

# **TSB Pool**

## **Activity Management Plan 2006**

Stratford District Council

Appendix Q of LTCCP

# TSB Pool Activity Management Plan

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## 1. Introduction

### 1.1 Background

The Stratford District Council owns and manages the TSB Pool (here within the “Pool”) under the provisions of the Local Government Act 2002 and the Reserves Act 1977 (and their amendments).

The Pool is located on Page Street and is situated within King Edward Park, a multi purpose Recreation Reserve owned and managed by Council. It has its historical link as the park “baths”, and was opened in January 1938 as two individual pools.

Over time the Pool has been subject to upgrades and modification including the addition of a toddler’s pool in 1969, the shallowing and lengthening of the main pool to 33.3 m in 1982, roof fully enclosed in 1984, heating in 1987, reduction in length of the main pool to 25m in 1990 and a \$750,000 extension and refurbishment in 1992/93, and the installation of a new filter system in 2003.

In 2002 there was a meeting with interested parties to discuss future pool development. This resulted in a development concept plan being developed but not acted on because of costs.

Today the pool is managed under a service contract for staffing and the operation and servicing of the assets is directly managed by Council.

Income is directly derived from user charges and the general rate.

Council has traditionally adopted the role of provider of the district pool as there has been no alternative provider in the Stratford district.

### 1.2 LTCCP Community Outcomes

In preparing the first LTCCP Council has used both current and new information concerning community outcomes. To arrive at the Regional outcomes research was undertaken in conjunction with our two neighbouring Local Authorities, New Plymouth District Council and South Taranaki District Council and the Regional Authority, Taranaki Regional Council. The four Councils appointed AC Nielsen Ltd to identify community desired outcomes for the regional community; those desired outcomes that will add to or sustain the community’s well-being.

The community was actively engaged in the process to identify what they considered important and which five outcomes they thought required most attention over the next five years. While the primary focus was on outcomes common to the regional community each district was required to identify any local preferences.

The Stratford community was directly consulted on key outcomes for the district and these have formed the basis for Councils LTCCP.

The Regional and Stratford community outcomes to which the Pool primarily contributes are addressed in Volume One, Chapter "Levels of Service/Performance Measures" of the LTCCP.

### 1.3 TSB Pool Goal and Principal Objectives

The Pool activity goal is:

*“The provision of a well maintained attractive recreation facility that promotes enjoyment and community well-being for locals and visitors.”*

and the principal objectives are:

- (a) To provide a safe and supervised place for aquatic and recreational activities in a controlled healthy environment;
- (b) To plan for, and forecast, the investment for the future capital and provision of the Pool and to anticipate demand trends that may effect this investment;

- (c) To ensure the that the Pool facility is maintained to meet adequate safety and service standards;
- (d) To provide the facility in a cost effective manner for the benefit of district ratepayers;
- (e) To maintain an adequate management systems for all matters relating to the Pool; and
- (f) To provide for informed community consultation on all matters with regard to the Pool.

## 2. Levels of Service and Detailed Activities

The levels of service and performance measures are discussed in Volume One of the LTCCP under the chapter "Levels Of Service/Performance Measures".

### 2.1 Safety Record

Safety is a primary issue for users and Council. This measure is of the safety management of the Pool through recorded accidents, possible accidents and incidents. Also considered is the training and compliance of the staff to required water safety accreditation and certification.

### 2.2 Compliance with New Zealand Standards

This is a measure of the appropriate chemical and treatment processes particularly for ph and chorine levels. Non-adherence to this standard can lead to problems with sore eyes as well as other water quality issues.

### 2.3 Customer Satisfaction

Customer service is an important part of the pool operation. For the community and Council to obtain the best value from the pool investment, users have to feel welcome and willing to return. This measure monitors customer's perception of service through user surveys.

### 2.4 User Numbers

The numbers of users per year is an indicator of the success and support the Pool gains from the community. Numbers can not totally be attributed to the performance or the value the community places on the Pool but they can indicate local use trends that may require further investigation.

### 2.5 Cost of Service

Council is aware that it is important that the Pool costs are managed and do not become a burden on the community and are maintained at an acceptable level. This measure will provide an indication of the costs for the user and indicate the possible impact on the general rate if not achieved.

### 2.6 Levels of Service Issues

This plan is based upon continuation of existing levels of service and operating hours. Basic scenarios are given and their possible impacts noted. No funding options have been provided as part of these scenarios but need to be addressed if Council investigates these further.

#### (a) **Opening Hours**

A recent (May 2005) ratepayer's survey on the pool operation highlighted opening hours as the main reason why potential users do not use the pool.

The following scenario examines the impacts on increasing hours. It is assumed that any change in hours will mainly affect staff costs, chemicals and energy costs.

The actual operating costs of the pool are under a lump sum contract so specific information on labour and material costs is not known by Council. Therefore for this exercise a measure of the proportion of the contract cost against the hours of operation is used. energy and Chemical costs are similarly proportioned.

	<b>Current Level of Service</b>	<b>Medium Improved Level of Service</b>	<b>Improved Level of Service</b>
<b>Change in Service</b>	No Change to open hours; Approx: 4,000 hrs/yr  6am-6pm 4 days/wk 6am-9pm 1 day/wk 9am-6pm Sat and Pub Hols 11am-6pm Sunday	Increase Saturday and Pub Hols hrs and one week day hours  Approx: 4,400hrs/yr  6am-6pm 3 days/week 6am-9pm 2 days/wk 9am-9pm Sat and Pub Hols 11am-6pm Sunday	Increase Saturday. Pub hols and Sunday hrs and five week day hours  Approx: 5,000 hrs/yr  6am-9pm 5 days/wk 9am-9pm Sat, Sun, and Pub Hols
<b>Change in Costs per annum</b>	Maintain current :  Contract: \$150,000 Energy: \$ 96900 Chemicals; \$13000	Ten percentage increase:  Contract: \$165,000 Energy: \$106,590 Chemicals: \$ 13130  Extra: \$24,820 pa.	Twenty Percent increase:  Contract: \$180,000 Energy: \$116,280 Chemicals: \$15600  Extra: \$51,980 pa.
<b>Potential Impacts</b>	Current user number trends continues to fall  Revenue decreases therefore cost of service rises.  Community not achieving greatest benefit from investment.	Attract new users  Contract costs may rise further due to penalty hrs of staffing  Community benefit from use improved  Increase in revenue	Attract new users  Contract costs may rise further due to penalty hrs of staffing  Community benefit from use maximised in hours  Increase in revenue

### 3. The Existing Situation Described

#### 3.1 The Facility

The Pool complex is located within King Edward Park off Page Street in the Stratford township. It consists of a covered complex with three separate heated pools:

1. A seven laned main 25 x 13.7 m sized pool, with a depth of 1.25 m to 1.08 m;
2. A teaching pool 13.7 x 7.3 m in size and 1.0 to 1.05 m in depth; and
3. And a smaller learner pool of 13.7 x 4.9 m in size and 900 mm deep.

There are changing and ablution areas, pump and service areas, plus a disused outdoor toddler's pool.

The main pool is a traditional laned pool and is popular with casual and formal swimmers.

The two smaller indoor pools are mainly used by younger users although the depth and access makes them unsuitable for pre-schoolers and smaller children without constant 'in-pool' supervision.

The outdoor pool was used as a paddling pool suited to pre-school aged children but its depth, access and exposure to sun makes it no longer suitable.

The facility is not specifically designed as a recreation pool in today's terms although a variety of aquatic recreation activities are promoted and provided.

It has undergone a number of refurbishments and upgrades. The more significant of these are in 1982 when the main pool was lengthened from 33½ yards to 33½ metres (for swimming competition standards), the diving pool was removed and the pool shallowed and surrounds upgraded. Other changes include:

- 1984 - pool covered.
- 1987 - heat pump installed.
- 1990 - main pool reduced to 25 metres.
- 1993 - major building upgrade, including changing areas, entrance, office and the installation of a gas boiler for heating of the air and shower water.
- 2003 - new filter installed and the gas boiler linked so that it could heat the pool water.

This is the main swimming facility in the Stratford District and is used by the three town primary schools, some rural schools have their own pools but several use the Stratford pool. A number of local and district schools have their own facility and Hawera, Inglewood and New Plymouth townships offer district options all within a 45 minute drive from Stratford.

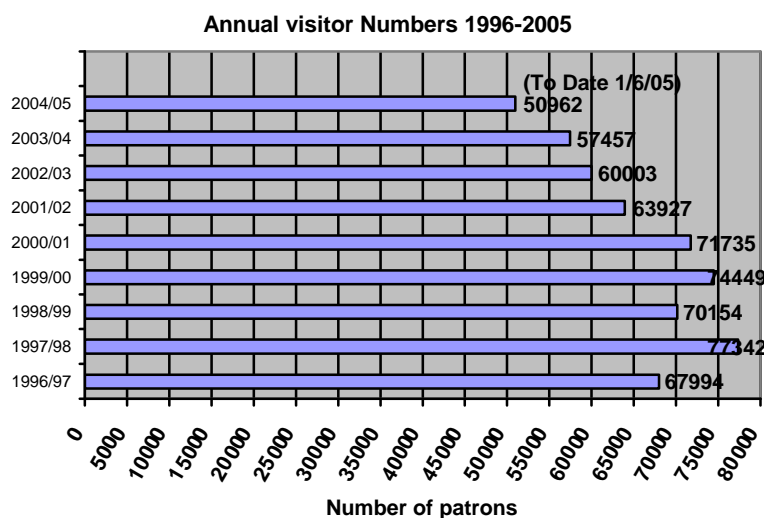
### 3.2 Current Use

The main users of the Pools are assumed to predominantly be the local community as no specific statistics have been made on visitor origins. Local community users include schools, clubs, those involved in specifically organised pool activities and the general public. Most popular activities are lane swimming, fifties forward, aquarobics, lean to swim and squad training.

Historically the TSB Pool has a high user rate percentage when comparing population numbers to the numbers of users. Below is a historic indication of Taranaki district pools based on the 2001 census figures and 1996-2002 user numbers. However over the last three years this has been declining.

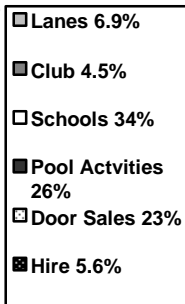
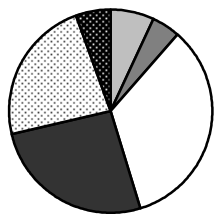
Pool	Average annual number of visitors from 1996-2002	Average annual visits per head of population
TSB Pool	70908	Urban 13.57
		All 7.98
Bell Block	32203	8.27
Powerco Aquatic Centre Hawera	54893	4.8
New Plymouth Aquatic Centre	270,000	6.2

Over the last decade there has been a constant decline in user numbers as illustrated in the table below. This compares similarly to other pools in the Taranaki region with the exception of the New Plymouth Aquatic centre, a more modern recreation leisure pool that has experienced an increase in numbers over the same period. Typically however many traditional pools throughout the country have showed similar levels of decline.

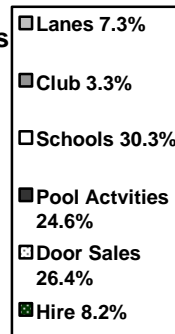
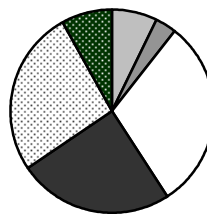


Users have fallen in numbers over time but percentages of the total numbers for individual user group types have not changed significantly as shown below with comparison between 1999/00 and 2003/04 seasons. One area of identified decline is in school groups. Council has met with representatives and are assessing strategies to rebuild school numbers.

**1999-2000 User Percentages**  
(70,000 p.a. average)

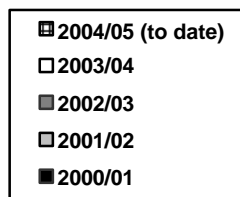
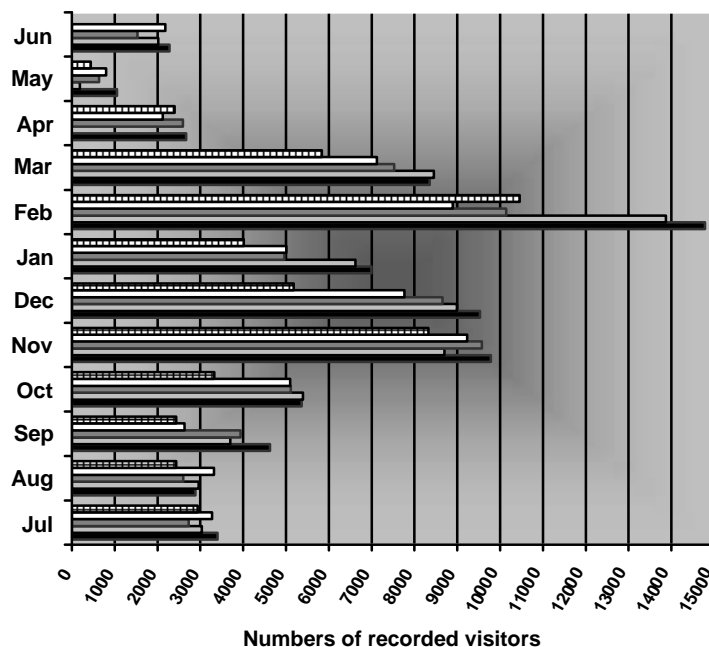


**2003-2004 User Percentages**  
(57,000 p.a. average)



Use is typically seasonal and no major change in this trend is evident as outlined in the following table. However the capacity to increase usage over the winter months is obviously an opportunity with a covered heated pool facility.

**Monthly Visitor Numbers 2000 - 2005**



### 3.3 Financial Summary

Asset and valuation listing (Telfer Young Taranaki Ltd, July 2003), (Note: fixed assets replacement values not recently valued).

\* *Consideration should be made to the estimated life of the buildings in light of the environmental condition of the pool environment.*

Asset Description (main assets only)	Estimated Life	Residual Life	Estimated Replacement Value	Depreciated Value
Site Specifics	50	30	16713	10028
*Building Structure/envelope	60	40	952514	635009
Building Fit out	20	5	285754	71439
Building Services				
Electrical Services	30	15	111127	55563
Balance of Services	35	20	357193	204110
Fixed assets				
Pumps/Heat Exchanges	-	-	24610	6577
Treatment equipment	-	-	23565	5067
General equipment	-	-	23356	7661
Filter system	40	37	100505	93595
Gas Hot water Boiler	25	22	26500	24476

Financial summary is contained in the LTCCP. Cost fluctuations are kept to the minimum with a reasonably constant expenditure projection for the next 10 years.

This will be influenced by the redevelopment project and the possible operational impacts of increased user numbers. (See 3.5(b)).

### 3.4 Issues

#### (a) **Roof Replacement**

In 2002 there was an approach to do redevelopment work at the Pool. As a result of this approach there was a meeting of interested parties, a Council project team established and a development concept plan prepared. However because of costs this proposal did not proceed beyond the planning stage.

However the point has been reached when a decision needs to be made as the existing roof must be replaced. This replacement was commenced in 2000 but has since been put on hold because of the possibility of other development works happening.

Options that Council has considered are:

##### ***Option 1***

To create an additional swimming pool area at the facility to incorporate leisure activities particularly catering for under five year olds. The estimated cost of a major re-development of the pool is \$2 million based on 2002 prices.

If the work was done by loan, the estimated annual cost to Council in interest and loan repayments would be \$240,000 per annum.

There would also be increased operating costs to be funded from rates of approximately \$97,000 per annum for the extra costs to supervise the separate room, energy and chemical costs.

##### ***Option 2***

A less costly option would be to retain the existing pools, construct an indoor toddler's pool, a spa pool and replace existing enclosure over the pool area. This would enhance the facility and eliminate some existing problems such as:

- Condensation which drips from the roof.
- Lack of insulation, which makes it difficult and costly to maintain the air and water temperature.
- Poor acoustics, which make the pool environment very noisy when there are large numbers of people at the pool.

The estimated cost of this proposal is \$485,000. It is expected that the operating costs would increase by approximately \$10,000 if this option were chosen for the separate heating and filtration system.

### ***Option 3***

A less costly option would be to retain the existing pools, construct an indoor toddler's pool and replace existing enclosure over the pool area. This would enhance the facility and eliminate some existing problems such as:

- Condensation which drips from the roof.
- Lack of insulation, which makes it difficult and costly to maintain the air and water temperature.
- Poor acoustics, which make the pool environment very noisy when there are large numbers of people at the pool.

The estimated cost of this proposal is \$420,000 with minimal increased operating costs.

### ***Option 4***

The pool enclosure has developed many leaks in recent years and is causing internal damage and extra maintenance costs. The translucent plastic roof sheets of the pool enclosure, now being over 20 years old, have become very brittle, unsightly and require urgent replacement.

The current minimum requirement would be to replace the existing roof and purlins over the pool area in the very near future at an estimated cost of \$250,000.

This could be funded from the renewal reserve account with little impact on the rates.

The LTCCP recommends that as a renewal work. The existing roof be replaced at an estimated cost of \$250,000 and as a capital item an indoor paddle pool be constructed at an estimated cost of \$25,000. A survey of pool users identified a new paddle pool as a high priority.

## **(b) Supervisory Costs**

Over recent years the costs associated with the Management Contract have contributed to a rise in the operational costs of the Pool. Council has worked with contractors to insure viability of their operation whilst seeking the best value for the ratepayer.

Factors such as rising electricity and chemical charges have attributed to this cost rise and in some cases the responsibility for such costs have moved from the contractor to Council.

Re-tendering the contract in 2004 saw a new contractor and a rise in annual management contract costs from \$105,000 to \$150,000. This more accurately reflected the true market value of the contract and is expected to be maintained around this level for some time.

## **(c) Maximisation of Use**

Since 2001 there has been a steady decline in recorded user numbers. On past average seasonal usage rates it is estimated the current 2004/2005 year user numbers will be less than 55,000. This represents a fall in numbers of over 12% for the last four years.

Council needs to examine strategies to maintain and increase user numbers to ensure the pools viability and to encourage maximisation of this community asset.

Council could also investigate options for an incentive process incorporated within the Management Contract which relates to promotional and user number targets.

Consideration also needs to be made to the redevelopment proposal for a more recreation orientated facility to attract more users (See 3.5(d)).

The Pool also needs to be considered along with other community assets to identify strategies and measures to improve community value and patronage. Consideration should be made to the development of a Recreation or Leisure Plan that addresses these issues.

(d) **Costs to the Ratepayer**

Through the current funding policy the Pool costs are funded through user charges and general rate. The revenue from direct user fees and charges are estimated at \$40,000 annually which is approximately 11.5% of the total cost of operations.

It is important however that the cost to the general rate payer is minimised and value maximised through seeking to optimise use, through prudent financial and asset management, and through direct user charges.

(e) **Fixed Assets Information**

The accuracy of the valuation and depreciation figures off the Councils fixed assets register is variable. No recent revaluations have been carried on major assets on the register and depreciation of these assets may not be sufficient.

Council will review the more critical items on the fixed assets register (ie. those with individual cost of greater than \$20,000 and essential for the Pool operation) to more accurately determine replacement/valuation values and sufficiency of the current depreciation allocations.

(f) **Marketing**

Currently marketing for the Pool is with the management contract and is shared by Council. The actual responsibilities for marketing, advertising and promotion are somewhat unclear in both areas. Funding, accountability and performance measuring of the marketing that does occur is limited.

To enable growth in user numbers and develop new audiences a marketing strategy needs to be developed that establishes clear lines of responsibility between Council and Contractor, objectives and a process of accountability and measurement systems. This could be a part of collective strategy for all community recreation assets.

(g) **Customer Satisfaction**

Other than through the LTCCP process and targeted user groups community and customer satisfaction monitoring by Council is limited. There are requirements in the Management Contract however these are broad in scope and provide no formal reporting system back to Council.

The few complaints that come to Council are addressed appropriately but there is no system of recording these in a manageable way. Council may consider a formalised system of capturing, managing and monitoring, community and user satisfaction. This will involve examination of Councils own processes and requirements of the Management Contract.

## 4. Maintenance and Operating

### 4.1 Ownership

(a) **Council Ownership**

Council owns and maintains the TSB Pool and at this stage intends to do so in the future. Staff provision is contracted out as a management contract to "Aquatic Services Limited" and this contract is due for completion in June 2007.

(b) **Management Contract**

The current management contract is for the:

1. The provision of suitably qualified supervisory staff that supervise use at all times;
2. The supply of professional management services to manage, operate and carry out minor maintenance;
3. The development of promotional plans and strategies to maximise facility use and arrange events;
4. The collection, recording, reporting and management of direct user fees (set by Council); and
5. The operation of the Pool shop.

Council maintains direct control and responsibility of all general maintenance and asset management.

4.2 Estimated Costs over next 10 Years

The estimated cost of operations and maintenance (including other overheads), for the next ten years are shown in the financial sections of the LTCCP. These costs involve insurance, overheads and general maintenance.

The trend over the last seven years has been a steady increase and this is a direct result from rises in costs of inputs such as electricity and chemicals and also the labour cost of supervision (See 3.5(a)).

With a new maintenance contract at what is considered to be a realistic rate and recent costs now manageable Council expects a steadier trend for the future. However if some form of redevelopment is undertaken it is likely that there will be some resulting increases in overall costs of operations. The management contract is also up for renewal in June 2007 and this could also have an impact on future costs. Council will give consideration to bringing this service back in-house.

5. Future Demand

5.1 Future Demand Issues

(a) **Redevelopment**

As discussed in 3.5(a), as a result of increasing community demand and national trends in aquatic leisure facilities, Council has considered proposals for increasing use through capital improvements in the facilities. However because of the costs involved it has decided not to proceed with any major redevelopment but just re-roof the existing structure & build a new paddle pool.

(b) **Population**

Stratford District Council has targeted the population to grow by 33% to 12,000. This desire is reflective of the outcomes from the LTCCP. There is no defining timeframe for this growth and no provision has been made for this possible growth. If a population increase is to occur it is anticipated that it will be a progressive trend happening over a number of years. If and when the number of people using the pool exceeds 80,000 Council will consider strategies to accommodate the increasing numbers.

It is assumed that this will have no effect on the pool activity as the current provision would meet the increase in demand. Increased revenue could be a result depending on Council policy for price structures.

(c) **Tourism Trends**

External reporting of regional tourist trends indicates a growth in tourist numbers over recent years and predicts this to continue. The tourist component in Taranaki includes a high percentage of families that utilise community facilities such as the Pools.

If Stratford is to benefit from future tourism growth it is important that good quality facilities such as the Pool are maintained as part of the attractions and activities that Stratford offers.

6. Capital Expenditure

6.1 Capital Expenditure

A major capital upgrade was undertaken in 1992/93. This involved a \$750,000 extension and refurbishment both internally and externally and followed on from the reduction of the main pool length from 33.3 m to a 25 m pool in 1990.

Limited other capital works have been required since 1993. Renewal projects have addressed all major infrastructure issues.

Capital expenditure over the next 10 years is for the construction of a new paddle pool in 2006/07 at an estimated cost of \$25,000.

7. Renewals and Depreciation

7.1 Renewals Needs

After the restructuring in 1993 demand on renewals were minimal except for the replacement of the sand filter system in 2002.

Other renewals have also been limited because of the possibility of some form of redevelopment taking place. Now that the decision has been made not to proceed with any redevelopment the existing roof, including purlins, is to be replaced. Renewals over the next 10 years include:

2006/07	Replace Roof	\$250,000
2006/07	Replace Covers	\$20,000
2007/2008	Replace Automatic Door Mechanism	\$3,000
2009/10	Replace Gas Boiler	\$50,000
2010/11	Replace Vacuum Cleaner	\$8,000
2013/2014	Replace Air Duct System	\$30,000
2014/15	Replace Fire Alarm Sensors	\$7,000
2015/16	Replace Chlorinator	\$5,000

Renewals are funded directly from rates and reserves.

7.2 Renewal Issues

(a) **Pool Roof**

The roofing material and the supporting purlins are programmed to be replaced in 2006/2007. One issue that has not been considered in this proposal is the integrity of the galvanised steel portal frames. This structure was built in 1984 and over the past 22 years has been exposed to a very corrosive chlorine atmosphere. Although there is little signs of deterioration in the frames at present they will need to be closely monitored to ensure that there are no areas of weaknesses developed.

(b) **Major Fixed Assets**

The accuracy of the valuation and depreciation figures off the Councils fixed assets register is variable as discussed in 3.5(d).

Accurate valuations and depreciation of major fixed assets may have an effect on future renewal requirements.

7.3 Relationship Between Renewals Needs and the Ability of Depreciation to Fund

The current level of funded depreciation provision is adequate for the identified programme.

8. Funding

8.1 10 Year Financial Plan

Councils Pool activity 10 Year financial summary is detailed in the financial sections of the LTCCP.

8.2 Funding Policy

**Activity:** TSB Pool

**Description of Activity:**

The provision of a well maintained attractive recreation facility that provides for enjoyment and community well-being for locals and visitors.

**Reason Why Activity is Engaged in:**

- Provisions of the Local Government Acts 1974 and 2002.
- Provisions of the Reserves Act 1977 (and its updates)
- To meet the community outcomes of:
  - A built environment that is attractive, safe and healthy;
  - A District with a clear identity where people experience a sense of belonging and pride; and
  - Comprehensive social recreational and cultural facilities accessible to all.

**Benefits Accrued:**

- Direct Private user benefits;
- Convenience and accessibility by those located closer to the facility; and
- General Community well-being.

**Funding Sources and Mechanisms:**

Desired Benefits		Modified Benefits		Funding Mechanism	
Public	Private	Public	Private	Public	Private
70%	30%	85%	15%	General Rates 85%	User Charges 15%

Fees and charges assume a static level of income and patronage. This position may need to be reviewed in response to the desire to increase user numbers and therefore improve community value, by providing user number targets and incentives.

Incentives could be provided in the Management Contract to encourage active promotion of an increase in user numbers.

(a) **Review of Funding Policy**

The funding percentage levels are not being achieved as per the existing Funding Policy. For example direct user charges are supposed to recover 15% of costs (excluding capex), they are currently achieving closer to 10%.

Council is aware of this situation and will review all desired funding levels and in the next LTCCP.

8.3 **Schedule of Fees and Charges**

The current user charges (2005/2006) are listed below. These are annually reviewed and are aligned to the funding policy rate of returns.

<b>Single Swim</b>	
Adult	\$2.50
Senior Citizen	\$2.00
Children (Pre-school and School)	\$2.00
Spectators	\$0.60¢
Student	\$1.80
Family Concession (up to 4 people) (2 adults and 2 children, or 1 adult and 3 children)	\$7.00
<b>Concession Tickets (12 swims)</b>	
Adult	\$25.00
Senior Citizen	\$20.00
Children (Pre-school and School)	\$20.00
<b>Swimming Club</b>	
Club Night	\$715.00 per annum
Training Pass	apply concession tickets
<b>Schools</b>	
Stratford Schools	\$50.00 per hour
Outside School Groups	\$ 1.00 per child
Spectators - Outside School Groups	\$ .60 per person
School Sports Days	\$45.00 per hour
<b><u>Other Uses</u></b>	
<b>Carnival or Championships (excluding Turnbull Cup)</b>	
Per Day	\$130
Per Night	\$80.00
<b>Private Bookings</b>	
Outside normal hours (including BBQ etc.)	\$45.00 per hour
Refundable Booking Fee	\$60.00

9. **Resource Consents**

Council holds two resource consents for the taking and discharging of water from and into the Patea River. Copies of the consents are in Appendix 1.

They expire on 1 June 2022 and are due for review in June 2010 and 2016. There is no current issues with these consents.

10. **Demand Management**

The current and foreseeable issues for demand management are aimed at increasing the levels of demand of the facility. Current annual patronage is around 55,000 compared to 70,000 five years ago. The existing facility therefore can cope with a substantial increase in demand.

Council needs to address these issues and consider ways of making the facility more attractive to the community.

## 11. Significant Negative Effects

### 11.1 Potential Negative Effects Caused by the Pool

#### (a) **Public Health**

The potential threat to public health is recognised. The control of Cryptosporidia and other water pathogens is a critical part of the treatment processes of the Pool and is mitigated by the type of filtration system in use.

#### (b) **Odours (chlorine)**

The current DE type water treatment system minimises the level of chlorine used and therefore enables low levels of chlorine odour and content in the pool water.

#### (c) **Environmental**

The environmental impact on the Patea River is managed under a resource consent discharge conditions.

## 12. Significant Forecasting Assumptions, Uncertainties, Risk Management

### 12.1 Assumptions and Uncertainties

<b>General Assumptions and Uncertainties</b>	
Asset Life	Based on industry and accounting standards.
Capital cost impact on operations	As the asset improves and additions are made to assets, rises in operational costs may occur due to the additional improved infrastructure that will exist.
Constraints of Council	Due to the size of the Stratford District and correspondingly the size of the Council, the level of investment in planning, analysis and improvements is limited to what best suits the community both in practical and affordability terms.
Depreciation	Based on 2006 valuations and forward depreciation allowance has been made for future capital.
Financial Values	All at today's 2006 values.
Funding allocations	All funding is based on expenditure predictions and as at June 2006.
GST	Not included in financial forecasts.
Historic assumptions	Up to now Council has operated on historic assumptions and has managed the district according to the level the district can afford. The LTCCP process will determine its future approach to many areas of its asset management
Inflation	An allowance has been made for inflation in forecasts.
Interest on investments	5%
Interest rate on loans	9%
Knowledge	No commitment or contingencies that Council is aware of have been excluded.
Population Growth	Assumed constant at 9,000.
Service Levels	Unless stated are remaining constant.
Stratford Identity Project	The impact of the proposed "Stratford Identity" project has not been determined.
Valuations	Current valuations are based on 2006 figures.

<b>Activity Assumptions and Uncertainties</b>	
Activity management Plans (AMP)	This is the first AMP for Pools. As such it will be the subject of continual improvement as information and analysis develop.
Asset Information - Biz@asset management system.	The information provided has been developed from an existing asset register managed through an in house database. Over the next 12 months an asset management system will be adopted and this will permit more manageable and accurate control of asset information.
Redevelopment Proposal	Council has resolved not to undertake any redevelopment on the pool.
Resource Consents	All current resource consents assumed to be permitted to continue.
Use Statistics	Patronage numbers are based on what the contract managers over time, have supplied Council. No independent source of information is available.

### 12.2 Risk Management

A high level risk assessment of Council activities has been undertaken and is considered within the next LTCCP. This covers the generic issues of governance and business practices and common issues in group activity areas.

The table below outlines some of the key asset risk issues and rates them according to the guidelines in Appendix 3.

Further more in depth analysis for risk for the pool activity should be undertaken in the future.

Risk	Controls	Consequence	Likelihood	Accept Risk
Drowning or serious injury	<ul style="list-style-type: none"> <li>• Staff trained and certificated</li> <li>• Safety management practices</li> <li>• Environment safe</li> <li>• Public communication /education</li> </ul>	Major	Rare	Yes
Failure to manage chemical balance in water	<ul style="list-style-type: none"> <li>• Standard Operating procedures</li> <li>• Compliance to NZS:5826:2000</li> <li>• Monitoring and testing regime</li> </ul>	Major	Unlikely	Yes
Failure of equipment causing disruption to pool use	<ul style="list-style-type: none"> <li>• Standard operating procedures</li> <li>• Maintenance regime</li> <li>• Contractual agreements/guarantees</li> <li>• Monitoring programme</li> </ul>	Minor	Likely	Yes
Actions of contractor causing harm or nuisance	<ul style="list-style-type: none"> <li>• Standard operating procedures</li> <li>• Compliance with relevant health and safety standards for operating of equipment and use of chemicals</li> <li>• Staff training</li> <li>• Contract conditions and monitoring</li> </ul>	Moderate	Moderate	Yes

### 13. Plan Review / Public Consultation

#### 13.1 Reference to the Public Consultation Undertaken

Council has consulted the community to establish funding levels and agreed community outcomes as discussed in the introduction of this plan.

In addition Council continues other practices such as:

- Specific project or issue consultation.
- Community and customer surveys.
- Annual Plan submissions.

Council will continue to consult with the community as it further develops its LTCCP and undertakes its normal business practices.

#### 13.2 When the Plan is Intended to be Next Reviewed

The plan will be reviewed on an annual basis by 30 June. Any changes and development will be expressed through the Annual Plan and LTCCP process.

### 14. Conclusion

This Activity Plan is the first for the TSB Pool. As such it will be improved as more asset information, planning and analysis are developed. The improvement plan in Appendix 2 outlines some of the works required.

# Appendix 1

## Resource Consents

Consent 2257-3

**Water Permit**  
**Pursuant to the Resource Management Act 1991**  
**a resource consent is hereby granted by the**  
**Taranaki Regional Council**



CHIEF EXECUTIVE  
PRIVATE BAG 713  
47 CLOTEN ROAD  
STRATFORD  
NEW ZEALAND  
PHONE 06-765 7127  
FAX 06-765 5097

Please quote our file number  
on all correspondence

Name of  
Consent Holder: Stratford District Council  
P O Box 320  
STRATFORD

Consent Granted  
Date: 24 September 2003

### Conditions of Consent

Consent Granted: To take up to 270 cubic metres/day [at a maximum rate of 7 litres/second] of water from the Patea River for heating water purposes at the Stratford Public Swimming Pool at or about GR: Q20:207-062

Expiry Date: 1 June 2022

Review Date(s): June 2010, June 2016

Site Location: Stratford Public Swimming Pool, Page Street, Stratford

Legal Description: Sec 858 Town of Stratford

Catchment: Patea

*For General, Standard and Special conditions  
pertaining to this consent please see reverse side of this document*

[www.trc.govt.nz](http://www.trc.govt.nz)

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Consent 0409-3



**Discharge Permit**  
**Pursuant to the Resource Management Act 1991**  
**a resource consent is hereby granted by the**  
**Taranaki Regional Council**

CHIEF EXECUTIVE  
PRIVATE BAG 713  
47 CLOTEN ROAD  
STRATFORD  
NEW ZEALAND  
PHONE 06-765 7127  
FAX 06-765 5097

Please quote our file number  
on all correspondence

Name of  
Consent Holder: Stratford District Council  
P O Box 320  
STRATFORD

Consent Granted  
Date: 24 September 2003

**Conditions of Consent**

Consent Granted: To discharge from the Stratford Public Swimming Pool into  
the Patea River on one occasion per year up to a total of  
550 cubic metres of swimming pool water to empty the  
pool for maintenance at or about GR: Q20:207-062

Expiry Date: 1 June 2022

Review Date(s): June 2010, June 2016

Site Location: Stratford Public Swimming Pool, Page Street, Stratford

Legal Description: Sec 858 Town of Stratford

Catchment: Patea

*For General, Standard and Special conditions  
pertaining to this consent please see reverse side of this document*

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## Appendix 2

### Improvement Plan

Note: PAM = Parks Asset Manager, OM = Operations Manager, CE= Chief Executive.

Item	Task	2006/07				2007/08				2008/09				Responsibility
		Quarters				Quarters				Quarters				
		1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	
Asset management	Review current provision for depreciation and renewals including major non-fixed assets.													PAM
Marketing Strategy	Develop a clear strategy to increase use that considers Councils and contractor roles, accountability and measures.													PAM/OM
Recreation Plan	As part of Parks Planning, develop a district recreation plan that considers provision, demand trends and recreation initiatives.													PAM/OM
Request monitoring	Review current systems of requests/complaints recording for monitoring, reporting and improvement purposes.													PAM/OM/CE
Risk assessment	Review current assessments to more accurately identify and mitigate significant risks.													PAM/OM/CE
User Satisfaction	Consider and as appropriate determine a formal community consultation strategy for pool issues.													PAM/OM/CE

## Appendix 3

### Risk Consequence / Impact Guidelines (Qualitative Measures)

Risk Score	Risk Rating	Risk Description	Description of Impacts in example activity areas			
			Financial risk management	Human resources	Political	Business risks
		<b>Generic Impact Description</b>	<b>Revenue loss, Cost Increases &amp; Financial or Budget Liability</b>	<b>Security incident, OH&amp;S effect, Reduced performance, Key people/Resources unavailable</b>	<b>Adverse press, Reputation damage, Legal repercussions</b>	<b>Clients not served, Operations interrupted. Assets/Infrastructure unusable, Info Systems out</b>
5	<b>Catastrophic</b>	Disaster with potential to lead to business failure	Huge financial loss. Significant over expenditure at Organisational and output level, where there is no capacity to adjust budget across the Portfolio or no means to seek additional funding. 100% loss of Business Unit funding.	Multiple staff or public affected, debilitating injuries and fatalities or widespread medical attention required. Loss of a significant number of key management level staff, impacting on skills, knowledge, and expertise needs. Severe staff morale problems.	Concentrated public and political interest and major loss of public support. Union involvement.	Major detrimental effects on clients. Consequences would threaten survival of the service, and also the organization. Long-term sustained loss of production capability.
4	<b>Major</b>	Critical event, which will be endured with proper management	Major financial loss. Significant overrun at Organisational and output level, where management response requires significant additional funding, or termination or reduction of other initiatives. Possible 75% loss of Business Unit funding.	Extensive effects, injuries, hospitalisation or single fatality. Loss of some key staff, resulting in skills, knowledge, and expertise deficits. Severe morale or other organisational problems affecting performance and productivity.	Short-term public and political interest. Constant media attention, major internal inquiry and some union resistance.	Loss of production capability. Consequences would threaten survival or continued effective function of the service. Requires top-level management intervention.
3	<b>Moderate</b>	Significant event, which can be managed under normal circumstances	Significant financial loss, up to 50% of budget funding. Business Unit impact only, with some redistribution of existing budget.	Significant effects needing management action. Medical treatment, but no fatalities. Short-term skills, knowledge, expertise deficits.	Isolated public interest. Some medial interest and/or industry complaints, small internal inquiry.	Consequences could mean that the service is subjected to a significant performance review or a changed way of operating. Senior management involvement.
2	<b>Minor</b>	Event with consequences, which can be readily absorbed, but which requires management effort to minimize the impact	Some financial loss contained within Unit, 25% loss of budget funding. Minor over expenditure requiring monitoring and corrective action within existing budget.	Minor effects – injuries, but no fatalities. Health impact or probability leads to lost time or potential of public liability claim. Little skills deficit.	Local issue, isolated concerns raised by interest groups, with little media interest.	Consequences affect efficiency or effectiveness of the service. Managed internally.
1	<b>Insignificant</b>	Not worth worrying about. Existing controls and procedures will cope with the event.	Little or no financial loss, <5% budget funding impact.	No injuries or fatalities, little supporter action required. No skills or knowledge loss occurring.	No investigation required. Minimal to no effect on public reputation.	Affects only a small group of clients. Negligible service impacts dealt with by routine operations.

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## Risk Probability Guidelines

<b>Risk Score</b>	<b>Risk Rating</b>	<b>Description of Event</b>	<b>Frequency</b>
5	Almost Certain	The event is expected to occur in most circumstances High level of known incidences Strong likelihood of re-occurring with high opportunities / means to re-occur	Daily / Weekly
4	Likely	The event will probably occur in most circumstances. Regular incidences known (recorded / experienced) Considerable opportunity / means to occur	Monthly
3	Moderate	The event should occur at some time A few infrequent, random occurrences (recorded / experienced) Some opportunity or means to occur Council engineering projects usually designed to this level	Annually
2	Unlikely	The event could occur at some time No known incidences recorded or experienced Little opportunity, means or reason to occur Council engineering projects would require some compelling Capital risk justification to design to this level	Every 2-5 years
1	Rare	The event may occur only in exceptional circumstances Highly unheard of Almost no opportunity to occur Council Engineering would require very compelling Capital Risk justification to design to this level.	Every 10 years