Public Conveniences

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1. Executive Summary

This Asset Management Plan sets out how Council will manage its Public Conveniences assets over the 2027–37 planning period to provide appropriate levels of service in a sustainable and cost-effective manner.

The Plan brings together information on the assets, levels of service, future demand, lifecycle requirements, risks, financial forecasts and improvement priorities. It supports Council's Long-term Plan by identifying the investment and management requirements associated with providing public conveniences across the District.

1.1. What we provide

Council provides a network of public conveniences throughout the Manawatū District to support the needs of residents and visitors and enable people to access safe, functional and fit-for-purpose toilet facilities while away from home.

For the purposes of this Asset Management Plan, the Public Conveniences activity includes standalone public toilet facilities where the primary purpose of the asset is to provide a public toilet service.

Public toilets located within parks, reserves and sportsgrounds, where the primary purpose of the facility is to support use of the surrounding site, are managed as part of those sites and are included within the Parks, Reserves and Sportsgrounds Asset Management Plan. This provides clearer alignment between the management of the toilet facility and the wider site it supports.

Public conveniences within this activity are located across Feilding and the District's rural communities and are managed according to their location, demand and required level of service.

The **Community Facilities Strategy 2020 – Public Conveniences Sub-Plan** provides the strategic direction for the activity, with the aim of providing a safe, fit-for-purpose network that appropriately meets the needs of residents and visitors.

1.2. What we will do

Council will continue to operate, maintain and renew the public conveniences network to provide safe, clean, accessible and fit-for-purpose facilities for residents and visitors.

Over the 2027–37 planning period, Council will:

- maintain and service public conveniences according to their High, Medium or Low Profile classification;
- undertake planned maintenance and renewals to maintain asset condition, functionality and levels of service;
- respond to changing demand, including population and demographic change, visitor activity and freedom camping;
- consider the proposed replacement and upgrade of the **Feilding CBD public toilets**, potentially including improved amenities and shower provision;
- undertake the proposed **Himatangi Beach shower upgrade**, subject to final programme and funding decisions; and
- progressively improve asset information, condition data and lifecycle planning to support future investment decisions.

Proposed projects, programmes and budgets remain subject to further investigation, prioritisation and funding through Council's Long-term Plan and Annual Plan processes.

1.3. Strategic issues and risks

The Public Conveniences activity is influenced by a range of factors that affect demand, levels of service and Council's ability to sustainably manage the network.

Key strategic issues for the 2027–37 planning period include:

- population and demographic change and the resulting changes in demand;

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- visitor activity and freedom camping, including demand for additional amenities at some locations;
- accessibility and changing expectations of public facilities;
- maintaining the condition, functionality and cleanliness of the network;
- vandalism, misuse and security;
- maintaining essential water and wastewater services; and
- improving asset and condition information to support lifecycle and investment decisions.

The key risks for the Public Conveniences activity are identified in the table below. These represent risks with a post-treatment rating of **Extreme or High** when assessed against Council's risk assessment framework.

Risk Description	Post Treatment Rating	Further Controls or Treatments Proposed
Failure of essential services, including water supply, wastewater systems, pumps or power, results in disruption or temporary closure of a public convenience.	**High**	• Improve identification and recording of critical assets and failure modes. • Use criticality and condition information to inform planned maintenance and renewal. • Monitor recurring failures and consider preventative intervention where appropriate.

1.4. What will it cost?

Forecast lifecycle costs for the Public Conveniences activity include the operation, maintenance, renewal and upgrade of assets required to provide the agreed levels of service over the 2027–37 planning period.

Proposed budgets have been developed based on current asset information, identified lifecycle requirements, planned projects and the funding available through the 2027–37 Long-term Plan.

The total forecast expenditure for the Public Conveniences activity over the 2027–37 planning period is **$6,524,132**.

1.5. The next steps

The key asset management improvements identified for the Public Conveniences activity are to:

- improve asset and component information within Asset & Work Manager;
- update asset records to reflect the clarified allocation of public toilets between Public Conveniences and Parks, Reserves and Sportsgrounds;
- strengthen condition assessment and lifecycle planning;
- improve critical asset and risk information;
- undertake a comprehensive review of levels of service and performance measures; and
- continue implementing relevant actions from the Community Facilities Strategy 2020 – Public Conveniences Sub-Plan.

These improvements will be progressively implemented over the planning period, recognising available resources, funding and the relative benefit of each improvement.

2. Introduction

2.1. Purpose

The purpose of this Asset Management Plan is to provide a structured approach to the management of Council's Public Conveniences assets over the 2027–37 planning period.

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The Plan brings together information about the assets, levels of service, future demand, lifecycle requirements, risks, financial forecasts and improvement priorities to support informed and sustainable asset management decision-making.

It provides the link between Council's strategic direction, community expectations and the operational and financial requirements associated with providing public conveniences across the District.

2.2. Background

The Public Conveniences activity encompasses the planning, provision, operation, maintenance, renewal and development of public toilet facilities throughout the Manawatū District.

For asset management purposes, the Public Conveniences activity includes standalone public toilet facilities where the primary purpose of the asset is to provide a public toilet service. Toilets located within parks, reserves and sportsgrounds, where their primary purpose is to support use of the surrounding site, are managed as part of that site and are included within the Parks, Reserves and Sportsgrounds Asset Management Plan.

This distinction provides clearer ownership and lifecycle management of the assets by aligning supporting facilities with the principal activity they serve. Public accessibility alone does not determine which activity a toilet facility belongs to.

Management of the Public Conveniences activity is undertaken through a combination of Council staff and Council's Open Spaces Contractor. Council staff are responsible for asset management planning, budgeting, lifecycle programmes and higher-level operational matters, while the Open Spaces Contractor undertakes day-to-day cleaning, servicing, inspections and maintenance in accordance with the requirements of the contract.

The Community Facilities Strategy 2020 – Public Conveniences Sub-Plan provides the principal strategic direction for the activity and supports decisions about the appropriate provision, distribution and management of public conveniences across the District.

2.3. Goals and objectives of asset management

Council's goal in managing Public Conveniences assets is to provide safe, clean, accessible and fit-for-purpose facilities that meet the needs of residents and visitors, while managing assets sustainably and cost-effectively over their lifecycle.

The objectives of asset management for the Public Conveniences activity are to:

- provide public conveniences that support public health and meet agreed levels of service;
- maintain assets in a safe, functional and appropriate condition;
- provide an appropriate level of service having regard to facility profile, location and demand;
- identify and manage asset-related risks, including service failure, vandalism, security and resilience;
- plan maintenance, renewal and investment based on asset condition, performance, criticality and whole-of-life considerations;
- respond appropriately to changing community, visitor and accessibility needs;
- maintain reliable asset information to support evidence-based decision-making; and
- manage assets and expenditure in a way that is financially sustainable over the long term.

The Community Facilities Strategy 2020 – Public Conveniences Sub-Plan provides strategic direction for the provision and management of the network and informs decisions about future investment in public conveniences.

2.4. Plan framework

This Asset Management Plan supports Council's Long-term Plan by bringing together the information required to sustainably manage the Public Conveniences activity over the planning period.

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The Plan translates Council's strategic direction and levels of service into lifecycle programmes, financial forecasts and improvement actions. It is informed by relevant legislation, Council strategies, policies, bylaws and other planning documents.

The relationship between this Asset Management Plan and Council's wider strategic and planning framework is shown below.

Legislation	{	**Local Government Act 2002**		**Resource Management Act 1990**		**Building Act 2004**		**Reserves Act 1977**		**Building (Earthquake-Prone Buildings) Amendment Act 2016**
⇩										
Statutory	{	**Long Term Plan**		**District Plan**		**Annual Plan**		**Iwi Management Plans**		**Reserve Management Plans**
⇩										
Non-Statutory	{	**Economic Development Strategy**		**Urban and Regional Growth Strategies**		**Community Facilities Strategy**		**Community Development Strategy**		**Regional Sports Facilities Plan**
⇩										
Plans/Policies & Bylaws	{	**Asset Management Plans**		**Community Development Funding Policy**		**Freedom Camping Bylaw 2025**		**Makino Precinct Plan**		**Community Plans**

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3. State of the Assets

3.1. Network overview

Council provides a network of standalone public conveniences across Feilding and rural communities throughout the Manawatū District. The facilities vary in their level of use, location, configuration and the level of service required.

For asset management purposes, public conveniences are classified as **High, Medium or Low Profile**. These classifications reflect the relative level of use and service required and are used to inform servicing frequencies, maintenance standards, inspections, renewal planning and investment priorities.

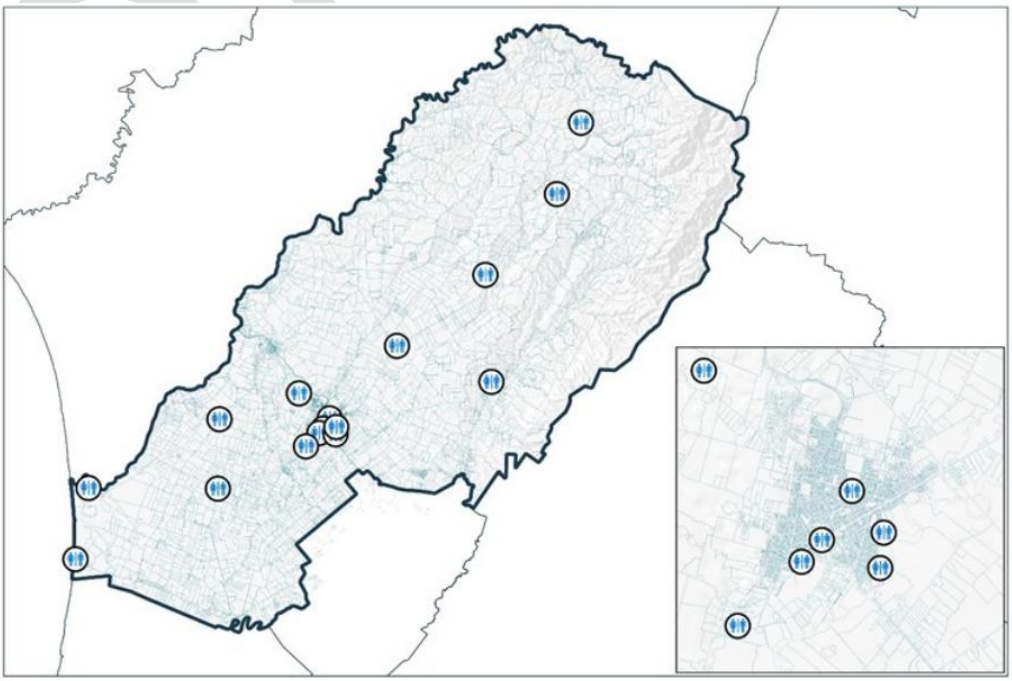
Public toilets located within parks, reserves and sportsgrounds, where the primary purpose of the facility is to support use of the surrounding site, are managed as part of the Parks, Reserves and Sportsgrounds activity and are not included within this AMP.

High-Profile	Medium-Profile	Low-Profile
Feilding CBD Toilets	Duke Street Toilets	Apiti Toilets
Sanson Playground Toilets	Cheltenham Toilets	Rangiwahia Toilets
Himatangi Beach Toilets	Kimbolton Toilets	Pohangina Valley Toilets
	Rongotea Toilets	Tangimoana Toilets - Beach Road
		Tangimoana Toilets – Elison Reserve

The composition of the Public Conveniences activity has been reviewed for the 2027–37 AMP to provide clearer alignment between public toilet assets and the activities they principally support. Several toilet facilities previously included within this activity have been transferred to the Parks, Reserves and Sportsgrounds activity because their primary purpose is to support use of the surrounding park, reserve or sportsground. The Feilding Railway Station toilets have also been removed from the activity.

These changes represent a clarification of asset management responsibility rather than a reduction in the overall availability of Council-managed public toilets across the District.

The map below identifies public conveniences managed within this activity. Other publicly accessible toilets are provided within Council parks, reserves and sportsgrounds and are managed within the Parks, Reserves and Sportsgrounds activity.



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3.2. Asset condition, performance and capacity

Public conveniences are generally expected to provide sufficient capacity and functionality to meet normal levels of demand over the 2027–37 planning period. Demand varies considerably between locations and may also fluctuate seasonally or in response to events, visitor activity and freedom camping.

Some facilities, particularly those in rural locations, may experience periods where demand temporarily exceeds the level of provision. Where these peaks are short-term or infrequent, additional permanent capacity may not be justified. Changes in demand will continue to be monitored and considered through lifecycle planning and future reviews of the network.

Asset condition is managed through routine inspections, reactive maintenance and periodic refurbishment and renewal. The required standard of condition and maintenance varies according to the profile of each facility, with higher-profile facilities receiving a higher level of servicing, inspection and proactive maintenance.

Council's understanding of asset condition is currently constrained by the completeness and consistency of condition information held for the activity. Improving condition data and establishing appropriate assessment cycles will therefore remain an asset management improvement priority during the 2027–37 planning period.

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4. Levels of Service

4.1.Customer research/expectations

Community expectations for public conveniences vary according to factors such as location, level of use, accessibility needs and the type of users accessing the facility. Expectations may also differ between residents, visitors and freedom campers.

Council uses a range of information to understand customer expectations and service performance, including Residents Surveys, customer requests and complaints, feedback from communities and engagement undertaken through wider Council planning processes.

Customer feedback, together with asset condition, usage, operational experience and legislative requirements, helps inform levels of service and future investment decisions for the Public Conveniences activity.

4.2. Legislative requirements

Council's levels of service define the standard of service the community can expect from the Public Conveniences activity and provide a basis for measuring performance. The current level of service focuses on ensuring public toilets are clean and well maintained, with performance measured through the number of valid complaints received about maintenance and cleaning.

The current level of service and associated performance measure are shown in the table below.

Legislation	Description	Impact for Service
Building Act 2004 and Building Code	Establish requirements for building work and the safe and accessible use of buildings.	Public conveniences must meet applicable building, safety and accessibility requirements when constructed, altered or renewed.
Health Act 1956	Provides for sanitary works and public health responsibilities, including public conveniences.	Supports Council's role in providing and maintaining sanitary public toilet facilities and protecting public health.
Freedom Camping Act 2011	Provides the legislative framework for managing freedom camping on local authority and conservation land.	Freedom camping can influence demand for public conveniences and associated servicing requirements, particularly at or near permitted camping locations.
Manawatū District Council Freedom Camping Bylaw 2025	Identifies areas where freedom camping is prohibited or restricted and specifies restrictions applying at particular locations.	Influences the location and nature of freedom camping demand and may increase use of public conveniences associated with permitted sites.

Central Government is progressing changes to standardise the groups of activities used by councils for planning and reporting purposes. Under the proposed framework, public toilets are included within the **Community and recreational facilities** group, alongside activities such as libraries, museums and galleries, cemeteries and crematoria, swimming pools and other recreational and sport facilities, halls and community centres.

The proposed changes are intended to improve consistency and comparability of Council planning and reporting information and may require Council to align its financial and performance reporting with the new groupings from the 2027–37 Long-term Plan.

4.3. Current levels of service

Levels of service describe the standard of service Council aims to provide to the community and provide the basis for measuring performance of the activity. They reflect community expectations, legislative requirements and the need to provide public conveniences that are safe, clean, accessible and fit for purpose.

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The current levels of service and performance measures for the Public Conveniences activity are shown in the table below.

Level of Service Area	Description
Level of Service Statement	We provide and maintain public conveniences to protect public health and meet the expectations of residents and visitors.
Level of Service	**Clean and well-maintained public toilets**
Performance Measure	The number of valid complaints received about inadequate maintenance and/or poor cleaning of our toilets.
Performance Measure Standard	Year 1: < 8 complaints received Year 2: < 8 complaints received Year 3: < 8 complaints received Years 4-10: < 8 complaints received

The table below shows the achievement against the levels of service within the previous Long-Term Plan.

Measure	Standard	Result
The number of valid complaints received about inadequate maintenance and/or poor cleaning of our toilets.	2024/25 We will measure this by monitoring the number of valid complaints received about inadequate maintenance and/or poor cleaning of our toilets.– target < 8 complaints received	**Target Met >8 complaints received**
	2025/26 We will measure this by monitoring the number of valid complaints received about inadequate maintenance and/or poor cleaning of our toilets.– target < 8 complaints received	**Target Met >8 complaints received**

Performance against the current level of service has remained consistent, with the target for valid complaints relating to inadequate maintenance and/or poor cleaning achieved in both 2024/25 and 2025/26. This indicates that the current cleaning and maintenance arrangements are generally effective in providing public conveniences to the expected standard. Council will continue to monitor complaints and operational performance to identify emerging issues and opportunities for service improvement.

4.4. Desired levels of service

No changes to the current customer level of service or performance measure are proposed at the commencement of the 2027–37 planning period. Council will continue to provide and maintain public conveniences to protect public health and meet the expectations of residents and visitors.

The level of operational service provided at individual facilities will continue to vary according to their High, Medium or Low Profile classification, reflecting differences in demand, location and the role of each facility within the network.

A comprehensive review of levels of service for the Public Conveniences activity is proposed during the 2027–37 planning period. The review will consider whether the current level of service and performance measure continue to appropriately reflect community expectations, operational requirements, accessibility, changing demand and the different service requirements across the network.

Level of Service Area	Description
Level of Service Statement	We provide and maintain public conveniences to protect public health and meet the expectations of residents and visitors.

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Level of Service	Clean and well-maintained public toilets
Performance Measure	The number of valid complaints received about inadequate maintenance and/or poor cleaning of our toilets.
Performance Measure Standard	Year 1: < 8 complaints received Year 2: < 8 complaints received Year 3: < 8 complaints received Years 4-10: < 8 complaints received

Council will achieve these levels of service through the ongoing operation, cleaning, inspection, maintenance and renewal of public conveniences. Council staff will work with the Open Spaces Contractor to ensure facilities are serviced and maintained in accordance with their High, Medium or Low Profile classification, with servicing frequencies and maintenance standards reflecting the location, demand and level of use of each facility.

Customer requests and complaints, routine inspections, asset condition information and operational experience will be used to identify issues and inform maintenance and renewal priorities. Planned maintenance and timely renewal of assets will support the continued provision of safe, clean and functional public conveniences throughout the planning period.

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5. Future Demand

Future demand for public conveniences is influenced by changes in population, demographics, visitor activity, community expectations and the location and nature of activities that generate demand for public toilet facilities. Understanding these changes helps Council determine whether the existing network remains appropriate and where changes to capacity, accessibility, servicing levels or asset provision may be required.

Demand does not necessarily result in a need for additional facilities. Where possible, Council will manage changing demand through the existing network, changes to servicing levels and targeted improvements before considering investment in additional assets.

5.1. Demand drivers

A range of factors can influence demand for public conveniences, including population and demographic change, residential growth, visitor activity, freedom camping, accessibility expectations, changing community expectations and the location of recreational and commercial activity.

The demand drivers expected to have the greatest influence on the Public Conveniences activity over the 2027–37 planning period are:

- population and residential growth;
- an ageing and increasingly diverse population;
- accessibility and changing expectations of public facilities;
- visitor activity and freedom camping; and
- changes in the location and intensity of demand across the District.

These factors may affect both the overall demand for public conveniences and the level of service required at individual locations.

5.2. Demand forecasts

5.2.1. Population forecasts

The Manawatū District has continued to experience population growth. The Environmental Scan 2025 identifies an estimated population of approximately 33,700 in 2024, representing growth of 1.5% from the previous year and approximately 7% over the five years from 2019 to 2024. Recent growth has been influenced by internal migration, lifestyle-related relocation and regional development.

Population growth is expected to continue to influence demand for Council infrastructure and community facilities. The location of growth is particularly important for the Public Conveniences activity, as demand is influenced not only by the size of the District's population but also by where people live, travel and undertake recreational and commercial activities.

For the existing public convenience network, population growth is expected to result primarily in gradual increases in use rather than an immediate requirement for significant additional facilities. Council will continue to monitor growth and development patterns to identify locations where existing capacity or service levels may need to change.

5.2.2. Demographic forecasts

The demographic profile of the Manawatū District is also changing. While growth has occurred across all broad age groups, the District is gradually shifting towards an older age profile. The number of residents aged 65 years and over has increased steadily, and the District's median age in 2024 was 40.8 years compared with 37.9 years nationally.

An ageing population may increase expectations for public conveniences that are accessible, easy to use and appropriately located. Accessibility will therefore remain an important consideration when facilities are renewed, upgraded or replaced.

The District is also becoming increasingly diverse. This reinforces the need for public facilities to be inclusive and fit for purpose for a broad range of residents and visitors.

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5.3. Freedom camping

Freedom camping continues to influence demand for public conveniences within the Manawatū District, particularly at locations used by visitors and in rural and coastal communities.

Council adopted the Freedom Camping Bylaw 2025 to regulate freedom camping within the District by identifying areas where freedom camping is prohibited or restricted and the conditions applying at those locations. The Bylaw supports responsible freedom camping while protecting Council land, public health and safety, and public access.

A number of freedom camping locations across the District have access to public toilet facilities. This can result in additional and sometimes seasonal demand for cleaning, consumables, maintenance and wastewater services at affected locations. The level of demand varies considerably between sites and may not correspond directly with the surrounding resident population.

The effect of freedom camping on the Public Conveniences activity will continue to be monitored. Where sustained increases in use occur, Council may respond through changes to servicing frequency, maintenance requirements or the profile classification of a facility before considering additional asset provision.

Council has also received requests for access to shower facilities at some freedom camping locations.. While public conveniences are primarily provided to meet toilet and handwashing needs, these requests indicate an emerging expectation for a broader range of amenities at some sites.

The provision of showers would represent an increased level of service and would have additional capital, operational, maintenance, water and wastewater implications. Any future consideration of shower facilities would therefore need to take account of the purpose and expected use of the site, existing nearby facilities, demand, affordability and the ongoing whole-of-life costs to Council.

The effect of freedom camping on the Public Conveniences activity will continue to be monitored, including changes in facility use, servicing requirements and requests for additional amenities. Where sustained increases in demand occur, Council may respond through changes to servicing frequency, maintenance requirements or facility improvements before considering additional asset provision or an increased level of service.

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5.3. Demand management plan

Demand management provides an alternative to increasing asset capacity by considering how existing facilities and services can be used and managed more effectively. For the Public Conveniences activity, Council will generally seek to manage changing demand through the existing network before considering the provision of additional assets.

Demand will be monitored through population and demographic trends, customer feedback, operational experience, facility use and changes in visitor and freedom camping activity. Where changing demand is identified, Council may respond through changes to servicing levels, targeted improvements, renewal or upgrades to existing facilities. New facilities or increased levels of service will be considered where there is a demonstrated and sustained need and where the ongoing whole-of-life costs are appropriate.

The key demand drivers and Council's proposed response are summarised below.

Demand Driver	Current Position	Projection	Impact on Services	Management Plan
Population and residential growth	The District continues to experience population and residential growth.	Continued growth is expected over the planning period.	Gradual increase in use, particularly where growth changes the location or intensity of demand.	Monitor growth and development patterns and facility use. Consider capacity and provision through future planning where sustained demand is identified.
Ageing and demographic change	The District is gradually ageing and becoming increasingly diverse.	Older age groups are expected to form an increasing proportion of the population.	Increased expectations for accessible, safe and easy-to-use facilities.	Consider accessibility and inclusive design when facilities are renewed, upgraded or replaced.
Visitor activity and freedom camping	Visitor and freedom camping activity creates additional demand at some locations. Requests have also been received for additional amenities, including showers.	Demand is expected to continue and may fluctuate seasonally and between locations. Expectations for additional amenities may also increase.	Increased cleaning, consumables, maintenance and wastewater demand, together with potential pressure for an increased level of service.	Monitor use and operational impacts and adjust servicing where required. Assess demonstrated demand and whole-of-life costs when considering additional amenities. Proposed upgrades to the Feilding CBD and Himatangi Beach facilities will provide opportunities to respond to identified demand for improved shower provision.
Changing community expectations	Users expect facilities to be clean, safe, functional and accessible.	Expectations for quality, accessibility and inclusive facilities are likely to continue to evolve.	May influence facility design, condition standards and renewal priorities.	Incorporate appropriate improvements through planned maintenance, renewal and upgrade programmes.

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Location and intensity of demand	Demand varies significantly between facilities and does not necessarily reflect resident population alone.	Growth, visitor movements and changes in recreational and commercial activity may alter demand at individual locations.	Some facilities may experience periods of high or peak demand while others remain relatively lightly used.	Monitor demand and prioritise changes to servicing or existing facilities before providing additional assets.

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5.4. Key asset programmes to meet demand

Council will generally seek to manage changing demand through the existing public convenience network before considering additional facilities. However, upgrades may be required where existing facilities no longer appropriately meet demand, user expectations or the desired level of service.

Two significant upgrade projects are proposed during the 2027–37 planning period:

Feilding CBD Public Toilets – replacement and upgrade of the existing facility is proposed. The project provides an opportunity to improve the functionality, accessibility, security and ongoing management of this high-profile facility. Provision of shower facilities may also be considered as part of the project, responding to identified demand for access to showers and the central location of the facility.

Himatangi Beach Public Toilets – an upgrade of the existing shower facilities is proposed. Himatangi Beach experiences demand from residents, visitors and freedom campers, and the project will improve the functionality and standard of the existing shower provision.

The scope and timing of these projects will be subject to further investigation, design and available funding. Any increase in the level of service or provision of additional amenities will also consider the consequential operational, maintenance, water, wastewater and renewal costs over the life of the assets.

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6. Lifecycle Management Plan

The Lifecycle Management Plan describes how Council will operate, maintain, renew, upgrade and, where appropriate, dispose of Public Conveniences assets to provide the agreed levels of service over the 2027–37 planning period.

Lifecycle management seeks to balance asset condition, performance, risk, demand and whole-of-life cost to ensure investment is directed to the right assets at the appropriate time. Decisions are informed by available asset information, inspections, operational experience, customer feedback and identified service requirements.

The following sections describe Council's approach to managing Public Conveniences assets throughout their lifecycle.

6.1.Roles and responsibilities

Management of the Public Conveniences activity is undertaken through a combination of Council staff and Council's Open Spaces Contractor.

Council staff are responsible for the overall asset management of the activity, including lifecycle planning, budget development and monitoring, programming of maintenance, renewal and upgrade works, management of asset information, and responding to higher-level operational and customer issues.

Council's Open Spaces Contractor undertakes the day-to-day cleaning, servicing, inspection and maintenance of public conveniences in accordance with the requirements of the Parks and Open Spaces Maintenance Contract. The Contractor is also expected to proactively identify maintenance issues and report defects requiring further investigation or work.

Maintenance and renewal needs are identified through contractor observations, Council inspections, customer requests and complaints, asset condition information and operational experience. This information is used to inform maintenance priorities and future works programmes.

6.2. Maintenance plan

Maintenance activities are undertaken to keep Public Conveniences assets safe, functional and in an appropriate condition to provide the agreed levels of service. Maintenance includes routine servicing and preventative maintenance, minor repairs and reactive works required to address defects, damage or asset failure.

The level of maintenance and servicing provided varies according to the High, Medium or Low Profile classification of each facility. Higher-profile facilities generally experience greater use and have higher community and visitor expectations and therefore receive more frequent servicing, inspections and proactive maintenance.

Maintenance requirements are identified through routine contractor inspections and servicing, Council inspections, customer requests and complaints, asset condition information and identified defects or failures. Council will progressively strengthen the use of planned and preventative maintenance as asset and condition information improves.

Detailed operational requirements are contained within the Parks and Open Spaces Maintenance Contract. The table below summarises the general differences in the level of provision and maintenance expected across the three facility profiles.

Maintenance Aspect	High Profile	Medium Profile	Low Profile
Provision and standard	Highest standard of provision, reflecting high use and visibility. Facilities generally provide a higher standard of fixtures,	Moderate standard of provision appropriate to expected use. Demand may exceed normal provision during peak periods.	Basic, functional level of provision appropriate to generally lower levels of use. Short periods of demand exceeding provision may occur.

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	finishes and accessibility.		
Servicing frequency	At least daily, with additional servicing where required by demand, seasonal use or events.	Generally 3–5 times per week, with increased servicing during peak periods where required.	Generally 2–3 times per week, with seasonal or demand-based increases where required.
Hygiene services	Higher level of hygiene provision appropriate to use and facility design.	Standard hygiene provision appropriate to the facility and level of use.	Basic hygiene provision appropriate to the facility and level of use.
Inspections	Regular inspections undertaken as part of servicing, supported by periodic Council and senior contractor inspections.	Regular inspections undertaken as part of servicing, supported by periodic Council and senior contractor inspections.	Inspections undertaken as part of servicing, supported by periodic Council and senior contractor inspections.
Refurbishment / planned maintenance	Planned maintenance and refurbishment prioritised according to condition, performance, use and risk.	Planned maintenance and refurbishment undertaken according to condition, performance, use and risk.	Planned maintenance and refurbishment undertaken where required to maintain safe and functional service.
Security	Security measures appropriate to the location and identified risk, which may include locking, lighting, cameras or vandal-resistant fixtures.	Security measures provided where justified by location, use and identified risk.	Generally unrestricted access, with security measures provided where identified as necessary.

The profile classifications provide a baseline for maintenance and servicing rather than a fixed response in all circumstances. Servicing frequencies and maintenance activities may be adjusted where changes in demand, seasonal use, events, customer feedback or operational experience demonstrate that a different level of intervention is required.

Reactive maintenance will continue to be undertaken where defects, vandalism or asset failures affect safety, functionality or the agreed level of service. Where recurring maintenance issues are identified, Council will consider whether planned maintenance, renewal or replacement provides a more cost-effective whole-of-life solution.

The table below details the maintenance projects required to achieve the agreed levels of service for the CC activity, including the identified criticality of the project and the level of consequence (or risk) of the project not being undertaken.

Asset	Project Description	Criticality	Consequence	Estimated Cost	Year
High-Profile	High-profile public conveniences refurbishment programme	High	High	$11,467	2
	High-profile public conveniences refurbishment programme	High	High	$11,977	4

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	High-profile public conveniences refurbishment programme	High	High	$12,448	6
	High-profile public conveniences refurbishment programme	High	High	$19,977	8
	High-profile public conveniences refurbishment programme	High	High	$14,613	10
Medium-Profile	Medium-profile public conveniences refurbishment programme	Med	Med	$11,198	1
	Medium-profile public conveniences refurbishment programme	Med	Med	$11,977	4
	Medium-profile public conveniences refurbishment programme	Med	Med	$12,685	7
	Medium-profile public conveniences refurbishment programme	Med	Med	$13,396	10
Low-Profile	Low-profile public convenience refurbishment programme	Med	Med	$11,719	3
	Low-profile public convenience refurbishment programme	Med	Med	$12,448	6
	Low-profile public convenience refurbishment programme	Med	Med	$13,159	9

6.3. Renewal plan

Renewals are major capital works undertaken to restore or rehabilitate an existing asset to its original service potential without significantly increasing the level of service or capacity provided by the asset.

Renewal requirements are identified through asset condition information, routine inspections, maintenance history, contractor and Council staff observations, customer feedback and known asset performance issues. As the quality of asset and condition information improves, Council will increasingly use this information to develop longer-term, evidence-based renewal programmes.

Renewal works are prioritised to ensure available funding is directed towards the assets where intervention is most important. Factors considered when prioritising renewals include:

- asset condition and remaining useful life;
- consequence and likelihood of asset failure;

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- asset criticality and the impact of failure on service delivery;
- level of use and the number of users affected;
- recurring or increasing operational and maintenance costs; and
- opportunities to reduce whole-of-life costs through renewal or replacement with a modern equivalent.

Higher-profile facilities will generally have a greater consequence of service disruption because of their level of use and visibility. However, renewal priorities will consider the circumstances of each asset rather than being determined solely by its profile classification.

Where practical, renewal projects will also provide opportunities to improve accessibility, resilience, operational efficiency and maintainability. Where proposed works materially increase capacity or the level of service, the additional component will be considered an upgrade rather than a renewal.

Identified renewal projects are assessed and prioritised using available condition, criticality, risk, performance and lifecycle information. This allows renewal priorities to be reviewed as asset information improves and emerging issues are identified.

The table below shows the prioritised renewal projects required to maintain agreed levels of service at Council's public conveniences.

Asset	Project Description	Remaining Life	Consequence	Estimated Cost	Year
High-Profile	Feilding CBD toilet renewal - replacement partitions etc	4	High	$74,503	3
Low-Profile	Apiti – Toilet, water pump and roof renewal	5	High	$74,314	1

The Feilding CBD public toilets are also identified for potential replacement and upgrade during the 2027–37 planning period. As this project is subject to further investigation, prioritisation and funding approval, renewal of the existing facility remains necessary to ensure it can continue to provide an appropriate level of service. The proposed renewal will address identified components of the existing facility and support its continued operation should the replacement project not proceed. The scope and timing of renewal works will be reviewed as planning for the proposed replacement progresses to ensure investment is appropriate and unnecessary expenditure is avoided.

6.4. Consequence of deferring maintenance and renewal

Deferring maintenance and renewal may provide short-term financial savings but can result in increased lifecycle costs and greater risk of asset failure over time. For Public Conveniences, prolonged deferral may lead to deterioration in asset condition, increased reactive maintenance, reduced cleanliness or functionality, service disruption and an inability to consistently provide the agreed level of service.

Failure of critical components, particularly water supply, wastewater, electrical or pumping systems, may result in a facility being temporarily unavailable. Deteriorated fixtures, finishes or building components may also affect accessibility, safety, hygiene and the overall user experience.

Maintenance and renewal expenditure will therefore be prioritised according to asset condition, criticality, consequence of failure, level of use and the impact on service delivery. Where funding constraints require works to be deferred, Council will consider the resulting risk and whether additional monitoring, reactive maintenance or other temporary measures are required to maintain an acceptable level of service.

Deferral of proposed upgrade or replacement projects does not remove the need to maintain and renew existing facilities. Where an upgrade or replacement does not proceed, sufficient investment in the existing asset will continue to be required to maintain its condition, functionality and level of service.

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6.5. Acquisition/upgrade plan

Acquisition and upgrade works provide new assets or improve existing assets beyond their current capacity, functionality or level of service. Projects may be identified in response to changing demand, customer and community expectations, accessibility requirements, asset performance, operational issues or opportunities to improve the efficiency and functionality of existing facilities.

The need for additional or upgraded assets is considered alongside the ability of the existing network to meet demand. Where practicable, Council will first consider whether changing demand can be managed through servicing, maintenance or renewal of existing facilities before investing in additional capacity or an increased level of service.

Two significant upgrade projects have been identified for consideration during the 2027–37 planning period.

Asset	Development Description	Increased LoS	Response to Growth	Proportion of Renewal	Estimated Cost	Year	External Funding
High-profile	Feilding CBD Toilets - replacement and upgrade of the Feilding CBD toilets. Exeloo or Permaloo prefabricated toilet block. Unisex stalls. Baby change room. Shower??	40%		60%	$700,000	7	
	Himatangi Beach Shower Upgrade – in accordance with the community plan, we are proposing the upgrade of the showers and shelter areas surrounding Himatangi Beach Toilet Block. This will create shelter and improve the overall foot washing/showering area for peak summer use.		60%	40%	$33,000	3	

*Those projects marked with a ***** did not make it through Council's prioritisation process and will not be funded*

The scope, timing and delivery of the acquisition and upgrade projects identified in this Plan are subject to further investigation, prioritisation and funding through Council's Long-term Plan and Annual Plan processes. Inclusion of a project within this Asset Management Plan identifies an anticipated asset need and does not represent a commitment by Council to deliver the project within the identified timeframe. Projects and associated budgets may be amended as priorities, project information and available funding are confirmed.

In particular, the proposed replacement of the Feilding CBD public toilets represents a significant investment decision. If the replacement project does not proceed, Council will continue to maintain and renew the existing facility to ensure an appropriate level of service can be provided. Renewal and maintenance requirements for the existing facility will therefore continue to be considered until a replacement project is confirmed and delivered.

Where an upgrade results in additional assets or an increased level of service, the consequential operational, maintenance and renewal costs will be considered as part of project planning. This is particularly relevant where additional amenities such as showers are proposed, as these may increase cleaning, water, wastewater, maintenance and renewal requirements over the life of the facility.

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6.6. Disposal plan

Disposal includes activities associated with the removal of an asset that is no longer required to provide the agreed level of service. This may include sale, demolition, decommissioning or relocation.

Assets may be considered for disposal where they are no longer required, are no longer fit for purpose, have reached the end of their useful life, are uneconomic to maintain or where changes to the network mean the service can be provided more effectively through alternative facilities.

There are currently no asset disposals identified for the Public Conveniences activity during the 2027–37 planning period. Any future disposal proposal would consider the ongoing need for the facility, alternative provision, community impacts, whole-of-life costs and any relevant Council decision-making requirements.

Asset	Reason for Disposal	Timing	Costs	Annual Operations & Maintenance Savings
There is no disposal identified for the Public Conveniences Activity				

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7. Data and Information Systems

Reliable asset information is essential to support effective lifecycle planning, risk management, financial forecasting and investment decisions. Council maintains asset information for the Public Conveniences activity within its corporate systems, with the level and quality of information varying across the asset portfolio.

Improving the completeness, accuracy and accessibility of asset and condition information remains an important focus for the 2027–37 planning period.

7.1.Asset information

Asset & Work Manager (formerly RAMM) is Council's primary asset information system for the Public Conveniences activity. Public convenience facilities and associated assets are recorded within the system, although the completeness and level of component information varies between facilities.

More recently constructed or renewed assets generally have more comprehensive information, while some older assets have limited information relating to installation dates, condition, useful lives, costs and component details. This can limit Council's ability to develop fully evidence-based maintenance and renewal forecasts.

Asset information will continue to be progressively improved as new assets are created, existing assets are renewed or upgraded, condition assessments are undertaken and additional information becomes available. Particular emphasis will be placed on information that supports lifecycle planning, including asset condition, componentisation, useful lives, criticality and renewal requirements.

7.2. Asset data collection responsibilities

Responsibility for maintaining asset information within Asset & Work Manager sits with the Asset Management and Compliance Officer**,** with information provided by Council staff, contractors and consultants involved in the inspection, maintenance, renewal and development of Public Conveniences assets.

Asset information is updated as appropriate following condition assessments, inspections and the completion of renewal and upgrade projects. Information obtained through these activities is used to improve existing asset records and support future lifecycle planning.

Council's Open Spaces Contractor also contributes to asset information through routine inspections, maintenance activities and the identification of defects or emerging asset issues. This information supports maintenance planning and helps identify potential future renewal requirements.

7.3. Data quality

Asset information for the Public Conveniences activity is considered adequate to support current asset management activities; however, the completeness and quality of detailed asset information varies across the portfolio. Information gaps remain for some assets, particularly in relation to component details, installation dates, condition, useful lives and renewal requirements.

These gaps create some uncertainty when developing longer-term maintenance and renewal programmes and forecasting future expenditure. Asset information will be progressively improved through condition assessments, inspections, completed renewal and upgrade projects, contractor information and ongoing review of existing records.

Improvements will focus on information that provides the greatest value for lifecycle, risk and financial decision-making, recognising the resources available to collect and maintain asset data.

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8. Managing Risk and Resilience

Managing risk and resilience is an important part of ensuring Public Conveniences assets continue to provide the required levels of service. Council's approach considers risks to assets and service delivery, the consequences of asset failure and the ability of the activity to respond to and recover from disruptive events.

Risk and resilience considerations are incorporated into lifecycle planning, maintenance and renewal priorities, critical asset management and future investment decisions.

8.1.Risk management plan

The purpose of risk management is to identify, assess and manage risks that could affect Council's ability to provide the Public Conveniences activity.

Risks are assessed using Council's risk assessment framework, considering the likelihood and consequence of each risk, existing controls and treatments, and the resulting post-treatment risk. Where appropriate, further controls or treatments are identified to reduce the likelihood or consequence of the risk.

The key risks relating to the Public Conveniences activity are summarised in the table below.

Risk Description	Raw Score	Current Controls or Treatments	Post control or treatment rating	Post Treatment Score	Proposed Risk	Further Controls or Treatments Proposed
Vandalism, graffiti or wilful damage results in damage to facilities or temporary loss of service.	16	• Robust and vandal-resistant fixtures used where appropriate. • CPTED principles considered in facility design and upgrades. • Security measures, including locking or other controls, used at locations where required. • Routine inspections and servicing identify damage requiring repair.	12	**Medium**	Mitigate	• Continue incorporating CPTED principles into renewal and upgrade projects. • Continue using robust and vandal-resistant fixtures where appropriate. • Review recurring incidents to identify locations where additional security or design measures may be justified.
Failure of essential services, including water supply, wastewater systems, pumps or power, results in disruption or temporary closure of a public convenience.	24	• Reactive response to blockages and service failures. • Routine inspection and maintenance of facility components. • Planned maintenance and renewal undertaken for identified assets and components.	16	**High**	Mitigate	• Improve identification and recording of critical assets and failure modes. • Use criticality and condition information to inform planned maintenance and renewal. • Monitor recurring failures and consider preventative intervention where appropriate.
Public conveniences are not maintained or cleaned to the required standard, resulting in poor hygiene, customer dissatisfaction or potential public health impacts.	12	• Facilities cleaned and inspected in accordance with the Parks and Open Spaces Maintenance Contract and facility profile. • Customer complaints and requests monitored and responded to. • Contractor identifies and reports maintenance issues.	12	**Medium**	Mitigate	• Continue monitoring performance against cleaning and maintenance standards. • Review servicing frequencies where changes in demand, seasonal use or recurring issues indicate that additional servicing may be required.
Public convenience capacity, location or level of provision does not adequately meet changing community or visitor demand.	16	• Demand trends, customer feedback and operational experience considered through asset management planning. • High, Medium and Low Profile classifications inform servicing and investment decisions. • Existing facilities used to manage demand where practicable.	12	**Medium**	Mitigate	• Continue monitoring population growth, demographic change, visitor and freedom camping demand and requests for additional amenities. • Respond initially through servicing, renewal or targeted improvements where appropriate before considering additional capacity or an increased level of service.

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8.2. Critical asset identification and management

Critical assets are those assets where failure would have a significant consequence for service delivery, public health, safety or the environment. Identifying critical assets and their potential failure modes allows Council to target inspections, maintenance, renewals and other risk treatments towards assets where failure would have the greatest impact.

Critical assets for the Public Conveniences activity are identified in the table below.

Critical Asset(s)	Failure Mode	Impact
Wastewater and septic systems	Blockage, pump failure or system failure	Loss of service or facility closure; potential public health and environmental impacts
Water supply systems and pumps	Loss of water supply or pump failure	Loss of essential water supply, potentially requiring facility closure
Essential electrical systems	Power supply or electrical component failure	Loss of lighting, pumps, automated fixtures or other essential functions; potential partial or full closure depending on the facility

Identifying critical assets and their potential failure modes enables Council to focus inspections, maintenance, renewal and risk management activities on assets where failure would have the greatest impact on service delivery. Critical asset information will be reviewed and refined as asset and condition information improves and as the network changes.

8.3. Risk assessment framework

Council's risk assessment framework considers the likelihood of a risk occurring and the consequences should the event occur. The resulting risk rating assists Council in determining whether existing controls are adequate or whether further treatment is required.

When assessing risks associated with the Public Conveniences activity, Council's risk appetite is considered in accordance with the Risk Appetite Statement 2025**.** Risk appetite represents the level of risk Council is prepared to accept in pursuing its objectives.

Risk treatment decisions consider the effectiveness and cost of available controls, the potential consequences of the risk and the residual risk following treatment. Risk information is used to support lifecycle planning and the prioritisation of maintenance, renewal and upgrade activities.

8.4. Approach to managing resilience

Resilience is the ability of assets and services to withstand disruption, continue operating where practicable and recover following an event. Council's approach to resilience includes understanding critical assets and potential failure modes, maintaining and renewing assets, operational response and recovery arrangements, and considering future risks when planning investment.

For the Public Conveniences activity, continuity of service is particularly dependent on reliable water and wastewater services and, at some facilities, power supply. Failure of these services may result in temporary closure until the issue can be resolved. Where practicable, operational responses may include restricting access to affected facilities and directing users to alternative facilities.

Climate change and extreme weather events may also affect Public Conveniences assets through flooding, heavy rainfall, coastal conditions, disruption to utility services and impacts on wastewater or septic systems. These risks will be considered through condition monitoring, maintenance and renewal planning and when significant assets are upgraded or replaced.

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Council also recognises that localised or moderate emergency events may result in asset damage or short-term disruption to Public Conveniences services. Response and recovery would be managed through Council's existing emergency management arrangements, operational response processes and available financial mechanisms, consistent with the assumptions adopted for the 2027–37 Long-term Plan.

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9. Financial Summary

This section summarises the financial requirements resulting from the lifecycle management strategies identified within this Asset Management Plan.

Forecast expenditure has been developed using the best available asset information, identified lifecycle requirements, planned projects and current cost information. Forecasts will continue to be refined as asset information, project scope and Council's 2027–37 Long-term Plan budgets are confirmed.

9.1.Financial forecast summaries

Forecast expenditure for the Public Conveniences activity includes operations, maintenance, renewals and acquisition/upgrades required to provide the agreed levels of service and manage the assets over the 2027–37 planning period.

9.1.1. Proposed operations budget

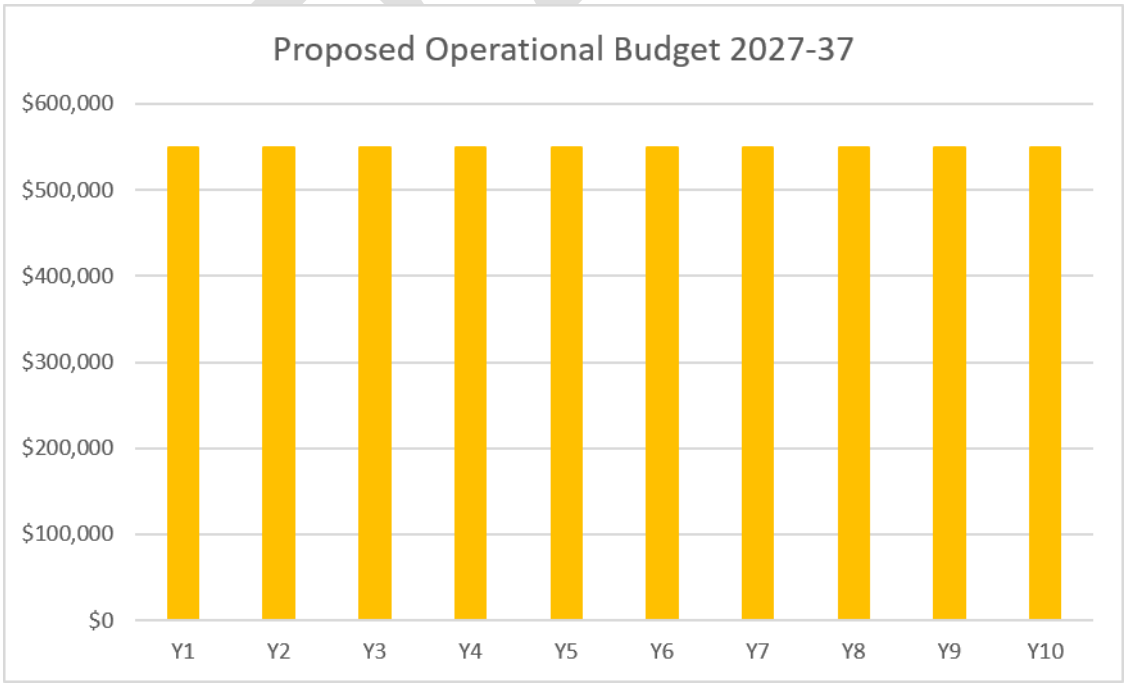
Operational expenditure covers the day-to-day costs of providing and maintaining public convenience services across the District. This includes cleaning, routine servicing and maintenance, utilities, consumables, inspections and contractor services required to deliver agreed levels of service.

The forecast is based on current service requirements, known expenditure and anticipated changes over the planning period. Operational costs may also change where upgrades or additional facilities result in increased servicing and maintenance requirements.

Council proposes to spend **$5,485,251** on operations over the 2027–37 planning period.

The operational expenditure forecasts presented in this section are rounded, uninflated figures based on current budget estimates. These figures are indicative and may be subject to change as budgets are refined and finalised through Council's Long-term Plan and Annual Plan processes.

The figure below shows the forecast distribution of operational expenditure over the planning period.



9.1.2. Proposed maintenance budget

In addition to routine servicing and maintenance funded through operational budgets, Council provides for specific planned maintenance projects to maintain the condition, functionality and presentation of public convenience facilities.

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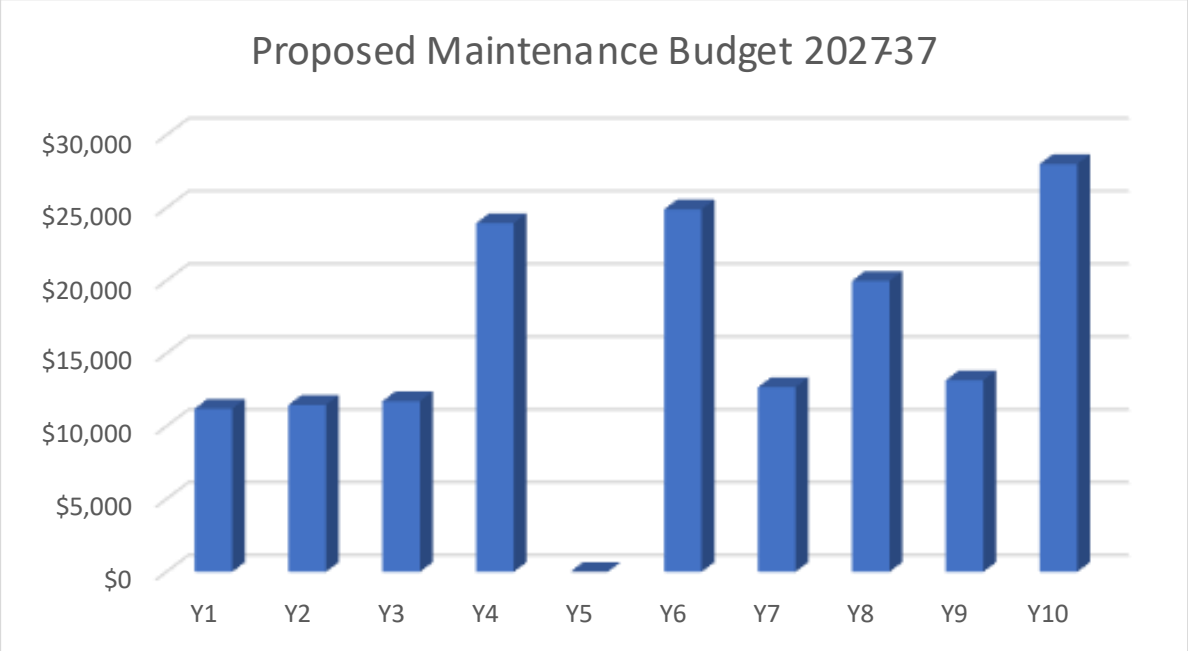
The maintenance programme includes periodic refurbishment works based on the High, Medium and Low Profile classifications of facilities. High-profile facilities receive more frequent refurbishment due to higher utilisation and service expectations, while Medium- and Low-Profile facilities are programmed at longer intervals.

Council proposes to spend **$157,064** on separately identified maintenance projects over the 2027–37 planning period. This excludes routine maintenance and servicing funded through operational budgets and therefore does not represent the total maintenance cost of the activity.

The figure below shows the forecast distribution of maintenance project expenditure over the planning period. Expenditure is relatively consistent, reflecting the programmed refurbishment cycle, although future requirements may change due to asset condition, vandalism, unexpected failures and improved condition information.



Maintenance expenditure is relatively consistent across the planning period and reflects the programmed refurbishment of public conveniences according to their High, Medium and Low Profile classifications. High-profile facilities are refurbished more frequently, reflecting their higher levels of use, visibility and service expectations, while Medium- and Low-Profile facilities are programmed at longer intervals. This approach provides for regular planned maintenance across the network and helps maintain facilities at an appropriate standard for their level of service.

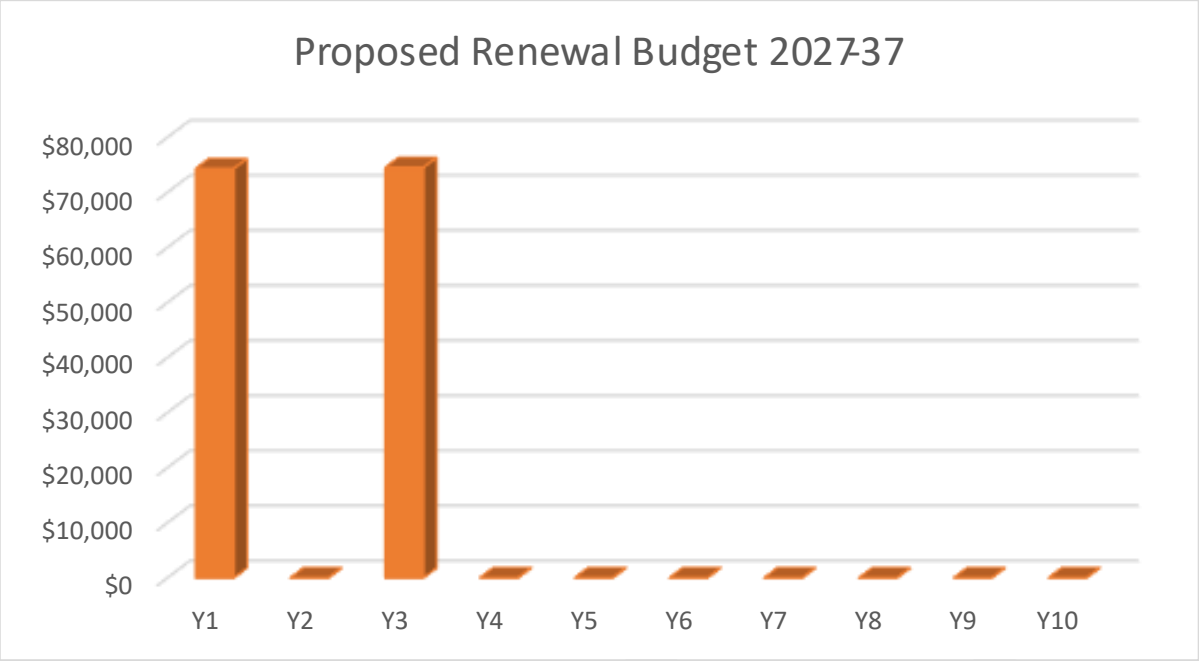
9.1.3. Proposed renewal budget

Renewal expenditure is required to replace or rehabilitate existing assets and components as they deteriorate or reach the end of their useful lives, restoring their original service potential.

Council proposes to spend **$148,817** on renewals over the next 10 years. The figure below shows the forecast distribution of this expenditure.

Renewal expenditure may fluctuate between years because works are driven by the condition, remaining life and renewal requirements of individual assets rather than occurring evenly across the planning period. Renewal priorities will continue to be refined as asset and condition information improves.

The figure below shows the spread of this spending.



Renewal expenditure is concentrated in the early years of the planning period and reflects two identified renewal projects. These include renewal of the water pump, roof and toilet components at Apiti, and renewal of internal components at the Feilding CBD public toilets. The timing of these works reflects the remaining life, condition and consequence of failure of the identified assets. Renewal requirements will continue to be reviewed as asset and condition information improves.

9.1.4. Proposed acquisition/upgrade budget

Acquisition and upgrade expenditure provides for new assets or improvements that increase the capacity, functionality or level of service of existing assets.

Council proposes to spend **$733,000** on acquisition and upgrade projects over the next 10 years. The figure below shows the forecast distribution of this expenditure.

Acquisition and upgrade expenditure is expected to be relatively limited and concentrated in the years in which specific projects are proposed. The principal projects identified within this Plan are the proposed replacement and upgrade of the Feilding CBD public toilets and the upgrade of the existing shower facilities at Himatangi Beach.

The scope, timing and delivery of the acquisition and upgrade projects identified in this Plan are subject to further investigation, prioritisation and funding through Council's Long-term Plan and Annual Plan processes. Inclusion of a project within this Asset Management Plan identifies an anticipated asset need and does not represent a commitment by Council to deliver the project within the identified timeframe. Projects and associated budgets may be amended as priorities, project information and available funding are confirmed.

The figure below shows the spread of this spending.

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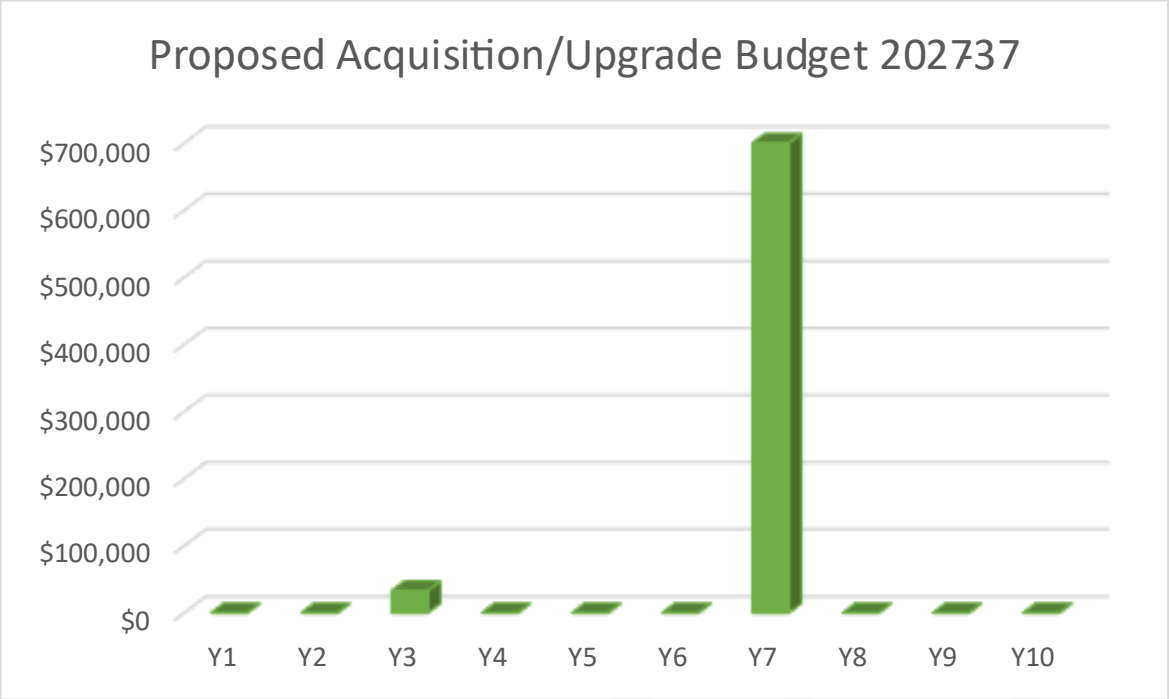

Acquisition and upgrade expenditure is concentrated in two proposed projects over the planning period. The Himatangi Beach shower upgrade is proposed early in the period to improve the existing shower and foot-washing facilities, while the proposed replacement and upgrade of the Feilding CBD public toilets represents the significant majority of forecast expenditure and is currently programmed for later in the planning period. The uneven expenditure profile reflects the one-off nature and timing of these projects rather than an ongoing programme of asset expansion.

9.2. Funding strategy

Funding for the operation, maintenance, renewal and development of Public Conveniences assets is determined through Council's Financial Strategy and Revenue and Financing Policy as part of the Long-term Plan.

These documents establish Council's overall approach to funding operating and capital expenditure, including the use of rates, reserves, debt and other available funding sources.

Funding requirements identified through this Asset Management Plan are incorporated into Council's Long-term Plan and Annual Plan processes and are considered alongside Council's wider financial priorities and affordability constraints.

9.3. Asset value

The value of assets within the Public Conveniences activity is summarised in the table below. Asset values are based on Council's current asset valuation information and represent the assets managed within this activity. Valuations may include associated assets, such as CCTV cameras**,** where these form part of the public convenience facility.

The asset portfolio has been reviewed for the 2027–37 Asset Management Plan to reflect the clarified allocation of public toilet facilities between the Public Conveniences and Parks, Reserves and Sportsgrounds activities. The valuation therefore reflects only those separately valued assets included within the Public Conveniences activity.

Valuation	Value
Public Conveniences	$1,224,975

The public conveniences at Rangiwahia and Pohangina Valley do not have separate asset valuations, as they form part of larger Council buildings. The Rangiwahia public convenience is incorporated within Rangiwahia Hall, while the Pohangina Valley public convenience forms part of the former school building. The value of these facilities is therefore

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incorporated within the valuation of the respective building rather than recorded separately within the Public Conveniences activity

9.4. Valuation forecasts

Asset values are expected to change over the planning period as assets are renewed, upgraded or replaced and as asset valuations are updated.

Changes in construction, materials and service costs may also affect future asset values. Significant projects, including the proposed replacement and upgrade of the Feilding CBD public toilets, may increase the value of the Public Conveniences asset portfolio if they proceed.

Changes in asset values can affect depreciation and future renewal funding requirements. Valuation information will therefore continue to be reviewed and updated through Council's established financial and asset management processes.

9.5. Key assumptions made in financial forecasts

Financial forecasts within this Plan are based on a number of assumptions about future demand, asset performance, costs and service requirements. Changes to these assumptions may affect the timing or level of expenditure required over the planning period.

The key assumptions used in developing the financial forecasts are:

Assumption	**Impact on Halls Financial Forecasts**
Population and demand	Higher or lower demand may affect servicing or investment requirements.
Assets will achieve their expected useful lives	Earlier deterioration may bring forward expenditure.
Asset condition and information	Improved information may change future maintenance and renewal forecasts.
Costs will change.	Actual lifecycle and project costs may vary from forecasts.
Proposed projects remain subject to approval and funding.	Scope, timing and expenditure may change or projects may not proceed.
Emergency events and climate change	Unplanned damage or disruption may result in additional expenditure.

If actual circumstances differ materially from the assumptions used in preparing this Plan, the timing, cost and affordability of forecast expenditure may change. This could result in maintenance, renewal or capital works being brought forward, deferred, reprioritised or requiring additional funding.

Council will monitor the assumptions and underlying asset information through its Long-Term Plan and annual planning processes. Where significant changes occur, the financial forecasts and work programmes will be reviewed and adjusted as appropriate, taking into account levels of service, risk, asset condition, community need and Council's financial capacity.

9.6. Reliability and confidence estimates

The forecast costs, proposed budgets and valuation projections within this Plan are based on the best information currently available. The reliability of this information influences the level of confidence that can be placed in asset management and financial forecasts.

Data confidence is assessed using the A–E confidence grading scale shown below.

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Confidence Grade	Description
A. Highly reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%.
C. Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%.
D. Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%.
E. Unknown	None or very little data held

The estimated confidence level for and reliability of data used in this Plan is shown in the table below.

Data	Confidence Assessment	Comment
Demand drivers	B	Based on the Environmental Scan 2025, customer feedback, operational experience and identified industry and community trends.
Growth projections	B	Based on current population and demographic information used to inform the 2027–37 Long-term Plan.
Acquisition forecast	C	Based on identified projects, but project scope, timing, cost and funding remain subject to further investigation and Council approval.
Maintenance forecast	B	Based on the programmed refurbishment approach and known maintenance requirements, although unplanned maintenance needs may vary.
Renewal forecast	C	Identified renewal projects are supported by known asset requirements; however, incomplete component and condition information limits confidence in longer-term renewal needs.
- Asset values	B	Based on Council's current valuation information. Confidence should be confirmed once the revised Public Conveniences asset portfolio and current valuation have been reconciled.
- Asset useful lives	C	Asset records are available, but the completeness of component, installation, condition, useful-life and renewal information varies across the portfolio.
- Condition modelling	C	Condition is based on inspections by officers and the open spaces contractor, and complaints received.
Disposal forecast		N/A

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10. Plan Improvement and Monitoring

Continuous improvement is an important part of asset management and supports better decision-making as the quality of asset information and management practices improves.

The improvement programme for the Public Conveniences activity focuses on practical improvements to asset information, condition assessment, lifecycle planning, levels of service and risk management over the 2027–37 planning period.

10.1. Status of asset management practices

Council uses a range of financial and asset management systems to support the management of the Public Conveniences activity. Asset & Work Manager (formerly RAMM) is used to manage asset information, while Council's financial systems support operational and capital budgeting, expenditure monitoring and financial reporting.

Asset management practices for the Public Conveniences activity continue to develop. While sufficient information is available to support current planning and decision-making, opportunities remain to improve the completeness of asset and component information, condition data, criticality information and longer-term lifecycle forecasts.

Improvements will be progressively implemented within available resources, with priority given to information and practices that provide the greatest benefit to asset, risk and financial decision-making.

10.2. Maturity assessment results

Asset management maturity describes the extent to which Council's asset management practices, processes and information support effective decision-making and the current and future needs of the community. Assessing maturity helps identify strengths, areas for improvement and realistic opportunities to progressively improve asset management practices.

The **International Infrastructure Management Manual (IIMM)** identifies four broad levels of asset management maturity:

- **Minimum** – the minimum level required to manage infrastructure assets.
- **Core** – a basic but sound level of asset management appropriate for many infrastructure activities.
- **Intermediate** – more developed asset management practices supported by stronger information, processes and analysis.
- **Advanced** – highly developed and integrated asset management practices.

Council's Community Facilities activities are currently assessed as operating generally at a **Core** level of asset management maturity. The objective is not necessarily to achieve the highest maturity level across every aspect of asset management, but to progressively improve practices where there is a demonstrated benefit to decision-making, service delivery, risk management or financial planning.

10.3. Improvement plan

Council recognises that asset management practices and information will continue to improve over time. The improvement programme identifies practical actions that will strengthen asset information, lifecycle planning, risk management and decision-making for the Public Conveniences activity.

Improvements will be prioritised and progressively implemented over the planning period, recognising available staff resources, funding and the relative benefit of each improvement.

Task		Responsibility	Resources Required	Timeline
1	Improve asset information within Asset & Work Manager, including component information, installation dates, useful lives and other	Asset Management & Compliance Coordinator	Staff time	Ongoing

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	lifecycle information where available.			
2	Review and update Public Conveniences asset records to reflect the clarified allocation of public toilet assets between Public Conveniences and Parks, Reserves and Sportsgrounds.	Asset Management & Compliance Coordinator	Staff time	2027/28
3	Establish and undertake an appropriate programme of condition assessments to improve understanding of asset condition and future maintenance and renewal requirements.	Asset Management & Compliance Coordinator	Staff time; external condition assessment support where required	2027–37
4	Strengthen lifecycle planning and forecasting by using improved asset and condition information to refine planned maintenance and renewal programmes.	Asset Management & Compliance Coordinator	Staff time	Ongoing
5	Review and refine critical asset and risk information, including critical water and wastewater components and associated failure modes.	Asset Management & Compliance Coordinator	Staff time	2027–30
6	Undertake a comprehensive review of levels of service and performance measures to ensure they remain appropriate for the activity and community expectations.	Community Assets Manager	Staff time	2027/28
7	Continue implementing relevant actions from the Community Facilities Strategy 2020 – Public Conveniences Sub-Plan.	Community Assets Manager	Staff time; external expertise and additional budget where required	Ongoing

10.4. Monitoring and review procedures

This Asset Management Plan will be monitored and reviewed throughout the planning period to ensure it continues to reflect changes in asset information, condition, levels of service, risks, financial forecasts and Council priorities.

The key monitoring and review activities are summarised below.

Frequency	Monitoring/Review Task
Ongoing	Update asset information as maintenance, renewals and upgrades are completed and new information becomes available. Monitor identified improvement actions.
Annually	Review lifecycle programmes, financial forecasts, emerging risks, customer feedback and material changes affecting the activity.
Three-yearly	Undertake a comprehensive review of the Asset Management Plan as part of the Long-term Plan process, including levels of service, lifecycle requirements, risks and financial forecasts.
Six-yearly	Formal level of service review carried out in line with the wider community outcomes consultation.
As required	Update the Plan where significant changes occur to assets, service requirements, legislation, strategy or Council decisions.

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11. Appendices

11.1. Asset information

Asset Category	Asset Name	Location	Capacity
High-Profile These conveniences have the highest levels of operational services being provided to them, being serviced as a minimum once a day, reflective of the high use they receive. High-profile sites should have the highest levels of proactive maintenance and renewal work to ensure they remain to a high standard. This means, that high-profile public conveniences should be maintained and renewed to ensure a condition rating of 1 – Excellent at all times.	Feilding CBD Toilets	Manchester Square, Feilding	7
	Himatangi Beach Toilets	8 Koputara Road, Himatangi Beach	8
	Sanson Playground Toilets	42 Dundas Road, Sanson	2
Medium-Profile Medium-profile public conveniences receive a steady level of use and often receive peak periods of demand. These peaks may relate to their location or to cyclical activities, such as sale days on Friday, or events, such as Saturday morning netball at Duke Street. Generally, these toilets are serviced 3-4 times a week, or in peak times daily or multiple times a day. Medium-profile public conveniences should receive a moderate–to–high level of general maintenance and renewal, achieving a condition grading of 2 to 3 – Average to Good at all times.	Cheltenham Toilets	1460 Kimbolton Road, Cheltenham	3
	Duke Street Toilets	35 Duke Street, Feilding	2
	Kimbolton Toilets	2861 Kimbolton Road, Kimbolton	2
	Rongotea Toilets	67 Thames Street, Rongotea	2
Low-Profile These low-profile sites receive a low to moderate level of use from one off events or activities relating to nearby facilities. Low-profile public conveniences receive the lowest level of operational servicing, maintenance and renewal priority, with the focus being on the medium and high-profile facilities. A suitably high enough level of service, maintenance and renewal should be provided to ensure that the number of complaints do not exceed the acceptable number of complaints set in the level of service performance measures.	Apiti Toilets	10 Makoura Road, Apiti	2
	Pohangina Valley Toilets	948 Finnis Road, Pohangina	2
	Rangiwahia Toilets	2527 Rangiwahia Road, Rangiwahia	3
	Tangimoana Toilets – Beach Road	Kuku Street, Tangimoana	2
	Tangimoana Toilets – Elison Reserve	Punga Street, Tangimoana	2

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