in 2005/06, subject to a number of conditions. They included the requirements that Council retained ownership of the property and took responsibility for the internal fit-out and on-going maintenance of the building and its fittings.

This management plan has primarily been prepared in order to fulfil the abovementioned conditions. The Management Plan also has a more fundamental and wider role than simply meeting a condition of funding. It provides Council with a long term, structured planning document designed to guide asset management decisions that will conserve and protect the intrinsic heritage and cultural values of the GTC. It will guide the planning and associated decision making by ensuring that the asset components are maintained and replaced at the right time and in the right order through a process of routine inspections and resulting interventions.

1.5 The role of SWDC in the provision and management of GTC facility

Territorial Authorities have numerous responsibilities relating to the provision of recreation and cultural activity. Under the Local Government Act 2002 Council is required to work with the community to identify and promote outcomes which encompass the four general areas of social, cultural, economic and environmental well-being of the District.

The GTC facility forms part of Council's Amenities Activity and directly contributes to the following community outcomes:

Community Outcomes	How the GTC Contributes
Healthy & economically secure people.	By providing a facility to assist active communities.
Educated & knowledgeable people.	By providing library and archiving facilities to assist people achieve their aspirations.
Vibrant & strong communities	By providing a facility that promotes pride in the community and a sense of belonging.
Sustainable South Wairarapa.	By providing a facility that is sustainably managed through the use of mixed-mode ventilation and upgraded levels of insulation and daylight

1.6 Use of the Facility

The GTC facility provides the following existing and potential uses for the community:

- a) Greytown multi-media library
- b) Council service centre
- c) Meeting rooms – including the meeting venue for Greytown Community Board
- d) An art gallery/exhibition/meeting area
- e) Visitor information office
- f) Sport and Leisure Society office
- g) Research archive room
- h) Kitchen facilities
- i) Commercially leased offices
- j) Public toilets

1.7 Significant effects of the facility

Significant effects of the facility related to social, environmental, economic and cultural wellbeing are outlined below:

Wellbeing	Positive Effects	Negative Effects
Social	<ul style="list-style-type: none"> • Venue for community activity and social interaction • Access to improving education through the inclusion of the Greytown library and storage of historical information relating to the Greytown district • A safe repository for storage and archiving of the District's history 	<ul style="list-style-type: none"> • None identified
Environmental	<ul style="list-style-type: none"> • Improved amenity values • Hub of Greytown town centre • Public toilets 	<ul style="list-style-type: none"> • Increased activity – pressure on traffic and pedestrian areas
Economic	<ul style="list-style-type: none"> • Draw-card to area e.g. history, function venue, library • Events and general attractions e.g. art exhibitions • More direct / indirect spending within the district through increased visitation from events/facilities hosted at the GTC 	<ul style="list-style-type: none"> • Cost of owning and operating facility - not self funding (economic benefits are indirect i.e. by association)
Cultural	<ul style="list-style-type: none"> • Heritage education • Preservation of local history and heritage • Provides community with venue for increased variety of activities • Promotes retention of district character • Maintains heritage of physical landscape 	<ul style="list-style-type: none"> • None identified.

Table: Significant effects of the GTC facility

2.0 THE TYPE AND QUALITY OF SERVICES PLANNED FOR THE GTC AND HOW PERFORMANCE WILL BE MEASURED

2.1 Service levels, KPIs and performance targets (ex Council's 2009 -19 LTCCP)

The SWDC monitors the achievement of key performance indicators (KPIs) for each of its significant activities through the analysis of the data obtained by inspections, surveys and audits. as they relate to the specific activities.

The KPIs documented in Council's LTCCP that are relevant to the GTC are detailed in the table below. They are the key customer/ community related levels of service. Additional technical and regulatory levels of service, which often determine the minimum levels of service, are referred to in the main body of the Management Plan and factored in the expenditure forecasts.

The target levels of service are measured using the measures identified.

<i>Service Level</i>	<i>Key Performance Indicators</i>	<i>Baseline Performance (2008/09)</i>	<i>Performance Target</i>	<i>How it will be measured</i>
Town Hall				
The hall is available for people to book through a booking system	% of available hall hours used	New	45%	Council records
Public Toilets				
Public toilets are convenient, clean and safe	Ratepayers and residents satisfied with public toilets facilities	47% (2005)	55% by 2011/12	Community satisfaction survey in 2011/12
Library				
	Taking programmes out into the community and providing a wide variety of programmes in the library	New	3 per library	Wairarapa Library Service
	% of ratepayers and residents satisfied with libraries	95%	95%	Wairarapa Library Service annual survey

<i>Service Level</i>	<i>Key Performance Indicators</i>	<i>Baseline Performance (2008/09)</i>	<i>Performance Target</i>	<i>How it will be measured</i>
Town Hall				
	% of ratepayers and residents satisfied with libraries	83% (2005)	95% by 2011/12	Community satisfaction survey in 2011/12

2.2 Strategic direction

The strategic goals for the GTC facility are:

- a) To conserve and retain the GTC as an important physical connection with the historical and architectural heritage of the district community
- b) To ensure that relevant community services are provided at the GTC for residents and visitors
- c) To meet the agreed levels of service in the most cost effective way through the operation, maintenance, renewal and disposal of the facility assets to provide for existing and future users;

2.3 Legislative framework

The following legislation impacts on the minimum levels of service (LoS) provided at the facility:

Local Government Act (2002)

This Act gives Council the power of general competence to undertake any business or activity subject to compliance with a prescriptive set of decision making, monitoring and reporting processes. This can include the provision and protection of buildings and hall facilities.

Resource Management Act (1991)

This Act requires SWDC to manage the use, development and protection of natural and physical resources in a way, or at a rate, which enables people and communities to provide for their social, economic and cultural wellbeing and for their health and safety. Council is required under the Resource Management Act (RMA) to prepare and maintain an operative district plan. The Combined District Plan impacts on the sustainable management of the GTC facility. In particular, the GTC is recorded on the Combined District plan as a building of heritage significance (refer Combined District Plan Ref HS077 and Clause 21.1.2 – see Appendix A). A resource consent was required and issued in 2005 prior to commencement of the Greytown Town Hall refurbishment project.

Building Act (2004)

The purpose of this Act is to ensure that any building work undertaken within the area of a Local Authority complies with the building code. SWDC currently administer the powers of this Act and its regulations to ensure that buildings in the district meet the code of compliance.

Health and Safety in Employment Act (1992)

The purpose of this Act is to ensure that employers provide safe working conditions for their employees in the workplace. SWDC has taken steps to ensure that its library staff and other employees are provided with safe working conditions at the GTC and that other persons are protected within the GTC workplace.

Health Act (1956)

The purpose of this Act is to ensure that every territorial authority is responsible for the improvement, promotion and protection of public health within its district. This includes the regulation of kitchen and sanitary facilities at the GTC.

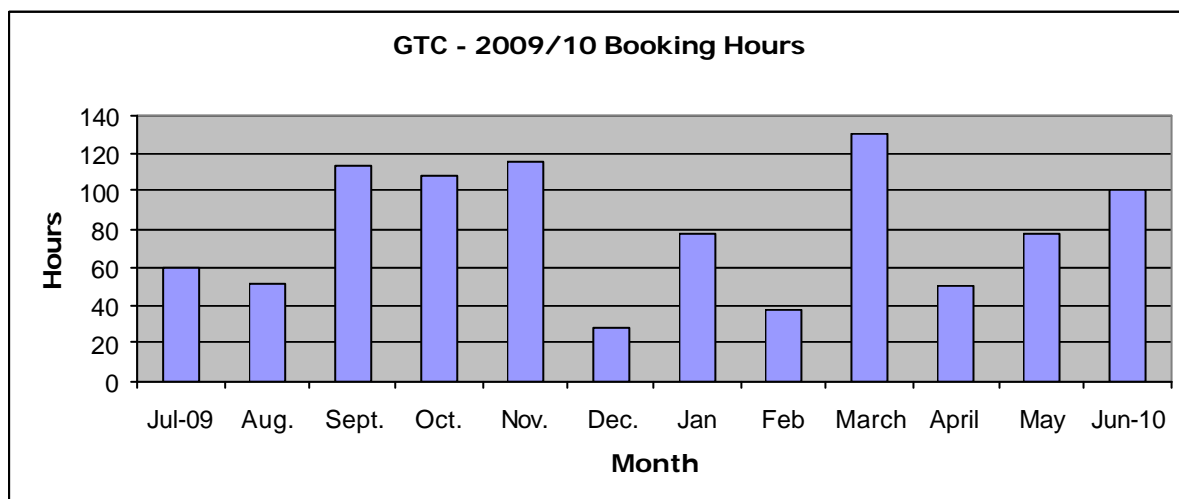
(Note: The Reserves Act (1977) does not apply to the GTC. The land is Fee Simple and carries no classification or designation.)

2.4 GTC users

In order to provide an appropriate level of service the Council needs to identify the current and potential users of GTC. The key external users/groups currently include:

- Library users, reading groups and customers
- District community at large
- Council service centre users
- Arts and cultural groups – e.g. art societies
- Greytown Quilters
- Bridge Club
- Incorporated societies e.g. genealogical and historical researchers
- Commercial tenants
- Department of Conservation
- Schools, childcare etc.
- Sporting groups e.g. hosting of visiting teams, Sport and Leisure Society visitors
- Event organisers
- Tourists and other visitors

The booking hours for all aspects of hall usage including displays, and meeting rooms (Forum, WBS and Joe Rewi Room) during 2009/10 are shown in the following graph:



Assuming a standard booking week of 40 hours for each of the three rooms, the GTC capacity is at least 480 hours per month. However, user time constraints will concentrate some booking demands over a much narrower time period.

2.5 Customer expectations

The facility offers a range of services. Current knowledge of customer expectations is based largely on informal information which tends to focus on reactive customer satisfaction rather than gathering quantitative data on the aspects of the service that are most important to users.

A customer satisfaction survey is planned to be completed every 3-years ahead of planning for each review of the LTCCP. The next survey is scheduled for 2011/12.

2.6 Factors impacting on Level of Service

2.6.1 Environmental

There is a trend for the public to be more conscious of the impact of activities on the environment. This has been factored into the building design through the use of insulation and increased use of natural ventilation and day-lighting.

2.6.2 Economic

Growth in tourism and events has led to increasing expectations relating to the quality and availability of supporting facilities and services. Visitor information and public toilets are available at the GTC.

2.6.3 Social

There is an increasing trend for the availability of reading and research material to be on-line. The new library area at the GTC has been equipped with modern information technology to assist with the provision of high speed information needs.

2.6.4 Cultural

Recognition of the resurgence of Maori culture, the growing significance of other ethnic groups in New Zealand and the cultural heritage value of the building are key aspects of the building design and services provided at the GTC through inclusion of the library function. The demand for research and educational tools for family research, whakapapa, and identity form part of this. Equally storage and archiving facilities for relevant information has been built into the building design.



2.7 Key programmes to achieve levels of service

The following services are available at the GTC in support of Council's role in promoting community wellbeing. Detail of individual programmes to meet particular levels of service can be found in the Amenities Activity Management Plan e.g. library services.

- a) Greytown multi-media library (The library is open to the public from 9.30am to 5pm - Monday to Friday inclusive, and from 10am to 12 noon on Saturdays)
- b) Council service centre
- c) Meeting rooms – including meeting venue for Greytown Community Board
- d) An art gallery/exhibition/meeting area
- e) Visitor information office (open Fridays 2.00pm to 5pm, Saturdays and Sundays 11.00am to 4.00pm)
- f) Sport and Leisure Society office
- g) Research archive room
- h) Kitchen facilities
- i) Commercially leased offices
- j) Public toilets (open 9.30am - 5.00pm weekdays and 10am - 12noon Saturdays, plus when Information Centre is open)

3.0 FUTURE DEMAND - PLANNING FOR THE FUTURE DEMAND FOR USE OF THE FACILITY SERVICE

The key issues impacting on demand forecasts for use of the GTC facilities are:

- a) An aging population
- b) The need for the facility to be relevant to community needs
- c) An increase in demand for access to the GTC outside normal working hours
- d) An apparent stabilisation in District population
- e) The impact of increasing demand for tourism related information
- f) Access to technology

3.1 Growth projections

The trend expected to have the biggest impact on the level of usage of the GTC is population change. The Figure below is drawn from the NZ census results for 1996, 2001 and 2006. It shows that while the overall change in population over the 2001 – 2006 census period increased slightly, the change over the 10-year 1996 – 2006 period was slightly down. At Greytown, the trend was upwards over the same 10-year period, flattening out to an increase of just 0.3% in 2006.

The district population projection over the 25-year period June 2006 to June 2031, using the "Medium growth" scenario, shows a small average annual decrease in population of just - 0.1%. Under the "high growth", scenario, the 25 year projection shows a small increase of 0.5% and a small decrease of 0.5% under the "slow growth" scenario.

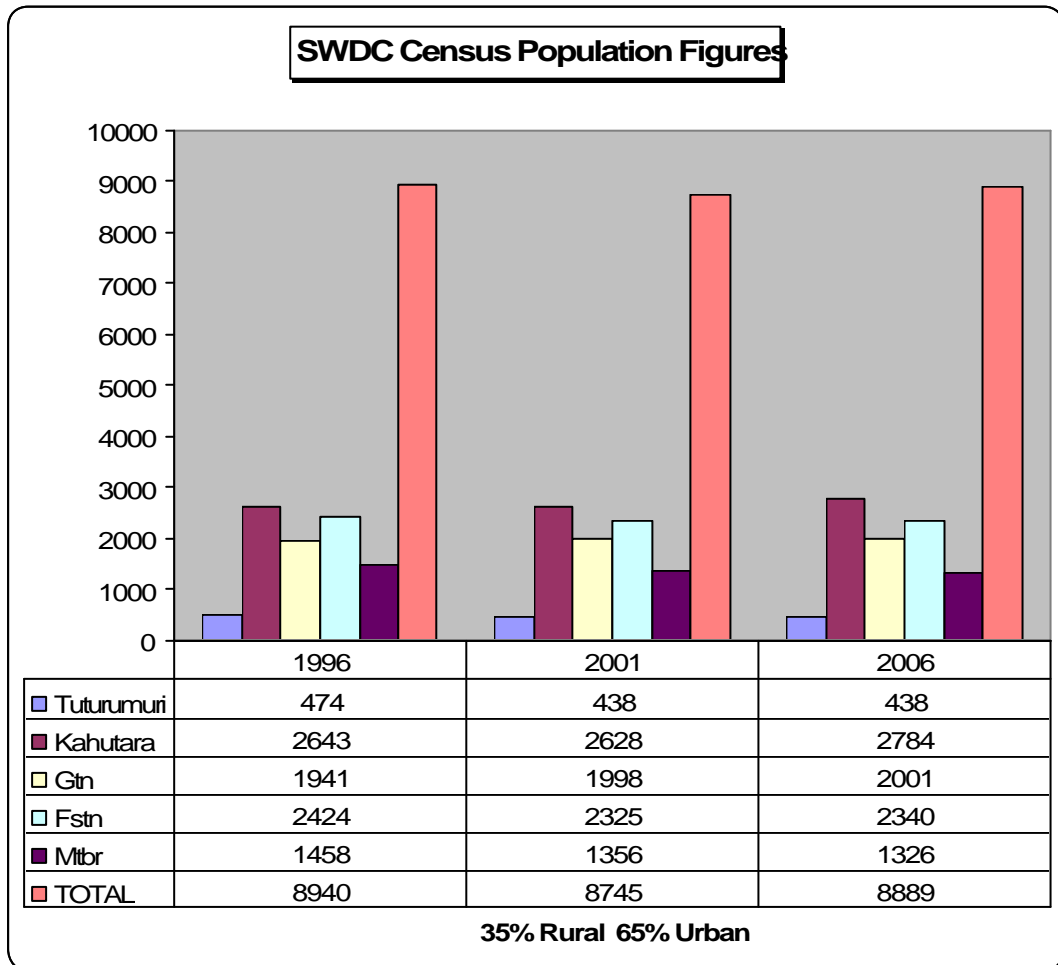


Figure: Population Figures for 1996, 2001 and 2006

POPULATION INCREASE (+) OR DECREASE (-)				
	Number		Percent	
	<i>1996-2001</i>	<i>2001-2006</i>	<i>1996-2001</i>	<i>2001-2006</i>
Tuturumuri	-36	0	-7.6	0
Kahutara	-15	+156	-0.6	+6.0
Greytown	57	+3	2.9	+0.2
Featherston	-99	+15	-4.1	+0.7
Martinborough	-102	-30	-7.0	-2.1
TOTAL	-195	+144	-16.40	4.8

Table: Population Changes: 1996 - 2006

3.2 Age Structure

The age structure table below shows that in 2006, 20.8 % of people in South Wairarapa District were under the age of 15 years, compared with 21.5 % for all of New Zealand. There are no exceptional GTC requirements associated with this sector of the district population although it is generally recognised that young people living in small towns do not have the same level of access to the range of leisure activities available as at large centres. The GTC provides access to multi-media educational or leisure reading and a venue for hosting passive events.

The working age bracket, 16-64 years, was below the national equivalent at 62.9% reflecting the comparatively limited employment opportunities in the district and hence the need for a higher proportion of this age group to relocate out of the District for employment.

Of more significance, 16.3% of people in South Wairarapa District were aged 65 years and over, compared with 12.3% for all of New Zealand. Mobility, access and parking requirements at the GTC will be a greater issue than in some other parts of New Zealand. Internal/external ramps and a lift between floors are incorporated in the building design.

AGE DISTRIBUTION (YEARS) 2006 Census		
Age Group	SWDC	New Zealand
0-15	20.8%	21.5%
16-64	62.9%	65.3%
65+	16.3%	12.3%

Table: Age distribution 2006

3.3 Family Structure

The South Wairarapa District is characterised by a high proportion of childless families compared with the national ratio. Conversely the number of couples with children is below the national ratio. This could be reflective of the emphasis in the age distribution towards over 65 years.

FAMILIES 2006 Census		
Family types	SWDC	New Zealand
Couples with children	37.3%	42.0%
Couples without children	50.5%	39.9%
One parent with children	12.4%	18.1%

3.4 Maori Ethnic Composition

12.8% of the South Wairarapa District population are recorded as belonging to the Maori ethnic group compared with 14.6% for all New Zealand.

Pacific and Asian ethnic groups are under-represented compared with the proportions for all New Zealand.

3.5 Tourism trends

As an indicator of tourism market growth, the Berl report entitled "Economic Profile and Projections for the Wairarapa Region" identified that the 2nd highest industry sector in the South Wairarapa District in 2007, as measured by the number of full time equivalent (FTE) employees, was "Accommodation Cafes and Restaurants". Over the ten year period from 1997 to 2007, the number of FTE increased by 15.3%, with an 18.6% increase in 2007. The provision of parking, visitor information services and presentation of the GTC as a visitor destination are relevant to management planning for the facility.

Changing work patterns means that people have less available leisure time during the working week. Hours of public access to the GTC will need to be sufficiently flexible to adjust for the shift in demand for access to services such as library, visitor information and Council service centre outside normal operating hours.

3.6 Demand management

The objective of demand management is to modify customer demands for access to services at the GTC in order to organise utilisation of the facility within its existing capacity. This can be achieved through the use of systems that balance compatible user demand with available space. The following strategies will enable this objective to be met:

- a) Structuring the use of the facility to achieve a balance between general accessibility requirements (e.g. the library), hours of use and compatible bookings (e.g. special events or exhibitions, or as a meeting venue)

- b) Recovering costs by charging users, taking into account their ability to pay, market rates for commercial use versus community use, assessing public and private benefit, and Council objectives for community use of the facility.
- c) Developing a booking system which sets out the hiring process, conditions of use, hire charges, hall equipment and damage and cleaning bond requirements.

3.7 Hire Charges

A booking policy including an updated schedule of hire charges for the GTC will be established and reviewed on an annual basis taking account of:

- Community versus commercial use
- Regular versus one-off use
- Age group of users
- Resident versus non-resident usage

4.0 LIFECYCLE ASSET MANAGEMENT of GTC

This section outlines the management strategies for operating and improving the GTC asset components to meet the agreed levels of service. The strategies are drawn from the previous sections relating to the history and purpose of the GTC, levels of service and demand issues and applied to the range of assets that individually or collectively make up the GTC. They are designed to cover all stages of work over the life of each group of assets, namely:

- Operation and maintenance
- Renewals
- Improvements
- Disposal



4.1 Condition, performance and confidence gradings

The gradings used in the following tables are defined below. An asset with a high condition grading (i.e. a grading of 4 or 5) is likely to be due for replacement. High performance gradings (4 or 5) generally mean that the asset needs to be upgraded (e.g. needs to be bigger). Both condition and performance need to be taken into account when programming replacement or upgrading works – an asset might be in poor condition but still performing well e.g. the heating system might be in excellent condition, but simply not adequate to warm the whole building.

Confidence Grading is an indication of the certainty and accuracy of the data used. Asset management planning is a process of constant improvement. The data used in this management plan has been drawn from a desk-top analysis of previous reports leading to the refurbishment project in 2004-2006 and a walk-over survey. It means that some of the data has had to rely on a number of assumptions in the absence of comprehensive and detailed survey and costing data.

Condition, performance and confidence gradings, both individually and collectively, are used to shape the areas where the next level of investigation should be focussed and renewal attention needs to be prioritised – the Improvement Plan section of this document captures these areas of future focus. As a result, future versions of this management plan can be expected to be based on higher levels of accuracy and confidence.

Condition & Performance Grading	Description	Confidence Grading	Description
1	Excellent	A	Highly reliable (Data based on accurate information, investigations and analysis which is properly documented, and up to date)
2	Good	B	Reliable (Data based on mostly sound records with some information estimated, but has minor shortcomings' for example the data is old and reliance is placed on some unconfirmed information)
3	Fair	C	Uncertain (Data based on records and information which is mostly estimated or not verified or incomplete or preliminary or out of date)
4	Poor	D	Very uncertain (Data is based on unconfirmed/unsighted data or verbal reports and/or cursory inspection and analysis)
5	Very poor		

4.2 Description of asset components

The table below identifies the broad scope of assets making up the GTC facility. A preliminary walk-over assessment of the condition of the asset components was carried out in August 2010 and reviewed in October 2010. In general, given the recent age of the refurbishment work, most components are in excellent condition, except as noted.

Areas that were not able to be checked easily due to accessibility constraints (e.g. the roof and guttering) or require specialist inspection (e.g. structural components or mechanical electrical services such as the elevator) are reflected in the confidence gradings. Confidence gradings of C or less are priorities for inspection as part of the document improvement plan.

Similarly, a comprehensive list of all GTC asset components should be prepared and recorded as part of the improvement process for this management plan. In particular, the existing asset components that have been retained as part of the refurbished building such as the sub-structure need to be surveyed and recorded.

Asset Type	Asset Component	Condition Grading	Condition Data Confidence	Performance Grading	Performance Grading Confidence
External					
Structural frame	250 UB beam	1	C	1	B
	PFC portal	1	C	1	B
	150 PFC beam	1	C	1	B
	Steel CHS column	1	C	1	B
	Posts	1	B	1	B
	Lintels	1	C	1	B
Roof	Roof cladding	1	A	1	A
	Roof framing	2 (sagging evident in cladding, NE end)	B	1	B
	Chimneys/vents	1	A	1	A
Spouting	Guttering and spouting	1	A	2 (leaf blockages)	A
Exterior walls	Horizontal timber weatherboards	2	A (viewed from GL)	1	A
	Translucent insulated	1	A (viewed	1	A

Asset Type	Asset Component	Condition Grading	Condition Data Confidence	Performance Grading	Performance Grading Confidence
	cladding (north side)		from GL)		
	Zincalume cladding	1	A (viewed from GL)	1	A
Joinery	Windows timber double-hung	1	A	1	A
	Windows timber fixed	1	A	1	A
	Windows new type	1	A	1	A
	Louvre vents joinery	2 (handle broken on 1 louvre)	A	1 (cant open louvre with broken handle)	A
Glazing	All glazing	1	A	1	A
	Clerestorey glazing (fly tower)	1	A	1	A
Doors	Doors - solid timber	1	A	1	A
	Doors – external	1	B	1	A
	Door – large sliding, north side	1	A	1	A
Stairs	Stair treads	1	A	1	A
	Stairs and banisters	1	A	1	A
Balcony	Balcony	2 (painting touch-ups needed)	A	1	A
Foundation	Foundation and piles	2	C	1	B
Grounds	Paving – motor vehicles	2 (moss in corners and minor pitting)	A	1	A
	Road markings – parking area	2 (fading)	A	1	A
	Paving pedestrian	2 (some minor)	A	1	A

Asset Type	Asset Component	Condition Grading	Condition Data Confidence	Performance Grading	Performance Grading Confidence
	areas	cracking)			
	Trees and plantings	1	A	1	A
Internal					
Ceilings	Forum ceiling	2 (paintwork heat discolouration around heater grills)	B (based on external appearance viewed from floor level)	1	A
	Library and commercial areas ceiling	1	B (based on external appearance)	1	A
Walls	Forum walls (10m height)	1	B (based on external appearance)	1	A
	Library walls (10m height)	1	B (based on external appearance)	1	A
	Commercial area walls	1	B (based on external appearance)	1	A
Flooring	Lower level timber floors	1 (some joiner filling missing)	A	1	A
	Ramp and amenity area linoleum floors	1	A	1	A
	Commercial area and mezzanine floors	1	A	1	A
Joinery	Internal doors	1	A	1	A
	Kitchen joinery	1	A	1	A
Services					
Plumbing and drainage	Kitchen fittings	1	A	1	A
	Toilet and bathroom fittings	1	A	2 (non-flush urinals causing malodour problems)	A

Asset Type	Asset Component	Condition Grading	Condition Data Confidence	Performance Grading	Performance Grading Confidence
	Water supply connection to boundary	2	C	1	B
	Wastewater connection to boundary	2	C	1	B
Electrical	Light fittings - fluorescent	1	B	1	A
	Light fittings Hi bay	2 (4 years old. One lamp has flicker. One out)	B	1	A
	Electrical fittings	1	B	1	B
Heat. & Vent AC	Fixed heaters incl heat pumps in WBS room	1	B	1	A
	Ventilation ducts and outlets	1	B	1	A
Other	Elevator	1	A	2 (no emergency lighting or power)	A
	Smoke and heat alarm detection systems	1	A	1	A

Table: Summary of GTC asset components and ratings

4.3 Critical assets

Critical assets are defined as those essential to the continued operation of the service - in this case, the GTC. The GTC not only serves as a significant physical connection with the history and heritage of the district, it is also the home of the relocated and upgraded Greytown library. Ensuring measures are in place to protect the asset components of the area of the building allocated to the library is relevant to this Plan. Measures relating to the library service itself sit within the Amenities Activity Management Plan.

4.3.1 Building elements

The cultural heritage value of the GTC is fundamental to its role and purpose. It is expressed through the form, bulk and type of building fabrics in use. Prolonging the life

of the building's intrinsic values through sound conservation practices is essential. This should include a programme of routine annual inspections using a building conservationist and subsequent preventative maintenance programmes.

4.3.2 Functional area – Library

The library occupies the eastern end of the GTC over 3 levels (basement, ground floor and mezzanine) and is accessed via either the elevator at the south –east corner or through the Main Street or McMaster Street entrances. Ramped access is provided to all entrances and between floors. Public evacuation mechanisms and protection of library records and documents are key elements of the building design. The building is fitted with early warning smoke and fire detection alarm systems to protect the library areas and an up to date building evacuation plan is in place and routinely tested for use during an emergency.

The main public library is inspected annually for building WOF compliance as required under the Building Act 2004.

The library floor area has been sized and configured to achieve an expanded delivery of modern library services for the community.



4.3.3 Critical equipment – elevator

In emergency instances, the elevator is a high risk element of mechanical equipment linking the basement level with the upper floor level. In the event of failure, e.g. as a result of power failure during a fire, the impact could result in serious injury (e.g. extended smoke inhalation) if public were trapped in the elevator. Regular servicing

programmes, a back-up battery power supply and training of staff in the use of the lift in the event of failure are recommended to avoid or mitigate the risk.

4.3.4 Archive area

Measures to protect, manage and maintain the archive “pod” in the basement area are critical to the long term protection and preservation of documents pertaining to the history of Greytown and wider South Wairarapa District. The control of temperature, ventilation, lighting, and moisture levels is key to maintaining the required storage environment and is automated. Fire protection, water tightness and seismic strengthening are fundamental to the security of the archive “pod”.



4.4 GTC valuation

The GTC valuation, prepared by Darroch as at 30 June 2010, is summarised as follows:

:

Asset group	Economic life (Years)	Residual life (Years)	Replacement Value	Depreciated replacement value (\$)	Annual depreciation (\$)
Structure	80	75		926,800	12,357
Roof	40	35		124,100	3,546

Building services	45	40		451,100	11,278
Internal Fit-out	35	30		225,400	7,513
Plant	25	20		225,200	11,260
Site works	N/A	N/A		5,000	N/A
Total			2,182,373	1,957,600	45,954

4.5 Operations and Maintenance

4.5.1 O & M strategies/tactics

The GTC is currently managed by Councils in house staff through the Property and Facilities Officer. Maintenance is a mixture of planned and unplanned work organised through the Infrastructure Services team. A 10 year programme for maintenance and renewals will be needed along with asset condition assessments for the plant, grounds and building.

Specialist services for air conditioning, heating and ventilation, elevator, plumbing and drainage and garden maintenance are undertaken under separate contracts. Where practicable, these contracts will be competitively tendered in accordance with Council's procurement policy. Cleaning of the facility interior is currently undertaken in-house.

4.5.2 Current maintenance contracts

Maintenance contracts associated with the GTC are summarised below:

Contract	Contract commencement date	Term	Contractor	Cost for 2010/11
Garden and tree maintenance	1 July 2004	8 years	Transfield	
Building Maintenance	N/A	N/A	As required	
Cleaning (exterior)	N/A	N/A	As required	
Cleaning (interior)	N/A	N/A	SWDC	
Building maintenance - repairs	N/A	N/A	As required	
Plumbing and drainage	N/A	N/A	As required	
Security contract	-	-	Securatel	
Heating and ventilation equipment maintenance	-	-	Heat Pump Centre	
Elevator maintenance	1 May 2010	3 years (with right of	Otis	

Contract	Contract commencement date	Term	Contractor	Cost for 2010/11
		renewal)		
Smoke and heat alarm maintenance	13 July 2007	-	Wormalds	

Each contract and/or agreement should specify the work standards, performance criteria and reporting details for each maintenance activity.

Any work carried out should be in accordance with industry 'best' practice.

Maintenance of the building is currently on an as-required basis, based on visual inspections and reports of damage or defects. In future, building maintenance work will have a more preventative focus following routine inspections from which coordinated maintenance programmes will be prepared, to be developed by the Infrastructure and Services Team. Some rationalisation/grouping of work type within Council's wider building maintenance programme might be possible allowing some maintenance work to be competitively tendered.

4.5.3 Planned Inspections

Regular inspections to assess the condition of the GTC asset components are key to preserving the life and heritage value of the GTC. Inspections identify future risks and maintenance needs or repair work that is required. The frequency of inspections should be based on the impacts of possible asset failure on levels of service, costs, environmental impacts or corporate image. The inspection programme should be regularly reviewed and modified in response to the history of unplanned maintenance and risks.

The following table identifies the planned inspection programme and actions. It can be added to or amended over time in light of condition and performance monitoring and maintenance experience.

Asset	Frequency²	Inspector	Checks
Superstructure	6- monthly	Independent contractor	Check for signs of deterioration
External walls	6- monthly	Property and Facilities Officer	Check for signs of deterioration, graffiti, vandalism
Roofing	6- monthly	Independent contractor	Check for rust and growths, fixings, flashings,
Rainwater disposal	Monthly – June to December	Independent contractor	Check and clear gutters, downpipes and sumps/drains

² Includes recommendations in the Greytown town Hall Conservation Report prepared by D. Kernohan of Architecture Diagnostics

Asset	Frequency ²	Inspector	Checks
Flooring	Annually	Property and Facilities Officer	Check for signs of deterioration
Foundations	5-yearly	Independent contractor	Check for signs of deterioration/decay
Elevator	Annually	Independent contractor/supplier	Check operating and back-up safety systems
Fire alarm and smoke detection systems	Monthly test. Annual inspection (compliance specified).	Independent contractor/Supplier	Test fire alarm functionality and back-up safety systems
Emergency lighting and signage	Monthly test (compliance specified)	SWDC (monthly) Independent contractor/Supplier (annual)	Check operating and back-up safety systems
Heating and ventilation	6-monthly test. Annual inspection. (compliance specified)	Independent contractor/supplier	Check operating settings and performance
Lightning, storm, earthquake	Immediately following event	Property and Facilities Officer	Check for damage
Landscaping and pavement areas	Monthly	Property and Facilities Officer	Check for damage, vandalism
Building Warrant of Fitness	Annually	Independent contractor	Building WOF (Fire Safety, signage, etc.)
Building conservation monitoring	Annually	Conservation consultant	Monitoring of building conservation, specialist conservation advice

Table: Inspection Schedule – GTC Asset Components

A report should be submitted to Council by the contractor/officer following each inspection, recording the date when the inspection took place, details of the relevant asset condition, any recommended action(s) and timing.

4.5.4 Planned maintenance

Planned maintenance is preventative maintenance work carried out to a prepared schedule with the aim of ensuring continuity of service, preserving and if possible

extending asset design life. Planned maintenance work will typically be identified during routine building and specialist plant inspections to ensure that assets remain in satisfactory condition as well managing the risk of potential asset failure. Such works can include preventative maintenance of equipment. Criteria to be taken into account in prioritising work include:

- a) Impact of potential failure on public safety and building functionality if preventative maintenance work not carried out
- b) Rate of asset decay
- c) Economic efficiency
- d) Weather conditions
- e) New Zealand Standards

There is a need to complete a comprehensive register of all asset components, plant and equipment associated with the GTC facility and store this in an appropriate asset management system database. The associated residual asset lives and condition ratings will be used to establish detailed renewals programmes. This will effectively reduce the incidence of unplanned maintenance that may otherwise take place. The initial survey for establishing this information was carried out in August 2010.



The planned maintenance programme for GTC is summarised as follows:

Asset Type	Asset Component	Maintenance treatment	Frequency	Cost Estimate ³	Estimate Confidence Grading
External					
Roof	Roof cladding	Repaint	Every 7 years	\$1,000	C
	Chimneys/vents	Repaint	Every 7 years	\$500	C
Spouting	Guttering and spouting	Clean	Annually	\$500	C
		Repaint	Every 7 years	\$750	C
Exterior walls	Horizontal timber weatherboards	Repaint	Every 7 years	\$6,000	B
	Translucent insulated cladding (north side)	Clean	Annually	\$500	B
	Zincalume cladding	Clean	Annually	\$750	B
Joinery	Windows timber double-hung	Repaint	Every 7 years	1,200	B
	Windows timber fixed	Repaint	Every 7 years	1,200	B
	Windows new type	(See renewals)			
	Louvre vents joinery	(See renewals)			
Glazing	All glazing	Clean (internally and externally)	6- monthly	\$500pa	B
	Clerestorey glazing (fly tower)	Clean	6- monthly	\$300pa	B
Doors	Doors - solid timber	Repaint	Every 7 years	\$300	B

³ Based on cost adjusted report - Greytown Town Hall Refurbishment: Assessment of Ongoing Costs – Draft 1 dated 15 April 2005, prepared by Opus International Consultants.

Asset Type	Asset Component	Maintenance treatment	Frequency	Cost Estimate ³	Estimate Confidence Grading
	Doors – external	Repaint	Every 7 years	\$300	C
Stairs & balcony	Stair treads	Recoat	Every 4 years	\$500	B
	Stairs and banisters	Repaint	Every 7 years	\$500	B
	Balcony	Repaint	Every 7 years	\$500	B
Foundations	Foundation and piles	Inspect	Every 5 years	\$500	B
Grounds	Paving – motor vehicles	Repair	Every 5 years	\$1,000	C
	Road markings – parking area	Repaint	Every 5 years	\$250	B
	Paving pedestrian areas	(see renewals)	Every 5 years		
	Trees and plantings	Arboriculture	Annually	\$500pa	C
Internal					
Ceilings	Forum ceiling	Repaint	Every 8 years	\$3,500	C
	Library and commercial areas ceiling	Repaint	Every 8 years	\$11,500	C
Walls	Forum walls (10m height)	Repaint	Every 8 years	\$10,500	C
	Library walls (10m height)	Repaint	Every 8 years	\$8,500	C
	Commercial area walls	Repaint	Every 8 years	\$11,500	C
Flooring	Lower level timber floors	Polish	Every 10 years	\$6,500	B
	Amenity area linoleum floors	(See renewals)			
	Commercial area and mezzanine floors	(See renewals)			

Asset Type	Asset Component	Maintenance treatment	Frequency	Cost Estimate ³	Estimate Confidence Grading
Joinery	Internal doors	(See renewals)			
	Kitchen joinery	(See renewals)			
Services					
Plumbing and drainage	Kitchen fittings	(See renewals)			
	Toilet and bathroom fittings	Repair	Every 5 years	\$750	C
	Water supply connection to boundary	(See renewals)			
	Wastewater connection to boundary	(See renewals)			
Electrical	Light fittings - fluorescent	Replace lamp	Every 2 years	\$750	B
	Light fittings Hi bay	Replace lamp	Every 2 years	\$1,750	B
	Electrical fittings	(See renewals)			
Heat. & Vent AC	Fixed heaters	Service	Annually	\$150	D
	Ventilation ducts and outlets	(See renewals)			
Other	Elevator	Service	Monthly	\$8,700pa	D
	Smoke and heat alarm detection systems	Service	3- monthly	\$1,000pa	D

Table: Planned maintenance and refurbishment programme

4.5.5 Unplanned maintenance

Unplanned maintenance is generally the result of corrective or repair work carried out in response to reported problems or defects associated with parts of the building or associated mechanical and/or electrical equipment. While planned maintenance will reduce the incidence of unplanned maintenance, there will always be an element of

expenditure required to repair building damage due to accidents or wilful damage such as vandalism, graffiti, severe weather conditions etc.

The unplanned maintenance priorities are:

- a) Concern for the safety of facility users and adjacent property owners
- b) The likelihood that if repairs are left unattended, the final cost could increase
- c) Subsequent work may be dependent on initial maintenance work



4.6 Renewals

4.6.1 Renewal strategies

Renewals include work that restores, refurbishes rehabilitates or replaces an asset to its original condition and service potential.

Work that increases the capacity of an asset is defined as improvement/development work.

The general renewal strategy is to rehabilitate or replace asset components to extend their economic life and restore service potential based on four factors being:

- asset performance
- economics
- risk
- asset condition

A description of each factor is:

Asset Performance

Assets fails to perform to the required level of service which is generally identified by measuring the asset's condition and performance during inspections, or based on the investigation of customer complaints. Indicators of non-performing assets include:

- a) Repeated asset failure
- b) Poor appearance
- c) Inefficient
- d) Low customer satisfaction
- e) Unsafe
- f) Low usage rates

Economics

The objectives for renewals are to achieve:

- a) The optimum lifecycle costs for the asset (i.e. it is uneconomic to continue repairing the asset)
- b) Savings by incorporating renewal works with other works

Risk

The objective for reducing risk is to prioritise and programme work according to the following criteria:

- a) Public safety
- b) Legislative requirements
- c) Environmental risk
- d) Financial risk of deferring work
- e) Importance of asset location
- f) Level of usage

Asset condition

Asset condition is an integral part of performance, rehabilitation, cost and risk and is further discussed below.

4.6.2 Condition Assessment

The assessment of asset condition is essential for AM planning. The data collected from regular inspections is used to help determine:

- a) The stage an asset is at in its lifecycle
- b) The remaining effective life of an asset
- c) The deterioration rate of an asset
- d) When rehabilitation or replacement of the asset will be required
- e) Financial forecasts
- f) The risk of asset failure
- g) The future frequency of inspection required to manage the risk of failure

The condition of assets is rated according to the NAMs building condition tables. These define specific rating standards and definitions for various asset groups based on general condition rating standards. This information should be recorded on an appropriate asset

management database so it can be used to identify maintenance, development and renewal or disposal works.

4.6.3 Renewal Standards

The standards and specifications for renewal works are generally the same as new works.

4.6.4 Asset life

A first-order assessment of the economic life of many of the GTC asset components have been drawn from the 2010 valuation prepared by Darroch as scheduled in the table below. A more accurate assessment of residual life will be developed over time through a programme of regular building inspection and condition assessments.

Component	Date installed	Economic life (Years)	Residual life (Years)
Structure	2006 (Varies)	80	75
Roof	2006	40	35
Services	2006	45	40
Internal fit-out	2006	35	30
Mechanical and electrical plant	2006	25	20
Site works	2006	N/A	N/A

4.6.5 Planned renewals

The planned renewals programme for the GTC is summarised below. The actual timing and frequency of the renewals programme will be determined from the routine inspection schedule ahead of each Annual Plan.

Asset Type	Asset Component	Renewals treatment	Indicative Frequency	Cost Estimate ⁴	Cost Estimate Confidence Grading ⁵
External					
Roof	Roof cladding	Replace corrugated Colorsteel	Every 20 years	\$35,000	B
	Chimneys/vents	Replace galvanised chimneys/vents	Every 20 years	\$1,000	C

⁴ Based on cost adjusted report - Grey town Town Hall Refurbishment: Assessment of Ongoing Costs Draft 1 dated 15 April 2005 prepared by Opus International Consultants

⁵ See Clause 4.1 for definition of gradings.

Asset Type	Asset Component	Renewals treatment	Indicative Frequency	Cost Estimate⁴	Cost Estimate Confidence Grading⁵
Spouting	Guttering & spouting	Replace	Every 20 years	\$5,000	C
Exterior walls	Horizontal timber weatherboards	Replace	Every 50 years	\$20,000	D
	Translucent insulated cladding (north side)	Replace cladding	Every 50 years	\$15,000	D
	Zincalume cladding	Replace cladding	Every 20 years	\$10,000	D
Joinery	Windows timber double-hung	Replace timber	Every 50 years	\$9,000	C
	Windows timber fixed	Replace timber	Every 50 years	\$13,500	C
	Windows new type	Replace anodised Al.	Every 50 years	\$5,000	C
	Louvre vents joinery	Replace anodised Al	Every 50 years	\$9,000	B
Glazing	All glazing	(See maintenance)			
	Clerestorey glazing (fly tower)	(See maintenance)			
Doors	Doors - solid timber	Replace	Every 50 years	\$22,500	C
	Doors – other	Replace	Every 50 years	\$20,000	C
Stairs	Stair treads	Replace timber	Every 50 years	\$9,000	C
	Stairs and banisters	Replace timber	Every 50 years	\$23,500	C
Balcony	Balcony	Replace timber	Every 50 years	\$10,000	D
Foundations	Foundation and piles	Replace concrete	Every 50 years	\$10,000	D
Grounds	Paving – motor vehicles	Resurface asphalt	Every 15 years	\$30,000	B
	Road markings	(See	Every 5	\$250	B

Asset Type	Asset Component	Renewals treatment	Indicative Frequency	Cost Estimate ⁴	Cost Estimate Confidence Grading ⁵
	– parking area	maintenance)	years		
	Paving pedestrian areas	Resurface asphalt	Every 15 years	\$2,000	B
	Trees and plantings	(See maintenance)			
Internal					
Ceilings	Forum ceiling	(See maintenance)			
	Library and commercial areas ceiling	(See maintenance)			
Walls	Forum walls (10m height)	(See maintenance)			
	Library walls (10m height)	(See maintenance)			
	Commercial area walls	(See maintenance)			
Flooring	Lower level timber floors	(See maintenance)			
	Amenity area linoleum floors	Replace	Every 10 years	\$17,500	B
	Commercial area and mezzanine floors	Replace	Every 10 years	\$17,500	B
Joinery	Internal doors	Replace	Every 50 years	(See doors above)	
	Kitchen joinery	Refurbish	Every 8 years	\$5,000	C
		Replace	Every 15 years	\$10,000	C
Services					
Plumbing and drainage	Kitchen fittings	Refurbish	Every 8 years	\$1,500	B
		Replace	Every 15 years	\$2,500	C

Asset Type	Asset Component	Renewals treatment	Indicative Frequency	Cost Estimate⁴	Cost Estimate Confidence Grading⁵
	Toilet and bathroom fittings	Replace	Every 10 years	\$1,000	C
	Water supply connection to boundary	Replace	Every 50 years	\$1,500	D
	Wastewater connection to boundary	Replace	Every 50 years	\$2,500	D
Electrical	Light fittings - fluorescent	Replace	Every 10 years	\$7,500	C
	Light fittings Hi bay	Replace	Every 10 years	\$7,500	C
	Electrical fittings	Replace	Every 15 years	\$7,500	C
Heat. & Vent AC	Fixed heaters	Replace	Every 15 years	\$5,000	B
	Ventilation ducts and outlets	Replace	Every 20 years	\$5,000	D
Other	Elevator	(See maintenance)			
	Smoke and heat alarm detection systems	(See maintenance)			

4.6.6 Deferred Renewals

Works identified in terms of the above renewal strategies may be deferred where costs are beyond SWDC's current ability to fund them. This may occur where higher priority works are needed for other infrastructure assets, or there are short-term peaks in expenditure or inadequate funds exist. The asset lifecycle management sections will need to be updated in the event of any deferred renewals for that category of assets.



4.7 Improvements

4.7.1 Improvement strategies

Improvement works are those works that will upgrade or improve the existing GTC facility, e.g. in response to an established community demand for additional library services or reconfiguration of some parts of the existing floor space.

4.7.2 Project identification and prioritisation

The prioritisation of future capital works at the GTC will be guided by the stated goals for the facility which are to:

- conserve and retain the GTC as an important physical connection with the historical and architectural heritage of the district community
- ensure that relevant community services are provided at the GTC for residents and visitors
- meet the agreed levels of service in the most cost effective way through the operation, maintenance, renewal and disposal of the facility assets to provide for existing and future users.

Any proposal to undertake improvement works will first be the subject of a detailed evaluation of the costs and benefits of the proposal and a comprehensive consultation process involving the GTC stakeholders and public.

4.8 Disposal and Rationalisation

4.8.1 Disposal

The GTC is a recently refurbished facility - there is no future proposal for disposal of this asset on Council's Amenities Activity Management Plan.

4.8.2 Asset Rationalisation

The strategy for asset rationalisation provides opportunity to review configurations, type and location of assets and the relevance of the services provided at the GTC. It involves two parts. The first part consists of regular and close monitoring of GTC data identified from the following processes:

- a) Monitoring use rates of the GTC (surveys)
- b) Monitoring complaints received about assets levels of service (analysis of Council's service request system)
- c) Monitoring condition of the assets (planned inspections)

The second part of the asset rationalisation process involves the identification and investigation of possible alternative uses for the GTC. It may be that user expectations can be better met or user numbers increased, through one or more of the following processes:

- a) Further upgrading of the facility
- b) Alternative uses for the facility
- c) Refitting of the facility

5.0 RISK MANAGEMENT

Risk management for the GTC is focussed on limiting the consequences of an event that could result in damage to the facility, loss of cultural heritage value, or injury to staff and/or users of the facility, and taking measures to limit the likelihood of these events.

This Plan includes a preliminary risk identification process but a comprehensive risk management plan for the GTC facility is still to be addressed. It should include preparation of health and safety risk management plans and emergency evacuation plans.

5.1 Risk approach

$$\text{Risk} = \text{failure impact} \times \text{likelihood of failure}$$

A pragmatic approach has been taken to risk management, by identifying risk events grouped into:

- Natural events, where there is no real control over the timing or extent of the event, Probabilities may be understood, e.g. floods, lightning strikes, earthquakes.
- External impacts, where failure of services provided by others impacts on the functioning of the facility e.g. power supply failures, internet service failures.
- Physical failure risks, where condition or performance of an asset component could lead to failure
- Operational risks, where management of the GTC facility, or activities within the facility, may have an adverse impact.

These risk events may have other consequences on such things as:

- Loss of income - commercial rentals
- Loss of service
- Loss of life, or injury
- Health impacts
- Damage to property
- Failure to meet statutory requirements
- Third party loss
- Loss of image

5.2 Risk management process

Risk identification – A number of “high level” risks have been identified, however further work is required to identify other specific risks to the facility

Risk evaluation – The identified risks have been assessed as to the likelihood of them occurring, and then scored allowing a monetary conversion

Risk management –It is proposed that risk will be avoided, mitigated, reduced or transferred by the following means:

- Avoid risk by changing location, procedures, materials, or equipment and/remove the service or asset that presents the risk;
- Reduce the risk by installing security devices such as lighting, formulating procedural safeguards, such as condition assessments, fire detection and

evacuation systems and training staff and contractors on safe working practices and emergency procedures;

- Transferring the risk by using methods to assign the risk of potential losses to a third party e.g. by insurance or altering the terms or conditions of contracts or adding certain risks to new contracts.

Acceptance of risk – Council can accept the risk as an alternative to payment of increasing insurance premiums and insurance excesses.

The probability of physical failure of asset components is directly related to the condition of the assets, hence the importance of regular and accurate condition assessment. The effort put into assessing and managing risk should be proportional to the risk exposure.

5.3 Measures of likelihood of risks

Measures of likelihood or probability are explained in the table below:

LIKELIHOOD	DESCRIPTOR	EVENT DESCRIPTION	100% PROBABILITY OF FAILURE	PROBABILITY
9-10	Almost certain	The event is expected to occur in most circumstances	Within 1 year	0.9
7-8	Likely	The event will probably occur in most circumstances	Within 2 years	0.5
5-6	Possible	The event should occur at some time	Within 3 – 10 years	0.15
3-4	Unlikely	The event could occur at some times	Within 11 – 20 years	0.07
1-2	Rare	The event may occur but only in exceptional circumstances	After more than 20 years	0.02

5.4 Measures of consequence

CONSEQUENCE	DESCRIPTION	FINANCIAL	TECHNICAL	PERSONNEL INCIDENT OR ACCIDENT	SOCIAL	POLITICAL	COMMERCIAL
1	Negligible	<\$5,000	Minimal impact to services	First aid treatment. Limited lost time	Minimal impact or disruption	Minimal interest	Minimal impact
2	Minor	>\$5,000 <\$10,000	Limited disruption to services	Medical treatment required. Lost time injury	Some disruption to normal access to facility services.	Minor impact or interest. Questions raised in local fora, local media reports	Claims from tenants or repairs to services. General users of facility inconvenienced.
3	Moderate	>\$10,000 <\$50,000	Significant impact, services reduced or stopped for up to two weeks	Serious injury. Extended medical treatment required	Disruption to public access, services and systems.	Community criticism. Broad media coverage.	Moderate claims. Customers forced to other options. Questions from regulator
4	Major	>\$50,000	Extended disruption to services for two to four weeks.	Serious injury or loss of life	Extensive disruption. Damage to historical records. Incidents/accidents involving the public	Loss of confidence in facility management. Regional media coverage.	Substantial claims. Rebuke or threat from regulator
5	Catastrophic	Very high. Extensive losses within and beyond the system	Extensive disruption and damage with broad impact on other infrastructure	Loss of more than one life and or extensive injuries	Broad impact on community access to library and other facility services.	Public furore and investigations. Management changes demanded	Major claims from commercial tenants.

5.5 Risk matrix

The following table explains the risk rating matrix used to assess the risks tabulated below for the GTC facility. Risk is assessed as the product of consequence and likelihood, thus a high likelihood of the event occurring with a major consequence leads to an extreme risk that requires immediate action.

EVENT	Consequence				
	1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
9-10 Almost Certain	Moderate	High	High	Extreme	Extreme
7-8 Likely	Moderate	Moderate	High	Extreme	Extreme
5-6 Moderate	Low	Moderate	Moderate	High	Extreme
3-4 Unlikely	Low	Low	Moderate	High	Extreme
0-2 Rare	Low	Low	Moderate	High	High

5.6 Mitigation Measures

Mitigation measures include building design, routine inspection, servicing and monitoring systems, and emergency planning measures.

Based on the risk rating matrix above, the table below gives guidance on appropriate mitigation measures:

Risk Rating	Mitigation Measure
Extreme	Immediate action required to reduce risk
High	Treatment options must be reviewed and action taken to manage risk
Moderate	Treatment options reviewed and action taken dependant on treatment cost
Low	Managed by routine procedures

5.7 GTC critical assets and identified risk types

A critical asset or feature is one that if it fails to provide or retain the required service or function, it will result in a significant impact on the community (*significant impact can be viewed as a loss of a major amenity, disruption to many businesses or people, harm to Council's image or inability for Council to function*)

Identification of critical assets involved assessing the facility components against a series of criteria and allocating a grade. The process involved:

- Listing the main asset component/area

- Assessing the risks of an event
- Asset components/areas deemed to have the highest impact are critical assets

Risks are aligned to public health, environment, security of service, quality, asset protection and capacity.

Critical GTC asset components and areas are assessed in the table below:

Critical asset component/area affected	Risk description	Consequence	Risk Rating	Current mitigation	Managed risk rating
Internal area - general	Accident	Injury or serious injury	High	Check for safety issues on a programmed basis	Low
Building conservation fittings/finishings	Deterioration of key building elements.	Decline in conservation value of asset components and finishings	Moderate	Condition assessments and planned routine maintenance	Low
Library	Earthquake	Serious injury due to collapsed shelving	High	Ensure all free standing fittings or storage devices are securely tied to building structure.	Low
Kitchen area	Fire	Serious injury	High	Alarm monitoring measures in place. Installation and regular testing of heat and smoke alarms. Fire evacuation plan.	Moderate
Building interior - general	Earthquake	Serious injury due to fire or collapsed internal cladding and fittings	High	Ensure all free standing fittings or storage devices are securely tied to building structure. Evacuation plan.	Low
Building structure	Earthquake	Serious injury or loss of life due to collapsed structure	Extreme	Building designed to resist seismic loading in accordance with Building Act.	Low

				Annual WoF inspections. Evacuation plan. Inspect building structure immediately after moderate to high strength earthquakes (5.0 and above on Richter scale)	
Elevator	Fire earthquake or	Serious injury due to smoke inhalation or burn	High	Regular testing of equipment, back-up power supply, staff training in lift evacuation procedures.	Low.
Commercial offices	Fire earthquake or	Serious injury due to smoke inhalation	High	Alarm monitoring measures in place. Installation and regular testing of heat and smoke alarms. Fire evacuation plan.	Low
Meeting rooms	Fire earthquake or	Serious injury due to smoke inhalation	High	Alarm monitoring measures in place. Installation and regular testing of heat and smoke alarms. Fire evacuation plan.	
Archive room	Moisture or temperature related deterioration of documents damage.	Decay and loss of historical records.	High	Thermostatically controlled temperature and moisture. Regular checking of settings and servicing of H & V unit.	Low

	Database of records not completed.	Important historical records not retrievable because not recorded.	High	Engage archivist to index and establish record database	Low
Mezzanine floor	Fire or earthquake	Serious injury due to smoke inhalation	High	Alarm monitoring measures in place. Installation and regular testing of heat and smoke alarms. Fire evacuation plan.	



6.0 FINANCIAL SUMMARY - What it costs and how we will pay for it

6.1 Summary of financial policies

The focus of this management plan is to provide agreed levels of service at the optimum or lowest lifecycle cost to the community. The acquisition of funds required to achieve this focus are noted below.

The amenities rate and user charges fund the operating costs of the GTC facility. Capital development has been funded from grants and donations and loans. Renewals will be funded from depreciation reserves or loans.

Council has in place a financial contributions policy in accordance with the RMA Act 1991 that can be used to fund capital development where the contributions are based on mitigation of adverse effects on the environment and applied at the time of land use development as a condition of planning approval. Council currently does not have a development contributions policy as provided under the Local Government Act 2002. The latter can be applied to part fund additional reserves, network infrastructure or community infrastructure planned as a result of expected growth.

6.2 Financial forecasts

The following table summarises the financial expenditure forecast for the GTC facility from 2010/11 (existing Annual Plan) to 2020/21. The expenditure categories are defined as:

- a) Operations and maintenance
- b) Renewals and refurbishments
- c) Capital improvements (development)

Note: All operating and maintenance expenditure relates to just the GTC component of the facility i.e. the library service component is treated as a separate cost centre.

	Frequency (Years)	Year									
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
O & M:											
Direct costs - salaries & wages		7,901	8,138	8,382	8,633	8,892	9,159	9,434	9,717	10,008	10,309
General exp.		419	432	445	458	472	486	501	516	531	547
Inspections & misc mtce		176	696	717	739	761	784	807	831	856	882
Cleaning		1,609	1,658	1,707	1,758	1,811	1,866	1,922	1,979	2,039	2,100
Power		13,635	14,044	14,465	14,899	15,346	15,807	16,281	16,769	17,272	17,791
Building mt ce		11,184	11,519	11,865	12,221	12,587	12,965	13,354	13,755	14,167	14,592
Rates		1,687	1,738	1,790	1,844	1,899	1,956	2,015	2,075	2,137	2,202
Corp. services apportionment		9,796	10,090	10,392	10,704	11,025	11,356	11,697	12,048	12,409	12,781
In house prof services		743	765	788	812	836	861	887	914	941	970
Depreciation		24,280	25,008	25,759	26,531	27,327	28,147	28,992	29,861	30,757	31,680
Insurances		2,685	2,766	2,849	2,934	3,022	3,113	3,206	3,302	3,401	3,503
Wash exterior cladding		500	515	530	546	563	580	597	615	633	652
Clean translucent cladding		250	258	265	273	281	290	299	307	317	326
Clean spouting		500	515	530	546	563	580	597	615	633	652
Clean glazing (6 monthly)	6 monthly	800	824	849	874	900	927	955	984	1,013	1,044
Inspect foundations	5		500					580			
Repair carpark paving	5		1,000					1,159			
Tree and grounds mtce		500	515	530	546	563	580	597	615	633	652
Repair kitchen & bathroom fittings		750					869				
H & V servicing			150	155	159	164	169	174	179	184	190
Elevator servicing		8700	8,961	9,230	9,507	9,792	10,086	10,388	10,700	11,021	11,352
Fire detection servicing		1037	1,068	1,100	1,133	1,167	1,202	1,238	1,275	1,314	1,353
Total O & M		87,152	91,159	92,349	95,120	97,973	101,782	105,679	107,058	110,270	113,578

Renewals & refurbishments:

Repaint:

Roof	7		1,000								1,230
Chimney & vents	7		500								615
Spouting	7		750								922

External weatherboards	7		6,000			7,379
Window frames	7		2,400			2,952
Doors	7		600			738
Recoat stair treads	4	500			563	633
Stairs and banisters	7		500			615
Balcony	7		500			615
Carpark markings	5	250				290
Main Forum walls & ceilings	8			14,000		
Commercial interior	7			20,000		
Library interior	8			11,000		
Repolish timber floors	10					6,500
<u>Replace:</u>						
Light fittings & lamps	3	2,500		2,732		2,985
Roof	20					
Chimneys and vents	20					
Spouting	20					
Timber weatherboards	50					
Translucent cladding	50					
Zincalume cladding	20					
Windows	50					
Doors	50					
Stairs	50					
Balcony	50					
Foundations	50					
Carpark surfacing	15					
Road markings- carpark	5	250				290
Pedestrian paving areas	15					
Linoleum flooring	10					17,500
Commercial and mezzanine floor areas	11					17,500
Kitchen joinery	9				1,500	
Internal doors	50					

Kitchen joinery	15										
Toilet & bathroom fittings	10							1,000			
Water supply connection	50										
Sewerage and SW connections	50										
Electrical & light fittings	9					22,500					
Heating units	15										
Ventilation units	20										
Total renewals and refurbishments		2,500	1,000	12,250	22,732	25,000	24,563	28,565	17,500	0	18,961
Improvements:											
Nil		0	0	0	0	0	0	0	0	0	0

Refinements to the expenditure forecasts will be brought through to this Management Plan following progressive implementation of the tasks scheduled in the Improvement Plan section. This includes work on preparation of a comprehensive data register for the facility, more accurate condition and performance assessments, improved cost estimates and corresponding improvements to the associated confidence gradings. The impact of any new or improved information on Council's financial projections will be assessed as part of the 2012 LTCCP review.

6.3 Key financial assumptions

The following basic assumptions have been made in preparing the 10 year financial forecast:

- The economic life of all refurbishment work completed at the GTC commenced in 2006/07 (i.e. all refurbishment works are 4-years old at the commencement of the financial forecast - 2010/11)
- The reliability of the condition, performance and replacement cost estimates is based on a first order assessment and walk-over visual inspection, as reflected in the assigned confidence grades
- Cost estimates past Year 3 (2012/13) are more likely to change as programmes become more refined and detailed
- Maintenance allocations are largely based on maintaining current levels of service
- All expenditure is stated in dollar values, exclusive of GST, as at 1 July 2010 with allowance added for inflation over each subsequent year of the 10-year planning period
- It is anticipated that there will be a gradual increase in operations and maintenance expenditure in real terms over the planned period due to the continued ageing of the asset. This may be offset in part by improved asset management decision making made possible by enhanced data base
- Significant increases in the forecasts may however result from more detailed evaluation of asset renewal requirements. These costs may be offset slightly by resultant reductions in maintenance costs for the assets involved. As this reduction is difficult to quantify it has not been allowed for in the financial forecasts
- No allowance has been made for any capital development (improvements) at the GTC facility over the next 10-year 2010/11 to 2019/20 planning period
- Changes in the district population will not impact on the expenditure forecasts for the facility. The most significant changes may result from changes to user requirements for access to the library and associated facilities outside traditional work hours.

7.0 IMPROVEMENT PLAN – our commitment to excellence

This section of the plan firstly describes the current asset management practices under the headings of processes, systems and data. The gap between current and desired asset management practices for the GTC is described. The improvements required to close this gap are set out in the improvement programme. The programme also identifies priorities, timetables, and resources for achieving the desired management practices.

7.1 Assessment of current practice

This section outlines the decision-making practices that SWDC currently use to determine long-term maintenance, levels of service, renewal and capital expenditure requirements for GTC. Current practice is summarised in four broad areas of activity:

- a) **Processes:** The processes, analysis and evaluation techniques needed for life cycle asset management.
- b) **Information Systems:** The information support systems used to store and interpret the data.
- c) **Data:** Information available relating to the GTC asset components for interpretation by the systems to produce the required outputs.

The following sections detail 'current management practices' and describe the 'desired management practices' SWDC intends to develop in the period to 30 June 2020.

7.1.1 Asset Processes

Current Management Practices	Desired Management Practices
Operations	
Some operational processes documented in service contracts	Operational servicing requirements identified and documented in 'controlled' manuals.
	Servicing logs maintained up to date for GTC operational equipment and machinery (servicing of lift etc)
Performance Monitoring	
Some monitoring of contractors' performance	Contractor performance monitored using specific key performance indicators.
Reactive monitoring of contractors' work performance	Performance standards fully documented and monitored for compliance.

Current Management Practices	Desired Management Practices
Performance reported to customers through Key Performance Indicators	No change
Optimised Lifecycle Strategy	
10 year forward works programme for renewals and maintenance developed in 2010.	Lifecycle costs determined and optimised using NPV analysis
High level risk assessments undertaken.	Comprehensive risk management plan in place
Critical assets identified.	No change
Knowledge of Assets	
Plans and records of building structure , finishing's and fittings complete in hard copy format	As-built information recorded on an electronic information system and accessible to AM staff.
Updating process is not documented	Process established for updating of asset information.
Preliminary attribute information available for most assets	Process documented for collecting, confirming and updating condition and performance attribute information via maintenance activities.
Condition Assessments	
Condition assessment of some assets and buildings by SWDC staff/contractors	Condition assessment of critical assets carried out on specified frequency for GTC.
No contract reporting on asset condition.	Maintenance feedback processes established and documented.
Asset Utilisation	
Incomplete knowledge of facility utilisation	Facility utilisation identified (via enhanced foot-traffic counts).

Current Management Practices	Desired Management Practices
Accounting and Economics	
Asset values based on rating valuation	Process in place for recording costs against assets where appropriate
Levels of Service	
Levels of service are noted in the contract documents.	LOS based on customer research and reviewed regularly
3-yearly community satisfaction survey results.	

7.1.2 Asset Management Information Systems

Current Management Practices	Desired Management Practices
Asset Register	
Basic asset register of GTC kept in hard copy format	Electronic AM database for all GTC asset components.
	Integration of Database with financial system.
Financial System	
Costings coded and reported on cost centre basis via general ledger.	Database used to record maintenance costs against asset types using AMS.
Financial system is not currently linked to a proprietary asset management system (AMS).	Asset valuation generated from Database
Lease data is held in hard copy file format.	Leases indexed and recorded in AMS to automate bring-ups and expiry dates
Maintenance Management	

Current Management Practices	Desired Management Practices
Maintenance work on facility is not recorded or linked to the asset type.	Link maintenance details to significant asset types to enable tracking of work history and cost. Group building maintenance items by type and combine for competitive tendering
Condition/Performance Monitoring	
Preliminary assessment completed	Confirm asset component condition and performance data and store in AMS
Customer Enquiries	
Request for Service - Customer service complaints and enquiries received and passed to AM staff by email. Not recorded or tracked for response.	Customer enquiries/complaints recorded against individual elements of GTC and tracked.
"Fix-it" forms registered and response tracked.	
Risk Management	
Preliminary risk assessment carried out and critical assets identified.	Risk register further developed to record identified high risk assets.
Plans and Records	
As built plans, maintenance and capex contract files, general files, inspection reports available in some cases.	Electronic plans and records linked to AMS database. Includes property register.

Table: Asset Management Information Systems – current and desired practice

7.1.3 Asset Management Data

Current Management Practices	Desired Management Practices
Asset Attributes	

Current Management Practices	Desired Management Practices
Inventories and preliminary condition ratings for GTC structure, M & E, finishings, and fittings approximately 85% complete	Up to date attributes confirmed for all asset components
Preliminary condition ratings for GTC components approximately 85% complete.	
Lifecycle Costs	
Some routine maintenance activity and costs available from contracts in hard copy.	Maintenance data routinely recorded against significant assets or groups of assets.
Unscheduled maintenance work records available in hard copy format via order system	
Renewal and capital costs are available from recent works	Good database of complete lifecycle costs, which can be used for decision making
Future Prediction Data	
Census results used to predict future demand	Actual versus predicted growth monitored
Levels of Service	
LOS recorded in AM plan and contracts where appropriate	Level of service regularly monitored and recorded against performance measures

7.2 Improvement Programme

The purpose of an AM improvement programme is to improve the current management practices by implementing measures that will improve the accuracy and reliability of life-cycle asset management decision making. The improvement programme tasks to be completed are shown in the figure below:

Item	Description	Relative Priority				Target Completion Date	Additional Resources Required	Actual Completion Date	Comment
		1	2	3	4				
1	Survey the community's satisfaction with the current levels of service provided.			x		Next review due 2011/12	Survey contractor		
2	Formalise asset data collection and updating procedures.	x				March 2011			
3	Formalise all GTC routine building and equipment maintenance contracts and record in a centralised database with scheduled "bring-ups"		x			March 2011			Current servicing arrangements are not comprehensive, coordinated, or in some cases, up to date.
4	Improve contractor maintenance reporting against significant asset groups		x			March 2011			
5	Collect lifecycle costs for each significant asset group	x				On-going			
6	Develop accurate and complete asset inventory register for GTC complete with condition and performance attributes		x			On-going			
7	Spare								
8	Investigate AMS for integrated storage of asset and utilisation data			x		June 2011			
9	Monitor GTC usage trends				x	On going			
10	Install system to monitor performance against levels of service and other performance measures		x			June 2011			
11	Investigate linkage of AMS with financial				x	July 2011			

	system and allocate life cycle costs against asset types							
12	Link maintenance history to significant assets or asset groups		x			On-going		
13	Install system to record customer enquiries/complaints against asset types.			x		Sept 2011		
14	Develop a risk management plan for GTC			x		December 2011		
15	Convert hard copy as-built records to electronic format and link to AMS database		x			December 2011		
16	Include in the 2012 - 22 LTCCP levels of service and KPI's that relate to maintaining the cultural heritage value of the GTC		x			March 2012		
17	Review and introduce a booking and fee system that takes account of ability to pay, market rates for commercial use versus community use, assessing public and private benefit, and Council objectives for community use of the facility.		x			June 2011		

Key

1 = high importance/high urgency

2 = high importance/low urgency

3 = low importance/high urgency

4 = low importance/low urgency.

8.0 REVIEW OF GTC MANAGEMENT PLAN

In keeping with Council's LTCCP planning cycle, this plan will be submitted to Council for adoption and reviewed on a 3-yearly basis. The next review date is November 2011.

The main areas requiring review include:

Asset Description

A high level description of assets is provided. A detailed asset inventory are not yet available. Condition information is preliminary only, noting that much of the GTC asset was refurbished or replaced in 2006. Basic renewals programme forecasts have been provided based on nominal economic asset lives commencing in 2006.

Levels of Service

Levels of service will need to be reviewed to ensure that access to and the nature of the services available within the facility remain relevant

Risk Management

Critical assets have been identified at a high level using a risk based approach. Critical assets documented. A risk management plan for the facility is needed.

Planning Assumptions and Confidence Levels

Data confidence underpinning asset condition and financial estimates are stated in the Plan. Further investigations are needed to confirm the confidence gradings, starting with the items attaching to low confidence grades.

APPENDICES

21.1.2 (Permitted Activity) Sites of Historic Heritage Value

(a) Minor repairs and maintenance of any heritage item identified as **a site of Historic Value in Appendix 1.7 which meet the following** standards:

- (i) The work is confined to conservation, reassembly, reinstatement, repair or stabilisation of the original character, fabric or detailing of the heritage item; and
- (ii) The work is carried out to the same design, using original or similar materials to those originally used and does not detract from the form, character and appearance of the heritage item.

Note: For the purpose of the above rule - "Maintenance" means the protective care of a place. A place of heritage value should be maintained regularly and preferably according to a conservation plan, except in circumstances where it is appropriate for places to remain without intervention.

In relation to buildings and structures, maintenance means carrying out any work which:

- (1) is for the purposes of keeping the building and/or structure in good condition; and
- (2) does not result in any increase in the area of land occupied by the structure; and
- (3) does not change the character, scale and intensity of any effects of the structure on the environment (except to reduce any adverse effects or increase any positive effects) but does not include upgrading.

"Repair" means making good decayed or damaged material.

Repair of material or of a site should be with original or similar materials. Repair of a technically higher standard than the original workmanship or materials may be justified where the life expectancy of the site or material is increased, the new material is compatible with the old and any heritage value is not diminished.

21.1.3 (Permitted Activity) Historic Heritage Precincts

Commercial and Industrial Zones

(a) Minor repairs and maintenance of any premises within the Historic Heritage Precincts listed in Appendix 1.8 which meet the following standards:

- (i) The work is confined to conservation, reassembly, reinstatement, repair or stabilisation of the original character, fabric or detailing of the premises;
- (ii) The work is carried out to the same design, using original or similar materials to those originally used and does not detract from the form, character and appearance of the premises.
- (iii) For the South Wairarapa District, the work is consistent with the South Wairarapa Town Centres Design Guidelines in Appendix 8

Note: For the purpose of the above rule –

“Maintenance” means the protective care of a place. A place of heritage value should be maintained regularly and preferably according to a conservation plan, except in circumstances where it is appropriate for places to remain without intervention. In relation to buildings and structures, maintenance means carrying out any work which:

- (1) is for the purposes of keeping the building and/or structure in good condition; and
- (2) does not result in any increase in the area of land occupied by the structure; and
- (3) does not change the character, scale and intensity of any effects of the structure on the environment (except to reduce any adverse effects or increase any positive effects) but does not include upgrading.

“Repair” means making good decayed or damaged material. Repair of material of a site should be with original or similar materials. Repair of a technically higher standard than the original workmanship or materials may be justified where the life expectancy of the site or material is increased, the new material is compatible with the old and any heritage value is not diminished.

(b) Signs within the Commercial and Industrial Zones in the Historic

Heritage Precincts listed in Appendix 1.8 which meet the following standards:

- (i) No individual sign exceeds 2m² in area (all faces). Total signage on any one building shall not exceed 4m² in area.
- (ii) No sign is illuminated by any means other than directional lighting.
- (iii) Signs are located above verandahs but within the parapet height or suspended within verandahs.
- (iv) One free-standing sign per site, and shall not exceed 0.5m² in area (all faces).

21.4 Discretionary Activities

The following are Discretionary Activities:

(f) Any alteration, addition, relocation, reconstruction, partial **demolition or total demolition not complying with the permitted activity standards for any heritage item listed in Appendix 1.7**

Heritage Items, except for relocation and demolition of a Category 1 item under Rule 21.5(a).

(g) The following activities within the Historic Heritage Precincts listed in Appendix 1.8:

(i) New buildings, including accessory buildings and the premises;

(ii) Alteration, addition or reconstruction of any buildings;

(iii) Signs within the Residential Zone;

(iv) Demolition, removal or relocation of structures and buildings.

